

# ASSESSMENT OF THE EFFECTIVENESS OF MARKETING ACTIVITIES OF GENERAL SECONDARY EDUCATIONAL INSTITUTIONS.

*Mamanazarova Nargiza Komildzhanovna*

*doctor of Pedagogical Sciences (DSc), Professor of Oriental University*

**Abstract:** *This article discusses issues such as evaluating the effectiveness of marketing activities in the public education system, namely, the development of a marketing management concept, justification of the effectiveness of its application and implementation in practice. Proposals and recommendations were also developed to identify and evaluate the main indicators of marketing management in the activities of general secondary education institutions.*

**Keywords:** *general secondary education, marketing, marketing activities, marketing service, quality of Education, Evaluation Criteria, management, management efficiency.*

**Introduction.** It is known that at the current stage of development of education in the world, great attention is paid to organizational coordination and strategic development of educational institutions in economically developed countries. Especially in modern conditions, it is necessary to take into account the capabilities and needs of the individual more than ever in the education system. This need creates an increasing need for competitive and qualified leaders in the general secondary education system, who can fully meet the requirements of the time, and the need to constantly improve their management competencies. Based on this, international experiences create the need to introduce effective management mechanisms in the general secondary education system through the introduction of marketing services.

The leading countries of the world are conducting various scientific researches aimed at increasing the competitiveness of educational institutions due to the strategic planning and management of educational services based on the needs and requirements of learners. Based on the modern trends of these studies, special attention is paid to the issues of improving the effectiveness of management activities of management staff by improving marketing services in the management of the general secondary education system.

In particular, ensuring the effectiveness of fundamental changes and reforms implemented in our country to establish the New Uzbekistan and the foundations of the Third Renaissance depends on the introduction of effective mechanisms for managing the public education system<sup>1</sup>. In the current period, the regular and stable development of the economy of our republic requires the transition to the stage of systematic organic development based on increasing the innovative activity of economic entities. This process is reflected in the indicators of changes in the

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<sup>1</sup> Decree of the President of the Republic of Uzbekistan dated September 5, 2018 No. PF-5538 «On additional measures to improve the public education management system»

educational structure of the economy, and in the conditions of market relations, there is an objective need to restructure the provision of services in the field of education. Accordingly, "... to introduce an effective mechanism for targeted training of young people, their selection from the school period, and subsequent admission to higher educational institutions. It is aimed at the implementation of such important tasks as introducing completely new approaches to the educational process in the public education system."<sup>2</sup> These tasks require implementation of marketing services in school education, improvement of organizational and management mechanisms in general secondary education.

Regarding the relevance of the issue, it is worth noting that the development of the concept of marketing management of general secondary educational institutions, its application and substantiating the effectiveness of its implementation are among the tasks of our scientific research. A comprehensive evaluation of the marketing of general secondary education institutions is desirable. At this point, it should be mentioned that the optimal use of the potential of existing resources is the least developed direction of research in terms of theoretical and practical aspects.

#### **Literature review.**

Recently, state and foreign researchers-scientists have consistently been developing mechanisms for improving the management efficiency of the educational system's management personnel and introducing marketing services in educational institutions in one way or another.

In particular, foreign scientists such as P. Drucker, M. Gordon, J.R. Evans, H. Fayol, R. Kaplan, Ph. Kotler, G. Lettau, R. Nelson, R. Thompson, W. Sarges, S. Winter of marketing services have studied organizational-methodological approaches, theoretical and practical aspects in depth and developed scientific-methodological foundations. J. Burnett, E. Dichtl, J. Egan, B. Gardner, E. Grafton, M. Kinnell, C. Lovelock, J. Lambin, J. McDougal, E. D. McGarry, S. Moriarty, P. Morris, M. E. The scientific researches of scientists like Porter reflect the scientific-theoretical and methodological aspects of marketing strategy and increasing the competitiveness of economic entities.

In the researches of foreign scientists, it was found that the issues of organization of marketing services in secondary schools have not been sufficiently studied by researching on the scale of the enterprise or firm in the production of marketing strategy.

The following scientists conducted research on the theory, methodology, characteristics of marketing services in the Commonwealth of Independent States (CIS) and marketing services in education, the concept and laws of educational services marketing: P.M. Aminov, I.V. Andreeva, G.L. Bagieva, G. Balykhin, S.A. Belyakov, I.N. Berezina, Yu.P. Berezutskaya, L.I. Boyko, V.M. Demina, V.M.

