

UDC 378:658.3

JEL Classification: M31

*Kuvaieva T. V., Bovsunovska Yu. M.***ALUMNI RELATIONSHIP MANAGEMENT AS A COMPONENT OF HIGHER
EDUCATION INSTITUTION BRAND FORMATION****Dnipro University of Technology, Dnipro, Ukraine**

The relevance of the study lies in understanding the building of partnership relationships with the main groups of stakeholders of higher education institutions (HEIs). The importance of involving graduates in the activities of higher education institutions (HEIs) to increase their competitiveness and form a strong brand has been investigated. The article considers various models of interaction with graduates and approaches to their involvement through marketing communication strategies. Relationships with graduates are considered not only as a result of the activities of higher education institutions (HEIs), but also as a resource capable of supporting its development. The authors emphasize the importance of graduates as ambassadors of the university, their participation in the development of educational and professional programs, as well as financial support as important factors for the reputation of the institution. Benchmarking of relevant practices of foreign universities in building a trajectory of interaction between the university and the alumni community has been carried out. It has been established that for domestic HEIs it is appropriate to use a mixed approach to involvement in the professional development of applicants and the educational institution. Alumni are key stakeholders who can actively contribute to the development of the image of the HEI through participation in the mentoring program, professional networks and providing first places for internships. A model for managing the university's relationship with alumni is proposed based on understanding the needs of each group and developing appropriate initiatives for the involvement of each party. Such a marketing model of interaction includes constant communication with alumni, involving them in events, as well as creating online platforms for networking, which together contribute to strengthening the HEI brand both in the national and international educational and scientific space and its long-term competitiveness.

Keywords: stakeholder theory, relationship management, higher education institution brand, HEI, higher education marketing, graduates, alumni.

DOI: 10.32434/2415-3974-2025-21-1-98-108

Introduction and problem statement

Today, the higher education system of Ukraine is characterized by significant transformations, caused by the need to adapt to the dynamic labor market and increasing demands for the quality of education. Various measures taken have a common goal – to make educational programs more focused on the students – an active consumer of educational services,

who operate in conditions of uncertainty and risk. Such orientation towards the student is implemented in practice, forcing HEIs to improve and look for new mechanisms of interaction with students and form an attractive image, which is an important element of the brand. At the same time, the modern labour market is characterized by high competition, which makes the issue of training qualified personnel

© Kuvaieva T. V., Bovsunovska Yu. M., 2025



This article is licensed under Creative Commons Attribution 4.0 International License (CC-BY)

Kuvaieva T. V., Bovsunovska Yu. M.

with demanded knowledge and skills relevantly. In this situation, HEIs need a clear strategy for interaction with graduates, which would allow them to train highly qualified specialists, as well as maintain relationships with graduates who can become active partners in the development of educational programs, fully use their potential, which in turn would help form a full-fledged brand of the institution, increase the competitiveness of the university, its position and image as a whole. An effective strategy for interaction with graduates can help universities achieve leadership positions, because involving graduates in the development and updating of educational programs, teaching and conducting master classes, providing first jobs to applicants, as well as financial support for the university will contribute to its development and improvement of its image.

Therefore, the variability of the educational environment and the labor market primarily pose new challenges to higher education institutions, the main of which is the formation of a strong university brand capable of attracting applicants and graduates. HEIs are increasingly faced with the need to strengthen their brand to attract various groups of stakeholders.

Today, a significant number of universities face the problem of low alumni engagement, which can lead to a loss of valuable resources and negatively affect the reputation of the institution. Interaction with alumni is an important component of the success of any university.

Conducting a study of the level of alumni engagement, their interests and needs is an important step in solving this problem. The data obtained can help the university assess the current state of interaction with alumni, identify specific needs and interests of alumni regarding interaction, and identify opportunities for its improvement.

Currently, this topic is not widely popular for research in scientific spaces, but there are mentions of the importance of this topic in the works of such scientists as Babko N. M. [1], Polishchuk I. I. [2], Zhegus O. V. [3], Kotler F. [4], Papenko L. M. and Khlistunova N. V. [5], Kyrlyuk I., Chvertko L. [6], Trehub M. V., Kuvaeva T. V., Pilova K. P. [7].

This topic is popular, in particular in the context of the formation of the brand of higher education institutions, and requires further study with adaptation to the changing conditions of the internal and external environment of higher education institutions and the specifics of their activities. The qualitative interaction of the university with the alumni community is of great importance both for the institution itself, and for its graduates and the business community as a whole.

Analysis and research of publications

The solution to the problem of managing relations with alumni as a component of the formation of the brand of a higher education institution is studied by many scientists who emphasize the importance of its interaction with key stakeholders, in particular with graduates, as one of the main tools for the development and increase of the competitiveness of universities.

