

“Considerations and Perspectives for the Development of Higher Education Institutions in Cuba Based on Marketing Strategies: A Study Case of the University of Artemisa”

Rodolfo PÉREZ LAVANDERA*

Transilvania University of Brasov, Transilvania, Rumania

**Corresponding author, rodolfo.perez@unitbv.ro*

Cristinel Petrișor CONSTANTIN

Transilvania University of Brasov, Transilvania, Rumania

cristinel.constantin@unitbv.ro

Yanlis RODRÍGUEZ VEIGUELA

University of Artemisa “Julio Díaz González”, Artemisa, Cuba

vicerectoral@uart.edu.cu

Gessler Vladimir RAMOS-GIRAL

Transilvania University of Brasov, Transilvania, Rumania

gessler.ramos@unitbv.ro

Abstract. *The important context for understanding the vision for the development of Higher Education Institutions is from a current and global landscape, where educational marketing perspectives are emerging as a principal role due to rising competition between universities. This study proposes perspectives for developing Higher Education Institutions in Cuba from an approach of Marketing Strategies, through theoretical considerations, marketing references and practical situations regarding the university processes based on the University of Artemisa "Julio Díaz González". The research included a systematic review that determined the relevant theoretical references to apply in Cuban universities. Subsequently, an interview was conducted with professors and managers. A marketing program was developed for the Artemisa University "Julio Díaz González" based on an analysis of the internal and external environment using a matrix. The findings were that adopting promoting universities 4.0 will allow achieving an optimal degree of development, from a contemporary vision of society. Together with the market paradigm for taking a competitive advantage, applying correct marketing strategies that enable the dialectical relationship of university processes, and paying special attention to internationalization from an approach of the customer vision with a mix of diverse services considering the characteristics of the Cuban State, provinces, cultural heritage and links with the territories in university extension activities. Furthermore, the research is the first approach to marketing and its application in Cuban institutions, especially at the University of Artemisa. Therefore, it could be a guide for policymakers, university administrators, and other stakeholders in the decision-making process, positioning in correspondence with the demands of the actual society.*

Keywords: educational marketing, marketing strategies, development, university processes, Cuban higher education, University of Artemisa "Julio Díaz González".

Introduction

The processes in higher education reduce gaps in knowledge and influence the development of communities, regions and nations, to contribute to the development of a sustainable society.

DOI: 10.2478/picbe-2025-0400

© 2025 R. Pérez Lavandera; C. P. Constantin; Y. Rodríguez Veiguela; G. V. Ramos-Giral,
published by Sciendo. This work is licensed under the Creative Commons Attribution 4.0 License.

The promotion of sustainable development gave rise to great global efforts to disseminate and develop this concept. Where it is defined as the development that meets the needs of the present; without compromising the ability of future generations to meet their own needs.

In September 2015, it was adopted the Agenda 2030 Resolution with the 17 Sustainable Development Goals (SDG). Education is included in Objective No. 4; proposing alternatives from Higher Education to turn it into a facilitator and enhance the other objectives, from each process and university opportunity. Higher Education Institutions (HEIs) face a challenge to accomplish sustainable development through massification, internationalization and commercialization.

According to Giesenbauer and Müller (2020), many social, climatic and human health-related changes are currently occurring which forces higher education institutions to become agents of change based on knowledge, science, innovation and internationalization.

According to Knight (2004): "Higher Education is immersed in the era of commercialization. The inclusion of Higher Education as one of the 12 sectors in the General Agreement on Trade in Services serves as concrete evidence that the commercialization of educational programs and services generates significant potential for trade opportunities".p3

The current vision that integrates HEIs and Marketing is shown as an opportunity to obtain positive results from university processes. Nevertheless, this approach is far from being generalized in educational systems, mainly in the so-called "Third World" countries that face a situation of economic vulnerability increased by the previous crises. An example was COVID-19.

The need to take advantage of every opportunity is more present than ever and it is necessary to achieve this through HEIs and the marketing of their services. As Whalley (2010) states, services marketing has gained ground in the general marketing spectrum around educational marketing, which offers a greater number of intangible services.

Concerning the research in universities, highlighting the United States, the United Kingdom, Canada, Australia, Japan, Europe, Asia and the Middle East regions. However, Latin American and Caribbean Region, there are practically no publications of this type, which places these countries at a disadvantage when addressing current issues such as marketing in higher education. Therefore, a gap is evident in the knowledge of these countries and their particularities, regarding the link between marketing and higher education. In this way, the need to thoroughly study this phenomenon in Cuba and its higher education system is demonstrated.

