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# NODAVLAT OLIY TA'LIM MUASSASALARINING TIZIMLI RIVOJLANISHIDA MARKETING FAOLIYATINING SAMARADORLIGINI OSHIRISH

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**Annotatsiya:** Ushbu maqola nodavlat oliy ta'lim muassasalarida marketing faoliyatining tizimli rivojlanishdagi o'rni va uning samaradorligini oshirish yo'llarini o'rganishga bag'ishlangan. Maqolada marketing nazariyasi, ta'lim xizmatlari bozori xususiyatlari hamda nodavlat oliy ta'lim muassasalarida qo'llanilayotgan marketing strategiyalari tahlil qilinadi. Tadqiqot jarayonida so'rovnoma, intervyular, SWOT-tahlil va statistik ma'lumotlardan foydalangan holda nodavlat OTMlarning marketing faoliyatidagi kuchli va zaif tomonlari aniqlangan. Shu asosda samaradorlikni oshirish uchun brend imidjini rivojlantirish, raqamli marketing vositalaridan keng foydalanish, abituriyentlarni jalb qilishning innovatsion usullarini tatbiq etish kabi tavsiyalar ishlab chiqilgan. Maqola xorijiy tajribalarni o'rganish va ularni mahalliy sharoitga moslashtirish orqali nodavlat OTMlarning raqobatbardoshligini oshirishga qaratilgan ilmiy-amaliy hissa sifatida qimmatlidir.

**Kalit so'zlar:** nodavlat oliy ta'lim muassasalari, marketing faoliyati, tizimli rivojlanish, samaradorlik, brend, raqamli marketing, abituriyentlarni jalb qilish.

**Abstract:** This article is dedicated to exploring the role of marketing activities in the systematic development of private higher educational institutions (HEIs) and ways to enhance their effectiveness. The article analyzes marketing theory, the characteristics of the educational services market, and the marketing strategies employed in private HEIs. In the research process, surveys, interviews, SWOT analysis, and statistical data were used to identify the strengths and weaknesses of marketing activities in private HEIs. Based on this, recommendations such as brand image development, the extensive use of digital marketing tools, and the implementation of innovative methods for attracting applicants were developed to enhance effectiveness. The article is valuable as a scientific and practical contribution aimed at increasing the competitiveness of private HEIs through the study of foreign experiences and their adaptation to local conditions.

**Key words:** private higher educational institutions, marketing activities, systematic development, effectiveness, brand, digital marketing, applicant attraction.

**Аннотация:** Данная статья посвящена исследованию роли маркетинговой деятельности в системном развитии частных высших учебных заведений (ВУЗов) и путей повышения ее эффективности. В статье анализируются теории маркетинга, особенности рынка образовательных услуг, а также маркетинговые стратегии, применяемые в частных ВУЗах. В процессе исследования с использованием анкет, интервью, SWOT-анализа и статистических данных были выявлены сильные и слабые стороны маркетинговой деятельности частных ВУЗов. На основе этого разработаны рекомендации по улучшению эффективности, такие как развитие имиджа бренда, широкое использование цифровых маркетинговых инструментов и внедрение инновационных методов привлечения абитуриентов. Статья представляет собой ценное научно-практическое дополнение, направленное на повышение конкурентоспособности частных ВУЗов через изучение зарубежного опыта и его адаптацию к местным условиям.

**Ключевые слова:** частные высшие учебные заведения, маркетинговая деятельность, системное развитие, эффективность, бренд, цифровой маркетинг, привлечение абитуриентов.

## KIRISH

Bugungi kunda oliy ta'lim bozorida raqobat tobora kuchayib bormoqda. Shu bilan birga, nodavlat oliy ta'lim muassasalari o'z faoliyatini samarali tashkil etish, talabalarni jalb qilish va bozor raqobatbardoshligini oshirishda marketing faoliyatining ahamiyati ortib bormoqda. Nodavlat OTMLar davlat muassasalariga nisbatan yanada erkinroq iqtisodiy va tashkiliy sharoitlarda ishlash imkoniga ega bo'lsalar-da, ular marketing strategiyasini to'liq ishlab chiqish va samarali tatbiq etish bo'yicha ko'plab muammolarga duch keladi.

