

IMPLEMENTATION OF INNOVATIVE TOOLS INTO
MARKETING ACTIVITIES OF A REGIONAL HIGHER EDUCATION INSTITUTIONІМПЛЕМЕНТАЦІЯ ІННОВАЦІЙНИХ ІНСТРУМЕНТІВ
У МАРКЕТИНГОВУ ДІЯЛЬНІСТЬ РЕГІОНАЛЬНОГО ЗАКЛАДУ ВИЩОЇ ОСВІТИ

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DOI: <https://doi.org/10.32782/infrastruct82-41>**Demydiuk Serhii¹**

Candidate of Economic Sciences,
Associate Professor,
Associate Professor at the Department
of Management,
Academician Stepan Demianchuk
International University
of Economics and Humanities

Kraychuk Serhii²

Candidate of Technical Sciences,
Associate Professor,
Associate Professor at the Department
of Economics and Business Management,
Rivne State University of Humanities

Strilchuk Ruslan³

Candidate of Economic Sciences,
Associate Professor,
Associate Professor at the Department
of Economics and Business Management,
Rivne State University of Humanities

Демидюк С.М.

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

Крайчук С.О.

Рівненський державний гуманітарний
університет

Стрільчук Р.М.

Рівненський державний гуманітарний
університет

The research focuses on the application of the "7P+S" marketing mix model, which includes traditional elements such as product, price, promotion, place, personnel, processes, and physical evidence, complemented by a social component. The study emphasizes the role of digital tools such as SEO, SMM, and contextual advertising in shaping a university's image, attracting applicants, and enhancing brand trust. The practical significance lies in recommendations for improving internal, interactive, and social marketing to strengthen the competitiveness of universities. The proposed strategies help optimize communication with stakeholders, develop innovative educational environments, and ensure sustainable growth. The findings contribute to refining marketing policies in higher education, promoting long-term audience engagement, and increasing the appeal of institutions in a digital economy.

Keywords: marketing policy, higher education institutions, digital technologies, social marketing, marketing mix.

У статті досліджено адаптацію маркетингової діяльності регіональних закладів вищої освіти до умов конкурентного ринку освітніх послуг та викликів цифрової трансформації. Визначено необхідність використання інноваційних маркетингових підходів для підвищення привабливості освітніх закладів та залучення абітурієнтів. Особливу увагу приділено моделі маркетингового комплексу «7P+S», яка включає традиційні елементи (продукт, ціну, комунікації, місце, персонал, процеси, фізичні докази) та соціальну складову. Запропоновано шляхи інтеграції цифрових технологій (SEO, SMM, контекстна реклама, соціальні мережі) у маркетингову політику університетів з метою формування позитивного іміджу, підвищення довіри до бренду та ефективного залучення студентів. Обґрунтовано значення внутрішнього маркетингу, маркетингу взаємодії та соціального маркетингу як ключових інструментів для створення конкурентних переваг у сучасному освітньому середовищі. Розглянуто можливості використання сучасних каналів комунікації для ефективного інформування та залучення зацікавлених сторін – абітурієнтів, студентів, викладачів, роботодавців та інших партнерів. Досліджено роль персоналу у забезпеченні високого рівня навчальних послуг та визначено необхідність удосконалення внутрішньої корпоративної культури закладу освіти. Практична значущість дослідження полягає у розробці рекомендацій щодо вдосконалення маркетингових стратегій для закладів вищої освіти. Запропоновано заходи для оптимізації організації освітнього процесу, покращення навчальних програм, впровадження сучасних методів навчання та підвищення кваліфікації науково-педагогічного персоналу. Окреслено перспективи розвитку партнерських відносин між університетами, бізнесом та державними установами, що сприятиме створенню інноваційного освітнього середовища та сталому розвитку університетів в умовах цифрової економіки. Результати дослідження можуть бути використані у процесі стратегічного планування маркетингової політики регіональних університетів, вдосконалення їхньої комунікаційної стратегії та адаптації до сучасних вимог ринку освітніх послуг. Впровадження розроблених заходів дозволить підвищити конкурентоспроможність вищих навчальних закладів, зміцнити їхню репутацію та збільшити кількість зацікавлених вступників.

