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DIGITALIZATION OF THE UNIVERSITY'S ADMISSION CAMPAIGN AS A FACTOR IN IMPROVING THE ECONOMIC EFFICIENCY OF THE MANAGEMENT SYSTEM

The article substantiates the digitalization of the university's admission campaign as a factor in improving the economic efficiency of the management system. It is proven that in the context of the transformation of the educational services market, the digitalization of the admission process is a strategic tool for the formation of human and financial capital. The integration of administrative, financial, and analytical functions into a unified platform increases the transparency of procedures and reduces operational risks. Internal and external factors of digital transformation are systematized, in particular, strategic alignment, digital competence, and technological infrastructure. Based on data from the 2025/2026 academic year admission campaign, EUni analyzed the effectiveness of the modular digital full-cycle admission system. The conversion rate from registration to enrollment was 66.4%, from registration to confirmed payment was 75.8%, and from confirmed payment to enrollment was 87.5%, which indicates the stability of the transaction process. It has been proven that the digitalization of admission processes increases the predictability of cash flows and the manageability of student body formation, serving as an economically sound tool for modernizing university management.

Keywords: digitization of the admission campaign, digital transformation of the university, economic efficiency of management, digital university, digitalization.

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ЦИФРОВІЗАЦІЯ ВСТУПНОЇ КАМПАНІЇ УНІВЕРСИТЕТУ ЯК ФАКТОР ПІДВИЩЕННЯ ЕКОНОМІЧНОЇ ЕФЕКТИВНОСТІ СИСТЕМИ УПРАВЛІННЯ

У статті здійснено комплексне теоретико-методологічне обґрунтування цифровізації вступної кампанії університету як чинника підвищення економічної ефективності системи управління закладом вищої освіти. Доведено, що в умовах структурної трансформації ринку освітніх послуг цифровізація прийому виступає не лише технологічною інновацією, а й стратегічним елементом формування людського та фінансового капіталу університету. Цифрові інструменти забезпечують інтеграцію адміністративних, фінансових та аналітичних функцій у межах єдиного інформаційного середовища. Це створює передумови для підвищення прозорості процедур, оперативності управлінських рішень і зниження рівня операційної невизначеності. Систематизовано внутрішні та зовнішні фактори цифрової трансформації управлінських процесів, серед яких визначальними є стратегічна узгодженість, рівень цифрової компетентності персоналу, технологічна інфраструктура, інституційне середовище та регуляторні вимоги. Обґрунтовано, що інтегрована цифрова платформа вступу забезпечує стандартизацію процедур, мінімізацію транзакційних витрат, зниження операційних ризиків і формування аналітичного контуру управління набором. На основі емпіричних даних вступної кампанії 2025/2026 рр. у Приватному вищому навчальному закладі «Європейський університет» (EUni) проаналізовано ефективність модульної архітектури цифрової системи, що охоплює повний цикл взаємодії зі вступником – від ідентифікації до зарахування. Кількісна оцінка показала конверсію реєстрація – зарахування на рівні 66,4 %, реєстрація – підтверджена оплата 75,8 %, підтверджена оплата – зарахування 87,5 %, що свідчить про високу процесну узгодженість та стабільність транзакційного циклу. Доведено, що цифровізація вступної кампанії підвищує прогнозованість грошових потоків, забезпечує керованість етапів формування контингенту та посилює інституційну стійкість університету. Отримані результати дозволяють розглядати цифрову модель вступу як економічно обґрунтований інструмент підвищення ефективності управління в умовах цифрової трансформації вищої освіти.

Ключові слова: цифровізація вступної кампанії, цифрова трансформація університету, економічна ефективність управління, цифровий університет, диджиталізація.

Problem statement and its significance. The conditions of structural transformation of the higher education system and increased competition in the educational services market highlight the need for a conceptual rethinking of the digitalization processes of the admission campaign as a component of university economic management. Despite the active introduction of electronic services, automated application platforms, and digital data verification mechanisms, scientific discourse remains fragmented in its approaches to determining the economic efficiency of these tools, their impact on transaction costs, cash flow structure, and the institutional sustainability of higher education institutions. The lack of a systematic model for identifying and evaluating key factors in the digitalization of management processes within the admission campaign leads to a theoretical and methodological gap that requires comprehensive scientific justification and the development of appropriate analytical tools.

Analysis of recent research and publications. The issues of digitalization of higher education and transformation of educational formats have been studied by G. Kortemeyer, N. Dittmann-Domenichini, and C. Merki [1]. The innovative development of economic systems and the legal aspects of modernization have been substantiated by S. Kubiv, N. Verina, J. Titko, and others [2; 3; 4]. Theoretical approaches to innovative business models and open innovation are presented in the works of O. Gassmann and co-authors [5; 6], and the impact of artificial intelligence on organizational models is presented in the studies of J. Wincent et al. At the same time, the economic efficiency of digital management of the university's admission campaign remains insufficiently studied, which determines the relevance of further scientific research.

