

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Sumy State University

Academic and Research Institute of Business, Economics and Management
Oleg Balatskyi Department of Management

«Admitted to the defense»
Head of Department

_____ Ihor REKUNENKO

_____ 2023

QUALIFYING WORK

**to obtain bachelor's educational degree
in the specialty 073 “Management”,
educational-professional program “Management”**

on the topic:

**“Strategic management of marketing communications in a higher
education institution (case study of Oleg Balatskyi Department of
Management)”**

Student of the group **M-91an**

Sofia KALIUZHNA

The qualifying work contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

_____ **Sofia KALIUZHNA**

Advisor **PhD, Associate Professor Denys SMOLENNIKOV** _____

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY STATE UNIVERSITY
Academic and Research Institute of Business, Economics and Management
Department of Management named after Oleg Balatskyi

I CONFIRM
Head of Department

_____ Ihor REKUNENKO

_____ 2023

**ASSIGNMENT FOR QUALIFYING WORK
to obtain bachelor's educational degree
in the specialty 073 "Management",
educational-professional program "Management"**

on the topic:

"Strategic management of marketing communications in a higher education institution (case study of Oleg Balatskyi Department of Management)"

Student of the group **M-91an Sofiia KALIUZHNA**

1. The topic of the work «**Strategic management of marketing communications in a higher education institution (case study of Oleg Balatskyi Department of Management)**» approved by order №0569-V dated **25.05.2023**.
2. The deadline for submission of the completed work by the acquirer **09.06.2023**.
3. The purpose of the qualifying work: **to study strategic management of marketing communications in a higher education institution (case study of Oleg Balatskyi Department of Management)**.
4. Object of study: **strategic management of marketing communications at Oleg Balatskyi Department of Management of Sumy State University**.
5. Subject of study: **organizational and economic relations that arise in the process of strategic management of marketing communications**.
6. Qualification work is performed on the basis: **Sumy State University**.
7. Approximate plan of qualifying work, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

No of order	Title of the section	Submission deadline
I	Strategic management of marketing communications	17.05.2023
II	Analysis of strategic management of marketing communications at the Oleg Balatskyi Department of Management	25.05.2023
III	Development of a strategy for managing marketing communications in higher educations	05.06.2023

The content of the tasks for fulfilling the set goal of the bachelor's qualifying work:

In section 1, the student must define concept and importance of marketing communications, role of it in higher education and put approaches to strategic management of marketing communications.

In section 2, the student must present historical view and description of the department, create analysis of the current state of marketing communications at the department and identify problems and challenges in managing marketing communications.

In section 3, the student must define strategy's objectives, goal of development of a strategy for managing marketing communications in higher educations with its monitoring and control of strategy effectiveness.

8. Consultations on work performance:

Section	Surname, initials and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1	Smolennikov D., PhD, Associate Professor	08.05.2023	08.05.2023
2	Smolennikov D., PhD, Associate Professor	17.05.2023	17.05.2023
3	Smolennikov D., PhD, Associate Professor	25.05.2023	25.05.2023

9. Issue date of the assignment **08.05.2023**.

Advisor **PhD, Associate Professor Denys SMOLENNIKOV** _____

Tasks to be completed received **Sofia KALIUZHNA** _____

ANNOTATION

In the bachelor's work theoretical and methodological bases of formation of strategic management of marketing communications are considered.

Using various analyses to study strategic management of marketing communications, the main concepts, the importance and role of marketing communications themselves in higher education were identified. In addition, the main approaches to strategic management of marketing communications were identified. The paper provided an analysis of the current state of strategic management of marketing communications in the Oleg Balatskyi Department of Management.

Possible ways of development of strategic goals and directions were also identified. The work identified the strategy of marketing communications in the Oleg Balatskyi Department of Management and the monitoring and control of the effectiveness of the strategy.

The structure and volume of the bachelor's thesis. The thesis consists of an introduction, three chapters, a conclusion, a list of references, which consists of 32 items. The volume of the bachelor's thesis is 40 pages including 3 tables, 2 figures, 4 pictures and list of references.

The purpose of the thesis. To study strategic management of marketing communications in a higher education institution (case study of Oleg Balatskyi Department of Management).

In accordance with the main goal, the following tasks were defined:

- to study strategic management of marketing communications;
- to define role of marketing communications in higher education;
- to analyze strategic management of marketing communications in a higher education institution at the Oleg Balatskyi Department of Management;
- to develop a strategy for managing marketing communications in higher educations.

The object of research is strategic management of marketing communications at Oleg Balatskyi Department of Management of Sumy State University (SumDU).

The subject of research is organizational and economic relations that arise in the process of strategic management of marketing communications.

Keywords: STRATEGIC MANAGEMENT, MARKETING, COMMUNICATION, HIGHER EDUCATION INSTITUTION.

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INTRODUCTION

In modern economic conditions an important problem for the enterprise is the management of marketing communications.

In this context, the concept of strategic management of marketing communications is a project of the enterprise, which is based on making marketing effective decisions that take into account the communication climate, ensure optimal communication potential due to the rational competitive behavior to form the image and brand of the enterprise, consumer loyalty and obtain due to this long-term sustainable competitive advantages.

Strategic management of marketing communications allows you to use the strengths of the enterprise (process, products) and neutralize or eliminate weaknesses. Only after achieving the necessary level of communicativeness the company can react to changes in the market situation in a timely manner and act purposefully in the market.

This paper has an analysis of the strategic management of marketing and communications in the department of Oleg Balatskyi Department of Management.

CHAPTER 1 STRATEGIC MANAGEMENT OF MARKETING COMMUNICATIONS

1.1 Concept and importance of marketing communications

Marketing communications play a crucial role in organizations by facilitating the exchange of information and building relationships with target audiences.

The concept of marketing communications refers to the strategic management and coordination of various communication activities to convey messages about products, services, brands, or organizations to their intended recipients. These activities encompass sales promotion, direct marketing, advertising, public relations, personal selling and other communication tools (Smith, P. R., Taylor J., 2004).

Importance of Marketing Communications:

- **Building Brand Awareness and Equity:**

Effective marketing communications help create brand recognition and differentiate products or services from competitors. Consistent messaging across different channels and touchpoints enhances brand equity and fosters customer loyalty.