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<sup>2</sup> President of the Republic of Uzbekistan Shavkat Mirziyoyev's speech at the video conference dedicated to "Development of the public education system, raising the qualifications and influence of pedagogues in society, raising the morale of the young generation" Statement of the Administration of the President of the Republic of Uzbekistan No. 34, August 23, 2019.

Zaborova, I.V. Zakharova, I.N. Ivanova, I.F. Isaev, N.P. Kapustin, A.V. Kurbatova, E.E. Lagutina, V.S. Lazarev, N.P. Litvinova, O.O. Martynenko, A.A. Meshkov, B.V. Musatov, A.M. Novikova, I.K. Romanova, A. P. Pankrukhin, F. K. Peregudova, O. V. Saginova, V. A. Slastenin, B. A. Solovev, P. I. Tretyakov, E. N. Shiyanov, L. Y. Shemyatikhina and others.

The research of these scientists is mainly aimed at finding extra-budgetary funds, taking into account higher and professional education. However, based on the requirements of the labor market, the future plans and chosen professions of students, marketing is not considered a process at the level of the management of a general education institution.

The following scientists from our country dealt with the issues of management of education system marketing and its improvement, and significant results were achieved during the research work: A.Kh.Abdullaev [3], K.M.Almakuchukov [4], G.Akhunova [5], D.Nazarova [7], D. Nabiev [8], A. O. Ochilov [9], N. S. Rahimov [3], M. O. Khadaev [3] and others.

For example, A. Kh. Abdullaev, N. S. Rahimov, M. O. Khadaev, the quality of educational services does not directly depend on the conditions (use of modern education and training technologies, availability of highly qualified teachers) of their production, but on the individual mental abilities of the children admitted to the educational institution, enthusiasm, the content and style of studies, the level of preparation of the teacher, and they even explain that it is due to its instability depending on the school schedule and the season of the year [3].

The scientists of our country mainly thought about educational management and studied the theoretical and methodological aspects of marketing. However, we found that the issues of organization and management of marketing services in secondary education, the role and importance of managers in it have not been fully researched.

The analysis of existing research shows that the issues of improving the mechanism of organizing marketing services in increasing the efficiency of the management of the general secondary education system, as well as determining the efficiency indicators of the results of management activities based on the principles of marketing, are not sufficiently researched.

**Analysis and results.** In the conditions of market competition, special attention must be paid to the organization of marketing services that ensure the effective development of production and service industries. Marketing is an advanced form of effective management in the conditions of market relations, and attention is being paid as an important factor of increasing the competitiveness of the economy. It is somewhat difficult to build a competitive country, create a network, and a product without forming a competitive economy. This, in turn, requires the formation of a marketing system in various branches and sectors of the economy and the need to conduct marketing research with a comprehensive and deep scientific basis in order to further develop their activities.

The process of establishing a marketing service in education involves turning plans into realistic marketing action programs. In addition, the process of

organizing a marketing service involves the creation of an appropriate organizational structure (holding events, informing the public, preparing and placing information on the site, external design, interaction with parents, etc.), the distribution of functional tasks, the determination of the number of people who perform marketing activities, their motivation, training, and the criteria for evaluating their activities [6].

In order to ensure the effectiveness of marketing services in education, the public education system requires a systematic study and analysis of the effectiveness of educational quality and the competitiveness of educational institutions before and after the organization of marketing services of the structural units in the system. It is important to develop a “model” of the process of studying this problem, and it is urgent to carry out an analysis of management activities after the organization of marketing services of the public education system.

Based on the analysis of the results of the marketing service, we determined the main quality indicators for evaluating the effectiveness of the marketing service of the general secondary education institution. They included indicators such as the quality of education and the increase in the competitiveness of the school, the weight of the graduates entering the Higher Education Institution (Table 1).