Ключові слова: маркетингова політика, заклади вищої освіти, цифрові технології, соціальний маркетинг, комплекс маркетингу.

Research problem. The market of educational services is characterized by a high level of competition, which necessitates the adaptation of higher education institutions to dynamic environmental changes. The main task of such institutions is to maximally satisfy the needs and interests of higher education applicants. This includes not only the provision of high-quality educational services, but also the preparation of students for future employment, ensuring their competitiveness in the labor market and promoting career growth. The successful implementation of these tasks creates the prerequisites for

the long-term survival of universities in the conditions of the increased market competition.

However, many institutions, especially regional ones, face problems related to outdated approaches to organizing the educational process, insufficiently flexible educational programs, and ineffective communication with the target audience. As a result, their attempts to attract more students and improve their material and technical base remain insufficiently successful. Adopting a marketing philosophy that is focused on a deep understanding of the needs of the labor market and applicants allows higher education

¹ ORCID: <https://orcid.org/0000-0001-7911-7460>

² ORCID: <https://orcid.org/0000-0001-9756-1979>

³ ORCID: <https://orcid.org/0000-0002-9287-5351>

institutions to change their strategies, making them more adaptable to the modern challenges.

Analysis of recent research and publications.

Foreign researchers, in particular P. Kotler & K. Fox [11], emphasize the importance of multi-channel strategies that integrate all marketing tools to achieve a synergistic effect. They stress the key role of consistency of the elements of the marketing mix in building competitive advantages. Domestic researchers, such as A. Pilko & O. Lukan [13], focus on the integration of advertising, direct marketing, PR, and sales promotion. S. Harkavenko [7] highlights the “7P” model, which takes into account the specifics of services and includes personnel, processes, and physical evidence to form a positive image. The research by V. Volkova & V. Ohlih [6] emphasizes the importance of digital platforms and social networks as key tools for engaging students. S. Illyashenko et al. [9] draw attention to branding, PR campaigns, and reputation management as effective means of increasing competitiveness. Thus, the modern research confirms the feasibility of implementing the “7P+S” model, which combines traditional marketing with social initiatives and digital technologies, to develop an effective marketing communications policy for higher education institutions.

Previously unresolved parts of the general problem. More and more universities are focusing on developing a marketing policy that takes into account not only economic but also social aspects. Such a policy is aimed at using modern marketing tools to improve the image, attract students, and establish long-term partnerships with employers. Special emphasis should be placed on the integration of digital technologies, which open up new opportunities for effective informing of the target audience, personalizing educational services, and monitoring the effectiveness of communications. However, a number of issues related to the lack of understanding of the principles of using these tools and their integration into the overall marketing policy of institutions remain unresolved. Thus, there is a need for a comprehensive study of the concept of marketing policy of communications of higher education institutions, which takes into account the specifics of the educational market, the latest technological trends, and the needs of modern consumers, both in global and regional contexts.

Purpose of the article. The purpose of the article is to substantiate the need to introduce innovative tools into the marketing activities of regional higher education institutions, to study the use of the “7P+S” marketing tool for educational services, to analyze the role of digital technologies in the formation of effective communication policy, and to develop recommendations for increasing the competitiveness of universities through the adaptation of internal, social, and interactive marketing approaches.

Presentation of the main research material.

The concept of marketing communications has been studied by a significant number of economists. For instance, J. Burnett & S. Moriarty [1, p. 29] describe marketing communications as the process of transmitting information about a product to a target audience. J.-J. Lambin & I. Schuiling [3, p. 455] consider marketing communications as an interaction process between the subjects of the marketing system, carried out through a combination of signals sent to different audiences. P. Kotler & K. Fox [11] define the tasks of marketing communications as the specific combination of advertising, personal selling, sales promotion, and public relations.

S. Harkavenko [7, p. 409] states that marketing communications involve the creation and maintenance of continuous connections between a company and the market to stimulate product sales and build a positive image through informing, persuading, and reminding about its activities. V. Stetsenko [16, p. 214] defines marketing communications as a system of influence tools established by a company to impact market participants, aimed at building bilateral relationships to achieve communicative and economic effects.

