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prof. dr hab.inż. Zbigniew Malara^{B D F}

Politechnika Wrocławska

Katedra Infrastruktury Zarządzania

dr hab. inż. Radosław Ryńca^{B D F}

Politechnika Wrocławska Katedra Infrastruktury Zarządzania

mgr Yasmin Ziaeeian^{B D F}

Politechnika Wrocławska

Katedra Infrastruktury Zarządzania

**DIFFICULTIES AND BARRIERS FOR THE IMPLEMENTING
OF MARKETING MODEL IN WROCLAW
UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**TRUDNOŚCI I BARIERY WDROŻENIA MODELU
MARKETINGOWEGO W POLITECHNICE
WROCŁAWSKIEJ**

Abstract: Higher education marketing plays a critical role in attracting new students. Building awareness and perception among potential students can effectively set the stage for targeted recruiting efforts by the admissions team and communications programs by public relations. Therefore, in this study will be focused on difficulties and barriers, which Wrocław University of Science and Technology faced them to implement the marketing models.

Keywords: marketing, Wrocław University of Science and Technology, Importance of marketing, Marketing-mix, Barriers for Marketing

Streszczenie: Marketing w szkolnictwie wyższym odgrywa kluczową rolę w pozyskiwaniu nowych studentów. Budowanie świadomości i postrzeganie potencjalnych studentów może skutecznie wpłynąć na wynik rekrutacji kandydatów na studia. W artykule przedstawiono badania dotyczące identyfikacji trudności i barier wdrożenia modelu marketingowego w Politechnice Wrocławskiej.

Słowa kluczowe: marketing, Politechnika Wrocławska, znaczenie marketingu, bariery marketingowe

Introduction

Changes taking place on the market of educational services, in particular the growing competition and the demographic decline, require the search for new methods and tools supporting the management of universities. These changes imply the need to search for and undertake solutions that will allow the university to keep its higher position as compared to competition. It seems particularly important to search for such a marketing model that would make it possible to undertake managerial actions, effective in the process of satisfying the needs and expectations of various stakeholders of a university. The article presents the importance of marketing mix and presents difficulties and barriers for the implementing of marketing model in Wrocław University of Science and Technology. The presented model takes into account determinants significant from the point of view of various stakeholders in assessing the effectiveness of undertaken marketing actions.

1. Marketing at a university – role and significance in managing a university

The dynamic environment in which universities have to function requires the search for methods and tools supporting the process of managing universities. It seems especially significant to search for a proper marketing model that would make it possible to improve the competitiveness of a university, increase the number of students and improve the image of a university in the opinion of its stakeholders.

The dynamic changes taking place near universities imply the need to accelerate and transform the previous educational systems towards a learning society¹. It is thus necessary to search for new rules, principles and methods for their functioning², including conducting effective marketing actions according to the marketing model adopted at the university.

The need for changes in the management of universities in Poland is suggested by many researchers. For example, T. Wawak, according to whom management at Polish universities needs to change and adapt to the evolution of the management system at top universities all over the world³. W.M. Orłowski also indicates the need for the universities to meet the challenges formulated by the society⁴, and the change indicated in the Polish Strategy of the Development of Higher Education 2010-2020, in particular the improvement in competitiveness between universities, the adjustment of the education system to changing social needs, the extension of the university's role towards the society or the increase in the degree of the internationalization of the Polish higher education and the improvement in the position of Polish universities on the international scale, conserve the need for a greater shift of the university towards the market. A similar position was also presented in the Assumptions to the amendment of the Polish Act - Higher Education Law which indicated the poor preparation of Polish universities to functioning on the market and emphasized the need to change their management system and the change for a shift towards the market⁵. Bearing in mind the changing needs of the job market regarding the university graduates' skills, high competition on the market of educational services, the diversity of the students' needs, strong influence of the environment on the provision of educational services, proper management of a university is currently becoming a necessity⁶.

The use of a marketing model relevant for a given university, as part of which the undertaken actions would make it possible to improve the university's competitive position on the market, increasing the opportunity for its development, or to provide services towards the direction expected by the environment, may be help-

¹ L. Dziewięcka-Bokun, *Misja szkoły wyższej w Polsce XXI wieku – wyzwania i zadania*, [in:] *Misja i służebność uniwersytetu w XXI wieku*, Institute of Knowledge Society. Foundation of Polish Rectors, Warszawa 2013, p. 233.