Domestic scientists in their studies [1; 2] emphasize the importance of using marketing tools to form the reputation and brand of the university, building close relationships with various groups of stakeholders. It is noted that strategic marketing plays a crucial role in creating an attractive image of a higher education institution, and graduates are one of the key target audiences in this process, as their loyalty and participation in the university's activities contribute to its popularization and attraction of new applicants [1]. The issue of loyalty of applicants and graduates to their university is considered as one of the main factors of success. Scientists have determined that interaction with graduates should be a constant and thoughtful strategy, which includes communication through modern marketing channels, such as social networks, and the participation of graduates in university life through mentoring, internships, and the development of career opportunities for students [2]. Other researchers [3; 5] analyze graduates as important stakeholders of higher education institutions in the context of developing long-term strategies for interacting with graduates to form a strong university brand and increase its competitiveness in the educational services market. An important aspect is the creation of sustainable connections with graduates through the development of professional networks, which contributes to the growth of the university's reputation in the labour market [3]. The emphasis is on the importance of creating customer-oriented strategies, where graduates are considered as important partners. They emphasize the need to create systematic interaction between HEIs and graduates to achieve common goals, in particular, regarding the development of the university's brand and increasing its competitiveness [5; 6; 7]. Kotler F. and Karen F. A. Fox in their work "Strategic Marketing for Educational Institutions" emphasize the importance of a customer-oriented approach for HEIs, where graduates act not just as customers, but as partners in the development of the university. Involving graduates in the development of educational programs, teaching and scientific research can significantly strengthen the HEI brand and improve its reputation in society [4].

Although numerous studies emphasize the importance of interaction with alumni for the formation of the HEI brand, certain aspects of the issue remain unresolved, in particular the issue of systematizing approaches to managing these relationships, in particular, defining a clear strategy and mechanisms for involving graduates at different stages of their professional journey.

Purpose of the article

The purpose of this article is to study approaches of managing relationships with alumni as a key component of the formation of the brand of higher education institutions in Ukraine. Within the framework of this study, it is intended to determine the role of alumni in the formation of the HEI brand. Unlike other studies, it is intended to identify factors that influence the motivation of graduates to participate in the life of the institution, and the main barriers that prevent effective interaction with alumni.

Presentation of the main material

Managing relations with graduates is a strategic task for the formation of the brand of a higher education institution, which affects its reputation, competitiveness and development opportunities in the national and international scientific and educational space. Their influence is multifaceted and covers several important aspects, such as image positioning, networking, financial support, information promotion and personal contribution to the development of the university.

Firstly, graduates act as ambassadors of the university brand. Their professional successes and achievements in various fields of activity become proof of the quality of educational services provided by the higher education institution. When graduates achieve high positions in their professional activities, they are automatically associated with the university where they received their education. Their success becomes a symbol of the quality of education and can significantly increase trust in the university among potential students, employers and partners. Therefore, successful graduates of higher education institutions who work in leading companies or hold important government positions become examples of success, which helps to attract new students. In this aspect, higher education institutions should cover the stories of successes and achievements of their own graduates as well and more often as possible, as this creates a strong connection between graduates and their university, strengthening the brand of the higher education institution [8]. For graduates themselves, covering their successes provides additional motivation, as they feel the recognition of their work and the importance of their contribution to the image of their alma mater. This not only

increases their own reputation, but also opens up new opportunities for career growth due to increased visibility in the professional arena.

From the point of view of the brand of the higher education institution, stories about the successes of graduates form a positive reputation of the institution, increase its competitiveness in the market of educational services and make it more attractive to potential applicants. It is important for a university to demonstrate that its graduates are successful, as this increases the prestige of the institution in the eyes of students, parents, applicants and employers. It also helps to attract new partnerships, both with business and government agencies, because graduates who have achieved success become ambassadors, as well as partners of the university in various areas.

Thus, active promotion of alumni success stories can have a positive impact on both their own professional development and the image and brand of the higher education institution, which in the long term helps to strengthen the university's position in the educational services market and contributes to its further development.

Secondly, an important aspect of alumni influence is networking. Alumni communities can create powerful professional networks that support interaction between the university, its students and graduates. This helps to form a platform for exchanging experience, employment opportunities, and cooperation in scientific or business projects. Networking among alumni can create conditions for attracting additional resources, including financial investments, which can be directed to the development of university infrastructure, scientific research or educational programs. In addition, through connections between alumni and employers, the possibility of increasing student employment increases, which also has a positive effect on the image of the HEI.

Thirdly, alumni can provide financial support to the university by making contributions in the form of donations, grants or support for specific projects. In many higher education institutions, financial contributions from alumni are an additional and sometimes significant source of funding, which is aimed at modernizing educational programs, expanding scientific and research capabilities and improving the material and technical base. This financial support often becomes an important factor in maintaining the competitiveness of the university, improving the quality of education and creating comfortable conditions for learning and research.

In addition, alumni actively participate in promoting the university at the information level. They can be a source of positive feedback about the

university, share their learning experience with potential students, employers or partners. Successful graduates often participate in public events, conferences, forums, where they represent their university and increase its visibility. Social networks, personal recommendations and other communication channels are becoming important tools in shaping a positive image of the university.

Some graduates return to their alma maters as teachers, researchers or mentors. They transfer relevant knowledge and experience in real business or scientific fields to students, which increases the practical value of education. This also helps the university to stay abreast of the latest trends and needs of the labor market, adapting educational programs in accordance with modern requirements.

Effective interaction with graduates is impossible without a clear understanding of their needs and expectations. It is necessary to conduct regular surveys and research among graduates, which allow assessing their level of interest in further cooperation with the university. This will help the higher education institution to develop individual approaches to different groups of graduates, taking into account their career achievements, interests and opportunities.