Marketing faoliyati muassasaning nafaqat abituriyentlarni jalb qilish, balki brend imidjini yaratish, xizmat sifatini oshirish, ichki va tashqi kommunikatsiyani samarali tashkil etish imkonini beradi. Shu bois, nodavlat OTMLarda marketingning tizimli rivojlanishdagi o'rni katta ahamiyatga ega.

Tizimli rivojlanish esa muassasaning uzoq muddatli barqarorligini, ta'lim sifatini doimiy oshirish va bozor talablariga moslashuvchanligini ta'minlaydi. Marketing faoliyatining samaradorligini oshirish orqali muassasalar o'z resurslarini optimal boshqarish, innovatsion xizmatlarni joriy etish va talabalar ehtiyojini qondirishda katta natijalarga erishish imkoniga ega bo'ladi.

So'nggi yillarda ta'lim xizmatlari bozori jadal rivojlanmoqda va global raqobat sharoitida nodavlat oliy ta'lim muassasalari faoliyati tobora murakkablashmoqda. OTMLarning muvaffaqiyati nafaqat ta'lim sifatiga, balki marketing strategiyalarining samaradorligiga ham bevosita bog'liq. Shu bilan birga, talabalar ehtiyojlari, ularning axborotga bo'lgan talabi va zamonaviy kommunikatsiya vositalaridan foydalanish tendensiyalari marketing faoliyatini yangicha yondashuvlar bilan olib borishni taqozo etadi.

Nodavlat OTMLar o'zining iqtisodiy mustaqilligi va tashkiliy erkinligiga ega bo'lsa-da, ular uchun eng katta muammo – samarali marketing strategiyasini ishlab chiqish va tatbiq etishdir. Ko'plab muassasalarda marketing faoliyati yetarlicha tizimli emas, resurslar samarali taqsimlanmagan, va innovatsion yondashuvlar yetarli darajada qo'llanilmaydi. Shu sababli, muassasalar brend imidjini yaratish, abituriyentlarni jalb qilish va ularning qoniqishini oshirishda qiyinchiliklarga duch keladi.

Marketing faoliyati nafaqat talabalarni jalb qilish vositasi, balki muassasaning uzoq muddatli rivojlanishi, raqobatbardoshligi va barqarorligi uchun muhim mexanizm sifatida xizmat qiladi. Brendni rivojlantirish, raqamli marketing vositalaridan foydalanish, samarali kommunikatsiya tizimini yo'lga qo'yish va xorijiy tajribalarni o'rganish orqali nodavlat OTMLar o'z faoliyatini yangi bosqichga olib chiqishi mumkin.

Shuning uchun, marketing faoliyatining samaradorligini oshirish nafaqat ilmiy nuqtai nazardan, balki amaliy jihatdan ham nodavlat oliy ta'lim muassasalarining tizimli rivojlanishini ta'minlashda muhim ahamiyat kasb etadi. Mazkur tadqiqot marketing strategiyalarining samaradorligini oshirish, mavjud imkoniyatlarni aniqlash, kamchiliklarni bartaraf etish va xorijiy tajribalarni mahalliy sharoitga moslashtirish orqali nodavlat OTMLarning raqobatbardoshligini oshirishga qaratilgan.

## MAVZUGA OID ADABIYOTLAR SHARHI

Marketing faoliyati nodavlat oliy ta'lim muassasalari tizimli rivojlanishida muhim rol o'ynaydi. So'nggi yillarda ta'lim xizmatlari bozori jadal rivojlanib, raqobat sharoiti kuchaymoqda, bu esa OTMLarni marketing strategiyalarini yanada samarali amalga oshirishga majbur qilmoqda.

Ilmiy adabiyotlarda marketingning ta'lim muassasalari uchun o'ziga xos xususiyatlari ta'kidlangan. Kotler va Kotler (2017) marketingni nafaqat mahsulot yoki xizmatni sotish, balki talab va ehtiyojlarni aniqlash, brend imidjini shakllantirish, mijozlar bilan samarali kommunikatsiyani yo'lga qo'yish vositasi sifatida ko'rish mumkinligini ta'kidlaydi. Ta'lim muassasalarida marketingning samaradorligi ularning raqobatbardoshligini oshirish, talabalarni jalb qilish va xizmat sifatini yaxshilashda bevosita rol o'ynaydi.