The aforementioned studies are unified by their focus on the exchange of information with the target audience.

In the period of significant intensification of the competition in the educational services market, there is a need to find modern approaches to the formation of the marketing mix of a higher education institution, which involves taking into account the specifics of its functioning. In the field of higher education, it is possible to expand the classic “4P” (Product; Price; Promotion; Place) marketing complex with the additional elements. These elements are Personnel – employees who provide educational services; Process – the organization of the provision of educational services; Physical evidence – visual and material elements that are evidence for the client of the high quality of the consumed educational service.

Exploring innovative tools for implementing marketing communications policy, we will consider the main aspects of this issue in the form of a practical case. The Stepan Demianchuk International University of Economics and Humanities (IUEH), the first private educational institution in Western Ukraine, was chosen for detailed consideration. The development of the university began in 1993. Over the past 31 years, the university has trained more than 37 thousand highly qualified specialists. Today, the educational process at the IUEH is provided by 44 professors, doctors of sciences, academicians of industry and international academies, 138 candidates of sciences and associate professors. The International University of Economics and Humanities closely cooperates with higher

educational institutions in Poland, Hungary, Lithuania, Slovakia, the Czech Republic, Spain, Great Britain, and the USA.

In order to effectively promote its own educational services, the IUEH forms a set of necessary marketing tools to influence customers. In their totality, these tools constitute a marketing mix.

Since the classic marketing mix does not take into account the specifics of the field of educational services [17], its use by the IUEH requires additional measures that go beyond the standard set of marketing tools [5; 15; 18].

One of the characteristic features of an educational service is that it can be attributed to both individual and social good. Therefore, the IUEH declares the achievement of two groups of goals: commercial (profit) and social (socialization of an individual). In addition, this area of business combines mechanisms of market self-regulation and significant state regulation, which requires taking into account the significant social impact in the educational services marketing mix. Therefore, in addition to the elements of the “7P” service marketing, it is advisable for the IUEH to use the tools of social marketing S – Social.

The elements of social marketing include public organizations, external groups (mass media, employees and management of third-party organizations, representatives of state authorities and local governments) and internal groups (target audience of higher education institutions – parents, relatives of students, teachers of secondary education institutions, etc.); partnerships and collaborations, forming relationships

with third-party organizations to make efforts to implement social initiatives and achieve social impact; state strategies, policies and programs for the development of individual areas of activity, charitable foundations, volunteering, state and municipal budgets, sponsorship, etc.

The “7P+S” marketing mix model should be considered as a synthesis of classical marketing with the university’s social initiatives, which significantly influence the marketing policy of the IUEH (Fig. 1).

The following tools are important in the formation of the IUEH marketing activities: Personnel – personnel providing services; Process – organization and stages of providing educational services; Physical evidence – visual and material elements that are evaluated by the customer and prove the quality of the service. Taking into account the specifics of educational activities, it is advisable to combine them, as they jointly influence the consumer decision. These tools and elements can be attributed to the emotional component of making a purchasing decision.

In the field of educational services, elements Personnel, Process, and Physical evidence are distinguished due to the fact that they all relate to the emotional component (emotional factor), which has a significant impact on the purchase decision of a future applicant.

Visual and material elements (Physical evidence) include the interior and exterior of the IUEH, the arrangement of the surrounding area, the reflection of the university’s activities in the media, the demonstration of achievements and the most significant