- **Engaging with Target Markets:**

Through marketing communications, companies can connect directly with their target markets and engage in two-way communication. This allows for better understanding of customer needs, preferences, and feedback, leading to improved product development and customer satisfaction,

- **Creating Demand:**

Marketing communications play a vital role in generating demand for products or services. By effectively communicating the benefits and unique selling propositions, companies can influence customer purchasing decisions and stimulate demand in the market.

- **Influencing Consumer Behavior:**

Messages conveyed through marketing communications can shape consumer attitudes, perceptions, and behaviors. By employing persuasive techniques and effective st

orytelling, marketers can influence consumer decisionmaking and encourage them to take desired actions.

- Supporting Sales Efforts:

Marketing communications complement sales efforts by providing relevant information and creating a positive brand image. Sales promotion activities, direct marketing campaigns, and personalized selling techniques help generate leads, drive conversions, and achieve sales targets.

- Enhancing Customer Relationships:

Effective communication strategies foster strong relationships with customers. By delivering relevant and personalized messages, companies can build trust, loyalty, and long-term customer relationships, leading to repeat purchases and positive word-of-mouth.

Effective marketing communications are essential for organizations as they contribute to several key outcomes. Firstly, they help to create awareness and generate interest in products or services among the target audience (Belch G. E., Belch M. A., 2010). Through strategic messaging and positioning, marketing communications can differentiate a brand from competitors and communicate its unique value proposition (Kotler P., Armstrong G., Harris L. C., Piercy, N., 2015).

Moreover, marketing communications serve as persuasive tools to influence consumers' attitudes, perceptions, and purchasing decisions (Shimp T. A., 2010). By effectively communicating product benefits, features, and value, organizations can increase customer engagement and loyalty.

The significance of marketing communications extends beyond the realm of commercial organizations. In the context of higher education institutions, marketing communications are crucial for attracting prospective students, promoting educational programs, and building a positive institutional image (Kotler P., Fox K. F. A., 2012). Effective communication strategies can enhance the reputation and credibility of educational institutions, leading to increased enrollment and student retention rates.

In summary, marketing communications involve the strategic management of various communication activities to convey messages about products, services, brands,

or organizations. They are essential for creating awareness, differentiating brands, influencing consumer behavior, and building positive institutional image. The concept and importance of marketing communications provide a foundation for developing effective communication strategies in various contexts.

1.2 Role of marketing communications in higher education

In the context of higher education, marketing communications play a multifaceted role in shaping the success and reputation of institutions. These communications serve as a strategic tool for attracting prospective students, engaging current students, fostering community relationships, and enhancing the overall brand image of the institution. Through targeted messaging and effective communication channels, higher education institutions can effectively convey their value proposition and differentiate themselves in a competitive landscape (Elken M., 2019).

Higher education institutions face increasing competitive pressure, and as a result, they can leverage traditional business theories and processes to develop strategic marketing approaches (Elken M., 2019). The global marketing environment of higher education institutions is constantly evolving, with (semi) autonomous institutions and business schools adopting marketing practices akin to those of for-profit organizations (Camilleri M.A., 2020).

Research on marketing communication management in higher education reveals its relevance in specific areas such as tourism, environmental protection, and overall higher education (Schuller D., Chalupsky V., 2012). Current marketing and branding trends in higher education are also explored, highlighting popular marketing tools and their incorporation into the sector (Stukalina Yu., 2019).

The marketing communications mix plays a crucial role in the higher education sector. Academic marketing has gained prominence in recent years, leading to a focus on the eight elements of the marketing communications mix, such as advertising, which

many universities employ as a tool (Smedescu D.A., Ivanov A.E., Loanas E., Fruth A., 2016).

One significant role of marketing communications in higher education is student recruitment. Institutions employ various marketing strategies to reach and attract prospective students. These strategies may include targeted advertising campaigns, digital marketing initiatives, campus events, and personalized communication channels. By showcasing academic programs, campus facilities, student life, and career opportunities, marketing communications create awareness and generate interest among potential students. Moreover, these communications provide vital information about admission requirements, scholarships, and financial aid, aiding students in their decision-making process (Angulo-Ruiz F., Pergelova A., Cheben J., 2016; Jeckells H., 2019).

Marketing communications also play a crucial role in engaging and retaining current students. Effective communication strategies keep students informed about academic resources, campus events, extracurricular activities, and support services. Institutions employ various communication channels such as websites, social media platforms, newsletters, and campus-wide emails to disseminate information and encourage student participation. Engaging students through targeted and relevant communications enhances their overall satisfaction and fosters a sense of belonging within the institution.

Furthermore, marketing communications in higher education institutions extend beyond student focused activities. These communications serve as a bridge between the institution and the broader community, including alumni, parents, donors, and industry partners (Ganguli S., 2023). By maintaining open lines of communication, institutions can cultivate relationships, seek support for fundraising initiatives, promote collaborations with external stakeholders, and establish a positive reputation within the community (Wong H., Chapman E., 2023; Koku P.S., 2022).

1.3 Approaches to strategic management of marketing communications

Strategic management of marketing communications is crucial for organizations to effectively convey their messages, build brand awareness, and achieve marketing objectives. Various approaches exist in this field, offering different perspectives and strategies for managing marketing communications. This response explores the approaches to strategic management of marketing communications based on the provided search results.

One approach is the expansion of the term "strategic" to include "participatory communication practices" that involve less one-sided power relations (Thorson K., 2018). This approach emphasizes the importance of engaging stakeholders and considering their perspectives in the strategic decision-making process.

Another key consideration in strategic management of marketing communications is the choice between standardization and adaptation. Companies can opt for standardization, applying consistent guidelines to achieve uniformity across markets and customer segments, or adaptation, tailoring their communication strategies to specific internal and external variables.

The literature highlights the role of marketing and strategic management in modern organizations, emphasizing the connection between the two disciplines (OpenStax, 2023). Strategic management provides a framework for aligning marketing communications with overall organizational goals and objectives.

Strategic renewal is also a relevant aspect of strategic management. It involves adapting and innovating marketing communications to respond to changing market dynamics and maintain a competitive edge (Andaleeb S.S., Hasan K., 2016).

When developing a marketing communication strategy, organizations need to consider their marketing mix, which consists of various channels used to reach their target audience (Adner R., 2003; Thomas S., 2023). These channels can include advertising, public relations, direct marketing, digital marketing, and more.

