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## **MARKETING STRATEGIC MANAGEMENT OF HIGHER EDUCATIONAL INSTITUTION**

In a constantly changeable competitive environment, the issue of continuous improvement in the management of marketing activities is of particular importance. The use of marketing concepts in higher educational institutions indicates that there is a transition from traditional marketing to human factor-oriented marketing, new educational services are being developed to meet the individualized needs of customers, the interests of the university, and society. It is marketing that is the mechanism by which educational institutions respond to environmental influences, adapting their internal capabilities to the requirements of market entities, allows them to fully study the demand for educational services, assess the impact of various factors of the labor market on the results of their activities, develop and implement marketing education system functioning policy.

To ensure the quality of provided educational services by universities in today's environment, marketing research, based on the receipt of certain information, is an effective feedback mechanism. Marketing information has a certain value for the organization of the educational process in higher education institutions. It can be explained by the fact that with its help the prerequisites are formed for creating or coordinating the development strategy of the educational institution, developing the necessary and sound management decisions, it ensures the determination of changes in the environmental and internal environment of the organization and helps to take them into account in activities. The leading value is that it can be used to highlight competitive advantages and reduce commercial risk. It is this that contributes to the formation of a positive image of the organization, recognition in the market, and increased efficiency [1, p. 21].

Marketing activity of a higher educational institution is an activity aimed at studying the requests (offers) of consumers and their formation in the future on the basis of providing and receiving educational services in order to develop the consumer's personality and promote education as a social value. Development of technology of formation of strategy of marketing activity of educational institution is today actual and perspective direction of development of educational system. This is due to the fact that the educational institution exists in the context of market relations, and therefore its main task is to ensure the quality of education [2]. The marketing strategy

covers various aspects of the university's activity: its purpose is to shape the university's ability to develop effectively in a market environment, and the implementation involves the creation of a coherent system that ensures the market orientation of the university and each of its units in particular.

The higher educational institution's marketing strategy should include the following aspects:

- providing (manufacturing) only such educational services that are in use and will be in demand in the market;
- conducting active communication activities aimed at specific target groups of consumers of educational services and possible mediators, represented in the form of different enterprises;
- expanding the nomenclature of educational services, taking into account the requirements of consumers, society and scientific and technological progress, characterized by the flexibility and speed of transformation of the process of providing educational services.

Scenarios of marketing activity of higher educational institution can be grouped into the following: adaptation (adaptation of directions of development to changes of needs of their target segments); proactive (strategy of the leader who chooses new directions of development earlier than its competitors); entrepreneurship – disclosure of entrepreneurial potential of employees, activation of individual initiative); combined (combining multiple approaches into one strategy) [3].

Also, the need for functioning in the management structure of the university special unit – marketing department becomes more and more obvious. Its high-quality work will help the university to move more quickly from traditional «career guidance» to a more modern marketing-oriented system of activity and management [4, p. 117].

The tasks of managers and specialists of higher education institutions responsible for marketing activities are to combine elements of the marketing complex in such a way that they, more effectively than competitors, influence the market of educational services and products and properly allocate material resources and human potential for this purpose. The marketing strategy of universities should include the reorganization of the management structure, as well as the availability of technological, pedagogical, methodological bases that determine the necessary content of the educational process. Getting the maximum income from the activity of an institution is a measurable criterion for the success of its marketing strategy [3, p. 59].

The use of marketing strategies is a guarantee of the stability of the market situation and the receipt of new profits, growth of the well-being of the population. This is expressed in the form of a general increase in the level of education of workers and the subsequent increase in welfare, reduction of social uncertainty.

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