



Marketing Practices of a Private Higher Education Institution in the Philippines

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Received: June 7, 2024

Revised: Aug 13, 2024

Accepted: Aug 29, 2024

Online: Sept 30, 2024

Abstract

In the competitive landscape of higher education, effective marketing practices are essential for institutions aiming to enhance student satisfaction, attract and retain students and secure long-term sustainability. This study evaluated the marketing practices of a private higher education institution in the Philippines, focusing on the perspectives of its personnel and students. Using the Segmentation, Targeting, and Positioning (STP) model, the research assessed various areas of marketing practices, such as target markets, marketing goals, promotions, and marketing initiatives. Using descriptive-quantitative design utilizing a researcher-structured questionnaire, the study involved a sample of 140 students and 22 personnel. The findings highlight a moderate extent of effective market targeting, strategic alignment of marketing goals and promotions, and relevant employment of marketing initiatives, with the perceptions of personnel and students having no significant differences. Key areas identified for improvement include enhancing personalized marketing approaches, strengthening integrated planning and communication, and refining promotional efforts to better align with students' needs and expectations. Based on these findings, the study suggests comprehensive marketing strategies to improve current practices. This provides actionable insights for educational institutions seeking to optimize their marketing strategies in a rapidly evolving educational environment.

Keywords *education-oriented institution; higher education institution; marketing; marketing practices; Philippines; STP Model*

INTRODUCTION

In today's educational landscape, Bacon (2024) believes that marketing practices are crucial for institutions striving to thrive amidst intense competition and rapidly changing social needs. Just like other businesses, educational institutions must leverage sophisticated marketing strategies to enhance student satisfaction and attract and retain students. The drive for internationalization has further heightened expectations for quality education, making student satisfaction a pivotal factor for institutional success. Dally et al. (2021) emphasize that marketing initiatives should involve strategic planning and execution of programs to create value exchanges within the target market. This approach is vital for understanding and meeting the needs of consumers in education services, thereby enhancing the quality and reputation of educational offerings.

Educational institutions, especially private ones, face significant competition due to global economic factors. They must adopt various marketing strategies to attract and retain students, focusing on facilities, education quality, and affordability (Nuriadi, 2021). This research builds on the foundational work of Dally et al. (2021) and Naidoo (2015), who emphasized the critical role of strategic marketing in educational settings. Dally et al. (2021) argued that marketing initiatives should involve strategic planning and execution to create value exchanges within the target market, while Naidoo highlighted the importance of service marketing in higher education, particularly

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focusing on students and personnel as primary stakeholders. Despite these insights, there remains a gap in the understanding of how these strategies can be effectively implemented in the unique context of private higher education institutions (HEIs) in the Philippines. Therefore, this study aims to assess and refine marketing practices to better align with stakeholder expectations and improve student attraction and retention rates. Marketing in educational institutions encompasses a broad spectrum of strategies, from community engagement and digital presence to advertising and promotional activities. These strategies are crucial for conveying an institution's commitment to providing high-quality educational services.

Gibbs (2018) noted that due to market forces, HEIs tend to adopt consumer market strategies, focusing on promoting themselves to potential students rather than honoring education as a transformative process. This shift has turned students into customers and educators into service providers, emphasizing competition over collaboration and prioritizing desire satisfaction and measurable experiences to build reputation and marketability.

Marketing in education aligns services with student needs and satisfaction, enhancing graduate quality and institutional resources. This involves systematic planning, organizing, actuating, and controlling processes to ensure effective strategy implementation and performance monitoring for continuous improvement and achievement of strategic marketing goals (Rahmi et al., 2021). Additionally, strategic marketing in education is essential for aligning services with student needs, enhancing the quality of graduates, and ensuring institutional growth. Systematic planning, organizing, actuating, and controlling processes are key to effective strategy implementation and continuous improvement. By reassessing and refining marketing practices, educational institutions can better meet stakeholder expectations and achieve long-term success.