Additionally, strategic marketing approaches can positively influence communication quality and methods within a business, (Kalogiannidis S., Kontsas S.,

Papaevaggelou O., 2022). This emphasizes the importance of integrating marketing strategies with communication practices to enhance overall effectiveness.

Strategic communication is another aspect related to the strategic management of marketing communications. It emphasizes the need for communication practitioners to have a strong foundation in general management, particularly in strategic management and risk management (Frandsen F., Johansen W., 2017).

Furthermore, there are studies exploring the strategic approaches to the management of marketing communications at the enterprise level. These studies delve into the specific strategies and tactics employed by organizations to effectively manage and coordinate their marketing communications activities (Grynko T., Hviniashvili T., Kyrychenko A. 2021).

In summary, the strategic management of marketing communications involves multiple approaches. These include incorporating participatory communication practices, choosing between standardization and adaptation, aligning marketing and strategic management, emphasizing strategic renewal, considering the marketing mix, integrating strategic marketing approaches with communication practices, focusing on strategic communication, and exploring enterprise-level strategic approaches to managing marketing communications.

CHAPTER 2 ANALYSIS OF STRATEGIC MANAGEMENT OF MARKETING COMMUNICATIONS AT THE OLEG BALATSKYI DEPARTMENT OF MANAGEMENT

2.1 Historical overview and description of the department

The Oleg Balatskyi Department of Management, based in Sumy, is an integral part of Sumy State University, a renowned educational institution in Sumy region. The Department of Management has a rich historical background (figure 2.1), which has contributed to its development and reputation.

It was established with the aim of providing quality education and fostering expertise in the field of management.

It has evolved over the years, adapting to changing market trends and industry demands to ensure the relevance of its programs.

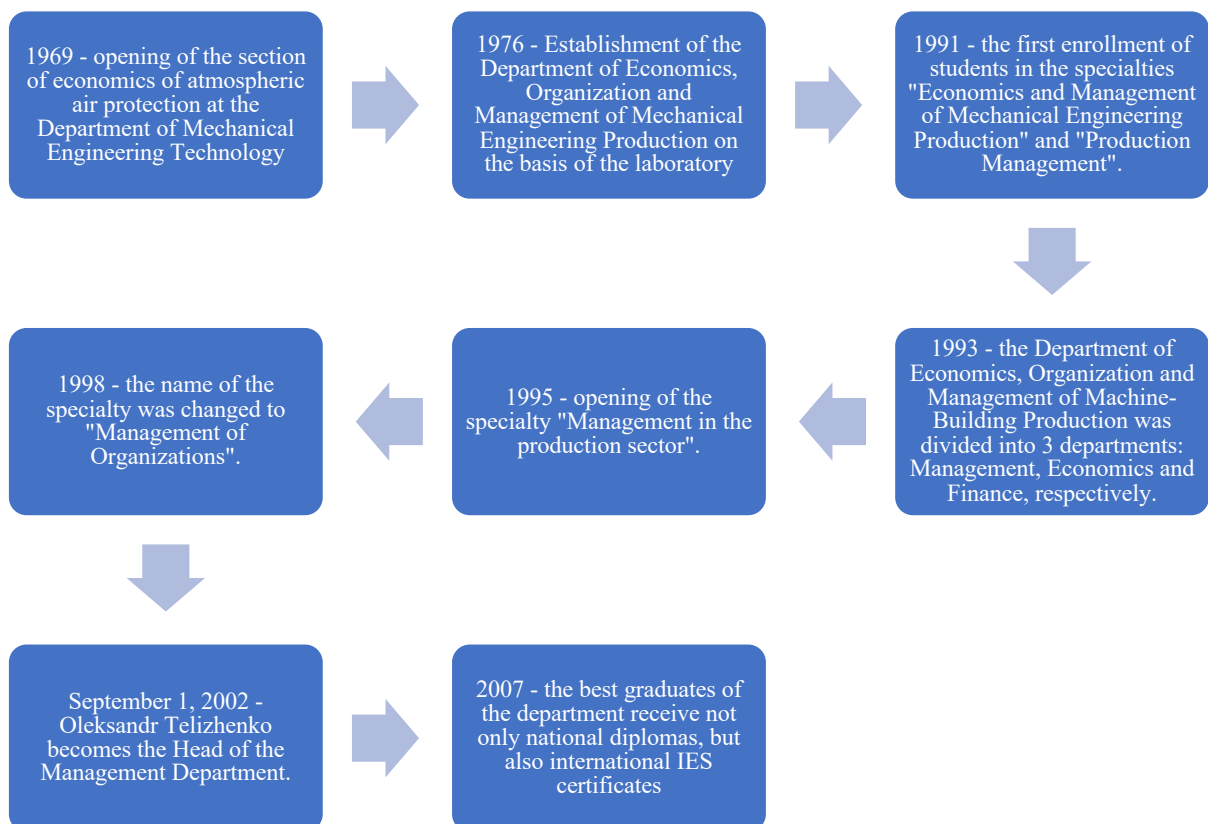


Figure 2.1 – History of the Department (Designed by author based on Sumy State University, 2023; Academic and Research institute of Business, Economics and Management, 2023; Oleg Balatskyi department of Management, 2023)

Today, the department offers a range of specialties and programs related to management, including Public Management and Administration, Management etc. (figure 2.2).

These educational programs help to train new professionals for work in companies and public service, which is quite demanded in our time. And I would also like to note that specialists who graduated from the Oleg Balatsky Department of Management work in high positions and are leading specialists in the city of Sumy.

