

## INCREASING THE COMPETITIVENESS OF UNIVERSITIES IN THE MARKET OF EDUCATIONAL SERVICES

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### ANNOTATION

The article analyzes the ways in which higher education institutions differentiate their educational programs, taking into account their competitive advantages, and at the same time meet the established national educational standards.

**Keywords:** higher education, management, management efficiency, evaluation.

The development of the country is determined by qualified specialists. It is impossible to improve society without training personnel who meet the requirements of the time and who have mastered the achievements of advanced science, technology and technology. The system of continuous education, created on the basis of the Law "On Education" adopted in 2020 and the Concept for the Development of the Higher Education System of the Republic of Uzbekistan until 2030, comprehensively educated, with high intellectual potential and spirituality, the mechanism for the formation of a mature generation serves as an important factor in the formation and development of a strong democratic states in our country. It is known that reforms in the field of education are one of the integral and decisive areas of socio-economic transformations carried out in our country. "There are gaps between higher education - science - production, integration is not ensured. Research institutes are not involved in the process of training personnel in higher education in the required volume, scientific research in them is carried out without taking into account the real needs of economic sectors. The lack of systematic training of highly qualified scientific and scientific-pedagogical personnel leads to a decrease in the scientific potential of higher educational institutions [1].

Establishing direct cooperation with institutions and organizations, research institutions has a positive effect on increasing the potential and competitiveness of higher economic education. Therefore, there is an increasing need for the effective use of modern marketing concepts and strategies in the system of higher economic education, paying special attention to modern demand in real sectors and branches of the economy. Strategies aimed at improving the competitiveness of higher education services should include not only training, but also innovative teaching methods. In this regard, medium-term or long-term solutions involving individual measures are described in studies conducted by E. Dichtl, H. Hershgen [2, 21].

In a study by E. Wagner and J.M. Ferreira [3] proposed a conceptual model that explains the process of determining competitive advantage in a higher education institution. Internal and external factors are identified that create a competitive advantage for organizations that manage educational institutions. The main contribution of this study is that three theoretical approaches in the field of business strategy are adapted to the higher education system. The main scientific innovation is that higher education institutions can only dominate the competition when they have stronger links between the region and stakeholders.

Mazzarol, Tim, and Geoffrey's study provides a model of the factors that are important in creating and maintaining a sustainable competitive advantage for educational institutions in international markets. It is determined on the basis of studying the theories of competitive advantage developed by the economics of industry and management theory, literature on marketing services. The model focuses on explaining the

environment for making strategic decisions in education and the ideal outcome for achieving competitive advantage [4].

Globalization, ratings, and a reduction in state funding for HEIs create a competitive environment. This encourages the development of marketing strategies in education. As a result, HEIs should choose clear strategic directions for developing marketing strategies. Strategic directions aimed at achieving competitive advantage are systematized in the researches of G. Miotto and other authors [5]. The study focused on how to create a sustainable competitive advantage for public universities, and identified competitive advantages by surveying 509 professors from 47 different universities in Spain.

Ways for public universities to adapt to their new environment and ensure their competitiveness by using proactive marketing strategies that take into account different stakeholders and involve third-party institutions are in the research of S. El Nemar and D. Vrontis [6], and modern management strategies are M. Cattaneo, Studied in M. Meoli, A. Signori [7] studies.

The first study on developing a marketing strategy for the development of the market of higher education services was carried out by G. Akhunova, and the latest dissertation study was carried out by G.S. Sa'dullaeva. In the research of G.S. Sadullaeva, separate marketing strategies were proposed by dividing higher education institutions into groups. Although many studies have been conducted in Uzbekistan to improve the quality of education and competitiveness, the classification of competitiveness assessment factors and precise mathematic functions have not been developed.

In the research carried out by O. Kahhorov, proposals and recommendations were developed for determining and evaluating the main universal parameters of marketing management in the activities of higher educational institutions.

The analysis of scientific works of foreign and Uzbek scientists on marketing strategy, its importance in various fields is revealed. However, not enough research has been conducted on the use of marketing strategies of higher education institutions to ensure their competitive advantage in the market of educational services. Developing a marketing strategy aimed at increasing the competitiveness of higher education institutions requires the implementation of complex and multifaceted research.

The survival of higher education institutions in the competition primarily depends on their corporate image and prestige, P.M. Based on Feldman's research, it was determined based on a survey of 1500 graduates of higher education institutions as the main research area. In many studies, the actual monitoring of universities' competitiveness includes the following indicators:

- 1) Average score in state exams (educational activity);
- 2) Scientific-research works corresponding to one professor-teacher (research activity) quantity;
- 3) Number of foreign students (international activities);
- 4) Income of the university from foreign sources (international activities) from educational activities;
- 5) The ratio of the average salary of university professors and teachers to the average salary in the regional economy (financial and economic activity);
- 6) Providing students with infrastructure [8].

The popular term "educational services" includes the entire range of products and services provided by universities in the framework of educational programs. Educational program - a set of educational services aimed at changing the level of education and (or) professional training of the consumer and provided with the appropriate resources of the educational organization. This definition of the main product of universities includes all programs of universities, the level of education offered, the profile, the form of education, the teaching methods used, and if there is only one university, it is not enough to achieve the set goals, it can be classified by the presence of additional components.

The competitiveness of a university largely depends on the success of its strategy. Strategic analysis of the external environment is an important part of developing the strategy of the organization and its functional units. The results of the analysis serve as the basis for the strategic development plan of the organization.

The competitiveness of the university in the market of educational services is determined by the quality indicators of trained specialists. Management of the quality of education is carried out in two ways: norm-oriented and based on market relations.

## CONCLUSION

A comprehensive assessment of the competitiveness of goods or services is carried out on the basis of three groups of indicators - regulatory, price and technological. Regulatory indicators mean the level of compliance of goods (services) with standards.

Technological indicators characterize technical support and service automation. Price indicators reflect the price of services in a certain situation.

When organizing a university marketing service, it is necessary to look at the functional and product (commodity) structures in harmony. This approach paves the way for taking advantage of these structures and taking into account the specifics of the university. The uniqueness of innovative marketing technologies lies in the fact that they do not deal with an existing product, but with the concept of its development. This thing, unlike traditional marketing, imposes a certain uniqueness on the methods of marketing research in the field of innovative marketing. Today, the universities of Uzbekistan are gradually transferring the credit-module system, and the formation of practical skills is becoming a priority in teaching students.

The developed marketing model of education quality management is an education management algorithm, according to which the choice of the best type and result of educational activities is carried out through the interaction of competitors-producers and competitors-consumers. A model of corporate innovative interaction between higher economic education and practice has been developed. This, in turn, provides some assistance in determining ways to increase the competitiveness of higher economic education.

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