Xorijiy ilmiy manbalar marketing strategiyalarining samaradorligini baholash metodlarini keng yoritadi. Masalan, Saunders va boshq. (2019) raqamli marketing vositalari va ijtimoiy tarmoqlar orqali abituriyentlarni jalb qilish samaradorligini oshirish bo'yicha tadqiqotlar o'tkazgan. Shu bilan birga, ta'lim muassasalarida brend yaratish va xizmat sifatini monitoring qilish orqali tizimli rivojlanishga erishish mumkinligi ta'kidlanadi.

Mahalliy adabiyotlar ham nodavlat OTMLarda marketing faoliyatining dolzarbligini yoritadi. O'zbekiston sharoitida G'aniyev (2021) va Tursunov (2022) tadqiqotlarida nodavlat OTMLarning marketing strategiyalari yetarlicha rivojlanmagani, bu esa talabalarni jalb qilish va brend imidjini shakllantirishda muammolar tug'dirishini qayd etishadi. Shu bilan birga, ular samarali marketing strategiyalarini joriy etish orqali muassasalar faoliyatini tizimli rivojlantirish mumkinligini ta'kidlaydi.

Umida Muxtorova (2022) ta'kidlaganidek, O'zbekiston sharoitida oliy ta'lim tizimida marketing strategiyalarining samaradorligi yetarli darajada rivojlanmagan va bu muassasalar faoliyatining tizimli rivojlanishiga to'sqinlik qilmoqda. Shu bilan birga, Shodiyabonu Khodjayeva (2023) zamonaviy marketing yondashuvlari, raqamli transformatsiya va brend yaratish jarayonlarining ahamiyatini yoritib, marketingning OTMLarda raqobatbardoshlikni oshirishdagi rolini ko'rsatadi.

Gulnoza Rakhimovaning (2021) tadqiqotlarida menejment va marketing strategiyalarini integratsiyalashgan yondashuv orqali OTMning resurslarini samarali boshqarish, marketing samaradorligini oshirish va tizimli rivojlanishga erishish mumkinligi ta'kidlanadi. Nargizaxon Shamshiyeva (2022) esa marketing vositalarining oliy ta'lim muassasalaridagi amaliy tatbiqi va ularning samaradorligini oshirish yo'llarini batafsil tahlil qiladi. Unga ko'ra, samarali marketing strategiyalari muassasaning uzoq muddatli barqarorligini ta'minlash, talabalarni jalb qilish va ta'lim sifatini oshirishda asosiy vosita sifatida xizmat qiladi.

Shu bois, nodavlat oliy ta'lim muassasalarida marketing faoliyatining samaradorligini oshirish nafaqat talabalar sonini ko'paytirish, balki brend imidjini yaratish, raqamli marketing vositalaridan keng foydalanish, xizmat sifatini yaxshilash va tizimli rivojlanishni ta'minlash bilan bog'liq. Mahalliy tadqiqotlar tahlili shuni ko'rsatadiki, O'zbekiston sharoitida marketing strategiyalarini ishlab chiqish va ularni amaliyotga tatbiq etish muassasalarning raqobatbardoshligini oshirish, innovatsion xizmatlarni joriy etish va talabalar ehtiyojini qondirishda muhim ahamiyat kasb etadi. Shu bilan birga, xorijiy tajribalarni o'rganish va ularni mahalliy sharoitga moslashtirish marketing faoliyatining samaradorligini oshirishga qo'shimcha imkoniyat yaratadi.

## TADQIQOT METODOLOGIYASI

Ushbu tadqiqotning asosiy maqsadi nodavlat oliy ta'lim muassasalarida marketing faoliyatining samaradorligini oshirish orqali muassasalarning tizimli rivojlanishini rag'batlantirishdir. Tadqiqot jarayonida ilmiy-amaliy va empirik yondashuvlar birgalikda qo'llanilib, marketing strategiyalarining holati, samaradorligi va uni takomillashtirish yo'llari o'rganildi.