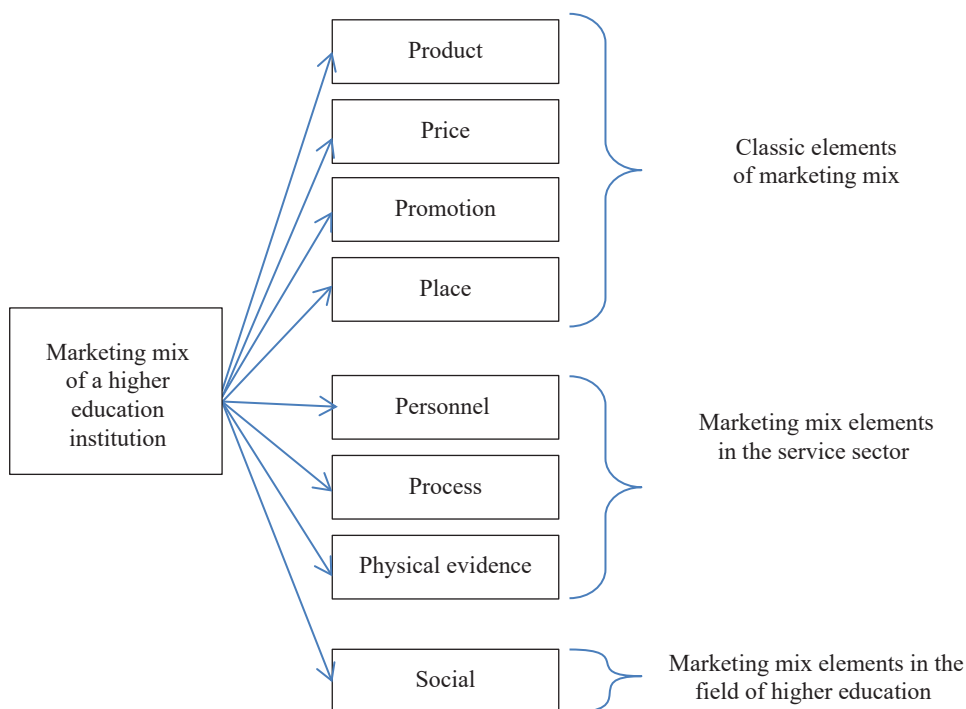


Fig. 1. The IUEH marketing mix model

Source: developed by the authors

scientific results, the successes of students and the achievements of graduates, biographies of prominent scientists, and places in the rankings of higher education institutions.

Let us consider each of the directions of the IUEH Physical evidence in more detail. The interior of the classrooms of educational buildings is developed at each faculty separately in accordance with the color scheme of each faculty, which is reflected in the emblem of these faculties. However, it would be worth bringing the color schemes of the faculties and the university as a whole to a common denominator, and for this, it is necessary to create a working group with the involvement of a designer. Regarding the IUEH exterior, the facades of not all buildings have been renovated (except for the rector's building). However, this requires significant capital investments, and there is a need to find additional financial resources to complete this task. The adjacent territory of the university is arranged very well, since there are employees who are engaged in this on a permanent basis.

There is a partnership between the IUEH and local media, due to which the university's activities are periodically reflected in the media. It is only proposed to expand this cooperation in order to more often remind viewers and listeners of regional media about the university's activities.

To demonstrate the achievements of employees, students and graduates, the university website and the honors halls, which occupy the entire first floor of the first building, and stands at each faculty about the achievements of teachers and students, are used. It is necessary to intensify work on taking high places in various ratings [14]:

- Webometrics-2024 (place 152);
- TOP 200 Ukraine 2024 (place 170);
- Rating of “Vstup.OSVITA.UA” according to the National Multi-Subject Test (place 191);
- Rating Scopus 2024 (place 188);
- Consolidated rating of Ukrainian universities in 2024 from the educational resource “Osvita.ua” (place 201).

A very important marketing mix tool is Process – the organization of higher education service provision, which requires considering labor market development trends and the transformation of educational technologies. The labor market is characterized by rapid changes due to digitalization and the beginning of the use of artificial intelligence. This creates the need for lifelong learning and individualized learning. Therefore, higher education should be aimed at forming a system of training for different categories of students, ensuring rapid retraining for the needs of the labor market. High involvement in the labor process, social orientation, and multi-competence will determine the profile of a specialist in the near future. In the field of higher education, the share of informal learning (trainings, courses, workshops) is very

common and is in demand among professional practitioners and senior students. However, the cost of training is usually much higher than in formal higher education, and such trainings emphasize the formation of practical skills and abilities, as opposed to the acquisition of knowledge in universities. Therefore, there is a need for constant and periodic updating of educational and professional programs, modernizing educational and methodological manuals, improvement of material and technical base, and continuous professional development of teachers.