² Z. Malara, *Przedsiębiorstwo w globalnej gospodarce. Wyzwania przyszłości*, PWE, Warszawa 2006, p. 11.

³ Amongothers In: T. Wawak, *Jakość zarządzania w szkołach wyższych*, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2012; T. Wawak, *Nowe trendy w zarządzaniu w szkolnictwie wyższym - uwarunkowania i specyfika w Polsce*, <http://tadeusz.wawak.pl> [access: 20.10.2016].

⁴ W.M. Orłowski, *Nowa misja polskich uczelni*, [in:] J. Woźnicki (ed.), *Misja i służebność uniwersytetu...*, p. 179.

⁵ Assumptions for the amendment of the Law on Higher Education, the Law of the degrees and the academic title, and degrees and titles in the arts, <http://www.nauka.gov.pl> [access: 22.11.2016]. See also: T. Wawak, *Jakość zarządzania...*, p. 435-436.

⁶ I. Seredocha, *Potrzeba planowania strategicznego w usługach edukacyjnych*, [in:] G. Nowaczyk, P. Lisiecki, *Marketingowe zarządzanie szkołą wyższą*, Wydawnictwo WSB w Poznaniu, Poznań 2006, p. 62.

ful in the concerned case. However, this requires the examination of the needs and expectations of the university's stakeholders⁷.

The literature on the subject contains numerous publications regarding the marketing of universities. For instance, F. Maringe and N.H. Foskett present the experience of a university related to the use of marketing⁸ and the possibility of its use by the university's by management⁹. In turn, D.M. Lewison and J.M. Hawes draw attention to changes on the educational market and the need to identify the students' needs¹⁰. P. Naude and J. Ivy indicate differences in the perception of marketing by various types of universities¹¹. The latter also presents the application of marketing research at a university¹². Literature studies regarding the use of marketing at a university are also presented in studies by J. Hemsley-Brown and I. Oplatka¹³. In turn, N. Ngyuen, G. Leblanc indicate the importance of the university's actions for its image in the students' decision-making processes¹⁴. Collective works by G. Nowaczyk and P. Lisiecki¹⁵ as well as G. Nowczyk and M. Kolasieński seem particularly interesting among works by Polish authors¹⁶. B. Iwankiewicz-Rak¹⁷ and M. Krzyżanowska¹⁸ present the essence and importance of marketing at a university as part of these works. D. Oczachowski¹⁹ presents selected problems related to the adaptation of marketing in education, while J. Mazur²⁰ presents the dilemmas of the marketing of universities. The Polish literature

⁷ M. Krzyżanowska, *Marketing usług edukacyjnych szkoły wyższej*, [in:] G. Nowaczyk, M. Kolasieński (ed.), *Marketing szkół wyższych*, Wydawnictwo Wyższej Szkoły Bankowej, Poznań 2004, p. 37.

⁸ F. Maringe, N.H. Foskett, *Marketing university education: the South African experience*, "Higher Education Review" 2002, Vol. 24, No. 3.

⁹ F. Maringe, *Vice chancellor's perception of university marketing: a view from universities in a developing country*, "Higher Education Review" 2004, Vol. 34, No. 3.

¹⁰ D.M. Lewison, J.M. Hawes, *Student Target Marketing Strategies for Universities*, "Journal of College Admission". Summer 2007.

¹¹ P. Naude, J. Ivy, *The marketing strategies of universities in the United Kingdom*, "The International Journal of Education Management" 1999, 13/3.

¹² J. Ivy, *Higher education institution image: correspondence analysis approach*, "The International Journal of Education Management" 2001, Vol. 15, No. 6.

¹³ J. Hemsley-Brown, I. Oplatka, *Universities in a competitive global market place*, "International Journal of Public Sector Management" 2006, Vol. 19, No. 4.

¹⁴ N. Ngyuen, G. LeBlanc, *Image and reputation of higher education institutions in students retention decision*, "The International Journal of Education Management" 2001, Vol. 15, No. 6.

