

Особливості управління брендом закладу вищої освіти в цифровому середовищі

Предметом дослідження є управлінські та комунікаційні механізми формування, розвитку й підтримки бренду закладу вищої освіти в умовах цифрового середовища, з урахуванням трансформації освітніх процесів, зростання ролі цифрових платформ та зміни поведінки основних стейкхолдерів.

Метою дослідження є обґрунтування теоретико-методичних засад управління брендом закладу вищої освіти в цифровому середовищі та визначення особливостей його стратегічної реалізації в умовах посилення конкуренції на ринку освітніх послуг, зростання відкритості інформаційного простору й глобалізації освітньої діяльності.

Методи дослідження. У роботі використано загальнонаукові та спеціальні методи дослідження, зокрема аналіз і синтез для узагальнення теоретичних підходів до бренд-менеджменту вищої освіти, системний підхід для дослідження взаємозв'язку між управлінськими рішеннями, цифровими комунікаціями та брендовою ідентичністю закладу, інституційний аналіз для визначення ролі внутрішніх і зовнішніх стейкхолдерів у формуванні бренду, а також методи порівняльного аналізу для виявлення трансформації традиційних і цифрових підходів до управління брендом.

Результати роботи. У дослідженні доведено, що цифрове середовище суттєво змінює природу бренду закладу вищої освіти, перетворюючи його з маркетингового інструменту на стратегічний управлінський ресурс. Обґрунтовано, що бренд у цифровому просторі формується під впливом як офіційних комунікацій, так і реального досвіду взаємодії стейкхолдерів із освітніми, науковими та управлінськими процесами. Виявлено, що підвищена прозорість, інтерактивність і швидкість поширення інформації зумовлюють необхідність інтегрованого підходу до бренд-менеджменту, який поєднує цифрові технології, інституційну культуру та стратегічне управління розвитком закладу вищої освіти.

Галузь застосування результатів. Результати дослідження можуть бути використані в діяльності закладів вищої освіти при розробленні стратегій розвитку та комунікаційної політики, у практиці управління репутацією й цифровою присутністю університетів, а також у науково-освітньому процесі при підготовці фахівців у сфері менеджменту, маркетингу та публічного управління освітою.

Висновки. Управління брендом закладу вищої освіти в цифровому середовищі набуває стратегічного значення та потребує системного поєднання управлінських, комунікаційних і цифрових інструментів. Ефективний бренд-менеджмент забезпечує підвищення конкурентоспроможності, зміцнення довіри стейкхолдерів і довгострокову інституційну стійкість закладу вищої освіти. Цифрове середовище за умови цілеспрямованого управління брендом стає важливим чинником інтеграції університетів у глобальний освітній і науковий простір.

Ключові слова: бренд закладу вищої освіти, управління брендом, цифрове середовище, цифрові комунікації, освітні послуги, репутація, стратегічне управління, конкурентоспроможність ЗВО.

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Features of brand management of a higher education institution in a digital environment

The subject of the study is the management and communication mechanisms for the formation, development and support of a brand of a higher education institution in a digital environment, taking into account the transformation of educational processes, the growth of the role of digital platforms and changes in the behavior of key stakeholders.

The purpose of the study is to substantiate the theoretical and methodological principles of brand

management of a higher education institution in a digital environment and to determine the features of its strategic implementation in the context of increased competition in the educational services market, increased openness of the information space and globalization of educational activities.

Research methods. *The work uses general scientific and special research methods, in particular analysis and synthesis to generalize theoretical approaches to brand management in higher education, a systems approach to study the relationship between management decisions, digital communications and the brand identity of the institution, institutional analysis to determine the role of internal and external stakeholders in brand formation, as well as comparative analysis methods to identify the transformation of traditional and digital approaches to brand management.*

Results of the work. *The study proves that the digital environment significantly changes the nature of the brand of a higher education institution, transforming it from a marketing tool into a strategic management resource. It is substantiated that the brand in the digital space is formed under the influence of both official communications and the real experience of stakeholders' interaction with educational, scientific and management processes. It was found that increased transparency, interactivity and speed of information dissemination necessitate an integrated approach to brand management, which combines digital technologies, institutional culture and strategic management of the development of a higher education institution.*

Field of application of the results. *The results of the study can be used in the activities of higher education institutions in the development of development strategies and communication policies, in the practice of managing the reputation and digital presence of universities, as well as in the scientific and educational process in the training of specialists in the field of management, marketing and public education management.*

Conclusions. *Brand management of a higher education institution in a digital environment acquires strategic importance and requires a systematic combination of management, communication and digital tools. Effective brand management ensures increased competitiveness, strengthening stakeholder trust and long-term institutional sustainability of a higher education institution. The digital environment, provided by targeted brand management, becomes an important factor in the integration of universities into the global educational and scientific space.*