To accomplish the outlined tasks, it is advisable to implement at the IUEH agile methodologies and project learning models.

A promising direction for improving the educational process at the IUEH is the development of a system of personal flexible learning trajectories for students.

Training of highly qualified specialists depends on the level of qualification of the scientific and pedagogical staff. To strengthen the human resources potential of the IUEH departments, it is advisable to implement the following measures:

- measures to inform teachers about the latest teaching practices;
- development and implementation of a program for advanced training of teachers in foreign higher education institutions;
- development of a mechanism to encourage teachers to expand their publication activity and improve their scientific level;
- establishment of partnerships with European higher education institutions to exchange experience and organize internships for scientific and pedagogical staff;
- development and implementation of a system for objective assessment by students of the quality of teaching by scientific and pedagogical staff of the university departments.

The problem of the mismatch of university knowledge with the requirements of the labor market is very important. The reason for this is that knowledge becomes obsolete much faster than it has time to get into textbooks and manuals (this is especially true for specialties closely related to the IT sphere and Internet business). Therefore, in order to improve the quality of educational services at the IUEH, it is proposed to integrate the educational process with practical activities in the field of business in the form of creating a business incubator, within which the scientific and pedagogical staff can provide mentoring or advisory support to students starting their own business. Another possible way to consolidate higher education, business, and government agencies could be creation of educational, scientific, and industrial clusters, the main goal of which would be to coordinate the implementation of various government and business initiatives.

The importance of the “Personal” element of the IUEH marketing mix lies in the fact that the provision

of educational services is carried out by specific scientific and pedagogical employees, and the quality of such work and the level of student satisfaction directly depend on the professionalism of teachers.

The behavior of a teacher in extracurricular time and the style of communication with students and their parents are also important. It is also important how the employees of the dean's offices, janitors, librarians, methodologists, and clerks communicate with students and their parents (in what manner telephone conversations are conducted, how various documents are filled and submitted, answers to applicants' questions are given during various events).

In the field of higher education, employees and the culture of their communication become the main source of competitive advantage, since the formation of trust in the higher education institution depends on the objective, friendly attitude and efforts to help and solve the problems of the entrant or applicant. All this directly affects the formation of a positive image of the IUEH because there is a close correlation between the image of a scientific and pedagogical employee and the image of the university as a whole. For higher education marketing, it is very important to analyze the demands of the target audience and behavioral patterns of customers. To obtain a new customer (student), the IUEH employees need to have contact information of potential applicants. The purpose of analyzing the behavior of applicants is to determine the tools for attracting the attention of the target audience. Employee engagement is achieved by stimulating their proactive behavior.

The development of the IUEH marketing mix involves the formation of external and internal marketing, as well as interactive marketing.

The creation of external marketing involves focusing on student demands, the satisfaction of which is possible through planning the educational process, methods of its control, development and implementation of personnel policy, and development of various procedures for student interaction with various departments of the IUEH. The formation of an external marketing system involves research and forecasting the educational services market; analysis of competitor behavior; market segmentation and definition of the target audience; development and implementation of an effective product policy; improvement of pricing mechanisms; implementation of a system for promoting educational products; development and implementation of an external marketing plan, as well as monitoring its implementation.

Internal marketing is aimed at the IUEH employees and has to create motivational mechanisms and organizational conditions for teaching work. The content of internal marketing is revealed in the formation of favorable working conditions for scientific and pedagogical personnel. The employee acts as an "internal consumer", who, having received a position

at the IUEH, assumes a certain range of obligations and receives certain rights. The advantage of using the internal marketing system at the IUEH is the possibility of introducing high standards of work quality into the university's activities. One of the most effective internal marketing tools is personnel marketing, which is aimed at forming proactive behavior among employees, the constant demonstration of which leads to the advancement of such an employee up the career ladder, as well as ensuring the growth of their income, public recognition of the work, etc.

When creating a material environment, it is necessary to take into account the demands of the target audience, their perception of this environment, individual components of the material environment and their direct impact on the behavior of the teacher and the student. When forming a material environment, it is necessary to take into account the location of furniture, the type of lighting in the rooms, temperature, interior colors, generally accepted sanitary standards and design elements.