The Cuban Higher Education System presents some institutions with a greater history and infrastructure, but in many cases, the situation is contrary the required or planned standards are not achieved which negatively affects the development of these institutions, territories and society. The research is considered appropriate to address the advantages and opportunities that educational marketing can provide to raise the quality of university processes. Therefore, the following research objective is declared:

To propose perspectives for developing Higher Education Institutions in Cuba from a new approach of Marketing Strategies, through theoretical considerations, marketing references and practical situations regarding the university processes based on the University of Artemisa "Julio Díaz González".

Literature review

Considerations and vision in the development of higher education institutions

The history of humanity has forced to live in a close relationship with its natural and social environment, developing changes in the paradigms of coexistence, caused by natural, technological or social issues and a developmental vision has had to be adopted by the society.

Graves' Theory (1974) about the development of society has four stages according to the development of science and technology. The first stage focuses on the traditional. Later, the modern vision appeared, which was a reaction to the rigidity of the traditional vision. The paradigms of modern science and technology appear promoting enormous advances for society. A high cost has been paid to achieve this state of development with enormous impacts on the environment and society.

The development of knowledge, science and technology plays a fundamental role and the contribution of higher education and research centers is necessary to achieve more human and ecological technologies and procedures, that respond to social needs such as equality, sustainability and diversity. This has forced today's society to assume an integrative vision.

The qualification of Higher Education Institutions 4.0 (HEIs 4.0) or Universities 4.0 is granted within the vision and function that these centers must play in the development of the 21st Century Society. Concerning this paradigm, Giesenbauer and Müller (2018) propose that small groups begin to focus on the collective while interests are suppressed.

Scharmer (2016) stated: "The difficulties we have in facing today's global challenges, such as the implementation of the 17 SDGs throughout the world, are not caused by a knowledge gap. We have all the knowledge we need. The problem is a gap between knowing and doing: a disconnection between our collective consciousness and our collective actions. (...) To address these problems at their root, two things are required: new platforms for cross-sector co-creation and an update of the operating system that people use to collaborate, practices that facilitate an ecosystem change".p4

This model demonstrates the importance of Universities 4.0 from its internal functioning to contribute to the development of societies committed to SDG. There is a need to promote Universities 4.0 to achieve technological, scientific and social development. It is appropriate to mention that development can be achieved in HEIs participating in inter-organizational networks to promote transformative capabilities and problem-solving in all organizations.

The internationalization of universities is an indicator to follow, contributing to the development of these organizations. Organizations with international experience have proven to be more proactive concerning the development of their university processes from a 4.0 vision.

The necessity to promote national and international networks highlights the importance of inserting from each university process since by achieving interdisciplinarity, it will be possible to expand the possibilities of success. It is considered appropriate to give importance to the internationalization of universities, since from the vision of a transversal and global process in higher education.

The maintenance of a positive image is a competitive advantage that can be achieved through different aspects such as participation in exhibitions, interactive events, and corporate souvenirs (Levina, 2015). Moreover, it is becoming a marketing strategy to achieve a competitive advantage. (Papadimitriou, 2017)

Nowadays, the digital environment has exponentially increased its participation in each social process. According to Belousenko (2018), the Internet has become a mandatory environment for the promotion and development of universities, since these networks will continue to increase and expand in different platforms. It is considered an opportunity to deploy marketing through different promotion and advertising strategies.

The previous criteria link the development of HEIs with marketing, promotion and positioning processes since social networks are an excellent opportunity for exchange. Likewise,

there is an awareness of using different traditional means for these processes, since they continue to provide positive results for the development of institutions.

Marketing is a tool that contributes to raising the quality of university processes, combined with other forms of management to make existing proposals attractive. Current trends lead to a close relationship between the development of HEIs and marketing. Contributing to the Model University 4.0 is required by global society.

The perspective of marketing for the development of higher education institutions

The marketing process is linked to many activities in the economic and social spheres. Many organizations are required to implement marketing strategies and others are gradually beginning to have a vision of incorporating them. This is the case for non-profit organizations, which include higher education centers.

The marketing process is much more than the vision held by a large part of society. In his consciousness, it is only reduced to advertising and sales, a very distant vision of this process is directly related to many aspects and activities of society. Today there is fierce competition in every aspect linked to the promotion of services, but it will only be achieved with correct planning. Therefore, it is considered appropriate to mention some ways to achieve that competitive advantage in universities and higher education systems.