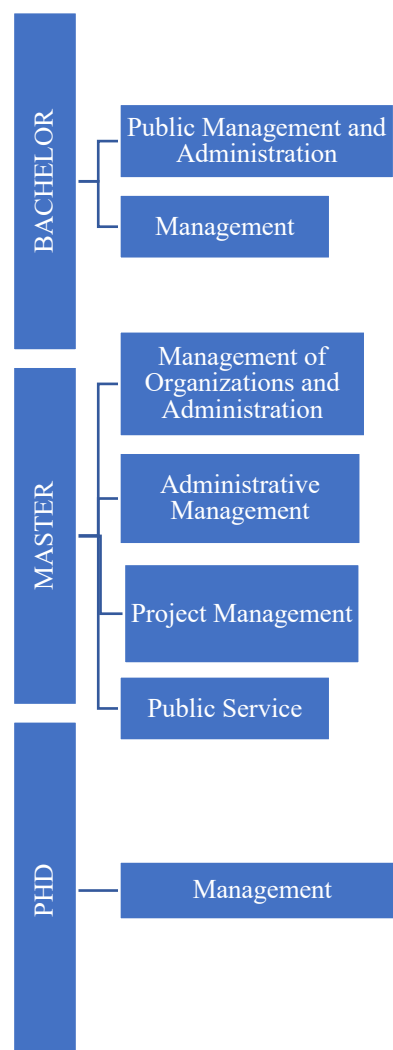


Figure 2.2 – Study programs of the Oleg Balatsky Department of Management (Designed by author based on Sumy State University, 2023; Academic and Research institute of Business, Economics and Management, 2023; Oleg Balatskyi department of Management, 2023)

The department's faculty comprises experienced professors and professionals who bring a wealth of knowledge and industry insights to the classroom. They involve students in the learning process through interactive classes, where students can practice and develop their strategic thinking, creativity, critical thinking, increase the level of sociability and the ability to act correctly and professionally in case of emergency problems in the company.

The curriculum of Oleg Balatsky's Department of Management includes subjects that emphasize the integration of strategic management principles with marketing communications. Students are introduced to theoretical foundations, case studies and practical exercises that help them develop analytical and strategic thinking skills.

Moreover, the department encourages research and scholarly activities related to management. Faculty members actively engage in research projects, publishing their findings in academic journals and contributing to the advancement of knowledge in the field.

The Oleg Balatskyi Department of Management also maintains collaborations with industry partners, allowing students to gain real - world exposure and practical experience. These partnerships facilitate internships, guest lectures, and industry projects, enabling students to apply their knowledge in a professional setting.

Furthermore, the department organizes seminars, workshops, and conferences on management. These events provide a platform for students, faculty, and industry experts to exchange ideas, discuss emerging trends, and foster professional networks, (Sumy State University, 2023); (Academic and Research institute of Business, Economics and Management, 2023); (Oleg Balatskyi department of Management, 2023).

2.2 Analysis of the current state of marketing communications at the department

In assessing the state of marketing communications in the Oleg Balatsky Department of Management, it is crucial to analyze and evaluate the marketing channels employed. Table 2.1 provides a comprehensive overview of contemporary marketing communication channels that apply to the context of higher education. This analysis allows us to identify the specific channels utilized by the department and their effectiveness in reaching the target audience. By examining these channels, we can make informed decisions regarding the optimization and enhancement of marketing communication strategies within the department.

Table 2.1 – Modern marketing communication channels in higher education (Designed by author on Sumy State University, 2023; Academic and Research institute of Business, Economics and Management, 2023; Oleg Balatskyi department of Management, 2023)

Types of communications	Characteristics	Marketing communications technology	Characteristics
1	2	3	4
SMM (Social Media Marketing)	A set of measures to use the social media resources as channels for promoting companies in the market	Trendsetting	The technology of identifying, creating and implementing modern trends according to the taste of the target audience in order to reproduce them in a new product
		Flash mob, provocative marketing	Drawing the attention of a big number of users to a mass action, event, action that is planned in advance, usually on the Internet
		Building brand communities	Creation of a page in social networks; work with blogs, image management, individual branding and unusual tools

1	2	3	4
Search marketing and SEO (Search Engine Optimization)	A set of measures aimed at increasing site visits by its target audience, promoting the site in search engines	Product placement	Acceptance of implicit (hidden) advertising, which consists in the fact that props used by characters in films, TV shows, computer games, music videos, books, in illustrations and pictures, etc. – has a real commercial analogue, i.e. the advertised product itself is demonstrated, or its logo, or its quality characteristics are mentioned
Email-Marketing	The most common channel of marketing communication aimed at a constantly interested target audience	Email marketing strategy	An effective Internet marketing tool, including email and feedback, allows you to build direct communication with prospective or current customers. The result of this kind of interaction can be reflected in increased client loyalty to the company, as well as in new and repeat sales, in other words, retaining and returning customers
Banner advertising	Placement of graphic images to attract potential customers of the company or a separate product	Teaser, teaser advertisement	An advertising appeal, which is constructed as a riddle, a puzzle, contains part of the information about the product, but at the same time the product itself is not demonstrated

1	2	3	4
Event marketing	A complex of activities for the organization of events, events as a product presentation to activate attention of the audience, the widespread technology of marketing communications both in offline and online environments.	Entertainment - marketing	A type of marketing that is based on the formation of positive emotional impressions among the company's customers. As part of entertainment marketing, companies invite key customers to various events, including restaurants.

Having become acquainted with the possible marketing channels in higher educational institutions, we can begin a full-fledged analysis of the situation of the Oleg Balatsky Department of Management.

1 – SMM

Within the realm of social media, the Oleg Balatsky Department of Management maintains a presence on several platforms, including Instagram, Facebook, Telegram, Twitter, and YouTube. The following social networks are listed on the website of the Oleg Balatsky Department of Management – YouTube (the account of the entire institute, not the department, is indicated), Twitter, and Facebook. Instagram is not on this list on a English version of a web-site, and the Twitter account does not exist at all.

2 – Search marketing and SEO

The Oleg Balatsky Department of Management maintains a dedicated website that serves as a comprehensive source of information for various stakeholders. The website offers valuable insights into the department's rich history, providing details about its establishment and significant milestones over the years. Visitors can explore the range of specialties and academic programs offered by the department, gaining an understanding of the diverse educational opportunities available. The website also

features contact information, allowing individuals to easily reach out to department representatives for inquiries, collaborations, or any other relevant matters. This ensures efficient communication and facilitates engagement between the department and its stakeholders.

To keep visitors informed, the website provides up-to-date news and announcements related to the department's activities, such as conferences, workshops, guest lectures, and research achievements. This serves as a platform for disseminating important information and fostering a sense of community among students, faculty, staff, and other interested parties.

Furthermore, the department's website showcases the dedicated team of professionals who contribute to its success. Faculty members and staff profiles are included, highlighting their areas of expertise, research interests, and academic achievements. This promotes transparency, credibility, and a sense of connection between the department and its audience.

3 - Email – Marketing

As a student of the Department of Management at SumDU, I have made personal observations regarding the department's communication practices. It is noteworthy that while the department utilizes email newsletters for internal communication and administrative purposes, it appears that this channel is not extensively employed for advertising or attracting new students.