¹⁵ G. Nowaczyk, P. Lisiecki (ed.), *Marketingowe zarządzanie szkołą wyższą*, Wydawnictwo Wyższej Szkoły Bankowej, Poznań 2004.

¹⁶ G. Nowczyk, M. Kolasieński (ed.), *Marketing szkół wyższych*, Wydawnictwo Wyższej Szkoły Bankowej, Poznań 2006.

¹⁷ B. Iwankiewicz-Rak, *Zarządzanie marketingowe szkołą wyższą*, [in:] G. Nowaczyk, M. Kolasieński (ed.), *Marketing szkół...*, p. 51; B. Iwankiewicz-Rak, S. Wrona, *Jakość kształcenia - czynniki i kryteria oceny*, [in:] G. Nowaczyk i P. Lisiecki (ed.), *Marketingowe zarządzanie...*, p. 177.

¹⁸ M. Krzyżanowska, *Marketing usług edukacyjnych szkoły wyższej*, [in:] G. Nowaczyk, M. Kolasieński (ed.), *Marketing szkół...*, p. 29.

¹⁹ D. Oczachowski, *Wybrane problemy adaptacji marketingu w szkolnictwie*, [in:] G. Nowaczyk i P. Lisiecki (ed.), *Marketingowe zarządzanie...*, p. 33.

²⁰ J. Mazur, *Dylematy marketingu szkół wyższych*, [in:] G. Nowaczyk, P. Lisiecki (ed.), *Marketingowe zarządzanie...*, p. 21.

on the subject also includes diverse opinions as to the relevance of marketing actions undertaken by the universities resulting from the conviction on its unethical nature²¹. This problem was thoroughly discussed in the work by Z. Malara, R. Ryńca²².

Despite numerous, diverse and even contradictory opinions regarding the use of marketing at a university, it seems indisputable that marketing is currently a part of the nature of the functioning of the majority of universities. As is indicated by M. Krzyżanowska, the liberalization of educational services resulting from changes in the environment of a university seems an irreversible phenomenon²³.

Despite the various degree of the intensification of marketing actions by universities (significantly greater in the case of non-public universities, resulting from the fact that the student is the main source of income), they are conducted by the majority of universities. Therefore, it seems reasonable to conduct marketing actions based on the marketing model functioning (adopted) at a given university. It thus seems justified to indicate the determinants of the model implying its effectiveness. The indication of differences and similarities in the model's components in various types of universities may also be interesting from the cognitive perspective.

The further part of the article presents a proposal for the identification of the marketing model of a university. The proposal presented in the article would make it possible to indicate key factors affecting the effectiveness of undertaken actions related to the university's marketing sphere.

Bearing in mind the fact that the ability to manage information is an important attribute used to create the market potential of an organization, accelerate the decision-making process and introduce changes necessary to build and maintain competitive advantage²⁴, the proposal presented in the article could be helpful in the management of a university, in particular in undertaking effective marketing actions.

²¹ See also in: M.S. Neustadt, *Is Marketing Good for Higher Education?*, "The Journal of College Admission", Winter 1994, p. 17-22; A.R. Krachenberg, *Bringing the Concept of marketing to Higher Education*, "Journal of Higher Education", May 1972, Vol. 43, p. 369-380; L. Litten, *Marketing Higher Education*, "Journal of Higher Education" 1980, Vol. 51, No. 1, p. 40-59; M. Krzyżanowska, *Marketing usług edukacyjnych szkoły wyższej*, [in:] G. Nowaczyk, M. Kolasiński (ed.), *Marketing szkół...*, p. 35. Por. R. Ryńca, Z. Malara, *Problemy kształtowania konkurencyjności współczesnej szkoły wyższej. Uwarunkowania, instrumenty, działania*. Reports of the Faculty of Computer Science and Management of the Wrocław University of Science and Technology 2015, Ser. PRE nr 25.

²² Z. Malara, R. Ryńca, *Problemy kształtowania konkurencyjności współczesnej szkoły wyższej...*

²³ M. Krzyżanowska, *Marketing usług edukacyjnych...*, p. 40.