In the context of one specific private HEI in the Philippines, with over 20 years of experience in the academe, it has evolved from a tutorial center to a technical vocational school and now offers senior high school and tertiary programs recognized by the Technical Education and Skills Development Authority (TESDA), Commission on Higher Education (CHED), and Department of Education (DEPED). In recent years, this private HEI has undertaken multiple marketing initiatives. These include outreach programs during career guidance events, the distribution of promotional materials, and maintaining a social media presence. Despite these efforts, the institution has faced challenges in increasing enrollment and retention rates. The declining enrollment rates in this particular private HEI in the Philippines, with a significant 40% drop in first-year student enrollment over the past five years, underscore the urgent need for effective marketing strategies. Thus, an investigation on how marketing practices can be optimized to reverse these trends and ensure the sustainability and growth of an institution becomes highly relevant. According to Neyney et al. (2023), challenges such as those experienced by a subject private HEI may be due to several factors, one of which is considered to be the most influential is how a HEI presents itself to the public, including its external and internal branding. Additionally, Bohara et al. (2022) stated that one of the major factors of student enrollment is social media presence. An institution with a large social media following consequently has a large number of enrollments. Although both of these are somehow practiced by subject private HEIs, they are not their greatest strengths, indicating that there may be gaps in the current marketing practices of the institution that need to be addressed.

Relative to the above concern, this study evaluated the current marketing practices of a subject private HEI from the perspectives of its personnel and students using the Segmentation, Targeting, and Positioning (STP) model. The assessment of marketing practices focused on the target market, marketing goals, promotions, and marketing initiatives. As Naidoo (2015) stated, the tertiary education also forms as a service marketing, and its two primary stakeholders are the students and personnel, the study also aimed to determine if there are significant differences in the assessments of personnel and students regarding the extent implementation of marketing practices

along the four dimensions considered in the study. Finally, the study's goal is to suggest effective marketing strategies to further improve the shortcomings of the current marketing practices. By assessing and refining these marketing efforts, the institution would be able to better align with stakeholder expectations, enhance service quality, and secure its long-term sustainability and adaptability in the competitive educational landscape.

LITERATURE REVIEW

This section presents a comprehensive review of the related literature obtained from different sources to enhance the understanding of the current topic. This review focuses on the marketing practices of HEIs and the STP model.

Marketing Practices in HEIs

Marketing involves addressing human needs and wants through product creation and exchange. Consumer preferences influence product design, and product pricing should reflect product value. Marketing encompasses both individual and organizational activities, utilizing intermediaries to streamline the process from producers to consumers, and extends to business-to-business (B2B) and consumer-to-consumer (C2C) marketing, especially with the rise of social media and online platforms (Kotler, 2017).

Marketing is a dynamic, evolving discipline that extends beyond mere sales or advertising to encompass institutions and processes aimed at effective creation, communication, delivery and exchange of value for customers and society. Ethical and sustainable practices are vital, with a focus on minimizing negative impacts and maximizing positive contributions. Modern marketing emphasizes a societal orientation, meeting customer needs, and societal well-being, with service-dominant logic emphasizing value co-creation (Elliot, 2017). Establishing customer value, defined by economic, functional, and psychological benefits, is crucial in both domestic and global markets. Marketers must tailor strategies to customer preferences, balance perceived benefits and costs, and navigate complexities in international markets, requiring deep consumer understanding and strategic positioning (Dutta, 2016).

Furthermore, the study conducted by Rahmi et al., (2021) analyzed the competitive advantages of marketing strategies in education-oriented markets and highlighted the importance of marketing in educational institutions and how a market-oriented approach can lead to competitive advantages. They defined strategy in the context of achieving organizational goals and explained marketing as a planning process for creating exchanges that satisfy individual and organizational goals.

The creation of marketing strategies for HEIs involves concepts that include theoretical foundations, problem-solving methods and appropriate marketing tools. These strategies must integrate transactional, relationship, and spiritual marketing, aligning with the institution's mission while effectively targeting the right market segments to adapt to changing environments and enhance the university's market position and educational quality (Białoń, 2015).