The commercialization of higher education encourages competition at the national and international levels. The market paradigm appears to be driving the changes that occur within universities conditioned by the growing globalization of higher education. Marketing is a social process where the benefit of people or organizations is achieved through strong relationships so that there is mutual benefit. Universities must be sovereign and sustainable through the commercialization of their services and internationalization related to their university processes to reach the greatest number of people.

A specific approach to university branding is through the desired image of the university, which will be perceived by internal and external audiences as valid and may partly not correspond to the current situation at the university. (Berger and Lukman; 1995)

According to Yudkevich (2017), the appearance of university rankings is one of the indicators that measure the status of an institution's brands, so importance should be given to this form of international evaluation.

With the positioning of a university brand, institutions will be able to influence the development of the educational system. If this approach is not adopted, it would mean exclusion from the global university community and being at a disadvantage compared to other institutions that moved to this paradigm of applying marketing and branding that can attract more students and international attention.

According to Nguyen and Lian (2022), organizations that provide educational services in the United States, Canada, Australia, and the UK receive greater recognition for generating profits. There is uneven development since the United States' gains in this field doubled the second place on the international list; demonstrating that it is important to continue developing marketing strategies address to international students.

According to Usunier and Lee (2013), marketing requires a deep understanding from the perspective of international students. Some countries apply their marketing messages mainly focused on the national market. Something that must be reversed by globalization in current higher education and the difficulties in social and demographic indicators, regarding the decrease in its population. The Republic of Cuba is currently experiencing a situation where its population is

decreasing and birth rates are doing too. Therefore, a considerable reduction in the population is forecast for the coming years, adding a decades-old problem and migration that has accelerated in recent years due to the existing economic crisis. It is considered that this activity could help design marketing strategies aimed at attracting students and resources from foreign nations.

Nguyen and Lian (2022) expressed: “The marketing of higher education is a key component of the internationalization process of a country's educational system”.p28

According to Kotler and Fox (1995), educational institutions must have their marketing objectives well defined, for the issue of internationalization and commercialization of their services, considering aspects such as the market segment, the objectives of admission, positioning and the interests of consumers, which is directly related to internationalization.

The internationalization process is essential for marketing planning in these centers since it is a transversal process in the institutions. An example is the marketing strategies to attract international students following an articulation with each university process and digital environment.

Blackshaw and Nazzaro (2004) mention the importance of social media in marketing practice, which is defined as various sources of online information, where information is created, initiated, circulated and used by people. By using social networks, organizations learn more about the needs of their stakeholders, relationships are strengthened, and the level of commitment to support and promote their brands increases. (Mazurek, 2018)

According to Netzat, Amca and Tanova (2016), forming a virtual community around the brand of HEIs that has adequate conditions to share experiences or opinions about the institution will be achieved with a high level of commitment from each interested party.

Social networks are tools that offer the potential to take advantage of promotional purposes. There is a tendency to use innovative communication channels in their marketing strategies to consider the way the mix is applied, according to the promotional strategy of each university. (Constantinides, Zinck and Stagno, 2010)

The preference for social networks is predominating to obtain information. Different studies show that it is more convenient for contemporary students to stay in touch with universities (Rutter, Roper and Lettice, 2016). The tools used decades ago are already being displaced at high speed by digital technologies due to the interconnected world. It is worth mentioning that the use of traditional marketing media (press, brochures, fairs) remains effective.

The different strategies that link marketing and HEIs have been analyzed. Thus, it is appropriate to see an overview of the marketing mix and its contemporary application. Many authors define this mix by representing the 4Ps (Product, Price, Place or Distribution and Promotion). There are new terms in this mix (People, Physical Evidence and Process), which makes complete sense following the development theory discussed above.

The more specific link between marketing and higher education, it would be appropriate to propose an interesting way of seeing and planning this perspective. According to Nguyen and Liang (2022), there is a new trend that relates to the use of the 4Cs (Customers, Cost, Convenience and Communication) and 4Ps. The appearance of these new terms demonstrates the perspective from the point of view of the students and in this way integrates them into the vision of the organization and achieves profitable relationships on both sides.

Methodology

The topic of marketing and its application in Cuban HEIs has not been addressed in the literature and there is little practical evidence on its implementation. However, it is recognized that actions

are carried out in isolation and in response to other processes, but with a lack of focus on the principles and theories of educational marketing. A theoretical analysis of the evolution and development of the universities and conceptual aspects of marketing in HEIs was carried out in the previous section.