²⁴ Z. Malara, J. Rzęchowski, *Zarządzanie informacją na rynku globalnym. Teoria i praktyka*, C.H.Beck, Warszawa 2011, p. 9.

2. Importance of marketing mix

Marketing mix results from the single P (price) of microeconomic theory²⁵. McCarthy presented the “marketing mix” as the “4Ps”, as a means of translating marketing planning into practice.²⁶ Marketing mix is not a scientific theory, but it is a conceptual framework, which helps the managers in decisions they make by configuring their offerings, that they can prepare suitable consumers’ needs. The tools is useful to develop long-term and short-term strategies²⁷. It is possible to modify the proportions in the marketing mix regarding each component and differ from the product to product. The marketing mix management paradigm has dominated marketing thought, research and practice²⁸, and “as a creator of differentiation” since it was introduced in 1940s. Kent²⁹ refers to the 4Ps of the marketing mix as “the holy quadruple...of the marketing faith...written in tablets of stone”. Marketing mix has been extremely influential in informing the development of both marketing theory and practice³⁰.

Marketing mix is very easy to handle and allows the separation of marketing from other activities of the company and the delegation of marketing tasks to specialists. Also, the components of the marketing mix have influence on a company’s competitive position, therefore it is a powerful concept³¹. There are also two benefits regarding marketing mix. Firstly, it is an important tool, which makes marketing managers able one to see, to a large extent, a matter of trading off the benefits of one’s competitive strengths in the marketing mix against the benefits of others. The second benefit of the marketing mix is that it helps to reveal another dimension of the marketing manager’s job. All managers have to allocate available resources among various demands, and the marketing manager will in turn allocate these available resources among the various competitive devices of the marketing mix. In doing so, this will help to instill the marketing philosophy in the organization³². “However, Möller³³ highlighted that

²⁵ K.W. Chong, *The Role of Pricing in Relationship Marketing - A Study of the Singapore Heavy Equipment Spare Parts Industry*, PhD Dissertation, International Graduate School of Management, University of South Australia 2003, p. 1-13.

²⁶ A.R. Bennett, *The Five Vs - A Buyer’s Perspective of the Marketing Mix*, “Marketing Intelligence & Planning” 1997, 15(3), p. 151-156.

²⁷ A. Palmer, *Introduction to Marketing - Theory and Practice*, UK: Oxford University Press 2004, p. 20.

²⁸ C. Grönroos, *From Marketing Mix to Relationship Marketing*, Towards A Paradigm Shift in Marketing, Australia 1994, p. 4-20.

²⁹ R.A. Kent, *Faith in the four Ps: An alternative*, “Journal of Marketing Management”, University of Stirling 1986, p. 145-154.

³⁰ K. Möller, *The Marketing Mix Revisited: Towards the 21st Century Marketing* by E. Constantinides, “Journal of Marketing Management” 2006, 22(3), p. 439-450

³¹ C. Grönroos, *From Marketing Mix to Relationship Marketing: Towards A Paradigm Shift in Marketing*, Australia 1994, p. 4-20.

³² S.P. Low, & M.C.S. Tan, *A Convergence of Western Marketing Mix Concepts and Oriental Strategic Thinking*, “Marketing Intelligence & Planning” 1995, 13(2), p. 36-46.

³³ K. Möller, *The Marketing Mix Revisited: Towards the 21st Century Marketing* by E. Constantinides, “Journal of Marketing Management” 2006, 22(3), p. 439-450.

the shortcomings of the 4Ps marketing mix framework, as the pillars of the traditional marketing management have frequently become the target of intense criticism”.

The main goal of marketing in higher education institutions is to define quality education system, market-oriented, whereby one cannot ignore the institution primary role and function, which is to provide a specific type of service of general social benefit, in accordance with its needs. Marketing strategies and activities of business marketing in educational system are limited, much more than in other service and production industries, due to the direct influence of state regulations defining the educational system, with established control mechanisms of accreditation bodies, prescribing the evaluation system, as well as quality control system³⁴.