Additionally, Dally et al. (2021) underscored the importance of comprehensive marketing strategies in HEIs, emphasizing the role of seven marketing mix elements in boosting student participation and improving service quality. Their study advocated innovative approaches that consider institutional reputation, resource allocation, and student satisfaction to address multifaceted challenges effectively. Syam et al. (2019) complemented this by analyzing the impact of various elements of marketing mix on students' decisions, highlighting the significant influence of price on enrollment choices and stressing the need to align marketing strategies with student needs. In the global market for education, the study of Ortiga (2018) shed light on the emergence of education hubs, emphasizing strategic marketing's role in attracting international students.

Salem (2020) also specified that social media platforms play a critical role in this context, serving as crucial channels for promoting university brands, engaging with stakeholders, and impacting the university's ability to attract and retain students through enhanced communication and advertising. Moreover, effective implementation of marketing strategies in the higher education sector should consider a comprehensive approach that integrates various elements supportive of the institution's strategic goals and aim to foster greater student satisfaction and loyalty. Thus, there is a need to maintain service quality and adapt marketing efforts to address evolving trends and challenges in higher education. The study of Mercado and Mercado (2018) on marketing activities in HEIs has provided practical insights into effective strategies to attract diverse student bodies, emphasizing the critical role of marketing in shaping enrollment outcomes.

STP Model

The STP model is formalized by Wendell R. Smith, in 1956, created a fundamental marketing framework that involved segmenting the market, targeting specific groups, and positioning the brand in a way that resonated with those groups. This involves dividing a broad market into distinct groups, selecting the most promising segments, and crafting marketing messages that resonate with each segment. This model helps institutions focus on specific consumer needs and tailor their offerings accordingly (Camilleri, 2018). This study is anchored in this marketing model, which is considered most appropriate for educational institutions in selecting the most valuable segment and developing the most appropriate marketing mix and product positioning strategy. As noted by Dian et al. (2024), the STP model in marketing strategies is very influential in promoting educational institutions.

Segmentation considers the division of the broader market into smaller, distinct groups based on common characteristics, such as behavior or demographics. Targeting selects the most viable segments to focus the institution's marketing efforts while positioning establishes the brand's image and value proposition in the minds of target segments and differentiating it from competitors. Together, these steps enable institutions to deliver tailored messages and products that resonate effectively with specific consumer groups (Astuti et al, 2024).

Moreover, STP in higher education emphasizes the importance of these strategies in attracting and retaining students. Wilhelm (2020) outlined how segmentation divides the student market based on demographics, psychographics, and behavior, allowing institutions to tailor their marketing efforts effectively. This segmentation is crucial for addressing the unique preferences of various student groups and enhancing institutional appeal. While, targeting strategies in higher education involve focusing to specific segments to move away from a one-size-fits-all approach to more nuanced strategies that meet diverse student needs (Rusmaini et al., 2022). By developing targeted marketing strategies, universities can allocate resources more efficiently, resulting in higher engagement and enrollment rates. This approach contrasts with traditional methods and highlights the need for personalized marketing in the modern educational landscape.

Positioning in higher education is about creating a distinctive image in prospective students' minds. Effective positioning strategies differentiate institutions from competitors through unique attributes such as program offerings and teaching reputations (Manshur et al., 2023). Ing et al. (2020) illustrated the application of the STP model, highlighting the significance of understanding students' perceptions and geodemographic segmentation and recommending improvements in data collection and analysis to enhance competitive positioning in the educational sector. While Kampamba (2015) emphasized the importance of geographic, demographic, psychographic, and behavioral segmentation for effective market targeting and stressed that market segments should be measurable, accessible, sustainable, and actionable. In higher education, student demand can be categorized by cost, ethnicity, and location. Effective target markets must attract students who have

desires, buying power, and willingness to enroll. Positioning involves creating a distinctive image in prospective students' minds through competitive advantages and a detailed marketing mix, including program attributes, benefits, and unique selling propositions.

RESEARCH METHOD

This study employed the descriptive-quantitative research design to describe the conditions in a subject-private HEI with respect to the implementation of its current marketing practices. As confirmed by (Siedlecki, 2020), this research design offers a comprehensive analysis of the current situation, including the problems and variations in an institution.

A sample of 140 students and 22 personnel was selected using a random sampling technique to ensure an unbiased representation of the population. The sample was selected from those with extensive first-hand experience within the institution who can appropriately provide valuable insights into the effectiveness of current marketing practices. The sampling framework specifically excluded grade 11 senior high school and first-year college students to enhance the study's reliability. This exclusion was made to focus on student respondents who had more established experience with the institution's program offerings.