Email newsletters are commonly used within academic institutions to disseminate important information to students, including notifications about student elections, updates from teachers, voting procedures, or announcements of new rector's decrees. This channel serves as an efficient means of communication, ensuring that students receive essential updates and stay informed about relevant matters within the university community.

However, it seems that the department does not rely heavily on email newsletters as a marketing tool for advertising and student recruitment purposes. Instead, other communication channels might be employed to attract prospective students and promote the department's programs. These channels could include social media

platforms, open days, campus tours, academic fairs, or targeted promotional campaigns.

It's worth noting that different departments or universities may have varying marketing strategies and preferences when it comes to attracting new students. The observed focus on internal communication via email newsletters suggests that the department prioritizes maintaining effective communication within the existing student body and ensuring that important administrative information reaches students in a timely manner.

4 - Banner advertising

Not used by the Oleg Balatsky Department of Management.

5 - Event marketing

Events have historically played a significant role in promoting both the the Oleg Balatsky Department of Management and Sumy State University as a whole. These events encompass a diverse range of activities, including concerts during student initiation, the annual "Golden Integral" competition specifically designed for freshmen, which garners considerable attention, as well as entertaining stand-up evenings, conferences, and seminars. These events have gained notable recognition within the city of Sumy, attracting a substantial number of young individuals seeking enjoyment and intellectual engagement. It is worth noting that this channel of marketing communications is primarily developed and focused on the entire university, rather than exclusively on the Department of Management.

The strategic utilization of events for promotional purposes has proven to be highly effective in creating awareness, fostering a sense of community, and attracting prospective students. These occasions serve as platforms for networking, knowledge exchange, and social interaction among students, faculty, and industry professionals. The reputation and popularity of these events contribute to the overall brand image of Sumy State University.

In general, the situation with the use of marketing channels by Oleg Blavatsky's department of management is rather unstable and does not bring any

results due to the lack of a strategy for their use. This can lead to the consequences of a decrease in popularity and loss of attention of the target audience.

As for an organizational structure its surely must be improved at the department level. The communication system with the relevant department at the university and the relevant deputy director exists, but needs to be improved. This would help the development of the department and bring it to a new level and also share a vision, understand current problems, encourage cooperation, anticipate the future, seek feedback, provide training and development, (Savyts'ka N.L., Kot O.V., Kot M.S., 2023).

2.3 Identification of problems and challenges in managing marketing communications

Based on the data that we received and studied regarding the marketing communications of the Oleg Balatsky Department of Management at Sumy State University, we can draw conclusions about the problems that have been identified. By clearly defining the problem, we can determine the next steps to take to develop a strategy that will help the department progress and compete with other higher institutions in the city of Sumy and Ukraine. Additionally, through thorough analysis and precise identification of the problems, the strategic plan for marketing communications can be more informative and accurate from a marketing perspective.

To gain insights into the marketing communications of the Oleg Balatsky Department of Management, I examined several relevant sources. The following are the key findings and conclusions based on the information obtained:

■ SMM

The lack of a clear strategy in social networks leads to chaos and lack of understanding the target audience (applicants) about what to expect from a given department, what they will receive from these educational programs, and what to expect. The Instagram page does not have a single style and sophisticated visual that

would attract modern young people. The visual picture at this stage of marketing development is on the same level as the informative one, it is worth paying attention to this issue.

Picture 2.1 provides a visual representation of the potential layout and aesthetic of the department's Instagram page. The examples demonstrate visually appealing and vibrant content that is designed to capture the attention of viewers. It is important to note that these visuals are illustrative of the department's commitment to creating engaging and visually striking content on their Instagram platform.

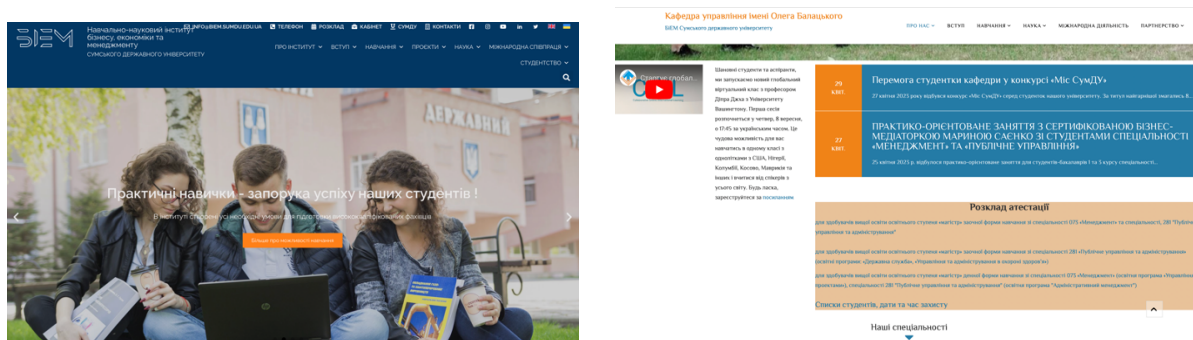


Picture 2.1 – Examples of visuals from related departments of higher educational institutions in Ukraine

■ Search marketing and SEO

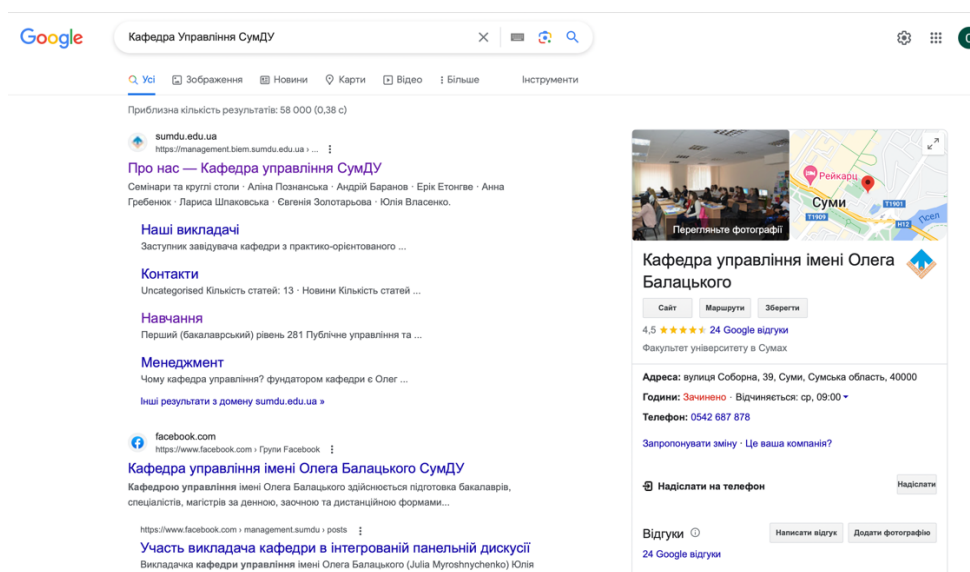
The main SumDU website exhibits a commendable design, and the BIEM website also showcases an impressive combination of design and content (Picture 2.2). However, the website of the Department of Management requires a revamp and

redesign to align with the same level of quality and user experience as the websites.