Keywords: *brand of a higher education institution, brand management, digital environment, digital communications, educational services, reputation, strategic management, competitiveness of higher education institutions.*

Problem statement. The relevance of the study is due to the profound transformations of the higher education system under the influence of digitalization, globalization and increased competition in the educational services market, which radically change the conditions for the formation and perception of the brand of a higher education institution. In the modern digital environment, the university brand is formed not only through traditional marketing tools, but primarily through constant online interaction with stakeholders, openness of management processes, publicity of the results of educational and scientific activities and reputational effects of digital communications. The growing role of social networks, educational platforms and international digital ratings increases the dependence of the competitiveness of higher education institutions on the quality of brand management in the virtu-

al space, where any management errors or inconsistency of declared values with real practice quickly acquire public resonance. At the same time, in domestic and foreign scientific literature, issues of brand management of higher education institutions are often considered fragmentarily, mainly from a marketing perspective, without due consideration of its strategic, institutional, and managerial nature in the digital environment. This necessitates a comprehensive scientific understanding of the features of brand management of higher education institutions as an important factor in their sustainable development, stakeholder trust, and integration into the global educational and scientific space.

Analysis of recent research and publications. The study used a set of scientific works and analytical materials devoted to brand management of higher education institutions in the context of dig-

italization. The basis of the literature base is modern theoretical approaches to brand management, strategic communications, digital reputation, as well as research into the impact of the digital environment on the transformation of management practices. The latest publications on the role of stakeholders in the formation of the brand of higher education institutions, the importance of digital platforms in building trust, and the challenges of global educational competition were taken into account. Special attention is paid to institutional aspects of management, academic integrity, and digital analytics as components of effective brand management.

Presentation of the main material. In the digital environment, the brand of a higher education institution ceases to be exclusively a set of visual and reputational characteristics and is transformed into a complex socio-digital construct, which is formed under the influence of information flows, online interactions, digital content and network effects. The openness of the information space, the speed of message dissemination and the growing role of social media lead to the fact that the image and reputation of the institution are largely determined not only by official communications, but also by the perception of users of digital platforms, their reviews, public assessments and informal comments. Under such conditions, brand management requires constant monitoring of the digital environment and prompt response to reputational challenges. The digital environment significantly expands the possibilities of positioning a higher education institution, allowing it to broadcast its educational, scientific and social mission to a wide audience without spatial restrictions. At the same time, this increases the requirements for the integrity of the brand strategy, since any discrepancy between the declared values and the real experience of interaction with stakeholders quickly becomes public and negatively affects trust in the brand. In this context, digital reputation is not a derivative, but a central component of the brand of a higher education institution, which is formed on the basis of the quality of educational services, the level of digital services, the openness of management and communication culture.

A feature of brand management of a higher education institution in the digital environment is the growth of the role of internal stakeholders as active carriers of the brand. Scientific and pedagogical

workers, education seekers and graduates, through their own digital presence in professional networks, social platforms and scientific databases, directly influence the formation of the institution's brand image. This necessitates the integration of human resources management, academic culture, and digital communications into a single brand management system focused on building a shared identity and loyalty to the institution. The digital environment is also transforming the mechanisms of competition between higher education institutions, shifting the focus from local markets to the global educational space. Online education, open courses, international scientific platforms, and digital academic mobility services create a situation in which potential students evaluate the institution's brand not only by formal accreditation indicators or ranking positions, but also by digital visibility, the quality of online content, and the ability to provide a modern educational experience. Brand management in such conditions involves strategic work to form a unique value proposition adapted to the expectations of a digitally oriented audience.

An important feature of digital brand management is the increasing importance of the analytical component of management. The use of digital tools for data collection and analysis allows higher education institutions to better understand the behavior and needs of target audiences, assess the effectiveness of communication channels, and adjust brand strategy in real time. This approach promotes the transition from intuitive brand management to an evidence-based model based on quantitative and qualitative indicators of digital interaction.

In the context of the digital environment, the issue of trust in the brand of a higher education institution becomes particularly relevant. Excessive information saturation, the spread of unreliable data, and the growth of user criticality necessitate the formation of transparent and consistent communications. Brand management in such conditions should be based on openness, academic integrity, and responsibility for public messages, since any reputational losses in the digital environment are long-term and difficult to correct. Thus, brand management of a higher education institution in a digital environment is a multidimensional process that combines strategic vision, institutional culture, digital technologies and communication practices. Its feature is constant dynamics, dependence on stakeholder behav-

ior and high sensitivity to the quality of digital interactions. Effective brand management in the context of digitalization becomes not only a tool for increasing the competitiveness of a higher education institution, but also an important factor in its sustainable development, academic reputation and integration into the global educational space.