The study used a researcher-structured questionnaire, in which the items were based on literature. The questionnaire was reviewed by four experts, from which after their suggestions were considered and incorporated, internal consistency testing was conducted through pilot testing of 10 students and 6 personnel. The pilot test revealed that questionnaire items under marketing initiatives are questionable. After the items were edited, the second pilot test resulted in Cronbach's alpha coefficients of 0.749 to 0.793.

Upon confirmation of questionnaire reliability, distribution via Google Forms was followed. The respondents were asked 10 questions each in all four dimensions of marketing practices considered in this study using a 4-point Likert scale: 1.00-1.49 = Least Extent (Lt); 1.50-2.49 = Less Extent (L); 2.50-3.49 = Moderate Extent (ME) and 3.50-4.00 = Great Extent (GE). To ensure confidentiality and data integrity in their responses, a confidentiality note was included in the questionnaire.

Data analysis encompassed the use of statistical tools such as weighted mean, standard deviation, and independent T-test. These tools provided a comprehensive evaluation of the extent of marketing practices from the questionnaire responses.

FINDINGS AND DISCUSSION

The data collected using the survey questionnaire were presented, analyzed, and interpreted to support the objectives of the study.

Extent of Marketing Practices

The researchers evaluated the extent of marketing practices based on responses from both personnel and student participants using a researcher-structured questionnaire.

Target Market

This involves a comprehensive process of segmenting a broader market into distinct, well-defined segments and crafting tailored marketing strategies for each segment with the objective of expanding market share and meeting the unique needs and preferences of these consumer groups. Table 1 shows that personnel respondents assessed some aspects of targeting the market as a great extent, particularly in terms of effective use of various channels and a good understanding of potential students' demographics. The student respondents rated all practices as moderate, indicating awareness of the practices and a desire for further improvement. Students felt that the

institution could enhance its reach and alignment with their needs through better market research, demographic analysis, and personalized marketing. Overall, it has been found that the institution struggles to adapt quickly to shifting student preferences and lacks specific mechanisms to monitor these changes. This leads to unmet expectations regarding targeting strategies and reveals a need for improvement. By refining these strategies to better align with evolving market trends, the institution can enhance student satisfaction and maintain its competitiveness.

This aligns with [Astuti et al's \(2024\)](#) viewpoint on effective market targeting, stressing the need for tailored strategies. [Ding's \(2022\)](#) calls for proactive approaches that resonate with the desire for improvement expressed by student respondents, while [Khammavong \(2016\)](#) emphasizes the effective implementation of targeting strategies, particularly for student retention. Furthermore, [Murlita et al's \(2023\)](#) suggestion following the general principles of segment evaluation and prioritization, alongside [Joksimovic et al. \(2017\)](#) emphasis on adapting to changing market expectations, underscored the necessity for institutions to refine their targeting strategies to better align with student needs and preferences.

Table 1. Extent of implementation of marketing practices in terms of target market

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
1. Tailors marketing efforts to reach and engage the identified target audience effectively.	3.55	0.51	GE	3.26	0.67	ME	3.30	0.66	ME
2. Understands the demographics and characteristics of the target market comprehensively.	3.64	0.49	GE	3.21	0.74	ME	3.27	0.73	ME
3. Aligns programs and services with the needs and preferences of the target market.	3.55	0.51	GE	3.21	0.74	ME	3.25	0.72	ME
4. Defines the target audience or market segment to tailor programs and services clearly.	3.59	0.50	GE	3.16	0.71	ME	3.22	0.70	ME
5. Analyzes the behavior and preferences of the target market to align the effective approach.	3.41	0.59	ME	3.18	0.72	ME	3.21	0.71	ME
6. Addresses the unique requirements of different segments within the target market.	3.41	0.59	ME	3.16	0.73	ME	3.19	0.72	ME
7. Customizes communication and marketing content to resonate with the identified target market.	3.59	0.50	GE	3.09	0.74	ME	3.16	0.73	ME
8. Aligns marketing strategies with the values and	3.32	0.65	ME	3.13	0.80	ME	3.15	0.78	ME