For this reason, it is considered to conduct an exploratory interview with professors, administrators and various stakeholders of the University of Artemisa. Having an approximation and first view linked to the university community about their perceptions and the level to which educational marketing is applied in the institution. The interviews were conducted at the University of Artemisa and the Provincial Government. They were designed as semi-structured in-depth interviews (individual) with an average duration of 9 minutes. Responding to the following objective: To find a general approach to marketing strategies for enhancing the development of HEIs and to diagnose the state is applied in the University of Artemisa. These were recorded using a mobile phone and later transcribed into Microsoft Word documents to be analyzed, collected and classify each response.

Furthermore, a general analysis of Artemisa University from a marketing perspective with a study of its strengths, opportunities and weaknesses is conducted based on a FODA Matrix. Analyzing the work objectives, and the strategic planning of the Ministry of Higher Education and the University of Artemisa. In addition, the findings of the interview and secondary documents related to Higher Education and the internationalization process.

The combination of these tools will show a first approach to this topic and complement a guide for policymakers, university administrators and other stakeholders for addressing the theoretical models, findings and main trends of educational marketing in HEIs, being applied in a general way in the Cuban educational context.

Results and discussions

When checking the results of the interview, all the interviewees consider that marketing is essential to develop the HEIs and consequently each university process. The fact that it is a very new topic for the university community of Artemisa and Cuba since there is a lot of ignorance about the topics of educational marketing and how it should be addressed by decision-makers, administrators, teachers, students and stakeholders.

Although several university processes are proposed independently, there is a general opinion among the interviewees that all university processes could benefit simultaneously from educational marketing practices and with this integrated vision, they should be addressed by HEIs. This opinion reaffirms the importance of applying holistic marketing to achieve greater integration with university processes, the university community and stakeholders.

Contrary to the above, all of those interviewed acknowledge that at Artemisa University there is no educational marketing strategy and consequently there is no integrated vision of the areas. It should be noted that a small group of interviewees agree that marketing actions are carried out but in an isolated manner and without clear projection towards the subject. This knowledge is conditioned because they work in the Communications or International Relations departments or have some training in Economics or Business Sciences.

Furthermore, those interviewed were able to affirm that, based on their experience and level of exchange with other Cuban HEIs, this is a widespread situation in the university context. They recognized that there are institutions that pay greater attention to this issue, but at the same time, it is hindered by the scarce literature and research carried out in the Cuban context.

There is a consensus about digital technologies and their use in marketing-related activities among the interviewees. Referring to the importance of institutions' social networks, their profiles and the content published on each of them, the schedule and the audiences to which this content is directed. However, very few respondents referred to the institution's website positively, stating that it is outdated. The importance of SEO, inbound marketing, CRM and storytelling was only mentioned once.

The applied interview offers the authors of the research an exploratory view of the state of this topic at the University of Artemisa and the Cuban university context. Therefore, it is considered an appropriate instrument and method per the moment and state in which this research is applied.

Following, a general analysis of Artemisa University from a marketing perspective with a study of its strengths, opportunities, threats and weaknesses is conducted.

The University of Artemisa arises in the Artemisa's Province, attached to the Ministry of Higher Education. The efforts have been dedicated to the systematic consolidation of the potential of the faculty, teaching, internationalization and research. It is structured in two university campuses with four faculties, in addition to the 11 Municipal University Centers and the Botanical Garden "Orchid of Soroa" as a teaching unit. With a mission of continuous training of professionals, officials, competent technicians and the population of the territory, with an impact on local, national and international sustainable development.

The markets are classified as State markets, Business Markets, Self-employed workers and International University Community that present agreements with the institution. Defining these markets geographically and by sectors of the economy have a greater possibility of influencing the development of university processes.

Next, strengths and weaknesses will be identified. In addition to opportunities and threats that may be faced.

Strengths

Postgraduate services folder, faculty with powers to carry out exchange activities, alliances with the business, state and private sector, relations with foreign HEIs, own the "Soroa Botanical Orchid Garden"

Weaknesses

Insufficient capital to carry out specific activities, insufficiencies regarding their teaching and accommodation infrastructure, no accredited undergraduate programs, low level of teachers in foreign languages, deficiencies in the level of computerization of its processes and services

Opportunities

Participation in a growing sector, Ability to disseminate marketing efforts to contribute to market growth, number of foreign HEIs interested in exchanges with Cuban HEIs, strengthening the business and private sector

Threats

Competition from regional and international participants in established markets, social problems that cause a decrease in the commercialization of HEI services (economic crises, restriction of mobility and waves of pandemics) and there are about 8 HEIs that offer similar services in the Western region.