Further development of brand management of a higher education institution in a digital environment is associated with the need to institutionalize digital communications and integrate them into the overall strategic management system. In this context, the brand ceases to be a separate marketing tool and increasingly acquires the features of a management resource that influences decision-making, resource allocation and the formation of long-term priorities for the development of the institution. The digital environment makes the brand dynamic, sensitive to changes in the external context and internal management practices, which requires a systematic approach to its support and development. One of the key features of modern digital brand management is the need to align the strategic goals of a higher education institution with its public digital identity. Educational and scientific activities, management decisions, international cooperation and social responsibility are reflected in the digital space and form a holistic view of the institution in the minds of stakeholders. In the event of a gap between strategic declarations and the actual digital behavior of the institution, a reputational imbalance arises, which negatively affects trust in the brand and reduces its attractiveness for applicants, partners and the scientific community.

The digital environment also changes the time horizons of brand management of a higher education institution. If previously the brand was formed gradually and was characterized by relative stability, then in the conditions of digitalization it is constantly in the process of rethinking and updating. The relevance of content, response to social challenges, participation in public discussions and the ability to adapt quickly become critical factors in maintaining a positive brand image. This requires management teams of higher education institutions to acquire new competencies related to digital communication, crisis management and strategic analytics. An important aspect is that the digital environment contributes to increasing the transparency of the activities of higher educa-

tion institutions, making information about learning outcomes, scientific achievements, management decisions and internal processes available. Such transparency, on the one hand, creates additional opportunities for strengthening the brand, and on the other hand, increases the responsibility of the institution for the quality of its activities. Brand management in this case is closely linked to the management of educational quality, academic integrity and corporate culture, which become the basis for a sustainable positive perception of the institution in the digital space.

Taking into account the above, it is advisable to consider brand management of a higher education institution as an integrated system that functions at the intersection of strategic management, digital technologies and communication practices. It is advisable to present a summary of the key characteristics of such management in the digital environment in the form of analytical table 1, which reflects the transformation of approaches to brand management (Fig. 1).

Summing up the above, it should be noted that the digital environment not only expands the tools for brand management of a higher education institution, but also significantly complicates the brand management process itself, increasing the requirements for the consistency of management decisions, the quality of communications and strategic consistency. Effective brand management in the digital space becomes a reflection of the maturity of the management system of a higher education institution and its ability to adapt to the conditions of global competition and digital transformation of the educational environment. Further consideration of the features of brand management of a higher education institution in a digital environment should focus on the changing role of management decisions in the formation of trust and long-term loyalty of stakeholders. In the digital space, the brand ceases to be a static result of marketing efforts and increasingly acts as a reflection of the real quality of management, academic practices and organizational culture of the institution. Any management decision related to the educational process, personnel policy or scientific activities is quickly reflected in the digital environment and affects the overall perception of the brand. The key effects of HEI brand management in the digital environment are shown in Fig. 2.