The perception of the IUEH by teachers and students is also important. Very important factors are the IUEH corporate culture and the socio-psychological climate in the team. The image of university leaders includes perceptions of values, beliefs and attitudes, as well as their psychological characteristics. The perception of the staff is a collective image of the scientific and pedagogical personnel of the IUEH, which is manifested in such features as competence, academic mobility, accuracy and systematic performance of work duties, culture of communication, sociability, objective and friendly attitude towards students and colleagues, as well as the psychological characteristics of the scientific and pedagogical staff.

The formation of an internal marketing system at the IUEH involves additional efforts from top management. Internal marketing should correspond to the university's value system and help develop the IUEH corporate culture, indicating to employees guidelines for behavior and actions in specific situations. Therefore, improving the IUEH corporate culture will allow strengthening the organizational cohesion of the team and increase the consistency of employees' work.

The main goal of interactive marketing is to develop and maintain a certain level of service, which involves ensuring high quality teaching and guaranteeing comfortable and conflict-free interaction between a higher education student and a teacher.

The knowledge and skills of teachers determine the level of quality of lectures and practical classes, as well as the degree of satisfaction of students with the received educational services. For this, the IUEH needs to create a system for assessing the quality of teaching and provide a system for stimulating those teachers who receive positive feedback from students. This will encourage the best teachers to work

and will increase the level of satisfaction of students with the consumed services.

Finally, it is worth noting that the implementation of all three types of marketing at the IUEH will allow students to build trust in scientific and pedagogical staff and the university as a whole.

The premise for conducting this research was based on studies dedicated to innovation and creativity in the activities of modern enterprises [10], the factors influencing their formation [8], and the practical principles for assessing the effectiveness of innovations [2].

Trust is the main factor when an applicant chooses a higher education institution in which he/she wants to study a chosen specialty. If the employees inspire trust with their professional qualities, communication style, and friendly attitude, then it can be assumed that the university will have a sufficient number of applicants. Therefore, all elements of the IUEH marketing mix must develop trust, which is a prerequisite for choosing a university as the main place of obtaining higher education.

I. Kuznietsova [12] identifies factors that hinder the implementation of marketing communications: limited time resources available to managers for executing marketing communications; insufficient recognition of the significance and benefits of applying marketing communications; resistance to change from staff; a lack of flexibility in the institution's existing planning system for integrating marketing communications; and the unpreparedness of external agencies specializing in specific functions to adapt to working within the framework of marketing communications.

To attract applicants to the IUEH, it is necessary to direct efforts to the formation of competitive advantages, creation of a positive image of the university, and use of modern digital technologies to promote educational services. To achieve the set goals, it is necessary to intensify the implementation of innovative measures for each element of the IUEH marketing mix, focusing special attention on improving the marketing communication policy (Table 1).

Within the framework of the product policy (Table 1, Part 1), innovative measures include the feasibility of developing promising educational and professional programs, original professional courses, individual educational disciplines, and interesting cognitive content. Such innovations will help emphasize the uniqueness of new or improved educational services, which will create a competitive advantage. Constant updating of educational content will allow training specialists who are more adapted to the demands of the labor market.

In the conditions of decreasing demand for educational services, the market pricing method will be used in full (Table 1, Part 2). However, when setting the price for educational products of the IUEH, it is worth using innovative approaches and taking into

account the uniqueness of the offered improved educational services. Therefore, the emphasis should be shifted from low price to consumer value of improved educational products. Such a change in emphasis will allow moving to an integrated approach to pricing, which involves focusing on the consumer value of the product, taking into account the prices for similar products in universities-competitors.

As part of improving the sales policy of the IUEH, it is advisable to expand the possibilities of access to the university's educational services (Table 1, Part 3). An important role in this is played by modern information and communication systems and Internet access technologies. To improve students' access to educational services, it is important to use e-Learning more widely. In connection with martial law and the possibility of resuming quarantine restrictions, the integration of classroom work, individual and independent work of a student in the Moodle learning environment, as well as the periodic involvement of practicing professionals in performing practical or laboratory work in order to develop relevant skills and abilities in students, is promising.