The key marketing strategies are:

Take advantage of the close relationship between the university and state and local organizations, including the self-employed, to carry out exchange actions based on research

internships, postgraduate courses, and specialized visits to agencies and organizations. In this way, all the actors in the territory are involved and it could be a more attractive service for the audience to which it is directed. (Brandão & Ramos, 2024; Gomez-Bayona et al., 2020; Khashab et al., 2022)

Despite being the youngest province in the country, Artemisa has a history, geography and heritage that stand out at a national level. Therefore, it is necessary to take advantage of this strength by planning and including in the programs and services offered visits to historical centers such as the Mausoleum of the Martyrs of Artemisa, the Mariel to Majana Trail, the Martiano forest and other facilities with similar characteristics. (Sofia et al., 2023)

Regarding the geographical and social responsibility themes (Bautista-Puig et al., 2022; Vázquez et al., 2014), the visits are proposed to the "Sora Orchid Farm" and its community, the only one of its kind in the western region and also a research center belonging to the university. In addition, academic tours are included to the "Sierra del Rosario" Biosphere Reserve, declared a World Heritage Site, and exchanges with its administrators and residents where the actions carried out in this community (the only one of its kind in the country) can be verified. Another important exchange is the visit to the Mariel Special Development Zone, which stands out for being the only one of its kind in the country and one of the main actors of the Cuban Socialist Economy, where an update and description of its function and objectives can be offered.

The journeys to heritage centers in the province (Cafetal Anjerona, Provincial Museum, Casa de la Música and historic centers in the main municipalities) will be included in the programs and services offered, in such a way that they can be linked to the teaching and research dimension.

Another interesting strategy is the articulation of these programs and services with the University Student Federation (FEU) and its community, which allows for constant exchange with students, professors and managers.

To attract the largest number of clients possible from the target markets defined above. Increasing the institution's business portfolio and opting to reduce the prices offered as much as possible, always ensuring the quality of its services. (Phonthanukitithaworn et al., 2022)

To focus on strengthening the image of the Universidad de Artemisa "Julio Díaz González". (Duarte et al., 2010; Soegoto, 2009)

Taking advantage of the opportunities offered by digital marketing (Elhajjar & Yacoub, 2024; Hardi et al., 2022; Jain & Rao, 2024) for its low cost is an important aspect due to the unfavorable economic situation that the country is going through. Through its implementation, strategies can be adopted to strengthen your landing page and university website with an inbound marketing approach. In addition, it is proposed to open institutional profiles on Instagram, LinkedIn, Twitter and YouTube to increase digital traffic and eWOM (Rathnayake & Lakchan, 2023). Strengthening the Facebook (Assimakopoulos et al., 2017) institutional profile is another priority. Likewise, it is intended to enhance SEO to have a greater presence and visibility in this environment that has currently become the preference of students.

Marketing Program

According to Nguyen and Lian (2022), two dimensions are selected under 4Cs Marketing Mix and Marketing Strategies with the indicators: the close relationship between the university and state and local organizations, including the self-employed, history, geography and heritage of the province that stands out at a national level, digital marketing, comfort, communication, addressing the needs of students, the collaboration between teachers, students, companies and sectors linked to the university community, the image of the institution, cost and internationalization to plan a marketing program.

The activities are designed not to exceed the income that the institution proposes of 11,000 USD in the year 2025. Therefore, they must adjust to the planned budget and duration.

The objectives, activities, responsibilities, date, budget and observations of the marketing plan are detailed below.