Studying the level of alumni engagement is an important tool for understanding the effectiveness of interaction between a higher education institution (HEI) and its graduates. Such analysis allows us to determine how active graduates are in various aspects of university life and how this affects its development. The level of alumni engagement can be assessed by several key criteria, including participation in events, financial support, information activity, professional cooperation and integration into the educational process.

One of the main indicators of engagement is the active participation of alumni in events organized by the university. These can be both formal events, such as alumni meetings, anniversary celebrations, and more informal events, such as thematic seminars, conferences or master classes. An important factor is the regularity of alumni participation in such events, their willingness to share their experiences with current students and participate in the development of the university community. A high level of attendance at these events indicates a strong connection between alumni and their alma mater and their desire to maintain contacts with the university and other alumni.

Another important indicator is the financial support that alumni provide to the university. This can be in the form of charitable contributions, sponsorships, or participation in grant programs aimed at the development of the university. Studying this aspect of involvement allows us to understand how

much graduates are willing to invest in the future of their alma mater and support the development of infrastructure, research, and educational programs. The level of financial participation can be an important indicator of how much graduates feel part of the university community.

The information activity of graduates also plays a significant role in shaping their involvement. This includes participating in promoting the brand of the higher education institution through social networks, providing feedback on their studies, participating in various media campaigns, and promoting the university among potential students and partners. Analysis of information involvement helps us understand how much graduates are willing to actively promote the image of the university and influence its reputation in society. The more often graduates mention the university in public speeches or provide feedback on the quality of education, the stronger their connection with their alma mater.

In addition, an important indicator is the professional cooperation of graduates with the university. This may include participation in scientific research, mentoring, implementation of joint projects, provision of internships or jobs for students and graduates. Cooperation in this area shows how much graduates are willing to support the university, share their knowledge and experience, and promote student employment. Such interaction is important for increasing the practical value of education and creating opportunities for students in the real labor market.

Another key aspect that allows us to assess the level of graduate involvement is their integration into the educational process. Some graduates return to the university as mentors most often, transferring not only theoretical knowledge, but also real professional experience to their students. This allows us to create modern and relevant curricula that meet the requirements of the labor market. Analysis of the quantity and quality of such interactions allows us to assess how much graduates are involved in shaping the content of educational programs and whether they contribute to improving their quality.

Barriers and opportunities to improve the interaction between alumni and a higher education institution (HEI) are crucial for shaping and strengthening its brand. On the one hand, alumni can significantly influence the image and reputation of a university, but on the other hand, there are certain obstacles that can complicate or even limit this process. It is important to understand these barriers in order to develop effective strategies to overcome them, as well as to identify opportunities that can contribute to improving interaction and strengthening the brand.

One of the main barriers is insufficient communication between HEIs and graduates. Often, after graduation, the connection with graduates weakens or ceases altogether. Universities do not always have sufficient resources or organizational structure to support regular communication with graduates. The lack of constant information interaction leads to the fact that graduates do not feel part of the university community and may lose motivation to participate in the life of the HEI. To overcome this barrier, universities need to primarily actively use modern communication platforms, in particular social networks, which allow creating alumni communities and maintaining a constant dialogue with them. Another barrier is the lack of sufficient awareness of graduates about the opportunities for participation in university life. Many graduates do not know how they can be useful to the university, what initiatives or projects require their participation, as well as how their contributions can affect the development of the institution. This leads to the fact that even if they have a desire to help, graduates do not know where to start. To address this issue, universities need to develop clear alumni engagement programs that include specific steps to engage with events, participate in research projects, provide financial support, or conduct master classes for students. It is important that such programs are transparent and understandable for each graduate.

Psychological factors can also be identified among the barriers, such as graduates' insecurity in their abilities or the feeling that their contribution will not be significant or noticeable. This can arise from a lack of motivation or from negative experiences with the university during their studies. To overcome this barrier, it is important for universities to emphasize the value of each graduate, regardless of their professional achievements or financial situation. It is worth creating success stories of graduates who have achieved results thanks to the support of the university or have contributed to its development, which will become a motivating example for others.

However, despite these barriers, there are significant opportunities to improve engagement that can significantly strengthen the university's brand. One such opportunity is the use of digital technologies to create online alumni communities. Virtual networking platforms allow to unite alumni regardless of their geographical location, to facilitate their interaction with the university and with each other, which is especially important in a globalized world. Such platforms can include forums for discussing professional issues, databases for networking and career opportunities, as well as platforms for joint projects or initiatives. Another opportunity is to develop partnership

programs between the university and alumni. Alumni can become mentors for students, provide internships or jobs, promote the development of joint scientific projects or investments in research. Such interaction helps to strengthen ties between alumni and the university, as well as increase the prestige of the HEI through successful career support of its students. The development of special mentoring programs or business accelerators for students with the participation of alumni can be a powerful tool for shaping the university's brand as an innovative and practice-oriented institution.

Financial support for graduates also opens up significant opportunities for the development of the university. The organization of charitable foundations that support the development of educational programs, research or university infrastructure can be an effective tool for attracting graduates to the life of the university. An important condition is the transparency of the use of such funds and public reporting on the results, which will increase the level of trust of graduates and stimulate their more active participation in project financing.