Picture 2.2 - Web page design of the BIEM Institute and the Department of Management.

The SEO configuration of web pages within the department exhibited a proficient implementation, as evidenced by their prominent placement among the top search engine results for relevant queries (Picture 2.3).



Picture 2.3 - Query results in search engines for the query "Department of Management of SumDU"

■ Email marketing

There is no mailing list for SumDU applicants. This is one of the main problems in email marketing that was admitted by the Oleg Balatsky Department of Management.

■ Banner advertising

Not used by department management and is not an effective way to communicate with the target audience.

■ Event marketing

No problems were found with this type of marketing communications.

In conclusion, our investigation of the Oleg Balatsky Department of Management pertaining to the identification of issues in marketing communications reveals a significant concern that necessitates immediate attention and resolution. A notable challenge that demands thorough consideration is the absence of a well-defined promotional strategy utilizing social media channels to engage with the target audience. It is imperative to address this matter promptly and develop effective marketing communication tactics in the realm of social networks.

CHAPTER 3 DEVELOPMENT OF A STRATEGY FOR MANAGING MARKETING COMMUNICATIONS IN HIGHER EDUCATIONS

3.1 Definition of the strategy's objectives and goal

The first step in developing a strategy for managing marketing communications in higher education is to define clear objectives and goals. These objectives should align with the overall strategic ambitions of the institution and provide a roadmap for success.

In the case of developing a marketing communications strategy for the Oleg Balatsky Department of Management, we have the following goal and objectives.

Goal: to increase awareness and attract a new audience of applicants for the Department of Management.

To accomplish this goal, we need to complete the following tasks:

Developing a Strategy for Promoting the Department of Management on Social Networks, Particularly Instagram: Social media platforms, especially Instagram, can play a significant role in reaching and engaging with the target audience. Developing a comprehensive strategy for promoting the Department of Management on social networks involves several key steps:

a. **Define Target Audience:** Begin by thoroughly understanding the target audience for the Management Department. This will help tailor the communication strategy to resonate with their interests, needs, and preferences, (D.Mitchell, 2021, February 09).

b. **Content Creation:** Create compelling and relevant content that showcases the unique offerings, strengths, and success stories of the Department. This can include sharing student testimonials, faculty expertise, and industry insights, and highlighting the department's achievements, (S. Thomas, 2023, June 01).

c. **Visual Branding:** Ensure consistent visual branding across social media platforms, including Instagram. This involves using cohesive branding elements such as logos, color schemes, and typography. Consistency in visual branding helps build recognition and reinforces the department's image, (Belle Wong, J.D., 2023, May 11).

d. **Engage with the Audience:** Actively engage with the audience by responding to comments, addressing inquiries, and participating in relevant discussions. Encourage user-generated content, such as sharing student achievements or projects related to the Department of Management. Engaging with the audience fosters a sense of community and encourages prospective applicants to interact with the department, (David Lancefield, 2022, November 29).

e. **Paid Advertising:** Consider utilizing targeted advertising on Instagram to reach a wider audience. This can involve running sponsored posts, creating engaging videos or carousel ads, and utilizing Instagram's targeting options to reach individuals interested in management or related fields, (Flynn Meyer, 2023).

By implementing a well-rounded social media strategy, focusing on Instagram as a key platform, the Oleg Balatsky Department of Management can effectively increase awareness and attract a new audience of applicants.

3.2 Marketing communication strategy in the department of management

First step is defining target audience. The target audience for the Department of Management at Sumy State University can be defined as follows:

- **Undergraduate Students:** The department primarily caters to undergraduate students pursuing a degree in management. These students may have a general interest in business administration, organizational behavior, strategic planning, and related fields.

- **Postgraduate Students:** The department may also target postgraduate students who wish to specialize in management or pursue advanced studies in areas such as project management, human resource management, or international business.

- **Prospective Students:** The department aims to attract potential students who are considering pursuing a degree in management at Sumy State University. This includes high school students, transfer students, and individuals seeking a career change or professional development opportunities.

- **Academics and Researchers:** The department may engage with academics and researchers who are interested in management-related topics, such as publishing research papers, collaborating on projects, or attending conferences and seminars.

- **Industry Professionals:** The department may also target professionals already working in management positions who are seeking further education, skills enhancement, or specialized knowledge in areas like leadership, organizational development, or strategic management.

- **Employers and Recruiters:** The department may engage with employers and recruiters from various industries who are interested in hiring graduates with management skills. This includes building partnerships with organizations for internships, job placements, or industry projects.

- **Alumni Network:** The department aims to stay connected with its alumni, offering them opportunities for networking, professional development, and continuing education in the field of management.

Overall, the target audience for the Department of Management at Sumy State University encompasses students, researchers, professionals, employers, and alumni who have an interest in management education, research, and career advancement.

Once our target audience is defined, it is essential to create a comprehensive content plan for the Department of Management's Instagram page for the upcoming month. This content plan (Table 3.1) serves as a valuable tool to streamline page maintenance, ensuring a polished and impactful presentation through a well-structured approach.