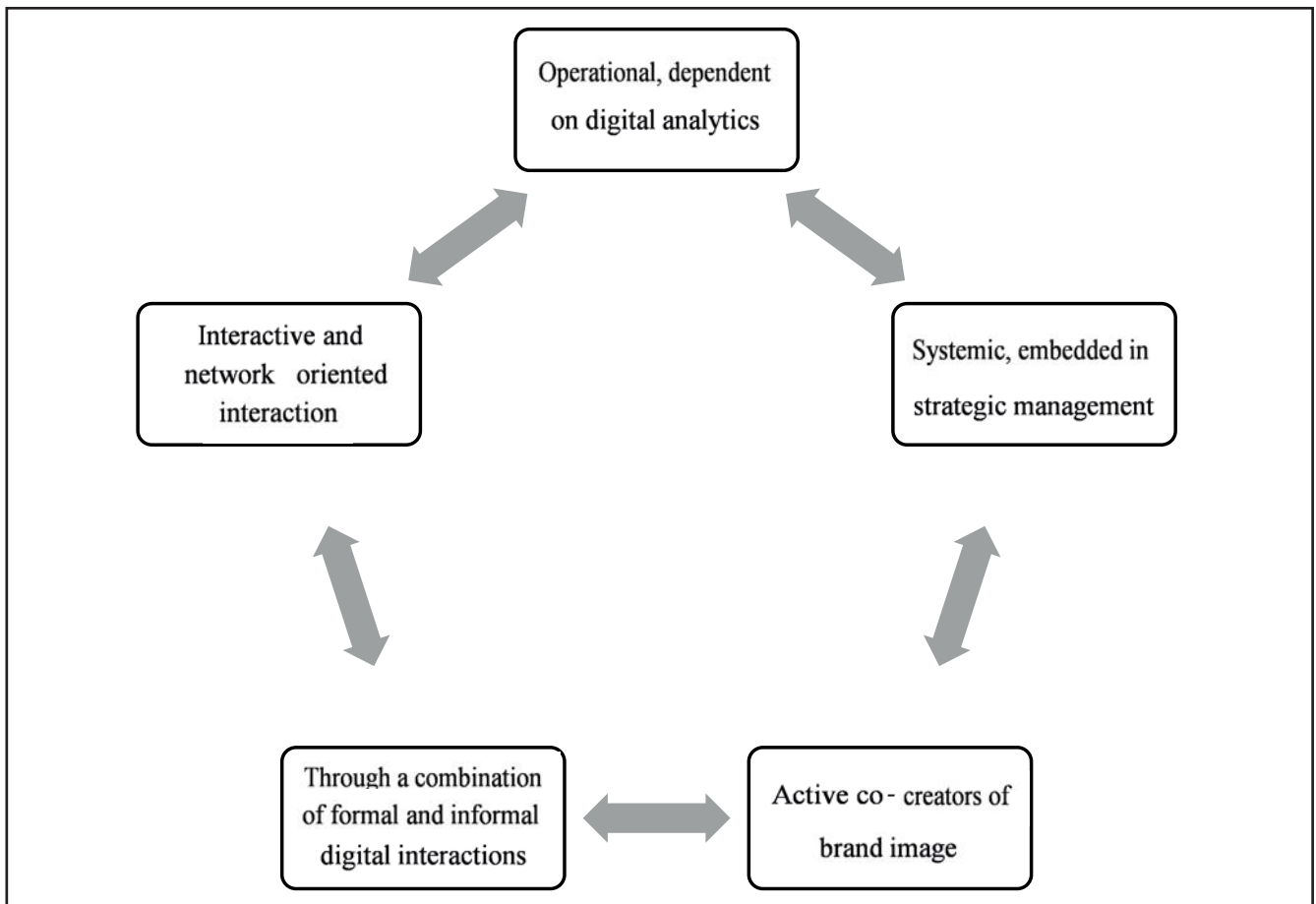


Figure 1 Characteristic features of brand management of a higher education institution in a digital environment