Thus, in order to improve interaction with graduates and form a strong brand of the university, it is necessary to overcome the existing barriers of communication, awareness and motivation, as well as to use the opportunities provided by modern technologies, affiliate programs and financial support. The involvement of graduates in various aspects of the university's life will contribute not only to its development, but also to increasing its reputation in the educational market.

The purpose of the marketing model of the university's interaction with graduates is to create an effective system that will help strengthen ties, increase loyalty and engagement of graduates, as well as develop opportunities for joint growth. This model assumes a systematic approach and includes different stages and tools to achieve the objectives set (Fig. 1).

Communication is a key element in the university's alumni engagement model and is crucial for achieving effective and long-term engagement [9]. Regular communication helps to maintain contact with alumni, even when they are scattered around the world after graduation. This allows them to feel part of the university community. Constant contact and attention from the university help to build loyalty among alumni, which is important for maintaining long-term relationships. Alumni have the opportunity to learn about new projects, research, events and successes of the university, which strengthens their connection with their alma mater. Information about events, such as alumni meetings, conferences, seminars, helps to interest alumni and involve them in active participation.

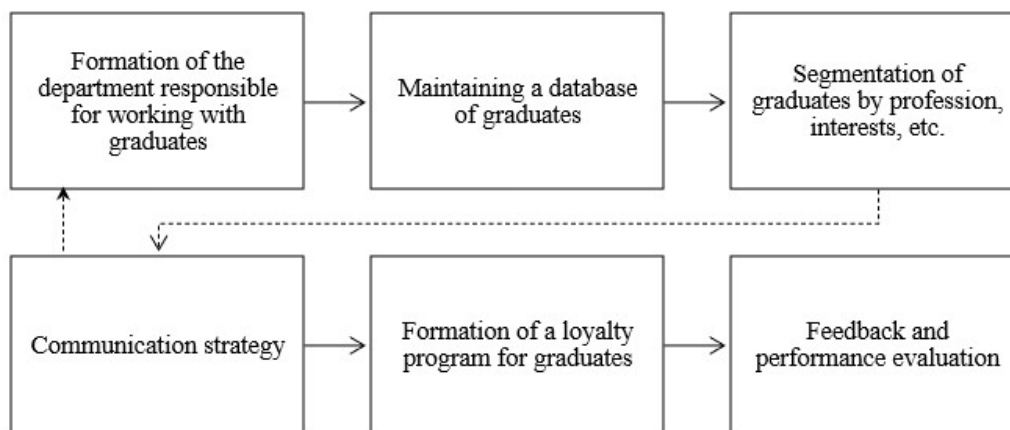


Fig. 1. Model of interaction with graduates

Source: developed by the authors

For a mathematical description, it is proposed to use the following relationship:

$$F_{ji} = \frac{\text{Amount of interaction through } j \text{ channel for } i \text{ category of alumni}}{\text{Total amount of } i \text{ category of alumni}}, \quad (1)$$

where F_{ji} is the frequency of use of a particular communication channel.

A communication matrix can be used to describe and systematize high-quality communications with alumni. This tool allow clearly outline the goals, channels and methods of communication, as well as the target audience for each stage of interaction [10].

The type of communication describes the type of interaction used to establish contact with alumni. These types of interaction will be divided into several categories, which can be viewed in more detail in Table 1. The goal outlines the goal or desired result of a specific type of communication. For example, the goal of information events may be to inform alumni about university news, and the goal of career events may be to help graduates find a job. The method of communication in this case is the channels and methods used to achieve the goal. For example, information activities can be carried out using a website, email newsletters, social networks, printed newsletters, etc. As for frequency, it indicates how often the communication is carried out. This can be weekly, monthly, quarterly, annually, or as needed. And the audience criterion describes the group of graduates to whom the communication is directed. This can be the entire graduate base, a specific subgroup (for example, graduates of a certain year, faculty, program, or graduates living in a certain region – Ukraine or

abroad), or individuals. The detailed development of the matrix is presented below in Table 1.

It should be remembered that communication with alumni is a two-way process. The university must constantly support the entire range of activities, adjust or update communications if necessary, because this is influenced by both the changing external environment and the variability of the needs and behavior of the target audience and other stakeholders of these communications. Thus, effective communication with alumni can help the university improve its reputation, attract new students and support from alumni.

Therefore, the communication matrix should be updated in the future to meet the changing needs of graduates and the university. The higher education institution will be able to establish high-quality and effective communications with alumni, which will help them stay involved in university life and use all the opportunities it offers.

Benchmarking of the interaction of leading foreign HEIs with graduates (Cambridge [11], Cardiff [12], Oxford [13], Newcastle [14], Bristol [15]) were also taken into account and effective practices of interaction with graduates were identified. These universities successfully form strong ties with their graduates, which has a positive impact on their image and attracting new students.

The experience of leading world universities demonstrates that effective interaction with graduates is an important tool for forming a strong HEI brand. The implementation of such practices can significantly improve the image of Ukrainian universities and contribute to their development.