**Table 1**

**The main quality indicators for evaluating the effectiveness of the marketing service of a general educational institution**

<b>Directions</b>	<b>Indicators</b>
Quality of education	<ul style="list-style-type: none"> <li>- The number of pedagogic personnel who trained students who won in science Olympiads and examinations of international scale;</li> <li>- the number of pedagogic personnel who trained the students who won the republic-wide science olympiads and examinations;</li> <li>- the number of pedagogic personnel who trained the students who won in regional science Olympiads and examinations;</li> <li>- the number of pedagogic personnel who trained students who won the district (city) science Olympiads and examinations;</li> </ul>
Economical	<ul style="list-style-type: none"> <li>- availability of fixed assets;</li> <li>- availability of tools;</li> <li>- level of information;</li> <li>- availability of library funds;</li> <li>- provision of sports facilities.</li> </ul>
Institutional competitiveness	<ul style="list-style-type: none"> <li>- national rating;</li> <li>- district (city) level rating;</li> <li>- level of social activity of the educational institution;</li> </ul>
Number of graduates entering higher education institutions	<ul style="list-style-type: none"> <li>- up to 5% of the total number of graduates;</li> <li>- 5-20% of the total number of graduates;</li> <li>- 20-50% of the total number of graduates;</li> <li>- more than 50% of the total number of graduates;</li> </ul>
Work with personnel	<ul style="list-style-type: none"> <li>- the number of teaching staff awarded with state awards of the Republic of Uzbekistan;</li> <li>- Winners of the "Ustoz" national award;</li> <li>- the number of specialists with a master's degree;</li> <li>- the number of pedagogues with the degree of candidate of</li> </ul>

	science, doctor of philosophy; - the number of high-class teachers; - the number of first-class teachers
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Based on this, there are differences in the evaluation of marketing activities in each educational institution, which are related to the following aspects:

- the leader realizes the need to implement marketing in the general structure of management to ensure the quality of education and the competitiveness of the educational institution;

- availability of qualified personnel capable of providing marketing services based on the requirements of labor and educational services;

- conducting marketing research and based on its results, setting the strategic goal of the educational institution, developing prospective plans, and fulfilling the tasks set to achieve it on time and with quality;

- the level of provision of resources necessary to implement effective management and achieve final performance indicators and increase competitiveness.

In the course of the research, we determined the effectiveness of the marketing service in the public education system by analyzing the quality of education and the stability of the institution's competitiveness. Based on this, we used the coefficient of the stability of the quality of education and the competitiveness of the institution based on the proposed indicators to evaluate the effectiveness of the marketing service:

$$K_b = N/N_{tot} * 100\%$$

Here:

$K_b$  – coefficient of stability of development of the quality of education and the competitiveness of the institution according to the indicator selected during the research period;

$N$  – the number of positive changes of the indicator proposed for evaluating the effectiveness of the marketing service;

$N_{tot}$  – the total number of indicator changes proposed to evaluate the effectiveness of the marketing service, as well as when the change is equal to "0".

Since the proposed indicators have different results (actual results of educational institution activity, generalization of team and experts' evaluations), we combine using the integral indicator calculation:

$$K_{bu} = (\sum Y_i \times K_{bi}) / n,$$

Here:

$K_{bu}$  – cumulative integral indicator of educational institution development stability;

$Y_i$  – the weight of the  $i$ -criterion in the evaluation of marketing activity for the indicators proposed to evaluate the effectiveness of the marketing service;

$K_{bi}$  – the coefficient of indicators of the quality of education and the stability of the institution's development, calculated on the basis of the indicators proposed to evaluate the effectiveness of the marketing service;

n– number of coefficients.

The proposed methodological approach was approved on the example of a number of secondary schools of Tashkent city, Fergana and Tashkent regions, and the following indicators were achieved (Table 2).

**Table 2**

**The dynamics of changes in the main quality indicators for evaluating the effectiveness of marketing activities**

Criteria	Indicator	2021 year			2024 year		
		Tashkent region	Fergana region	Tashkent city	Tashkent region	Fergana region	Tashkent city
<b>Educational</b>	the number of pedagogic personnel who have trained students who have won in international science Olympiads and examinations;	12	14	34	15	17	37
	the number of pedagogic personnel who have trained students who have won the republic-wide science Olympiads and examinations;	1	3	3	1	5	5
	the number of pedagogic personnel who trained students who won in the science Olympiads and examinations of the region;	2	6	8	2	7	12
	the number of pedagogic personnel who trained students who won the district (city) science Olympiads and examinations;	4	8	18	5	7	21
	national rating;	13	6	10	12	7	3
	level of social activity of the educational institution, %;	17	44	52	17	44	52
	<b>Economical</b>	availability of fixed assets, %;	17	22	23	17	22
	availability of means, %;	32	42	48	32	42	48
	information level, %;	38	52	83	38	66	92