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
aspirations of the target market.									
9. Updates and refines the target market based on changing market dynamics and trends regularly.	3.27	0.55	ME	3.12	0.69	ME	3.14	0.68	ME
10. Adapts the marketing effort to address the evolving needs and expectations of the target market.	3.41	0.59	ME	3.10	0.76	ME	3.14	0.75	ME
Composite Mean	3.47		ME	3.16		ME	3.20		ME
Cumulative Deviation		Standard							
		0.38			0.57			0.56	

Marketing Goals

These are specific targets that align with an institution's marketing objectives and are relevant, achievable, measurable, and time-bound to ensure effective planning and evaluation. It focused on objectives such as student enrollment and program growth, which serve as guiding principles for marketing strategies and alignment with the institution's mission.

Table 2 shows that the personnel acknowledged the presence of marketing goals within the institution. However, students perceive marketing goals to a moderate extent, acknowledging institutional efforts but recognizing room for improvement in this area. Additionally, the overall assessment scored moderate extent as well. This is because clear marketing goals are crucial for small private institutions like the subject HEI to efficiently allocate resources and align efforts with their mission. The institution's strategic approach to achieving its goals may enhance its capability to further improve its decision-making and adaptability to a competitive educational landscape.

This finding implies the existence of clear marketing goals within the institution, but it also highlights opportunities for growth by strengthening integrated planning strategies and providing cohesive communication channels. As emphasized by [Laco et al. \(2024\)](#), a highly relevant communication culture is important in achieving marketing goals related to an organization's efficiency and customer satisfaction. These opportunities for improvement can better align marketing goals across departments while providing clear job expectations and relevant training to empower personnel and promote smoother execution and alignment with marketing objectives.

This finding also emphasizes the importance of establishing marketing goals, supporting the findings of [Bhoomika \(2023\)](#), which highlighted the crucial role of marketing goals in crafting strategies. Similarly, the study of [Azizi \(2020\)](#) underscored the necessity of implementing these goals to meet customer needs and organizational objectives. Moreover, [Rivera et al. \(2020\)](#) indicated that aligning services with customer preferences is vital when experiences fail to meet expectations, echoing the importance of bridging the gap between expectation and reality. Additionally, [Rahmi et al. \(2021\)](#) suggested that using marketing goals can enhance visibility, reputation, and student satisfaction. Finally, the findings of [Samaddar and Menon \(2019\)](#) reinforced the notion that integrating marketing goals with strategic objectives is essential for enhancing institutional visibility and competitiveness.

Table 2. Extent of implementation of marketing practices in terms of marketing goals

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
1. Presents a straightforward marketing goals and objectives for clear organizational direction.	3.55	0.51	GE	3.36	0.67	ME	3.39	0.65	ME
2. Acknowledges that the achievement of marketing goals positively contributes to its overall success.	3.64	0.58	GE	3.34	0.69	ME	3.38	0.68	ME
3. Presents marketing goals that are specific, measurable, achievable, relevant, and time-bound (SMART).	3.45	0.67	ME	3.33	0.72	ME	3.35	0.72	ME
4. Aligns the marketing goals with the overall strategic short-term and long-term objectives.	3.45	0.67	ME	3.28	0.70	ME	3.30	0.70	ME
5. Integrates the marketing goals into its overall strategic planning.	3.45	0.67	ME	3.27	0.67	ME	3.30	0.67	ME
6. Reviews and adjusts the marketing goals to adapt to the changing circumstances and market conditions regularly.	3.27	0.63	ME	3.26	0.72	ME	3.27	0.70	ME
7. Guarantees a standard process is in place to monitor progress towards achieving the marketing goals.	3.32	0.65	ME	3.22	0.68	ME	3.23	0.67	ME
8. Commits to having personnel who understand their roles in contributing to the achievement of marketing goals.	3.32	0.78	ME	3.20	0.70	ME	3.22	0.71	ME
9. Aligns the communication of marketing goals across different departments and teams effectively.	3.14	0.83	ME	3.19	0.71	ME	3.19	0.72	ME
10. Ensures that the marketing goals reflect a balance between short-term and long-term marketing objectives.	3.27	0.63	ME	3.16	0.71	ME	3.17	0.70	ME
Composite Mean	3.39		ME	3.26		ME	3.28		ME
Cumulative Standard Deviation		0.54			0.53			0.53	