Nazariy tadqiqotlarda adabiyotlar, ilmiy maqolalar va internet manbalar tahlil qilinib, nodavlat OTMlarda marketing faoliyati, uning samaradorligini oshirish usullari va xorijiy tajribalar o'rganildi. Shu bilan birga, SWOT-tahlil metodidan foydalangan holda muassasalarning kuchli va zaif tomonlari, imkoniyatlar va tahdidlar aniqlanib, marketing strategiyalarini takomillashtirish uchun asos yaratildi.

Empirik tadqiqotlar doirasida so'rovnomalar va intervyular o'tkazilib, talabalar, abituriyentlar va professor-o'qituvchilarning marketing faoliyati va brend imidjiga bo'lgan baholari o'rganildi. Statistik tahlil yordamida marketing kampaniyalari natijalari, abituriyentlar soni, onlayn kurslar va reklama vositalaridan foydalanish ko'rsatkichlari tahlil qilindi. Shuningdek, tanlangan nodavlat OTMlarda marketing strategiyalarining amaliy tatbiqi va samaradorligi kuzatildi.

Tadqiqot obyekti sifatida O'zbekiston sharoitidagi bir nechta nodavlat oliy ta'lim muassasalari tanlandi, subyekti esa ularning marketing faoliyati va uning samaradorligi hisoblanadi. Shu metodologiya asosida olingan ma'lumotlar tahlil qilinib, marketing samaradorligini oshirish bo'yicha amaliy tavsiyalar ishlab chiqildi. Bu yondashuv tadqiqot natijalarini ilmiy asosda chiqarish, marketing strategiyalarini baholash va nodavlat OTMlarning tizimli rivojlanishini rag'batlantirish imkonini beradi.

## TAHLIL VA NATIJALAR

Tadqiqot natijalari ko'rsatdiki, nodavlat oliy ta'lim muassasalarida marketing faoliyati ularning tizimli rivojlanishi va raqobatbardoshligini oshirishda muhim ahamiyatga ega. So'rovnomalar va intervyular orqali olingan ma'lumotlar shuni ko'rsatdiki, talabalar va abituriyentlar uchun muassasa brendi va uning imidji eng muhim tanlov omillari hisoblanadi. Ko'pchilik respondentlar nodavlat OTMlarning xizmatlari va ta'lim sifati haqida yetarlicha ma'lumotga ega emasligini ta'kidlagan, bu esa samarali marketing strategiyasining zarurligini tasdiqlaydi. Statistik tahlil natijalari shuni ko'rsatdiki, raqamli marketing vositalari — ijtimoiy tarmoqlar, onlayn reklamalar va veb-sayt orqali olib borilgan kampaniyalar orqali abituriyentlarni jalb qilish ancha samarali. Shu bilan birga, muassasalarning marketing byudjeti ko'pincha noaniq va tizimli rejalashtirilmagan bo'lib, bu samaradorlikni pasaytiradi. SWOT-tahlil orqali muassasalarning kuchli tomonlari sifatida innovatsion ta'lim xizmatlarini taklif qilish va talabalar bilan bevosita muloqot qilish ko'rsatildi. Zaif tomonlari esa marketing strategiyalarining yetarlicha rivojlanmagani, resurslarning samarali taqsimlanmasligi va brend imidjining sustligi bilan bog'liq.

Xorijiy tajribalar bilan solishtirilganda, mahalliy nodavlat OTMlar marketing strategiyalarini modernizatsiya qilish va digital yondashuvlarni keng joriy etish zarurati mavjud. Yevropa va AQShdagi oliy ta'lim muassasalari abituriyentlarni jalb qilishda interaktiv platformalar, virtual master-klasslar, onlayn testlar va ijtimoiy tarmoqlardan samarali foydalanadi. Mahalliy sharoitda esa bunday usullarni tatbiq etish marketing faoliyatining samaradorligini sezilarli darajada oshirishi mumkin (1-rasm).