V. Bereziuk & A. Donets [4] argue that marketing communications in the online environment serve two key functions. Firstly, traffic generation, which involves increasing the overall number of visitors to an online resource through methods such as SEA (Search Engine Advertising), SMA (Social Media Advertising), banner ads, mobile and email campaigns. Secondly, conversion optimization, which aims to increase the share of target actions (purchases, registrations, reviews) within the total number of visitors through content marketing, community management, action stimulation (purchases), and gamification.

As part of improving the IUEH communication policy, it is necessary to develop integrated marketing communications by coordinating the use of offline and online activities (Table 1, Part 4).

The university needs to encourage creativity in promoting educational products. This will also help improve communication with the target audience using digital marketing tools, which are extremely relevant and promising today. The advantage of using digital marketing tools for the IUEH is their low cost and speed compared to traditional classical marketing measures. One of the most promising methods is Social Media Marketing (SMM), which has a high communicative effect at limited costs. The basis of SMM are such social platforms as Google, Facebook, Instagram, TikTok, etc.

Special attention should be paid to the IUEH website, which is the main source of information about the university, its functioning, and offered educational-professional programs. The website should maximally satisfy the information demands of all stakeholders of the university: future entrants, students, scientific and pedagogical staff, employers, state authorities, local governments, and business structures.

Table 1

The IUEH innovative approaches to improve the marketing mix elements

Task	Tools
<i>1. Product policy</i>	
Development of promising educational and professional courses, individual professional courses, relevant modern academic disciplines with interesting cognitive content	Improvement of the content and structure of educational-professional programs Improvement of the content and structure of relevant modern academic disciplines Individual educational programs Additional educational services
<i>2. Price policy</i>	
Application of an integrated approach to pricing (focusing on the consumer value of the educational product, taking into account the prices of similar products in competing universities)	Setting the price level for an educational service A system of price discounts for certain categories of students Convenient payment terms Cost and profitability management Increasing consumer value
<i>3. Sales policy</i>	
Implementation of modern innovative e-Learning technologies Access to lectures at partner institutions in the EU	Development of the educational services system Improvement of traditional forms of educational services Implementation of individual study schedules
<i>4. Communication policy</i>	
Development of integrated marketing communications Coordination of the use of offline and online measures Creation of a system for stimulating creativity in the promotion of educational products	Advertising Event marketing (open doors days, seminars, flash mobs, master classes, conferences) Branding Public relations Specialized professional exhibitions University website Email marketing Social media marketing SEO marketing
<i>5. Process</i>	
Application of innovative technologies for obtaining higher education Improvement of the organization of the educational process Improvement of the management of the educational process	Forms and methods of organizing the educational process Planning of the educational process Learning technologies Organization of the educational process
<i>6. Personnel</i>	
Optimization of the quality of scientific and pedagogical staff Application of interactive marketing Implementation of marketing culture Implementation of web culture	Quantitative and qualitative composition of personnel Service personnel Administrative personnel Corporate culture and values Scientific developments and achievements Internal marketing
<i>7. Visual and material elements</i>	
Strengthening the emotional appeal of obtaining higher education at the university	Orderliness of the surrounding area Interior and exterior Reflection of the university's activities in the media Honors Participation in national and international grant projects Prominent researchers High places in national and international rankings

Source: developed by the authors

It is very important for the IUEH to implement measures to create an attractive image of the university in the eyes of future entrants and their parents. It is worth remembering that school graduates, while surfing the Internet, are interested in bright events, various flash mobs, quests, and actively cooperate during gaming events, which involves the use of marketing technologies of gamification. An important component of the IUEH event marketing should be a

creative approach that attracts attention and is able to interest the target group of consumers, which in turn will ensure the target audience's emotional attachment to the university, strengthen loyalty to it, and ensure the desire to choose it for higher education.