Promotions

It encompasses marketing-related activities such as public relations, advertising, sales promotions and personal selling to communicate with and persuade the target audience. It details how the institution communicates its unique value proposition, academic programs, and brand to prospective students, stakeholders and the wider educational community. The assessment of personnel respondents in Table 3 reveals that they recognize the institution's proactive use of digital marketing channels, with one statement receiving a great extent of implementation. The institution's strong brand image, consistent branding efforts, and targeted marketing campaigns have enhanced its recognition and appeal within the area. Effective social media marketing has expanded its reach and engagement, further boosting visibility. These strategies collectively improve the relevance and success of the institution's promotional efforts, attracting and retaining clients.

The finding implies that the institution is aware of the importance of digital platforms in effective promotion campaigns. As noted by [Roldan et al. \(2023\)](#), these digital platforms play an important role in the dissemination of information and collaboration among the stakeholders of an organization. Meanwhile, student respondents viewed promotion as moderate extent, indicating that promotional efforts are present but need enhancements to maintain branding consistency and to communicate unique program features. Overall, there is evidence of promotional efforts; however, there are opportunities for improvement in branding, performance assessment, and responsiveness to market dynamics. Strategies to improve promotional activities include adapting to changing trends, customizing efforts to target interests, and offering personalized experiences. Several studies have emphasized the importance of promoting specific academic programs and evolving student perceptions toward promotional strategies.

In line with this, [Putri et al. \(2023\)](#) highlighted diverse tactics employed by educational institutions, including short-term incentives and events, to attract students, with an emphasis on promoting specific academic programs, while [Mercado and Mercado \(2018\)](#) resonated with the dynamic nature of promotional strategies. Similarly, [Kango et al. \(2021\)](#) stressed the significant influence of promotional activities on college selection decisions, emphasizing the need for tailored approaches. These concerns underscored the interconnectedness between promotional efforts and student enrollment outcomes, reinforcing the importance of leveraging digital channels to enhance promotional effectiveness ([Leuwol et al., 2023](#))

Table 3. Extent of marketing practices in terms of promotions

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
1. Maintains consistency in its branding across all promotional campaigns to show brand identity and recognition.	3.45	0.51	ME	3.27	0.69	ME	3.30	0.67	ME
2. Implements social media and email marketing to distribute promotional campaigns effectively.	3.50	0.51	GE	3.26	0.72	ME	3.29	0.70	ME
3. Ensures that its promotional campaigns are focused on the needs	3.41	0.67	ME	3.26	0.66	ME	3.28	0.66	ME

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
and wants of its target market.									
4. Communicates the unique features and benefits of its programs and services clearly.	3.36	0.58	ME	3.26	0.69	ME	3.27	0.68	ME
5. Adapts its promotional strategies in response to changing trends and the needs of the target market.	3.32	0.57	ME	3.24	0.70	ME	3.25	0.68	ME
6. Monitors and evaluates the performance of its promotional activities to make specific improvements.	3.14	0.83	ME	3.22	0.68	ME	3.21	0.70	ME
7. Customizes its promotional efforts to align with the specific interests of target markets.	3.27	0.70	ME	3.18	0.73	ME	3.19	0.73	ME
8. Offers personalized experiences, like on-campus visits or virtual marketing sessions, to meet the needs of potential students.	3.14	0.83	ME	3.19	0.73	ME	3.18	0.74	ME
9. Evaluates feedback from customers regarding their opinions towards promotional campaigns to continually improve future marketing efforts.	3.05	0.72	ME	3.19	0.77	ME	3.17	0.77	ME
10. Engages in promotional events, such as open houses or campus tours, to engage potential students and showcase its academic programs.	2.95	0.79	ME	3.11	0.83	ME	3.09	0.83	ME
Composite Mean	3.26		ME	3.22		ME	3.22		ME
Cumulative Standard Deviation		0.51			0.55			0.54	

Marketing Initiatives

These are strategically planned efforts aimed at enhancing visibility, attracting students, and sustaining growth within the institution. These actions may include various activities such as digital marketing campaigns and the development of new academic programs tailored to meet the institution’s specific goals and student needs. By strategically implementing these initiatives, institutions can effectively position themselves in the market, engage prospective students, and support long-term growth and success.