Table 1

Communications matrix in the context of university-graduate interaction for HEIs

Type of communicatio	Objective	Communication method	Frequency	Audience
Information activities	Informing about university news, events, programs, opportunities	News on the website, electronic mail (digests), publications on social networks, electronic and printed newsletters	Monthly / quarterly	All alumni
Image activities	Improving the image of the university, strengthening ties with alumni X	Improving the image of the university, strengthening ties with alumni Publications of alumni success stories, articles about alumni in the media, participation in alumni events. It is possible to create an Alumni Council, alumni association	Annually / as needed	All alumni
Social networks	Involving alumni in communication on social networks	Creating publications, special sections, groups and events on social networks, using hashtags. This also includes using Facebook, LinkedIn, Instagram and other social networks to communicate with alumni. As well as using personalized messages to better engage alumni.	Weekly / monthly	All alumni
Content marketing	Creating and distributing videos about the university, its programs and alumni. Create and distribute useful content/resources for alumni	Interviews with alumni, virtual tours of the university, videos/posts about alumni successes. As well as useful articles on the website, blogs, infographics to visualize data and information for alumni for their personal and professional development	Quarterly	All alumni
Mentoring programs	Connecting alumni with current students for mentoring and support	Mentoring programs through webinars in online and offline formats, mentoring on internships	Quarterly/Annually/as needed	All alumni
Feedback	Collecting feedback and suggestions from alumni to improve university-alumni interaction	Online surveys, personal interviews	Semi-annually	All alumni
LLL activities	Encouraging alumni to continue learning and development throughout their lives	Creating and continuing to offer online courses, seminars, webinars and other programs for training/upskilling. As well as encouragement to continue their studies at the next educational level	Quarterly / semi-annually	All graduates / graduates who need training or advanced training
Special events	Celebrating graduates and important events in the life of the university	Anniversary meetings, alumni meetings, award ceremonies, alumni lectures, etc.	Annually / semi-annually	All graduates
Partnership with graduates	Collaboration with alumni in various fields	Partnership with alumni in joint research, projects, curriculum development, career counseling / mentoring	On an ongoing basis	All graduates
Volunteer opportunities	Involving alumni in volunteer university or business stakeholder work / projects	Volunteering opportunities for one-time projects, in long-term volunteer programs, leadership roles in volunteer programs	Semi-annually / As needed	All graduates

Therefore, the valuable experience of European HEIs in the direction of interaction with the alumni community can be added to the set of HEI activities in the direction of interaction with graduates. A graphic diagram of the marketing interaction model was

developed (Fig. 2), which reflects how the interaction process can be improved in terms of key important aspects, namely format, career opportunities, support for emotional and communication connection, and fundraising.

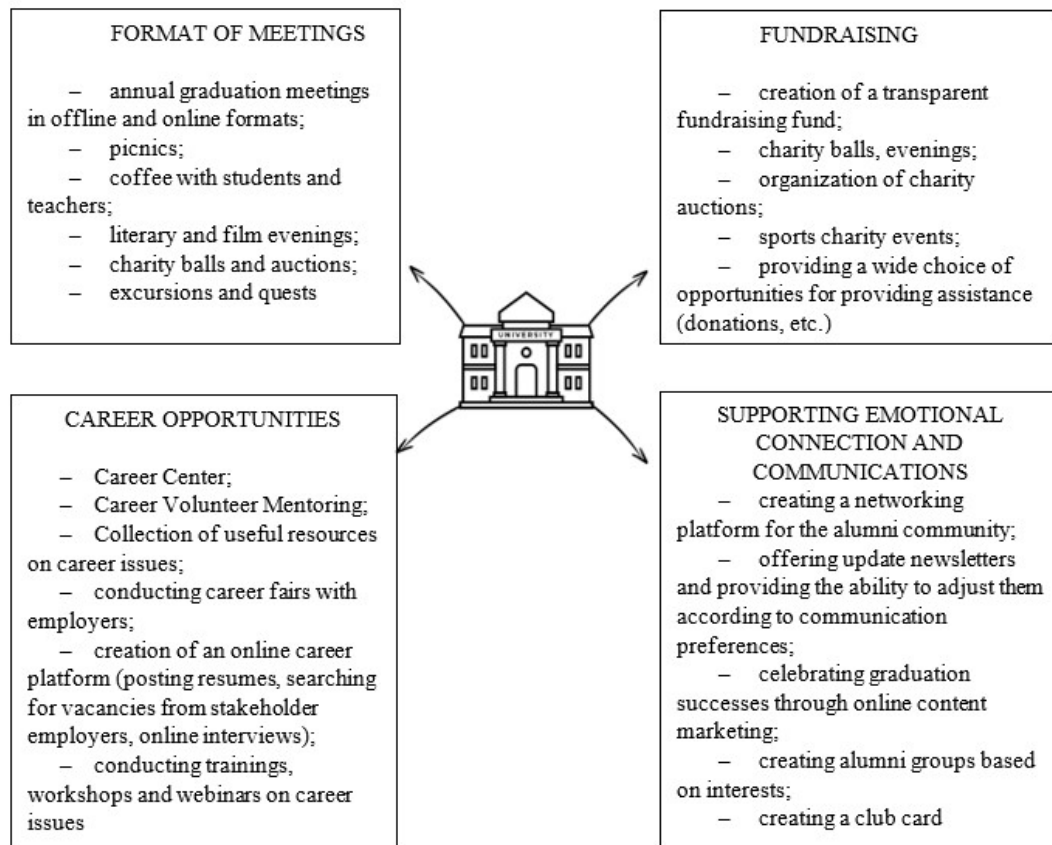


Fig. 2. Graphic diagram of the marketing model of interaction between a higher education institution and the alumni community

Source: developed by the authors

Such a scheme allows you to clearly define the key areas of interaction and areas of further cooperation in the context of “university – graduate”. For each HEI, it is important to form strong relationships based on trust and commitment.