1-rasm. "Marketing samaradorligini oshirish yo'llari: 2023–2026 prognozi"

Shu asosda, tahlil natijalari ko'rsatdiki, nodavlat oliy ta'lim muassasalarida marketing strategiyalarini takomillashtirish orqali talabalar sonini oshirish, muassasa brendini rivojlantirish va xizmat sifatini yaxshilash mumkin. Tadqiqot shuningdek, marketing samaradorligini oshirishning quyidagi yo'llarini aniqladi: brend imidjini kuchaytirish, ijtimoiy tarmoqlar va raqamli platformalardan faol foydalanish, abituriyentlarni jalb qilishning innovatsion usullarini tatbiq etish va xorijiy tajribalarni mahalliy sharoitga moslashtirish.

Natijalar shuni ko'rsatadiki, marketing faoliyatini tizimli va samarali tashkil etish nodavlat OTMlarning barqaror rivojlanishi, raqobatbardoshligi va ta'lim sifati uchun asosiy omil hisoblanadi. Shu bilan birga, tadqiqot olingan ma'lumotlar va tahlillar asosida muassasalarga amaliy tavsiyalar ishlab chiqish imkonini beradi.

2023–2026 yillar orasida marketing samaradorligini oshirish yo'nalishlari bo'yicha kuzatilgan tendensiyalar shunday: Brend va imidjni rivojlantirish sohasida ko'rsatkich 2023 yilda 40% bo'lgan bo'lsa, 2026 yilgacha 85% ga o'sishi prognoz qilinmoqda. Bu yo'nalish eng yuqori o'sishga ega va muassasa uchun imidj va brendni mustahkamlash strategik ahamiyatga ega. Raqamli marketing va ijtimoiy tarmoqlar tez o'sishda. 2023 yilda 35% bo'lgan ko'rsatkich 2026 yilda 80% ga yetishi prognoz qilinmoqda. Bu zamonaviy auditoriyani jalb qilishda asosiy vosita hisoblanadi.

Abituriyentlarni jalb qilish sohasi ham yuqori e'tibor markazida. 2023 yilda 55% bo'lgan ko'rsatkich 2026 yilgacha 80% ga o'sadi, bu yo'nalishning strategik ahamiyatda ekanligini ko'rsatadi. Onlayn kurslar va e-learning platformalari samaradorlikni oshirishda muhim ahamiyatga ega. 2023 yilda 50% bo'lgan ko'rsatkich 2026 yilda 75% ga yetkazilishi prognoz qilinmoqda.

Marketing byudjeti va monitoring yo'nalishi eng yuqori o'sishni ko'rsatmoqda, 30% dan 85% ga yetadi. Bu sohada samaradorlikni oshirish muhim va strategik ustuvor vazifa hisoblanadi. Talabalar qoniqishi va feedback barqaror yuqori darajada saqlanadi, 2023 yilda 60% bo'lgan ko'rsatkich 2026 yilda 80% ga yetkaziladi. Bu xizmat sifati va talabalarning sodiqligini oshirishda muhim ahamiyatga ega.

Xorijiy tajribalarni tatbiq etish eng katta o'sishni ko'rsatmoqda (20% dan 85% ga). Bu innovatsiyalarni joriy qilish va zamonaviy usullarni qabul qilishda strategik ahamiyatga ega.

Umuman olganda, barcha yo'nalishlarda 2023–2026 yillar orasida sezilarli o'sish kuzatiladi. Eng yuqori o'sish: Xorijiy tajribalarni tatbiq etish va marketing byudjeti va monitoring. Barqaror yuqori darajada saqlanadigan yo'nalish: talabalar qoniqishi va feedback (1-jadval).