As Table 4 shows, the personnel respondents demonstrate a moderate extent of implementation of marketing initiatives, with a particular concern regarding resource allocation. This highlights the need for enhanced strategies to support marketing efforts effectively. Similarly, the assessment by the student respondents indicated an urge for continuous monitoring of feedback and streamlined processes to optimize resource utilization and track performance indicators. The institution’s marketing initiatives are impressive but may face challenges due to limited resources, administrative obstacles, and insufficient market knowledge. These issues highlight the need for organizational changes, better communication, and investments in market research to enhance the effectiveness of marketing initiatives. Addressing these challenges is crucial for improving the institution's marketing efficacy and achieving its goals in the evolving higher education landscape. Concerns like these by any organization, according to [Rivera et al. \(2023\)](#), can be corrected if an organization adopts a culture of continuous improvement for better performance and innovation.

Aligned with [Dâmaso and Lima \(2020\)](#), who underscored the crucial roles of resource allocation and personnel engagement in educational institution marketing, the challenges highlighted by [Briones et al. \(2023\)](#) and [Jabbar \(2016\)](#) regarding resource allocation and personnel involvement necessitate enhanced strategies for greater accountability. An examination of [Nguyen \(2020\)](#) mentioned that universities’ active engagement in marketing initiatives, particularly private institutions, emphasizes the integral role of effective communication and marketing orientation. Finally, [Altemeyer \(2017\)](#) stressed the importance of organizational responsiveness and a supportive culture for successful marketing adaptation within educational institutions, advocating for continuous improvement and strategic alignment.

Table 4. Extent of marketing practices in terms of initiatives

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
1. Demonstrates responsiveness to feedback and integrates lessons learned from previous marketing initiatives.	3.32	0.57	ME	3.31	0.72	ME	3.31	0.70	ME
2. Demonstrates the ability to execute marketing initiatives with efficiency and effectiveness.	3.32	0.65	ME	3.26	0.74	ME	3.27	0.73	ME
3. Establish metrics and benchmarks to measure the success and impact of marketing initiatives.	3.18	0.66	ME	3.26	0.68	ME	3.25	0.68	ME

Items	Personnel			Student			Overall		
	WM	SD	VI	WM	SD	VI	WM	SD	VI
4. Launches marketing initiatives to stay competitive and relevant in the market proactively.	3.36	0.66	ME	3.19	0.66	ME	3.22	0.66	ME
5. Effectively allocates resources to support marketing initiatives.	2.95	0.58	ME	3.26	0.74	ME	3.22	0.73	ME
6. Utilizes a standardized tool for assessing the impact and success of diverse marketing initiatives.	3.27	0.83	ME	3.19	0.75	ME	3.20	0.76	ME
7. Adapts responsively to emerging trends and opportunities that concern its marketing initiative.	3.23	0.53	ME	3.19	0.71	ME	3.19	0.68	ME
8. Adapts its marketing initiatives to the changing external environment easily and effectively.	3.23	0.61	ME	3.19	0.74	ME	3.19	0.72	ME
9. Establishes a well-defined process for planning and executing marketing initiatives.	3.32	0.65	ME	3.14	0.70	ME	3.17	0.69	ME
10. Fosters an environment where personnel feel empowered to propose and implement marketing initiatives.	3.09	0.75	ME	3.16	0.72	ME	3.15	0.72	ME
Composite Mean	3.23		ME	3.21		ME	3.22		ME
Cumulative Standard Deviation		0.52			0.56			0.55	

Differences between the assessment of personnel and students

Since students and personnel are two of the main stakeholders of an educational institution, it is reasonable to examine their views on the current landscape of the marketing practices that are currently in place within the institution.