Table 1. Forecast of Activities and Costs

**PICBE |
5236**

Objectives	Activities	Responsible	Date	Budget USD	Observations
Promote and improve digital marketing	Improvement of the content and connectivity of the website	Department of Informatization and Communication, Telecommunications Company and Cinesoft Company	January-March 2025	1240	The services of Telecommunications Company and Cinesoft Company will be hired
	Diversification of the institution's website into English, French and Portuguese	Direction of Communication and Internacional Office	January-March 2025	360	The services of a specialist in French and Portuguese will be hired
	Boosting the institution's SEO on the Google platform	Department of Informatization and Communication, Direction of Communication and Internacional Office	January-March 2025		University of Artemisa
Launch a communication campaign and position it on different digital platforms and traditional media	Positioning the institution in the preference of the territory, with a more specific look at its services	The University of Artemisa and Artev Provincial Channel	January-December 2025	460	
	Diversification of the institution's digital platforms: Instagram, Twitter, YouTube, Telegram, LinkedIn y TikTok	Direction of Communication and all areas of the institution	January-February 2025		University of Artemisa
Strengthen collaboration between the university and linked sectors	Strengthening the internal and external collaboration	First Vice-Rector's Office and Vice-Rector for Teaching	March-July 2025	330	Signing of agreements and other activities that deepen these relationships
Promote the services that the institution has defined as profitable in its portfolio	Promoting the services to National and International Clients	University of Artemisa	January-December 2025	525	

Objectives	Activities	Responsible	Date	Budget USD	Observations
Define the costs of services and products	Defining the costs of services and products	Department of Economy and International Office and Department of Postgraduate	January, 2025		University of Artemisa
Improve the image of the institution	Participation as an Exhibitor modality at the International Congress Pedagogy 2025 in Havana, Cuba.	Department of Communication, International Office and Orchid Botanical Garden of Soroa	February, 24 th to 28 th	4354	
	Enhancing the internationalization process	First Vice-Rector's Office and International Office	January-December 2025	2450	Insertion into international networks and research projects
Improve the Comfort of the institution's facilities through sponsorship of other organizations	Increase in sponsorship actions with significant institutions of the province Artemisa	University of Artemisa	January-December 2025	350	This activity will only be intended to agree with institutions willing to assume sponsorship
Implementation of defined strategies in the designed services following the characteristics of the country, province and territories.	CRM between the university, state and local organizations, history, geography, heritage, digital marketing, communication, the image of the institution, cost and internationalization	Monthly check-up at the University Councils of the University of Artemisa	January-December 2025		University of Artemisa
			Total	10069	

Source: Author's own research.

Conclusions

The findings of this research can be a guide for policymakers, university administrators and other stakeholders from the theoretical model and provide a detailed discussion of the main trends and concepts of educational marketing in HEIs, being applied in a general way in the Cuban educational context.

The adoption of promoting HEIs 4.0 will allow achieving an optimal degree of development, from a contemporary vision of society. Demonstrating the link between the 4Cs and 4Ps that correspond to marketing strategies and their mix, aimed at diversifying services in English, digital marketing, the image, more active collaboration and a vision of internationalization. Empirical evidence provides an insight into the status of the topic addressed paying attention to the characteristics of the Cuban State, province, cultural heritage, geography and links with the territories in university extension activities.

The design of marketing strategies and a Marketing Plan for the University of Artemisa "Julio Díaz González" has limitations. For instance, the duration is 1 year (2025) and it is according to the characteristics and alliances of the macro and microenvironment in the province. Therefore, it cannot be generalized to other institutions completely only partially. The future studies should approach other HEIs in Cuba to make comparisons between regions and other foreign centers. In addition, it is necessary to apply other statistical methods and techniques such as Confirmatory Factor Analysis, Structural Equation Model, Content Analysis and Focus Groups to obtain greater precision and validation of the results, since this study is the first approach to the subject in the Artemisa university community.