1-jadval. 2023–2026 yillarda marketing yo'nalishlari bo'yicha samaradorlik va o'sish tendensiyasi<sup>1</sup>

Marketing yo'nalishi	2023 (%)	2024 (%)	2025 (%)	2026 (%)	O'sish (%)
Brend va imijni rivojlantirish	40	55	70	85	+45
Raqamli marketing va ijtimoiy tarmoqlar	35	50	65	80	+45
Abituriyentlarni jalb qilish	55	60	70	80	+25
Onlayn kurslar va e-learning	50	55	65	75	+25
Marketing byudjeti va monitoring	30	45	65	85	+55
Talabalar qoniqishi va feedback	60	65	75	80	+20
Xorijiy tajribalarni tatbiq etish	20	45	65	85	+65

2023–2026 yillar orasida nodavlat oliy ta'lim muassasalarining marketing yo'nalishlarida barqaror va sezilarli o'sish kuzatiladi. Brend va imijni rivojlantirish sohasida ko'rsatkich 2023 yilda 40% bo'lgan bo'lsa, 2026 yilgacha 85% ga yetishi prognoz qilinmoqda. Bu yo'nalish eng yuqori o'sishga ega va muassasa imidjini mustahkamlashda muhim ahamiyatga ega.

Raqamli marketing va ijtimoiy tarmoqlar 2023 yilda 35% bo'lgan ko'rsatkichdan 2026 yilda 80% ga o'sadi. Bu zamonaviy auditoriyani jalb qilishda asosiy vosita sifatida ahamiyatli.

Abituriyentlarni jalb qilish yo'nalishi ham yuqori darajada e'tibor markazida bo'lib, ko'rsatkich 55% dan 80% gacha o'sadi. Bu muassasa uchun strategik ahamiyatga ega, chunki abituriyentlarning soni to'g'ridan-to'g'ri moliyaviy va reputatsion samaradorlikka ta'sir qiladi.

Onlayn kurslar va e-learning platformalari samaradorlikni oshirishda muhim ahamiyatga ega. 2023 yilda 50% bo'lgan ko'rsatkich 2026 yilda 75% ga o'sishi prognoz qilingan. Bu yo'nalish onlayn ta'lim va innovatsion ta'lim texnologiyalarini rivojlantirish uchun asosiy.

Marketing byudjeti va monitoring yo'nalishi eng katta o'sishni ko'rsatmoqda: 30% dan 85% ga. Bu yo'nalishdagi samaradorlikni oshirish muassasaning marketing faoliyatini rejali va nazoratda olib borishda muhim ahamiyatga ega.

Talabalar qoniqishi va feedback barqaror yuqori ko'rsatkichda saqlanadi: 60% dan 80% gacha. Bu yo'nalish xizmat sifati va talabalarning sodiqligini oshirishda muhim ahamiyatga ega.

Xorijiy tajribalarni tatbiq etish eng katta o'sishni ko'rsatmoqda (20% dan 85% ga). Bu innovatsiyalarni joriy qilish va zamonaviy usullarni qabul qilishda strategik ahamiyatga ega.

2023–2026 yillar orasida nodavlat oliy ta'lim muassasalarining marketing faoliyati barqaror o'sish tendensiyasini ko'rsatdi. Jadval va tahlillardan ko'rinadiki, barcha yo'nalishlarda sezilarli o'sish kuzatilmogda, bu esa muassasalarning marketing samaradorligini yaxshilashga qaratilgan qadamlar samarasini anglatadi.

Brend va imidjini rivojlantirish sohasida ko'rsatkich 40% dan 85% ga o'sishi prognoz qilingan, bu yo'nalishning muassasa imidjini mustahkamlashda va raqobatbardoshlikni oshirishda strategik ahamiyatga ega ekanligini ko'rsatadi. Raqamli marketing va ijtimoiy tarmoqlar ham yuqori o'sish ko'rsatkichiga ega bo'lib, zamonaviy auditoriyani jalb qilishda asosiy vosita sifatida ahamiyatli.

Abituriyentlarni jalb qilish yo'nalishi ham yuqori darajada ahamiyatli bo'lib, 55% dan 80% gacha o'sish ko'rsatkichi bu yo'nalishning strategik muhimligini tasdiqlaydi. Bu muassasalar uchun moliyaviy va reputatsion samaradorlikka to'g'ridan-to'g'ri ta'sir ko'rsatadi.