Established interaction with graduates directly affects the brand of the university and its competitiveness in the market of educational services. Graduates who actively support their university contribute to the formation of its positive image among employers, partners and potential students.

Relationships with graduates have a significant impact on the brand and competitiveness of a higher education institution (HEI). Alumni who maintain an active connection with their university become ambassadors of its brand. Their professional success,

achievements, and reputation in the labor market are directly associated with the quality of education they have received. This creates a positive image of the university not only among potential students, but also among employers, partners, and the general public. Graduates who hold key positions in business or government institutions increase confidence in higher education institutions and become an example for new generations of students.

Active interaction with graduates contributes to the creation of a powerful network of contacts that can be used for the development of the university. HEIs can involve graduates in various projects, such as mentoring programs, guest lectures, internships for students, and financial support for university initiatives. This not only strengthens the bond with graduates,

but also increases the competitiveness of the HEI, as the involvement of successful graduates in the educational process adds value to educational programs.

In addition, graduate success stories are an important element of the university's marketing campaigns. They demonstrate real-world examples of how education in higher education institutions contributes to professional development and career attainment. This helps to attract talented applicants who are eager to get a quality education and aim to achieve similar success. It also contributes to the formation of a loyal community of graduates who are ready to support the university financially or through other forms of cooperation.

Increasing the competitiveness of the university is also due to the strengthening of partnerships with graduates, which allows integrating modern professional practices into the educational process and provides the university with a stable financial position.

Thus, effective relationships with graduates are one of the key factors in strengthening the brand of higher education institutions, increasing its reputation and competitiveness in the market of educational services. They create long-term support for the university and contribute to its sustainable development.

Conclusions

Successful management of relationships with graduates is an important factor in the formation of the HEI brand and its successful functioning in the modern educational market. Managing relationships with graduates is a strategically important element in the formation and strengthening of the brand of a higher education institution (HEI). Graduates act not only as ambassadors of their university, but also actively contribute to its reputational growth, demonstrating the quality of education received through their own professional achievements. Therefore, studying the level of alumni engagement helps the university understand which aspects of cooperation are the most effective and how interaction with the alumni community can be strengthened. This allows us to develop more effective strategies for attracting graduates, which ultimately contributes to the development of the HEI brand, improving the quality of education and increasing competitiveness in the market of educational services.

Effective communication and alumni involvement in the life of the university allows you to create a strong support network that contributes to the development of educational programs, attracting new students and establishing partnerships with business and government agencies. Interaction with graduates, focused on long-term cooperation, provides the university not only with financial support, but also

with social capital, which strengthens the competitiveness of higher education institutions at the national and international levels. Therefore, the systematic management of these relationships should become an integral part of the development strategy of a modern university.

REFERENCES

1. Babko, N., Kuskova, S., & Kharchevnikova, L. (2020). Marketing of educational services. In O. Mandych & T. Pokusa (Eds.), *Vectors of competitive development of socio-economic systems* (pp. 11-15). Academy of Management and Administration in Opole.
2. Polishchuk, I. I. (2021). Formuvannya loialnosti tsilovoi audytorii zakladu vyshchoi osvity [Formation of loyalty of the target audience of the institution of higher education]. *Ukrainskyi zhurnal prykladnoi ekonomiky ta tekhniki – Ukrainian Journal of Applied Economics and Technology*, 6(3), 164-169. DOI: <https://doi.org/10.36887/2415-8453-2021-3-22> [in Ukrainian].
3. Zhehus, O. V. (2018). Kliuchovi steikkholdery zakladu vyshchoi osvity na haluzevomu rynku [Key stakeholders of higher education institution of the industrial market]. *Skhidna Yevropa: ekonomika, business ta upravlinnia – Eastern Europe: Economy, Business and Management*, 4(15), 158-166 [in Ukrainian].
4. Kotler, F., & Fox, K. F. A. (2011). *Stratehichnyi marketynh dlia navchalnykh zakladiv [Strategic marketing for educational institutions]* (F. Koler & K. F. A. Foks, Trans.). UAM, Khimdzhest [in Ukrainian].
5. Papenko, L. M., & Khlistunova, N. V. (2015). Osoblyvosti kliient-orientovanoho pidkhodu v upravlinni VNZ [Features of client-oriented approach in the management of the universities]. *Bulletin of KNUDT: Special issue series "Economic sciences" – Visnyk KNUDT: Spetsvyypusk Serii "Ekonomichni nauky"*, 189-202 [in Ukrainian].
6. Kyryliuk, I., & Chvertko, L. (2023). Vykorystannia sotsialnykh merezh u suchasnykh komunikatyvnykh protsesakh zakladiv vyshchoi osvity [The use of social networks in modern communication processes of higher education institutions]. *Rozvytok stalnykh komunikatsii zakladiv vyshchoi osvity u sotsialnykh media – Development of sustainable communications of higher education institutions in social media* (pp. 31-40). Warsaw: Zofia Zamenhof Foundation [in Ukrainian].
7. Trehub, M. V., Kuvaieva, T. V., Pilova, K. P., & Chursina, Y. V. (2023). Povedinka spozhyvachiv na rynku osvitnikh posluh: Osoblyvosti vyboru spetsialnosti ta zakladu vyshchoi osvity [Consumer behavior of the market of educational services: features of choosing a specialism and higher educational institution]. *Ekonomichnyi visnyk Dniprovskoi politekhniki – Economic Bulletin of Dnipro University of Technology*, 4(84), 104-112. DOI: <https://doi.org/10.33271/ebdut/84.1048> [in Ukrainian].
8. Song, B. L., Lee, K. L., Liew, C. Y., & Subramaniam, M. (2023). The role of social media engagement in building relationship

