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INNOVATIVE METHODOLOGY FOR ANALYZING THE EFFECTIVENESS OF MARKETING MANAGEMENT

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ABOUT ARTICLE

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Abstract: The article presents an analytical approach based on theoretical foundations and international experience regarding the criteria for evaluating the effectiveness of marketing strategies in higher education institutions, their development, and practical implementation. The study systematically examines the importance of collaborative management in developing and implementing prospective marketing strategies within educational institutions, as well as the key indicators used to assess their effectiveness — including student recruitment rate, brand reputation, digital marketing metrics, financial outcomes, and the Net Promoter Score (NPS) index.

Introduction. A collaborative approach is important in developing and implementing a prospective marketing strategy in educational institutions. At the same time, a number of criteria and indicators need to be defined to evaluate such strategies. For example, marketing strategies in higher education consist of comprehensive plans aimed at increasing student interest, attracting them to the institution, retaining them, and strengthening the institution's reputation. However, the customer (student) decision-making process in education differs significantly from corporate or retail marketing: students typically spend up to 18 months researching various sources, and multiple stakeholders, such as parents or employers, are also

involved in the decision. Therefore, for a marketing strategy in a higher education institution to be considered effective, not only an increase in the number of students should be considered, but also indicators such as the reliability of the information provided, brand reputation, and satisfaction of students and stakeholders.

Several factors explain why marketing strategies in the higher education context differ from conventional product marketing. Among them, the most important and primary factor is the need for knowledge. Since educational services are a long-term investment, time, trust, and reputation indicators are crucial in the decision-making cycle. Marketing in educational institutions includes the following main factors:

Market segmentation and positioning;

Brand development;

Communication and promotion;

Strengthening customer relationships;

Adapting the educational product (programs);

Market research;

Pricing policy;

Distribution and increasing the accessibility of educational services.

Methods. Researcher Rasulberdiyeva (2023) notes that marketing practices in higher education institutions encompass areas such as central customer service, developing communication with staff and students, the rapid development of private training systems, and adaptation to innovations in society. Therefore, an effective strategy serves to strengthen the university's areas of education, research, and community relations.

Criteria for evaluating the effectiveness of marketing strategies

Multifaceted criteria are used to evaluate the effectiveness of a marketing strategy in a higher education institution. In general, evaluation criteria consist of indicators that help measure the degree to which strategic goals are achieved. Below, these criteria are described by main categories:

New student recruitment indicators: In this area, the effectiveness of a marketing strategy is measured by the number and quality of new students (enrollees) attracted by the higher education institution. For example, the number of applications received from potential students through the university website or advertising campaigns, the percentage of admitted students relative to the number of applications, and the funnel indicators in this process are important. At each stage of the educational process, it is necessary to monitor the conversion rate – that is, how many of those who previously requested information submitted an

application and then enrolled. Furthermore, the volume of customers acquired through each advertising channel and the costs incurred for them (e.g., the average cost per recruited student) are also evaluation criteria.

Education quality and brand reputation indicators: Besides attracting students, one of the goals of a marketing strategy is to strengthen the university's brand and reputation. This includes university rankings, accreditation level, achievements in leading scientific fields, industry collaborations, and graduate success. Position in international rankings (e.g., QS or THE), the number of certificates and collaboration programs play an important role in student choice. Also, student and graduate satisfaction through surveys, and their likelihood of recommending the university to friends (Net Promoter Score) are criteria for assessing brand reputation. It is noteworthy that, according to Hanover Research, the share of positive recommendations such as NPS is of great importance in increasing the level of new student recruitment to an educational institution.

Student recruitment conversion: This criterion measures the effectiveness of the process from the student interest stage to actual admission. For example, it tracks what percentage of students who left a request for information remained in the final selection and how many such students there were. The drop-off rate at the steps of the application and admission process is also a key indicator. EHL experts emphasize that the costs at the application stage compared to the number of applications that actually turn into admission are important.

Digital marketing indicators: Currently, digital channels – the university website, social networks, email, and online advertisements – occupy an important place in higher education marketing. Therefore, web analytics and SEO indicators are monitored to measure their effectiveness. For example, the number of site visitors, time spent on page, bounce rate, and number of pages viewed per session indicate whether the educational institution's content is engaging and useful. Note that a long time-on-page and low bounce rate indicate high content quality. Also, likes, shares, comments on social media, and open rates and click-through rates (CTR) of email campaigns are included among the criteria for digital marketing effectiveness. It is advisable to monitor such digital indicators when evaluating the effectiveness of targeted content and marketing measures.

Financial effectiveness: The effectiveness of a marketing strategy is also evaluated by the ratio of results achieved to resources allocated for its financing. In this regard, the Return on Marketing Investment (ROMI) and the average cost spent on recruiting each new student are important. Also, revenue indicators such as payments from students, grants, and the growth of

sponsorship and charitable funds can be studied as a result of marketing. For example, if a marketing campaign results in more paid places being filled or an increase in donations, this is assessed as a positive outcome of the strategy.

When the above criteria are applied in combination (e.g., as a set of KPIs), the marketing strategy can be carefully analyzed at each stage. In the ideal model presented by EHL researchers, separate KPIs are defined for each stage:

In the first stage, lead volume and cost per channel for lead generation;

In the second stage, application submission and acceptance indicators;

In the third stage, the number of admitted students and the costs incurred for them are measured. At the same time, the processes at each stage are continuously monitored and improved in a business-like manner.