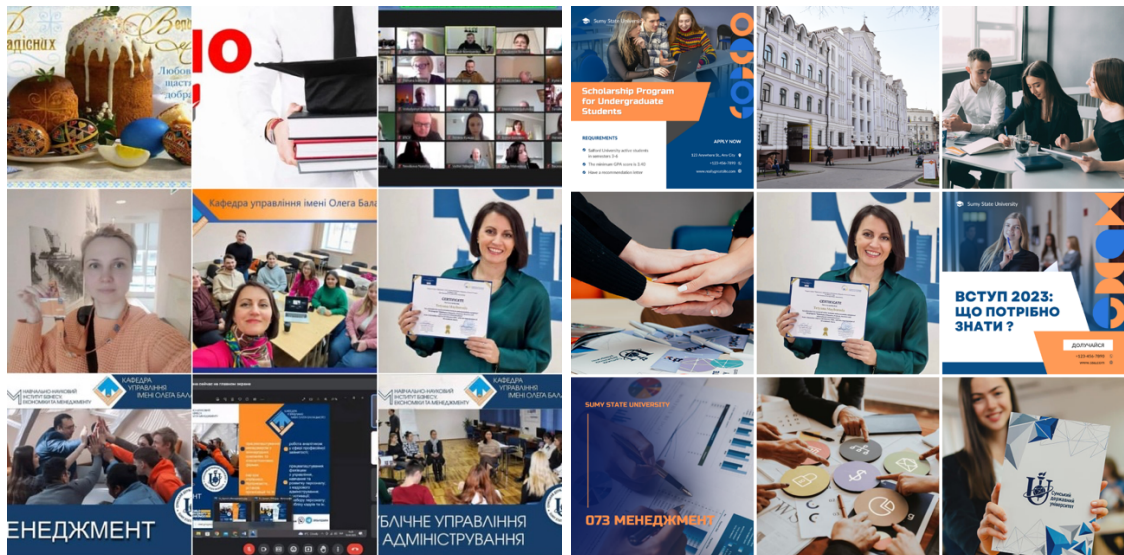
In line with our strategic direction, visual branding is a crucial aspect that requires attention. The Department of Management has already established its unique identity through the utilization of a distinct logo and specific colors, namely blue, orange, and white. This consistent branding across various marketing channels has contributed to the department's individuality and recognition, thus it is advisable to maintain these elements.

Table 3.1 – Monthly content plan for the Instagram page of the Oleg Balatsky Department of Management (@management_sumdu) (Designed by author)

Number of Week	Activity 1	Activity 2	Activity 3
1	2	3	4
Week 1	<p><i>Post 1: Student Testimonial</i> - Share a story of a current or former student who has achieved success after graduating from the Department of Management. Highlight their career progression, achievements, and how their education at Sumy State University contributed to their success.</p>	<p><i>Post 2: Faculty Spotlight</i> - Feature one of the department's experienced faculty members, highlighting their expertise, research contributions, and industry experience. Showcase how their knowledge and guidance benefit students and contribute to the department's reputation.</p>	<p><i>Post 3: Industry Insight</i> - Provide an insightful article or video discussing a current trend or topic in the management field. Highlight how the department prepares students to navigate and excel in these industry trends.</p>
Week 2	<p><i>Post 1: Alumni Success Story</i> - Share a success story of an alumna/alumnus who pursued a management degree at Sumy State University and achieved notable professional success. Highlight their career progression, key accomplishments, and how their education from the department contributed to their achievements.</p>	<p><i>Post 2: Course Highlight</i> - Feature a specific management course offered by the department. Outline the course objectives, key topics covered, and how it prepares students for real-world challenges in their future careers.</p>	<p><i>Post 3: Department Achievements</i> - Celebrate recent accomplishments of the Department of Management, such as awards received, research grants secured, or successful collaborations with industry partners.</p>

1	2	3	4
Week 3	<p><i>Post 1: Student Spotlight</i> - Showcase a current management student who has demonstrated exceptional leadership, innovation, or community involvement. Highlight their achievements, extracurricular activities, and how their experiences at the department have contributed to their personal growth.</p>	<p><i>Post 2: Faculty Expertise</i> - Share a blog post or video featuring a faculty member's expertise on a specific management topic. Provide valuable insights and practical tips that readers/viewers can apply to their own professional lives.</p>	<p><i>Post 3: Alumni Network</i> - Highlight the benefits and opportunities available through the department's alumni network. Discuss networking events, mentorship programs, and alumni-led initiatives that facilitate connections and professional development.</p>
Week 4	<p><i>Post 1: Internship/Job Opportunities</i> - Share information about internships, job openings, or career fairs relevant to management students. Highlight the department's partnerships with industry organizations and the potential career prospects for graduates.</p>	<p><i>Post 2: Research Showcase</i> - Highlight a recent research project or publication from the Department of Management. Summarize the findings, implications, and relevance of the research to the field of management.</p>	<p><i>Post 3: Student Support Services</i> - Provide an overview of the support services available to management students, such as academic advising, career counseling, or study abroad opportunities. Emphasize how these services enhance the student experience and contribute to their success.</p>

However, to further enhance our presence on Instagram and attract a larger user base, it is recommended to focus on modifying the feed and optimizing our posting strategy. Here is an example of simple visual changes for the Oleg Balatsky Department of Management (Picture 3.1).



Picture 3.1 – Example of before / after Instagram page visual

Engage with the Audience - here are some ideas that we can use to engage with the audience on Instagram for the Department of Management at Sumy State University:

- **Q&A Sessions:** Host regular Q&A sessions on Instagram Live or through Instagram Stories. Invite faculty members, alumni, or industry professionals to answer questions related to management studies, career advice, or industry insights.
- **Student Takeovers:** Allow students to take over the department's Instagram account for a day or week. They can share their daily routines, experiences, and projects, giving prospective students a glimpse into student life and showcasing the department's vibrant community.
- **Polls and Surveys:** Use Instagram's polling feature or create interactive surveys in Stories to gather feedback and opinions from your audience. Ask questions about their favorite management topics, preferred learning methods, or solicit suggestions for future events or content.
- **Industry Spotlights:** Collaborate with industry professionals or organizations and feature them in Instagram posts or Stories. Highlight their expertise, success stories, or provide insights into current industry trends and challenges.