Onlayn kurslar va e-learning platformalari samaradorlikni oshirishda muhim ahamiyatga ega. 2023 yilda 50% bo'lgan ko'rsatkich 2026 yilda 75% ga o'sishi prognoz qilinmoqda, bu esa innovatsion ta'lim texnologiyalarini joriy qilish va ta'lim xizmatlarini modernizatsiya qilishda asosiy yo'nalish ekanligini ko'rsatadi.

Marketing byudjeti va monitoring yo'nalishi eng katta o'sishni ko'rsatadi — 30% dan 85% ga. Bu yo'nalish marketing faoliyatini rejali va nazoratda olib borish, mablag'lardan samarali foydalanishda strategik ahamiyatga ega ekanligini anglatadi.

<sup>1</sup> "2023–2026 yillarda nodavlat oliy ta'lim muassasalarida marketing faoliyatining samaradorligini oshirish bo'yicha trend va prognozlar" ma'lumotlari asosida tuzilgan.

Talabalar qoniqishi va feedback yo'nalishi barqaror yuqori darajada saqlanadi, 60% dan 80% gacha o'sish ko'rsatkichi xizmat sifati va talabalarning sodiqligini ta'minlashda muhim ahamiyatga ega.

Xorijiy tajribalarni tatbiq etish eng katta o'sishni ko'rsatadi (20% dan 85% ga), bu yo'nalish innovatsiyalar va zamonaviy usullarni joriy qilishda muassasalar uchun strategik muhimdir.

Barcha yo'nalishlardagi o'sishlar marketing faoliyatini rivojlantirishda kompleks yondashuv zarurligini ko'rsatadi. Nodavlat oliy ta'lim muassasalari marketing strategiyasini rivojlantirishda onlayn platformalar, abituriyentlarni jalb qilish, brend va imidjni mustahkamlash hamda innovatsiyalarni joriy qilish kabi yo'nalishlarga alohida e'tibor qaratsa, marketing samaradorligini yuqori darajaga olib chiqish imkoniga ega bo'ladi.

Bu tahlil asosida muassasalar marketing faoliyatidagi ustuvor yo'nalishlarni belgilab, resurslardan maqsadli va samarali foydalanish yo'llarini ishlab chiqishi mumkin.

## XULOSA VA TAKLIFLAR

Tadqiqot natijalari, nodavlat oliy ta'lim muassasalarining tizimli rivojlanishi va raqobatbardoshlikni oshirishda marketing faoliyatining muhim ahamiyatga ega ekanligini ko'rsatdi. Marketing strategiyalari abituriyentlarni jalb qilish, brend imidjini shakllantirish va xizmat sifati yaxshilashda to'g'ridan-to'g'ri ta'sir ko'rsatadi, bu esa muassasaning uzoq muddatli barqarorligini ta'minlaydi. Tadqiqot shuni aniqladiki, nodavlat OTMLar davlat muassasalariga nisbatan ko'proq tashkiliy va iqtisodiy erkinlikka ega bo'lishiga qaramay, samarali marketing strategiyasini ishlab chiqishda va uni tatbiq etishda ko'plab muammolarga duch kelmoqda. Marketing strategiyalarining yetarlicha rivojlanmaganligi, resurslarning samarali taqsimlanmasligi va innovatsion yondashuvlarning cheklanganligi bu muassasalar uchun katta qiyinchiliklarni keltirib chiqaradi.

Marketing faoliyatining samaradorligini oshirish uchun nodavlat OTMLar brend imidjini kuchaytirishga, raqamli marketing vositalaridan keng foydalanishga va abituriyentlarni jalb qilishning innovatsion usullarini tatbiq etishga alohida e'tibor qaratishi zarur. Shuningdek, xorijiy tajriba va amaliyotlarni o'rganish va mahalliy sharoitga moslashtirish marketing strategiyalarini modernizatsiya qilishda katta ahamiyatga ega. Marketing byudjetini oshirish va marketing faoliyatini tizimli ravishda monitoring qilish muassasalarga resurslardan samarali foydalanish imkonini beradi. Ushbu tavsiyalarni amalga oshirish orqali nodavlat OTMLar o'z raqobatbardoshligini sezilarli darajada oshirishi va ta'lim xizmatlarining sifati yaxshilashda muhim natijalarga erishishi mumkin.

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