In the course of implementing higher education reforms, it is necessary to bring the system of organizing the educational process at the IUEH in line with them (Table 1, Part 5). To this end, the university

needs to apply innovative technologies for obtaining higher education, improve the organization of the educational process, and improve the management of the educational process. With the introduction of student-centered learning, higher education applicants have the right to shape their personal educational trajectory, to choose 25% of disciplines, and to make proposals to the guarantor of the educational program regarding the content of the educational-professional program and educational and methodological manuals. All this requires close cooperation between students, teachers, and the administration of the IUEH.

Individualization of the educational process requires a transition to an individually oriented approach to planning education, which in turn requires improving curricula and streamlining the learning schedule, using the latest electronic control systems and systems for summative assessment of educational results.

Improvement of educational technologies involves the active development of interactive professional courses, visual applications, virtual simulators, test tasks, etc.

Management innovations involve the transition of the IUEH from intuition-based management to strategic planning, which entails conducting situational analysis, forecasting the development of events, building a tree of goals, determining top priorities, setting specific goals and applying specific tools to achieve them, a constant process of control and periodic adjustment of actions depending on changes in the external environment.

Considering the leading role of marketing in the process of managing economic activities, it is worth including the position of a marketing specialist in the organizational structure of the IUEH by developing a job description.

The introduction of organizational and managerial innovations into the IUEH activities involves the transformation of the role of university personnel who are in contact with students in the process of providing/consuming educational services. This involves changing the philosophy of work of the scientific and pedagogical staff with the simultaneous development of a new corporate culture of the university (Table 1, Part 6).

Within the development of the updated IUEH corporate culture, it is advisable to implement an internal marketing system, the purpose of which is to unite the scientific and pedagogical staff of the university. An important role in the process of improving the activities of the IUEH is played by the formation of a new system of staff motivation, which should be closely tied to the achievement of key indicators of educational activity. It is also necessary to carry out measures to publicly recognize the merits of specific teachers and implement social support programs for employees.

The improvement of the system of advanced training at the IUEH involves the use of an integrated model, which includes self-education of teachers, taking special educational courses (the English language,

digitalization, innovative pedagogy, indexing of articles in scientometric databases, intellectual property rights, etc.), and the possibility of international internships, which in unity should ensure the improvement of the staff qualifications.

Finally, it is worth making suggestions for improving such an element of the marketing mix as the physical environment. Within the framework of this marketing component, it is proposed to focus attention on the history of the IUEH development, its importance and role in the economy of Rivne region and the Western region; on the achievements of the university's leading scientists who have made a significant contribution to the scientific research (it is proposed to name departments, laboratories and classrooms in their honor, etc.); the organization of the work of the IUEH Alumni Association, which will demonstrate the high level of quality and prospects of education at the university and will strengthen trust in it and scientific and pedagogical staff (Table 1, Part 7).

An important role is played by the social innovations, through which the university implements humanitarian ideas and contributes to solving certain social problems. Efforts in this direction should be made to promote university's social projects, advise socially vulnerable groups, and hold charitable events.

Social initiatives help create a positive image of the IUEH, which leads to increased competitive advantages.

The implementation of the proposed innovative measures should ensure the use of all elements of the marketing mix. Then the university will be able to form a unique list of marketing tools that will allow it to gain long-term competitive advantages and will contribute to its progressive development.

Conclusions. The research substantiated the importance of introducing innovative tools into the marketing activities of regional higher education institutions to increase their competitiveness. The article proves that the effective use of the "7P+S" marketing mix, which takes into account the specifics of educational services and the social component, contributes to the formation of long-term relationships with target audiences and stakeholders. The study shows that digital technologies, including SEO, SMM, contextual advertising, and other tools, are key elements of a modern marketing strategy that can provide universities with broader audience reach, increased brand trust, and increased applicant engagement.

Practical recommendations include adapting internal marketing, social marketing, and interactive marketing approaches to achieve university's goals in the context of digital transformation. The use of integrated marketing communications allows universities to effectively combine online and offline channels, improve interaction with applicants and employers, and form a sustainable positive image in the educational services market. Thus, the implementation of

these innovative measures will help strengthen the competitive advantages of regional higher education institutions, increase their attractiveness for applicants, and strengthen their positions in the market.

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