Based on the conducted independent t-test, it was found that there were no significant differences between the students' and personnel assessments regarding the extent of marketing practices (Table 5). All areas gained p-values greater than the significance level of 0.050, therefore making it impossible to reject the null hypothesis. The lack of significant differences in their assessment implies a uniform understanding and approach to marketing within the institution. This consistency suggests that both groups are aligned in their perception of and execution of key

marketing components, such as target market identification, marketing goal setting, promotional activities, and marketing initiatives. Likewise, Amado et al. (2023) stated that regarding marketing in education, there is consistency in the perception of the provider and students. This alignment may enhance the effectiveness of marketing strategies but also highlights the need to encourage diverse perspectives. Embracing innovative ideas from both groups can further enhance marketing practices and drive continuous improvement.

Table 5. Differences between the assessment of personnel and students

Marketing Practices	t-test	p-value	Interpretation
Target Market	1.673	0.109	Not Significant
Marketing Goals	0.752	0.461	Not Significant
Promotion	-0.124	0.903	Not Significant
Marketing Initiatives	-0.375	0.712	Not Significant

Decision Rule: Reject Ho if p-value < alpha (0.50)

Proposed Marketing Strategies

Based on the results, the proposed marketing strategies highlight suggestions to intensify the extent of marketing practices of the institution. The proposed targets four areas of marketing practices that require improvement. In consideration of the weaknesses in the current marketing practices of the subject private HEI, the proposed strategies presented in Table 6 are primarily focused on conducting comprehensive market research to better understand student preferences, establishing clear and measurable marketing objectives, creating cohesive brand messaging, and optimizing digital marketing channels. Additionally, the plan includes designing targeted promotional campaigns and fostering an innovation culture within the marketing team to ensure continuous improvement and effective engagement with prospective students.

Table 6. Proposed marketing strategies

Marketing Practices	Strategies
Target Market	<ol style="list-style-type: none"> 1. Conduct comprehensive market research to gain insights into student preferences and needs, including demographic analysis. 2. Develop detailed personas representing different segments to tailor marketing messages effectively. 3. Utilize data-driven approaches to personalize marketing efforts across channels, adapting continuously based on evolving trends and preferences.
Marketing Goals	<ol style="list-style-type: none"> 1. Establish clear, measurable marketing objectives that align with both institutional goals and student needs. 2. Foster a collaborative environment across departments to ensure coherence in pursuing marketing goals. 3. Implement performance measurement mechanisms to track progress, identify areas for improvement, and celebrate successes, promoting a culture of accountability and continuous improvement.
Promotions	<ol style="list-style-type: none"> 1. Create a cohesive brand identity and messaging strategy that resonates with the target audience, distinguishing the institution from competitors. 2. Optimize the effective use digital marketing platforms responsibly, including the utilization of social media and emails, to effectively reach and engage prospective students.

Marketing Practices	Strategies
	3. Design targeted promotional campaigns highlighting unique program features, academic achievements, and campus culture to attract and retain students effectively.
Marketing Initiatives	1. Allocate resources strategically to support high-impact marketing initiatives aligned with institutional goals and student needs. 2. Streamline processes and workflows to enhance efficiency and effectiveness in executing marketing initiatives, leveraging technology and automation where possible. 3. Foster a culture of collaboration and innovation within the marketing team, encouraging experimentation and the exchange of diverse ideas to drive continuous improvement.

CONCLUSIONS

The marketing practices of the subject private HEI in terms of effective target marketing, strategic alignment of marketing goals, promotional campaigns and marketing initiatives are implemented to a moderate extent. This indicates that the marketing operations and related activities of the institution require further improvements to attract and retain more students and maintain its competitiveness in the education industry. The study also concluded that both HEI personnel and students have similar perceptions about the marketing practices and approaches implemented by the institution. Considering the above, the researchers recommend the adoption of the proposed comprehensive marketing strategies to improve the current practices of the institution.

LIMITATION & FURTHER RESEARCH

Future research could expand the scope by including multiple HEIs with similar challenges to provide a more comprehensive understanding of marketing practices in higher education settings. In addition, exploring various aspects of marketing practices through different models and theories can offer deeper insights into this area. To mitigate potential assessment biases, future studies could employ diverse data collection methods such as focus group discussions and observations.

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