quality and brand performance in higher education marketing. *International Journal of Educational Management*, 37(2), 417-430. DOI: <https://doi.org/10.1108/IJEM-08-2022-0315>.

9. Snijders, I., Wijnia, L., Rikers, R. M. J. P., & Loyens, S. M. M. (2019). *Alumni loyalty drivers in higher education*. *Social Psychology of Education*, 22(3), 607-627. DOI: <https://doi.org/10.1007/s11218-019-09488-4>.

10. Ghorbanzadeh, D., Rahehagh, A., & Najarzadeh, M. (2024). Determinants of university brand loyalty in an emerging higher education market. *Journal of Applied Research in Higher Education*, 16 (5), 2075-2090.

11. University of Cambridge. (n.d.). Official website. Retrieved from <https://www.cam.ac.uk/>.

12. Cardiff University. (n.d.). Official website. Retrieved from <https://www.cardiff.ac.uk/>.

13. University of Oxford. (n.d.). Official website. Retrieved from <https://www.ox.ac.uk/>.

14. University of Newcastle. (n.d.). Official website. Retrieved from <https://www.ncl.ac.uk/>.

15. University of Bristol. (n.d.). Official website. Retrieved from <https://www.bristol.ac.uk/>.

Received 06.03.2025.

Revised 19.03.2025.

Accepted 10.05.2025.

Published 25.06.2025.

УПРАВЛІННЯ ВЗАЄМОВІДНОСИНАМИ З ВИПУСКНИКАМИ ЯК СКЛАДОВА ФОРМУВАННЯ БРЕНДУ ЗВО

Куваєва Т. В., Бовсунівська Ю. М.

Актуальність дослідження полягає у розумінні побудови партнерських взаємовідносин з основними групами стейкхолдерів закладів вищої освіти (ЗВО). Досліджено важливість залучення випускників до діяльності закладів вищої освіти (ЗВО) для підвищення їх конкурентоспроможності та формування сильного бренду. У статті розглянуто різні моделі взаємодії з випускниками, підходи до їх залучення через маркетингові комунікаційні стратегії. Взаємовідносини з випускниками розглядаються не лише як результат діяльності закладів вищої освіти (ЗВО), а й як ресурс, здатний підтримати його розвиток. Автори підкреслюють значення випускників як амбасадорів університету, їх участь у розвитку освітніх і професійних програм, а також фінансову підтримку як важливі чинники для репутації закладу. Здійснено бенчмаркінг відповідних практик іноземних університетів щодо вибудовування траєкторії взаємодії університету та спільноти випускників. Встановлено, що для вітчизняних ЗВО є доречним використання змішаного підходу щодо залученості у професійний розвиток здобувачів та закладу освіти. Випускники є ключовими стейкхолдерами, які можуть активно сприяти розвитку іміджу ЗВО через участь у програмах наставництва, професійні мережі та надання перших місць практик. Запропоновано модель управління взаємовідносинами університету з випускниками на засадах розуміння потреб кожної групи та формування відповідних ініціатив щодо залученості кожної зі сторін. Така маркетингова модель взаємодії включає постійну комунікацію з

випускниками, залучення їх до заходів, а також створення онлайн-платформ для нетворкінгу, що разом сприяє зміцненню бренду ЗВО як в національному, так і в міжнародному освітньо-науковому просторі, та його довготривалій конкурентоспроможності.

Ключові слова: теорія стейкхолдерів, управління взаємовідносинами, бренд закладу вищої освіти, ЗВО, маркетинг вищої освіти, випускники.

ALUMNI RELATIONSHIP MANAGEMENT AS A COMPONENT OF HIGHER EDUCATION INSTITUTION BRAND FORMATION

Kuvaieva T. V., Borsunovska Yu. M.