International experience in practice

Abroad, higher education institutions use many criteria such as those above to evaluate their marketing strategies. For example, various universities in the United States have developed detailed metrics for admission quality and student recruitment, studying indicators such as:

Conversion at the application stage;

Funds spent;

The profitability of student interest campaigns.

Although specific statistics vary between universities, higher education marketing experts cite indicators such as the number of new applications, conversion rate during the admission process, and website activity (traffic, homepage appearance) among the top-tier KPIs.

Furthermore, many universities widely use surveys assessing student and graduate satisfaction. For example, Net Promoter Score (NPS) has become popular in international education systems: students are asked questions like "How likely are you to recommend the university to your friends?" and a relative score is obtained. For an educational institution, a high NPS is the result of student satisfaction and a good word-of-mouth strategy. Although systematic metrics like NPS have not yet been widely implemented in the context of our country, international experience shows that monitoring them helps determine brand strength and improve strategy.

Additionally, studying audience flow on social media has also become popular in global experience. For example, European universities analyze the number of webinars, the number of applicants via email, and activity on social media (e.g., likes and reactions to posts) to

measure the effectiveness of online marketing. In general, international institutions consider student satisfaction, digital metrics, and financial results in a balanced way when evaluating the effectiveness of a marketing strategy.

Results and discussion. The University of Melbourne in Australia has implemented a digital system called the "Integrated Marketing Performance Dashboard" since 2018 to evaluate its marketing strategies. The University of Melbourne applies an integrated approach to marketing evaluation. In this system, not just an increase in student numbers, but brand image, digital activity, and financial results are considered comprehensively. Most notably, marketing ROI increased by 68% between 2018 and 2023, indicating that the strategy yielded real economic results.

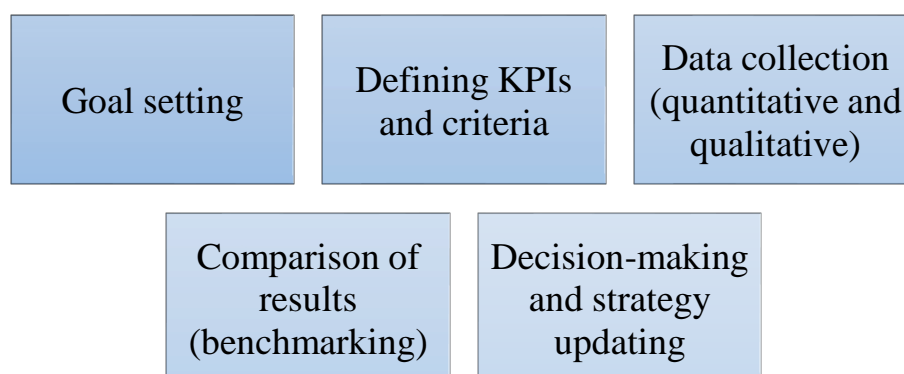
For example, the University of Oxford has used the "Student Experience and Engagement Model (SEEM)" since 2020 to evaluate marketing effectiveness. This model analyzes four stages, from student recruitment to the graduate becoming a brand ambassador.

Stage	Key Indicator	Evaluation Criterion	2023-year results	Growth (%)
Awareness	Global brand recognition	QS Brand Index	94%	+3.5
Engagement	Interaction with online content	Like + Share + Click	8.7 mln interactions	+11
Enrollment	Admission conversion	Percentage of applicants who enrolled	68%	+5
Advocacy	Graduates NPS	Recommendation index	+75	+6

The University of Oxford has specific metrics for each stage: in the first stage, brand awareness; in the second, online engagement; in the third, admission rate; and in the fourth, the degree to which graduates recommend the university to others (Advocacy). Through this model, marketing effectiveness is dynamically monitored over time.

In the marketing strategy of the National University of Singapore (NUS), the main focus is on digital content analysis. They monitor all marketing channels in real time through a "Digital Pulse Dashboard."

Based on the analysis of international experiences, the evaluation of marketing effectiveness in higher education institutions is carried out in the following order:



When these stages are applied sequentially, each university identifies its strengths and weaknesses and refines its specific marketing directions for the future period.

Conclusion. The experience of foreign universities shows that evaluating a marketing strategy is not limited solely to advertising effectiveness. Brand reputation, the satisfaction level of students and graduates, activity on digital platforms, and ROI results are all analyzed within a single system.

Higher education institutions (HEIs) in Uzbekistan also need to use these experiences to develop their own "marketing effectiveness evaluation model." In particular, by implementing a KPI system or further developing existing ones, and by regularly measuring the NPS indicator, the opportunity to create a competitive brand in higher education will be expanded.

The research results indicate that evaluating an effective strategy should not be limited only to the number of new students or advertising results, but should be carried out comprehensively through indicators such as brand reputation, the satisfaction level of students and stakeholders, digital activity, and financial results. In the higher education system of Uzbekistan, adapting and implementing global indicators such as KPI and NPS to the local context will serve to strengthen the university brand and increase the competitiveness of educational marketing. As a result, higher education institutions will have the opportunity to apply marketing analysis as a comprehensive and sustainable development factor in their strategic planning process.

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