- **Contests and Challenges:** Organize contests or challenges related to management topics. For example, you can ask followers to share their best management tips, innovative business ideas, or participate in case study competitions. Offer prizes or recognition to winners.
- **Alumni Features:** Regularly feature success stories or updates from the department's alumni. Showcase their career milestones, promotions, or entrepreneurial ventures, demonstrating the impact of the department's education on their professional journeys.
- **Behind-the-Scenes:** Give your audience a behind-the-scenes look into the department's activities, such as classroom preparations, guest lectures, or events. This helps create a sense of transparency and connection with your followers.
- **Inspirational Quotes:** Share inspirational quotes related to management, leadership, or personal growth. These can serve as motivation and encouragement for your audience, especially students and aspiring professionals.
- **Student Achievements:** Celebrate and acknowledge the achievements of your management students. Share posts or Stories showcasing their academic awards, project presentations, or participation in extracurricular activities.
- **Interactive Stories:** Use interactive features like polls, quizzes, or "Ask Me Anything" sessions in your Instagram Stories to encourage audience participation. This can help generate conversations and increase engagement.

To effectively implement paid advertising on Instagram, it is crucial to have a knowledgeable specialist who can oversee the process. We have developed a comprehensive action plan that outlines the necessary steps to ensure a successful campaign (Table 3.2).

Table 3.2 – Paid Advertisement plan (Designed by author)

Step	Description
Define Objectives	Determine clear objectives for the paid advertising campaign on Instagram, such as increasing brand awareness, attracting prospective students, promoting specific programs or events, or driving traffic to the department's website.
Identify Target Audience	Identify the specific target audience for the campaign based on demographics, interests, behaviors, and job titles, ensuring the ads reach individuals genuinely interested in management or related fields.
Create Compelling Content	Develop visually appealing and informative content that showcases the unique offerings, strengths, and success stories of the Department of Management, including sponsored posts, engaging videos, or carousel ads.
Set a Budget	Determine a realistic budget for the paid advertising campaign on Instagram, allocating it effectively to maximize the reach and impact of the ads. Regularly monitor and adjust the budget based on campaign performance.
Utilize Instagram's Targeting	Leverage Instagram's targeting options, utilizing filters based on location, demographics, interests, and behaviors to narrow down the target audience and increase the relevance of the ads.
Monitor and Optimize	Regularly monitor campaign performance using Instagram's analytics tools, tracking metrics such as reach, impressions, engagement, and conversions. Make data-driven optimizations to improve performance and ROI.
Experiment and Iterate	Continuously experiment with different ad formats, visuals, captions, and targeting strategies to identify what resonates best with the target audience. Test and iterate to optimize the campaign over time.
Measure Results and Adjust	Evaluate campaign results against defined objectives, analyzing data to understand impact and effectiveness. Based on insights gained, make necessary adjustments and refinements to enhance outcomes.

This plan will help us clearly define the purpose and objectives of utilizing Instagram advertisements. By following this plan, we can establish a solid foundation for our advertising strategy and optimize our efforts for maximum effectiveness.

3.3 Monitoring and control of strategy effectiveness

Proper monitoring and control of the current situation is critical to ensure the effectiveness and success of the strategy. This can be achieved through the distribution of responsibilities and the creation of a dedicated marketing department within the organizational structure of the Management Department.

The proposed structure of the marketing department is as follows:

1. *Marketing Manager*: The Marketing Manager is responsible for overseeing and coordinating all marketing activities of the department. This includes developing and executing marketing strategies, monitoring the effectiveness of campaigns, and ensuring alignment with departmental and target audience goals.

2. *Content creator*. The content creator will be responsible for developing compelling and engaging content for the Instagram page. This includes creating visually appealing posts, videos, and promotional carousels that effectively showcase the department's unique offerings, strengths, and success stories.

3. *Social Media Specialist*: The Social Media Specialist will manage the ongoing operation of the Instagram page. This includes scheduling and publishing content, interacting with subscribers, responding to comments and messages, and following trends and discussions related to management or related areas.

4. *Data analyst*. The data analyst will be responsible for analyzing the performance metrics of paid advertising campaigns on Instagram. This includes tracking key metrics such as reach, impressions, engagement, and conversions, as well as providing information and recommendations to optimize campaigns and maximize ROI.

5. *Targeting specialist*. The targeting specialist will focus on the effective use of Instagram targeting options. This includes researching and targeting audiences based on demographics, interests, behaviors, and positions. The targeting specialist optimizes ad targeting settings to reach the target audience and increase its relevance.

By implementing this marketing unit structure, the Department of Management can effectively manage and control the Instagram paid advertising strategy. This

structure provides clear roles and responsibilities, facilitates effective coordination, and enables efficient tracking and optimization of campaigns.

To improve budget optimization in the Department of Management, these positions can be filled by faculty from the same department. Thus, these teachers can demonstrate their experience and practical skills to students and potential applicants. This arrangement allows you to set a personal example, enhancing the transfer of knowledge and demonstrating the capabilities of the department.

Establishing effective communication and collaboration between department, faculty, and university marketing teams is critical. However, it is advisable to conduct a thorough analysis of the marketing team of each faculty, assessing their availability and the quality of their work. This assessment will help determine how the marketing teams are meeting the goals and requirements of the department and the university as a whole.

By ensuring close working relationships between marketing departments and by conducting periodic evaluations, the Department of Management can achieve better coordination and rationalization of efforts. This collaborative approach will contribute to the overall effectiveness of marketing initiatives, which will ultimately benefit the department and increase its reputation and outreach.

CONCLUSIONS

Communication strategies can be successfully implemented if communication programs are carefully prepared and developed in the main areas of communication policy, with particular executives and timelines.

It is understandable that programs that conduct promotional campaigns, hold PR events, stimulate sales, and participate in both domestic and global fairs and exhibitions are in the greatest demand.

Communication strategy management is focused on designing and implementing interaction between an organization and all marketing system entities based on a reasonable strategy of applying a combination of communication tools to ensure sustainable and targeted demand generation and offering (goods and services) promotion in the markets in order to fulfill customer needs and make a profit.

Also, in the work we can see the analysis of the website of SumDU, the Department of Management as a whole and separately university. It was researched and presented historical overview and description of the department. Also, analysis of the current state of marketing communications at the department was created with a help of tables. Identification of problems and challenges in managing marketing communications was made.

Overall, the target audience for the Department of Management at Sumy State University encompasses students, researchers, professionals, employers, and alumni who have an interest in management education, research, and career advancement. As soon as our target audience was defined, it was essential to create a comprehensive content plan for the Department of Management's Instagram page for the upcoming month. This content plan consists of 4 weeks with 3 posts weekly with all the necessary details. However, to further enhance presence on Instagram and attract a larger user base, it is recommended to focus on modifying the feed and optimizing our posting strategy.

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