Dnipro University of Technology, Dnipro, Ukraine

*e-mail: kuvaieva.t.m@nmu.one

Kuvaieva T. ORCID: <https://orcid.org/0000-0002-8796-3189>

The relevance of the study lies in understanding the building of partnership relationships with the main groups of stakeholders of higher education institutions (HEIs). The importance of involving graduates in the activities of higher education institutions (HEIs) to increase their competitiveness and form a strong brand has been investigated. The article considers various models of interaction with graduates and approaches to their involvement through marketing communication strategies. Relationships with graduates are considered not only as a result of the activities of higher education institutions (HEIs), but also as a resource capable of supporting its development. The authors emphasize the importance of graduates as ambassadors of the university, their participation in the development of educational and professional programs, as well as financial support as important factors for the reputation of the institution. Benchmarking of relevant practices of foreign universities in building a trajectory of interaction between the university and the alumni community has been carried out. It has been established that for domestic HEIs it is appropriate to use a mixed approach to involvement in the professional development of applicants and the educational institution. Alumni are key stakeholders who can actively contribute to the development of the image of the HEI through participation in the mentoring program, professional networks and providing first places for internships. A model for managing the university's relationship with alumni is proposed based on understanding the needs of each group and developing appropriate initiatives for the involvement of each party. Such a marketing model of interaction includes constant communication with alumni, involving them in events, as well as creating online platforms for networking, which together contribute to strengthening the HEI brand both in the national and international educational and scientific space and its long-term competitiveness.

Keywords: stakeholder theory, relationship management, higher education institution brand, HEI, higher education marketing, graduates, alumni.

REFERENCES

1. Babko, N., Kuskova, S., & Kharchevnikova, L. (2020). Marketing of educational services. In O. Mandych & T. Pokusa (Eds.), *Vectors of competitive development of socio-economic systems* (pp. 11-15). Academy of Management and Administration in Opole.
2. Polishchuk, I. I. (2021). Formuvannia loialnosti tsilovoi audytorii zakladu vyshchoi osvity [Formation of loyalty of the target audience of the institution of higher education]. *Ukrainskyi zhurnal prykladnoi ekonomiky ta tekhniky – Ukrainian Journal of Applied Economics and Technology*, 6(3), 164-169. DOI: <https://doi.org/10.36887/2415-8453-2021-3-22> [in Ukrainian].
3. Zhehus, O. V. (2018). Kliuchovi steikholdery zakladu vyshchoi osvity na haluzevomu rynku [Key stakeholders of higher education institution of the industrial market]. *Skhidna Yevropa: ekonomika, business ta upravlinnia – Eastern Europe: Economy, Business and Management*, 4(15), 158-166 [in Ukrainian].
4. Kotler, F., & Fox, K. F. A. (2011). *Stratehichniy marketynh dlia navchalnykh zakladiv [Strategic marketing for educational institutions]* (F. Koler & K. F. A. Foks, Trans.). UAM, Khimdzhest [in Ukrainian].
5. Papenko, L. M., & Khlistunova, N. V. (2015). Osoblyvosti kliient-orientovanoho pidkhodu v upravlinni VNZ [Features of client-oriented approach in the management of the universities]. *Bulletin of KNUTD: Special issue series "Economic sciences" – Visnyk KNUTD: Spetsvypusk Serii "Ekonomichni nauky"*, 189-202 [in Ukrainian].
6. Kyrlyuk, I., & Chvertko, L. (2023). Vykorystannia sotsialnykh merezh u suchasnykh komunikatyvnykh protsesakh zakladiv vyshchoi osvity [The use of social networks in modern communication processes of higher education institutions]. *Rozvytok stalnykh komunikatsii zakladiv vyshchoi osvity u sotsialnykh media – Development of sustainable communications of higher education institutions in social media* (pp. 31-40). Warsaw: Zofia Zamenhof Foundation [in Ukrainian].
7. Trehub, M. V., Kuvaieva, T. V., Pilova, K. P., & Chursina, Y. V. (2023). Povedinka spozhyvachiv na rynku osvitnikh posluh: Osoblyvosti vyboru spetsialnosti ta zakladu vyshchoi osvity [Consumer behavior of the market of educational services: features of choosing a specialism and higher educational institution]. *Ekonomichniy visnyk Dniprovskoi politekhniki – Economic Bulletin of Dnipro University of Technology*, 4(84), 104-112. DOI: <https://doi.org/10.33271/ebdut/84.1048> [in Ukrainian].
8. Song, B. L., Lee, K. L., Liew, C. Y., & Subramaniam, M. (2023). The role of social media engagement in building relationship quality and brand performance in higher education marketing. *International Journal of Educational Management*, 37(2), 417-430. DOI: <https://doi.org/10.1108/IJEM-08-2022-0315>.
9. Snijders, I., Wijnia, L., Rikers, R. M. J. P., & Loyens, S. M. M. (2019). *Alumni loyalty drivers in higher education. Social Psychology of Education*, 22(3), 607-627. DOI: <https://doi.org/10.1007/s11218-019-09488-4>.
10. Ghorbanzadeh, D., Rahehagh, A., & Najarzadeh, M. (2024). Determinants of university brand loyalty in an emerging higher education market. *Journal of Applied Research in Higher Education*, 16 (5), 2075-2090.
11. University of Cambridge. (n.d.). Official website. Retrieved from <https://www.cam.ac.uk/>.
12. Cardiff University. (n.d.). Official website. Retrieved from <https://www.cardiff.ac.uk/>.
13. University of Oxford. (n.d.). Official website. Retrieved from <https://www.ox.ac.uk/>.
14. University of Newcastle. (n.d.). Official website. Retrieved from <https://www.ncl.ac.uk/>.
15. University of Bristol. (n.d.). Official website. Retrieved from <https://www.bristol.ac.uk/>.