References

- Armstrong, G & Kotler, F. (2013). *Principles of Marketing*. Naucalpan de Juárez. State of México: 11^{na} Edición. Pearson Educación de México, S.A de C.V.
- Assimakopoulos, C., Antoniadis, I., Kayas, O. G., & Dvizac, D. (2017). Effective social media marketing strategy: Facebook as an opportunity for universities. *International Journal of Retail and Distribution Management*, 45(5), 532–549. <https://doi.org/10.1108/IJRDM-11-2016-0211>
- Bauer, M et.al. (2018). Sustainability governance in universities: using a governance equalizer as a research heuristic. *High Educative Politic* 31, 491–511.
- Bautista-Puig, N., Orduña-Malea, E., & Perez-Esparrells, C. (2022). Enhancing sustainable development goals or promoting universities? An analysis of the times higher education impact rankings. *International Journal of Sustainability in Higher Education*, 23(8), 211–231. <https://doi.org/10.1108/IJSHE-07-2021-0309>
- Belousenko, D. (2018). Use of social networks in the promotion of educational services. *Young Scientist*, 45, 55-58.
- Belyavsky, I. (2014). *Marketing research: information, analysis, forecasting*. Moscow: Perspective 150.
- Berger, L & Luckmann, T. (1995). *The social construction of reality. Treatise on the sociology of knowledge*. Moscow: Academy-Tsentr Half.
- Blackshaw, P & Nazzaro, W. (2004). *Consumer Generated Media (CGM)*.
- Brandão, A., & Ramos, Á. S. (2024). ‘Your comments boost my value!’—the mediator role of emotional brand attachment between brand equity and social media engagement. *Journal of Marketing for Higher Education*, 34(2), 1220–1249. <https://doi.org/10.1080/08841241.2023.2275749>
- Clark, B. (2011). *Creation of entrepreneurial universities: organizational paths of transformation*. Moscow: HSE.
- Constantinides, E & Zinck-Stagno, M. (2011). The potential of social networks as marketing instruments. doi.org/10.1007/s12528-018-9179. Himelboim, 101 and <http://www.nielsenbuzz-metrics.com/whitepapers>.
- Duarte, P. O., Alves, H. B., & Raposo, M. B. (2010). Understanding university image: A structural equation model approach. *International Review on Public and Nonprofit Marketing*, 7(1), 21–36. <https://doi.org/10.1007/s12208-009-0042-9>
- Elhajjar, S., & Yacoub, L. (2024). The impact of COVID-19 on marketing for higher education institutions in developing countries: The case of Lebanon. *Journal of Marketing for Higher Education*, 34(2), 521–540. <https://doi.org/10.1080/08841241.2022.2042759>

- Epuran, G; Gardan, I; Gardan, D and Tescasiu, B., 2016. Modernization of Higher Education in the context of European integration: A comparative analysis. <https://www.researchgate.net/publication/302878651>. *Amfiteatru Economic*;18(42).
- Freberg, K. (2020). Social media for strategic communication: Creative strategies and research-based applications: *Journal of Public Relations Education*, 6 (2), 200-204.
- Giesenbauer, B & Müller, G (2020). University 4.0: Promoting the Transformation of Higher Education Institutions toward Sustainable Development. *Sustainability* 12, 3371; doi:10.3390/su12083371. www.mdpi.com/journal/sustainability.
- Gomez-Bayona, L., Arrubla-Zapata, J. P., Valencia, J. A., & Restrepo-Rojas, M. J. (2020). Analysis of relational marketing strategies in higher education institutions in Colombia and Spain [Análisis de las estrategias de marketing relacional en instituciones de educación superior de Colombia y España]. *Retos (Ecuador)*, 10(20), 343–359. <https://doi.org/10.17163/RET.N20.2020.09>
- Graves, C. (1971). Levels of human existence. Transcript of a seminar at the Washington School of Psychiatry. Santa Bárbara EEUU: Ed.; Editorial ECLET. ISBN 097247420X.
- Graves, C. (1974). Human nature is preparing for a transcendental leap. *Futuristic*.
- Hahn, T. (2018). A paradoxical perspective on corporate sustainability: Instrumental and normative aspects. *Ethics*, 148, 235-248.
- Hardi, R., Suprijadi, Kusdyawati, R., & Noertjahyana, A. (2022). Improve educational marketing strategy through use of digital marketing technology. *AIP Conference Proceedings*, 2658, 080003. <https://doi.org/10.1063/5.0106821>
- Hemsley-Brown, J & Oplatka, I. (2015). *Higher Education Consumer Choice*. Berlín. Germany: Springer Heidelberg.
- Jain, R., & Rao, M. (2024). A Bibliometric Analysis of the Impact of Digital Marketing in Higher Education. *International Journal of Interdisciplinary Organizational Studies*, 19(1), 123–148. <https://doi.org/10.18848/2324-7649/CGP/v19i01/123-148>
- Khashab, B., Gulliver, S., & Ayoubi, R. M. (2022). Scoping and aligning CRM strategy in higher education institutions: Practical steps. *Journal of Strategic Marketing*, 30(7), 627–651. <https://doi.org/10.1080/0965254X.2020.1823458>
- Kleve, H. (2017). Reziprozität ermöglichen. 48, 353–367.
- Knight, J. (2004). New reasons that drive internationalization. *High. Educational*. 34, p3
- Kotler, P & Fox F. (1995). *Strategic marketing for educational institutions*. New Jersey EEUU: Prentice Hall Hoboken.
- Levina, S. (2015). Application of integrated marketing communications in education. *Information technology and people*. Number 31, 595-614. <https://doi.org/10.1108/ITP-02>.
- Levitt, T. (1975). Marketing Myopia by Theodore Levitt. EEUU: Harvard Business Review.
- Mazurek, G., 2018. *Electronic Commercialization*. Varsovia, Poland: Poltext.
- Nevzat, R, et.al. (2016). Role of the social media community in strengthening a university's trust and loyalty. *Computers in human behavior*. <https://doi.org/10.1016/j.chb.2016.09.018>.
- Nguyen, T & Lian, Y. (2022). Estrategias de marketing innovadoras para el sector internacional. Reclutamiento de estudiantes. Editores Académicos: Popa Daniela y Margarita Pocinho. <https://doi.org/10.3390/su14148522> . p28
- Nguyen, T and Lian, Y., 2022. Innovative marketing strategies for the international sector. Student recruitment. Editors: Popa Daniela y Margarita Pocinho. <https://doi.org/10.3390/su14148522>.