3. Case study: Wroclaw University of Science and Technology

3.1. Background about the University

Wroclaw University of Science and Technology was founded in 1945. The commitment of the academic staff of Lviv Polytechnic and Jan Kazimierz University of Lviv adapted the destroyed buildings of the Technology School – Technische Hochschule. Wroclaw University of Science and Technology is currently one of the biggest and best technical universities in the country, ranking second or third country-wide. There are over thirty thousand students pursuing their courses at the University's 16 faculties under the guidance of almost 2,000 academic teachers. New specialists in all areas of modern economy are educated in 44 fields of study in almost 300 buildings. The education process is in line with international standards of the so-called Bologna Process³⁵.

3.2. Main goals and methodology

The objective of this paper is to show, what are the difficulties and barriers for the implementing of Marketing model and how the implementation can be improved.

To achieve these goals, some interviews have been done at Marketing Department of Wroclaw University of Science and Technology to determine most important barriers at university. Interviews were conducted with department staff. The interviews were conducted in January and February 2017. Regarding information of marketing board, most common difficulty is Budget-limitation for the marketing activities. As example, presenting of new program, MBA, can be mentioned. Because of high price of this program, more promotion and advertising to target group had been required, there-

³⁴ J. Gajić, *Importance of Marketing Mix in Higher Education Institutions*, “Journal of Applied Sciences, Singidunum Journal” 2012, 9 (1), p. 29-41.

³⁵ Wroclaw University of Science and Technology, <http://pwr.edu.pl/en/university/about-us/general-information> [access: 3.03.2017].

fore reaching enough people to attend the program was not successfully. As another barrier and difficulty regarding successful implementation of marketing activities, lack of communication between departments can be mentioned. Correct and concert communication is very important and sometimes is problematic to have direct communication and as a result to have a coordination. As 3. common difficulties is lack of a certain responsible team can be considered, who can be responsible for implementation of marketing activities in each department. Having no certain Marketing-Plan is another barrier regarding problems in this topic.

In the following report, recent trends and development at university related to marketing has been mentioned:

- One of the most notable trends in higher education marketing is that institution are dedicating far more attention to these functions than in previous years.
- Perhaps the largest area of innovation and growth in higher education marketing is in the online and digital space.
- Among the most important tools for social and online marketing is an effective and intuitive website, which should be considered the “ultimate brand statement” for an institution.
- Despite increased digital activity, are nevertheless events based and involve direct interaction with potential students.
- Promotion is the most important marketing activity at university (TV, Radio, Social media)
- Cooperation with companies is the one way of development at university. For example, Program 2+3, it is a program, which students have opportunity to have lecture 2 days at university and 3 days will be training in one firm. As another example can about APPLE mention, which will have a laboratory in computer and science department.
- Wroclaw University of Science and Technology stands out with its educational offer that allows students to study according to standard programs, as well as according to their individual educational paths. Moreover, the University maintains contacts with many educational and research institutions in the world and also follows the double diploma procedure. It currently has a cooperation agreement with 205 partners from 49 countries. Students and researchers of Wroclaw University of Science and Technology have an opportunity in both education and participation in joint projects such as: Erasmus+, Student Exchange Programs, the Double Degree Master Programme T.I.M.E., the Polish and American Fulbright Commission and also DAAD. The world-class level of research conducted by university staff and the well-equipped laboratories result in cooperation with many domestic and foreign companies. Students have the opportunity to participate in internships and carry out their diplomas in the branches of renowned companies around the world, e.g. Nokia, Comarch, Kghm, Netia, Volvo, Ryanair.

3.3. Summary and recommendations

As universities find the need to appeal to an ever increasing and diverse student base, successful branding and marketing have become increasingly important activities for institutions. Universities must now go to greater lengths to differentiate themselves from competitor institutions. Successful implementation of marketing activities can help with increasing enrollment, expanding fundraising capabilities, and other outcomes.

Communicating a market successfully to students, both current and prospective, requires strategic planning and effective tools. This section will explore some of the recent ways marketing has been used in the higher education industry.