Source: author's development

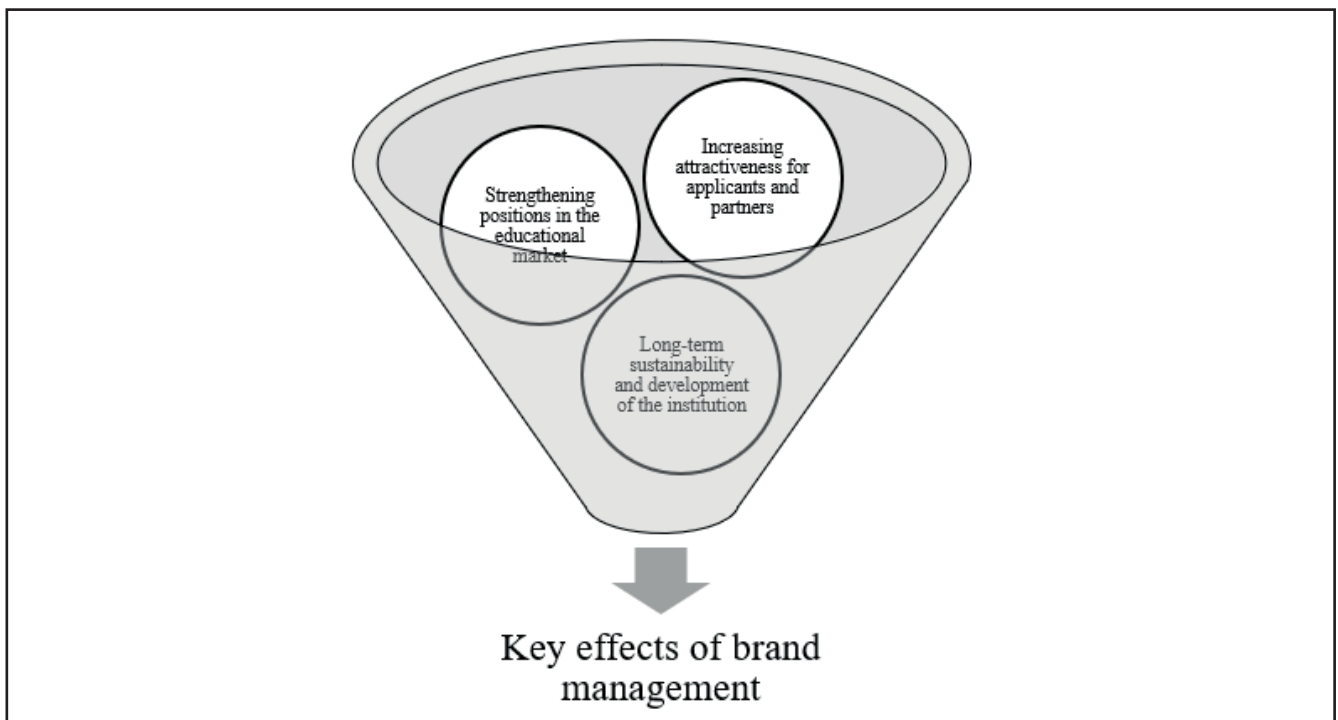


Figure 2. Key effects of HEI brand management in the digital environment

Source: author's development

A feature of the current stage is the increased interdependence between the brand of a higher education institution and its ability to innovate. The digital environment stimulates expectations of flexibility, openness to change, and willingness to experiment with new educational formats. In this context, the brand acts as an indicator of the institution's innovative capacity, signaling to potential students and partners the level of its adaptation to modern challenges. The lack of digital dynamics or a formal approach to online presence gradually reduces the competitive position of the institution even with strong academic potential. An important aspect of brand management in the digital environment is the balance between standardization and authenticity. On the one hand, higher education institutions are forced to adhere to certain standards of visual identity, communication style, and digital behavior to ensure brand recognition. On the other hand, excessive unification levels the unique features of the institution that shape its value in the minds of audiences. Effective brand management involves preserving the authenticity of academic tradition and institutional identity while simultaneously using modern digital formats of interaction.

The digital environment also enhances the role of crisis situations in the formation of a higher education institution's brand. Reputational risks associated with information attacks, public conflicts or organizational failures can quickly become large-scale. In such conditions, brand management goes beyond planned communications and turns into an element of anti-crisis management. The institution's ability to respond promptly, provide clear and reasoned explanations and maintain an open dialogue in the digital space becomes critically important for maintaining trust in the brand. In general, it can be stated that brand management of a higher education institution in the digital environment is a continuous process of strategic coordination of the mission, management practices and digital communications. It is through the brand in the digital space that the institution broadcasts its ability to develop, responsibility to society and readiness to meet the challenges of modern education. In this sense, the brand becomes not only a tool for competitive struggle, but also a mechanism for long-term institutional sustainability and integration of a higher education institution into the global educational and scientific space.

Conclusions

The analysis conducted allows us to conclude that brand management of a higher education institution in a digital environment acquires a systemic and strategic nature, going beyond traditional marketing approaches. Digitalization transforms the brand into a dynamic management resource, which is formed under the influence of both official communications and the real experience of stakeholders' interaction with the educational, scientific and management processes of the institution. Under such conditions, the brand becomes a reflection of the quality of institutional management, academic culture and the institution's ability to adapt in a competitive educational environment. It is substantiated that the digital environment significantly changes the mechanisms for forming a reputation and trust in the brand of a higher education institution. Increased transparency, the speed of information dissemination and the active participation of stakeholders in the creation of digital content necessitate the transition to integrated brand management, which combines strategic management, digital communications and internal organizational practices. The success of a brand in the digital space directly depends on the consistency of the declared values of the institution with the real results of its activities.

It has been proven that effective brand management in the digital environment involves the active role of internal stakeholders, in particular scientific and pedagogical workers, students and graduates, who, through their own digital presence, significantly influence the formation of the brand image of the institution. This actualizes the need to develop an internal communication culture, increase the digital competencies of staff and form a common institutional identity that supports the integrity of the brand in the conditions of an open information space. The generalization of the research results shows that the brand of a higher education institution in the digital environment performs not only a reputational, but also a strategic function, influencing the innovative capacity, international attractiveness and long-term sustainability of the institution's development. Brand management in the digital format becomes a tool for increasing competitiveness, ensuring stakeholder loyalty and integrating a higher education institution into the global educational and scientific space. Therefore, effective brand management of a higher education institution in the context

of digitalization requires a systemic approach based on a combination of strategic vision, digital technologies and the values of academic integrity. The implementation of such an approach creates the prerequisites for the formation of a sustainable positive brand image capable of ensuring institutional stability and development of a higher education institution in the context of dynamic changes in the modern educational environment.

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