- Phonthanukitithaworn, C., Wongsachia, S., Naruetharadhol, P., Thipsingh, S., Senamitr, T., & Ketkaew, C. (2022). Managing educational service quality and loyalty of international students: A case of international colleges in Thailand Managing educational service quality and loyalty of international students: A case of international colleges in Thailand PUBLIC INTEREST STATEMENT. *Cogent Social Sciences*, 8(1), 2105929. <https://doi.org/10.1080/23311886.2022.2105929>
- Pyankova, S, Mitrofanova, I & Tergunova, M. (2021). Particularities of Marketing Communications in the Field of Internationalization of Higher Education in the Russian Federation. *Deturope*, 13(3), 98-117.
- Rathnayake, T. H., & Lakchan, U. G. C. (2023). The Influence of E-Word of Mouth Marketing on Students' Selection of Management Degrees. *South Asian Journal of Business Insights*, 3(2), 90–106. <https://doi.org/10.4038/sajbi.v3i2.59>
- Resolution 9. (2016). Export of International Academic and Scientific Services of the Ministry of Higher Education: Havana, Cuba.
- Rutter, R; Roper, S; & Lettice, F. (2017). Interacción en las redes sociales, la marca universitaria. <https://doi.org/10.1016/>
- Scharmer, C. (2016). Theory Leading from the Future as it Emerges: The Social Technology of presence. San Francisco, CA, EE. UU: 2^a ed.; Berrett-Koehler. ISBN 9781626567986
- Scharmer, O. (2018). Education is the lighting of a flame: How to reinvent the 21st Century university. Available online: <https://www.huffingtonpost.com/5e4b0ee59d41c0a9f.p4>
- Soegoto, E. S. (2009). Marketing environment and source of competitive advantage in terms of formulating marketing strategy and its influence on image and marketing performance (Survey on Private Universities at Private Higher Educational Institutional Coordinator Area Iv in West Java and Banten Provinces). *Journal of Applied Sciences Research*, 5(8), 995–1001.
- Sofia, E., Yuliaty, L. N., Hartoyo, & Soehadi, A. W. (2023). Brand extension of sustainable value at higher education in Indonesia: A review. In N. Harito C. Sitepu E. (Ed.), *AIP Conference Proceedings* (Vol. 2594). American Institute of Physics Inc. <https://doi.org/10.1063/5.0109909>
- Usunier, J & Lee, J., 2013. Marketing between Cultures Pearson: Londres. United Kingdom.
- Vázquez, J. L., Aza, C. L., & Lanero, A. (2014). Are students aware of university social responsibility? Some insights from a survey in a Spanish university. *International Review on Public and Nonprofit Marketing*, 11(3), 195–208. <https://doi.org/10.1007/s12208-014-0114-3>
- Whalley, A. (2010). Strategic Marketing. Andrew Whalley and Ventus Publishing APS. ISBN 978-87-7681-643-8/ ebooks at bookboon.com.
- World Commission on Environment and Development. (1987). Our common future. A/42/427. Disponible en línea: <https://sustainabledevelopment.un.org/milestones/wced>
- Yudkevich M. (2017). Global Rankings Universities. Available on <https://ecsoclab.en> Higher Education. Vol. 26. 85–94.
- Zaharia, R. (WED). Social and Political Marketing. Department of Marketing ASE: Bucharest, Romania.
- Zhou, L; Alam, G & Rasdi, R. (2023). Marketing Strategies for the internationalization of higher education in China: an ally or a barrier to sustainable development? Edit: Sustainability, 16, 395. <https://doi.org/10.3390/su16010395>.