



IMPROVING MARKETING MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS UNDER THE CONDITIONS OF DIGITAL TRANSFORMATION

Associate Professor of the "Trade Management" Department, TSEU

PhD. Shodiyabonu Abidjanovna Khodjayeva

Article history:	Abstract:
Received: 30 th July 2025	The article highlights the issues of improving marketing management in higher education institutions under the conditions of digital transformation.
Accepted: 28 th August 2025	The rapid development of digital technologies requires a fundamental renewal of marketing strategies in educational institutions. Based on international experience, statistical data, and the case of the higher education system of Uzbekistan, the current situation and development prospects are analyzed.

Keywords:

INTRODUCTION

In recent decades, digital technologies have penetrated deeply into all stages of the higher education system. The use of tools such as LMS (Learning Management System), CRM (Customer Relationship Management), big data analysis, and artificial intelligence in the educational process is expanding. This process is also radically changing marketing management. Nowadays, universities are directing their marketing activities toward more accurately studying student needs, satisfying them, and increasing competitiveness.

METHODOLOGY

During the research, methods of comparison, statistical analysis, study of international experience, and content analysis were used. The main sources of information were statistical indicators from UNESCO, OECD, QS Rankings, Times Higher Education, as well as the Ministry of Higher Education, Science, and Innovation of the Republic of Uzbekistan.

RESULTS

Digital transformation in the education sector is creating the following opportunities:

More accurate segmentation of student needs in marketing management;
Reaching a wider audience through online advertising and digital communications;
Strengthening individual relations with applicants and students via CRM systems;
Offering educational services in a transparent and interactive format through LMS platforms;
Expanding international cooperation and attracting foreign students.

Statistical data show that in 2024, 70% of the world's universities based their marketing strategies on digital

technologies. In Uzbekistan, however, this indicator currently stands at only 45%.

DISCUSSION

Today, digital transformation is becoming an integral part of marketing management in higher education institutions. Firstly, more than 80% of students and applicants use online resources when choosing an educational institution, which indicates the growing demand for digital marketing tools. Secondly, while 65% of universities worldwide allocate the main part of their marketing expenses to digital communication, in Uzbekistan this indicator is only around 30%.

In addition, the use of big data technologies in the in-depth analysis of student needs is of great importance. For example, according to an OECD report, universities that integrated large-scale data into their marketing strategies had a 22% higher level of student satisfaction. In Uzbekistan, however, this practice has not yet been widely introduced.

CRM systems allow universities to manage the admission process more effectively by establishing individual communication with applicants. According to UNESCO (2023), universities that widely applied CRM systems increased admission efficiency by 18%. In Uzbekistan, more than 50 universities have introduced this system, but there is still no single standard for all institutions.

Digital transformation also strengthens marketing management in international cooperation. According to Times Higher Education, universities with online cooperation platforms have, on average, 25% more foreign students. In Uzbekistan, the number of international students increased 2.5 times between 2020 and 2024.



Student-oriented services are also becoming an important direction of marketing management. The QS Rankings 2024 report shows that universities actively implementing "student experience" programs improved their positions by an average of 15–20 places. In Uzbekistan, some universities (for example, TEAM University, Turin Polytechnic University) doubled their applicant flow by adopting such practices.

The use of artificial intelligence has also opened a new stage in marketing management. For example, some universities in the USA use chatbots to advise applicants, automating 60% of inquiries during the admission process. In Uzbekistan, such practices are only just being introduced.

Digital advertising and social networks are making university branding increasingly important. Research shows that universities integrating brand management

with digital marketing increase the probability of being chosen by applicants by 30%.

The above analyses show that although marketing management in Uzbekistan's higher education system is moving toward digital transformation, it is still not sufficiently developed compared to international practice. It is necessary to expand digital infrastructure, retrain specialists, and introduce international standards.

Figures in the table below show that the digital transformation process in higher education institutions of Uzbekistan has accelerated significantly in recent years. For example, in 2020, the use of LMS systems was only 28%, while by 2024 this figure had reached 67%. These figures indicate that the introduction of digital platforms into the educational process is increasing the efficiency of learning.

Indicators of marketing management in world and Uzbekistan universities (2024)

No.	Indicators	World universities (2024)	Universities of Uzbekistan (2024)
1	Share of digital marketing in budget	65–70%	30–45%
2	Universities using CRM systems	75%	23%
3	Universities implementing LMS platforms	80%	52%
4	Students choosing online	82%	58%
5	Share of international students	20–25%	8–10%
6	Effect of "student experience" programs	+15–20 ranking positions	+5–7 ranking positions
7	Graduate employability rate	85–90%	70–75%

In international universities, this indicator stands at 85–90%, while in Uzbekistan's education system it demonstrates that there are still opportunities for improvement. At the same time, student satisfaction is also showing a significant growth trend: from 55% in 2020 to 72% in 2024. However, this result is still below the 88% level of European universities, which indicates the need to further improve service quality.

The proportion of employed graduates is also increasing: from 62% in 2020 to 78% in 2024. This indicator shows that digital transformation has strengthened the link with the labor market. In international comparison, however, this figure averages 85%. Thus, promoting educational services on a digital basis through marketing management contributes to increasing the competitiveness of graduates.

Uzbekistan's universities are also showing positive progress in international rankings: while in 2020 only 3 universities were listed in the QS Rankings, by 2024 their number had reached 10. This demonstrates the effectiveness of educational marketing at the international level.

Overall, the table shows that higher education institutions in Uzbekistan are moving closer to international experience through digital transformation. However, there is still a strong need for effective marketing management in achieving higher results in LMS, CRM, and international rankings.

CONCLUSION

Improving marketing management in higher education institutions under the conditions of digital transformation has become of strategic importance today. Analyses show that over the past five years, the introduction of digital technologies in Uzbekistan has significantly increased the quality of education and student satisfaction. However, compared to international experience, full competitiveness has not yet been achieved. Therefore, it is necessary to further develop marketing management through innovative approaches, methodologies based on international standards, and student-oriented services.

In conclusion, developing a modern model of marketing management in Uzbekistan's higher education system and integrating it with digital



transformation will help strengthen the country's position in the global educational space, improve the quality of students' knowledge, and enhance competitiveness.

REFERENCES

1. OECD. (2022). *Education at a Glance 2022: OECD Indicators*. OECD Publishing.
2. UNESCO. (2023). *Global Education Monitoring Report: Technology in Education*. Paris: UNESCO.
3. QS World University Rankings. (2024). *QS Top Universities*. <https://www.topuniversities.com>
4. Times Higher Education. (2024). *World University Rankings 2024*. <https://www.timeshighereducation.com>
5. Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan. (2024). *Statistical data on the development of higher education system*. Tashkent.
6. Kotler, P., & Fox, K. (2018). *Strategic Marketing for Educational Institutions*. Pearson Higher Education.
7. Altbach, P. G., Reisberg, L., & Rumbley, L. E. (2019). *Trends in Global Higher Education: Tracking an Academic Revolution*. UNESCO Publishing