	availability of library funds;	+	+	+	+	+	+
	provision of sports facilities.	+	+	+	+	+	+
<b>Personnel</b>	Number of pedagogues awarded with state awards of the Republic of Uzbekistan;	-	2	8	1	3	12
	Winners of the national award "Ustoz";	-	2	1	-	2	1
	the number of high-class teachers;	8	12	12	14	18	22
	the number of first-class teachers;	18	14	22	20	18	28
	staff stability, %;	88	87	66	88	88	68
<b>Graduates</b>	share of excellent certificates, %;	8	14	12	10	18	17
	share of graduates entering HEIs, %;	15	16	26	17	42	66
	a member of the political, economic, cultural elite of the region;	-	+	+	-	+	+
	level of knowledge of foreign languages and information technologies, %.	14	32	44	17	38	52

The comparative dynamic series based on the results of the marketing services of general secondary schools is proposed to determine the impact of each indicator on the final result and the main trends of changes in the effectiveness of marketing services, as well as to determine the competitive advantages of the institution, to make changes to marketing services based on the requirements of the educational services market, and to maintain competitiveness. by predicting the achievement of future goals, it allows for the purposeful formation of future plans of the general secondary school.

Thus, marketing activities are aimed at increasing the efficiency of the general secondary education institution's management activities and forming competitive advantages, allowing to balance and harmonize the interests of consumers of educational services and society in general, developing and providing educational services that meet the needs of consumers, as well as their social significance. that it allowed to develop educational needs can be justified by the fact that as a result of the conducted research, the effectiveness of the school leaders' management activity increased by 22%.

The analysis of the efficiency of the marketing service organized in general education institutions of Tashkent city, Fergana and Tashkent regions showed that

there is a trend of stable growth in the quality of education and the competitiveness of the institution.

### **Conclusions and suggestions**

Based on the analysis of the received data, recommendations for the development and improvement of the marketing management of the general secondary educational institution were developed.

One of the main issues of evaluating the effectiveness of marketing management is to determine the place and role of marketing activities in the organizational structure of the public education system, including the list of activities, their completeness and complexity.

Accordingly, we evaluate the effectiveness of the organization of marketing management with the sum of the following indicators:

- researching the market of labor and educational services in order to carry out effective activities of the marketing service;
- study of competitors;
- management of the educational process;
- creation and organization of educational services and programs of new content;
- promotion of educational services and provision of quality education;
- development of marketing strategy;
- integration of marketing service into public education management system;
- ensuring the interaction of the marketing service with the organizations and institutions of the public education system;
- analysis of the results of the marketing service, making corrections based on the analysis.

An objective assessment of the organization of marketing management in the general secondary education system allows to determine the position of the marketing department within the relevant ministry and the level of its business activity.

The obtained results made it possible to quantitatively justify the effectiveness of the marketing service organized in general secondary educational institutions and to evaluate the effectiveness of the marketing service of the general secondary educational institution by determining the level of activity of the marketing service.

In order to evaluate the effectiveness of marketing service activity among competing educational institutions in the market of educational services, we process the obtained values through the ratio of selected criteria. A positive level  $>1$ , which ensures the effectiveness of the marketing service of educational institutions, and a negative level  $<1$  corresponds to the opposite value. Also, if the values are equal, there may be an intermediate option.

The analysis of the marketing service of the general secondary education institution shows that its organization and development are related to the continuous analysis of the needs and expectations of the main consumer groups, the development and presentation of the educational services required by them,



including such components as content, technology and service components. . This, in turn, allows to increase the efficiency of the institution, to form its competitive advantages, to achieve the goal through the effective management of the provision of educational services, to study the needs of consumers, to allocate resources and to fully satisfy the needs of selected segments compared to competitors by choosing a target market.

Thus, in the research, the marketing service is defined as a general education institution that aims to increase the efficiency of the institution's activities and form competitive advantages, allows balancing and harmonizing the interests of society, and is carried out by developing and providing educational services that meet the needs of consumers.

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