As indicated, institutions are focusing on branding and marketing far more than in previous years. Many have hired marketing professionals from the corporate world and invested significant time and money to create strong institutional brands³⁶. In some cases such as at Northwestern University in the U.S., this has meant creating Chief Marketing Officer (CMO) positions and making brand creation and marketing campaigns a core function of the institution³⁷. For some institutions, this sort of retrained perspective and corporate mentality has drawn praise as well as rebuke. Purdue University, for example, spent a half million dollars in 2010 on its “Makers, All” branding campaign which was poorly received by students and alumni³⁸. However, there is evidence that universities do not have to spend significant amounts of money to be effective.

Alliance and other industry experts identify several top recommendations 2013, and many of these marketing approaches are feasible for most colleges and universities³⁹. Comparing to literature review and Reports of Wroclaw University of Science and Technology following points can be recommended:

Table 1. Recommendations for an successful Implementation of Marketing method

Building a Team	It is important to have a team, who is responsible for marketing activities in each department.
Marketing Planning	It is necessary to have a business document outlining marketing strategy and tactics.
Responsive website design	Institutions are placing more emphasis on responsive web design to create intuitive and easy to navigate websites that can be viewed on multiple devices and platforms. It is also important that website will be easy to use for international students.

³⁶ K. Kiley, *A New Brand*, Inside Higher Ed, October 4, 2011.

³⁷ M. Morrison, *Why Higher Education Needs Marketing More Than Ever*, Advertising Age, October 22, 2013.

³⁸ Purdue Spent \$500K on Controversial Branding Campaign, Inside Higher Ed, June 27, 2011.

³⁹ A. Noaman, *Higher education marketing trends for 2012-2013*. Elliance, August 9, 2012.

Strategic social media	Goals and objectives guide social media strategy to help university successfully connect with active and potential students.
Mobile development	Alongside the rise of mobile technology and connected devices, colleges and universities are making greater investments in having a mobile presence. This includes not only mobile versions of websites and other content, but also making a greater amount of course content mobile friendly.
CMS and CRM System	Alongside the use of web analytics and other methods of harnessing “big data” in higher education, colleges and universities are relying more heavily on content management and customer relations systems. CRM systems are especially important tools for admissions professionals engaged in outreach to prospective students.
Workshops in terms of practical view with companies	It is important to build a team to organize workshops that each company can have some presentation and gives opportunities to have some training.

Source: provide by authors.

This points can be achieved with more budgeting and closed communications between marketing board and directors of university. With this main objectives, University will have more possibility to be presented worldwide and gain more international students from all around the world. Therefore, focusing on marketing activities should be one of the certain steps at university. It should be considered that traditional ways cannot determine the goals and it is important to be flexible.

Conclusions

Market activities of a university, thanks to which it would be possible to improve the university's competitive position on the market, seem particularly important. Thus actions undertaken in order to improve Implementation of marketing cannot be ignored. Well implemented methods of marketing attempt to increase the number of students and employees, may contribute to improving perception of a university, its image in the environment. Therefore, it is important to identify the difficulties and barriers of implementation of marketing method. The article presents difficulties and barriers aimed at avoiding them at Wroclaw university of Science and technology and finding some recommendation. For this aim, few Interviews with one marketing board at the university has been done. The conducted interviews imply marketing activities at Wroclaw university, strength of those activities and some difficulties. loyalty and post-enrolment communication. And finally, comparing with literature review and other universities, some optimal activities oriented on the implementation of university's market intentions has been recommended.

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Authors' resume:

Zbigniew Malara, Professor in Department of Management Infrastructure in Wrocław University of Science and Technology.

Radosław Ryńca, Associate Professor in Department of Management Infrastructure in Wrocław University of Science and Technology.

Yasmin Ziaieian, PhD Student In Department of Management Infrastructure in Wrocław University of Science and Technology.

Nota o Autorach:

Zbigniew Malara, prof. dr hab. inż., Katedra Infrastruktury Zarządzania Politechniki Wrocławskiej.

Radosław Ryńca, dr hab. inż., Katedra Infrastruktury Zarządzania Politechniki Wrocławskiej.

Yasmin Ziaieian, mgr, Katedra Infrastruktury Zarządzania Politechniki Wrocławskiej.

Contact/Kontakt:

Zbigniew Malara

e-mail: zbigniew.malara@pwr.edu.pl

Radosław Ryńca

e-mail: radoslaw.rynca@pwr.edu.pl

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