The aim of the research is to provide a theoretical and methodological justification for the digitalization of the admission campaign of a higher education institution as a tool for improving the economic efficiency of management processes, as well as to identify and systematize the key factors that determine the effectiveness of digital solutions in the context of optimizing transaction costs, increasing the predictability of cash flows, and strengthening the institutional sustainability of the university.

Presentation of the main research material. The digitalization of higher education institution management systems in today's environment is determined by a number of factors, which can be classified as internal and external. This approach enables a structured analysis of the conditions of management process transformation, including within the digitalization of the admission campaign as a component of the economic model of university functioning.

Internal factors include organizational culture, the level of digital literacy of the administration, teachers, and students, the availability of the necessary infrastructure and resources, as well as a management strategy for the implementation of digital innovations defined by the leadership and supported by stakeholders. Research on the conceptual foundations of digital transformation emphasizes that the alignment of strategy, structure, and technological architecture is a basic prerequisite for effective change [3, p. 720]. An organizational culture that is oriented toward supporting digital tools and is flexibly adapted to change contributes to the effective implementation of digital solutions, while a conservative management model can slow down this process [2; 8].

The level of digital competence of staff determines the university's ability to integrate artificial intelligence tools, data analytics, and automated platforms into management processes [1; 4; 5]. Insufficient development of digital skills reduces the effectiveness of technological infrastructure use and limits the potential for management digitalization.

External factors include global economic conditions, technological development trends, the transformation of social expectations, and the institutional potential for the development of the higher education system. The level of innovative development and the analytical and legal aspects of shaping the institutional environment influence the possibilities for digital investment and the scale of digital initiatives in education [6]. Economic stability and the availability of public and private funding play a key role in the implementation of digital projects in higher education institutions focused on training specialists in line with the needs of the economy.

Technological trends, in particular the development of artificial intelligence, the introduction of augmented and virtual reality technologies, big data analytics tools, and cloud computing, open up additional opportunities for modernizing management decisions through their digitalization. Recent studies of the transformation of organizations under the influence of AI agents demonstrate a change in management logic and a redistribution of decision-making functions in the digital environment [7, p. 9].

Regulatory changes, in particular personal data protection policies and information security requirements, influence the selection and implementation of digital technologies in management systems. Social expectations related to improving the quality of education, training specialists in line with modern labor market requirements, and ensuring the transparency of management decisions encourage university leadership to implement digitalization at all levels of the organizational structure [4, p. 12].

Within the framework of these transformations, the digitalization of the admission campaign as the initial stage of forming the university's human and financial potential is of particular importance. It is in this segment that the requirements of the regulatory environment, stakeholders' expectations regarding the transparency of procedures, and the need for operational management of large amounts of personalized data are combined. Digital solutions in the admission process ensure the standardization of application submission and processing procedures, automated control of document compliance with established requirements, the formation of rating lists, and analytical support for management decisions, which improves the institutional manageability of the process and minimizes the risks of errors and reputational damage.

According to statistics, the scale of the admission process in digital format leads to increased demands on the organization, speed of application processing, and accuracy of management decisions. In Ukraine, during the 2025 bachelor's degree admission campaign, 816,088 applications were submitted during the main stage, with an average of about four applications per applicant [9], indicating significant competition and a high level of administrative burden on the electronic admission system.

In European Union countries, a similar concentration of admission flows is observed in states with centralized application systems. In particular, in the United Kingdom, 665,070 applicants were registered through the national UCAS system as of the end of June 2025 [10], confirming the need for digital standardization of procedures, automation of selection, and the use of analytical tools to ensure transparency and efficiency in admission management.

Under these conditions, there is an urgent need to create a comprehensive digital infrastructure for the admission campaign, capable of ensuring integrated management of all stages of admission, synchronization of data between functional modules, and interaction with government and payment services in a unified information environment. This is not about the fragmentary automation of individual operations, but about the implementation of a comprehensive digital platform that combines applicant identification, educational program selection, document submission and verification, contract formation, tuition payment, and ranking results display within a standardized management logic. This approach makes it possible to increase the transparency of procedures, minimize operational risks, reduce the time spent processing applications, and form an analytical basis for making informed management decisions regarding the formation of the student body and forecasting the university's financial inflows.

Practical confirmation of the feasibility of this model is the experience of implementing a digital admission system at the Private Higher Education Institution "European University" (EUni) in the 2025/2026 admission campaign, where the web version and mobile application of the "Applicant's Account" were implemented as a unified integrated admission management platform (see Figure 1).

The system functioned as an integrated web and mobile platform for digital support of applicants with centralized process management logic. The architecture of the solution is structured according to a modular principle:

- authentication and digital identification module;
- applicant profile with readiness indicator and step-by-step navigation;
- educational program selection;
- document submission and verification with the possibility of integration with government services;
- entrance examinations;
- contract formation and upload;
- tuition payment module;
- ranking and enrollment;
- AI support and information services.

The system provided a complete digital cycle of interaction with applicants, with centralized aggregation of statuses in user profiles and automated updates of readiness indicators.

At the functional level, the applicant profile acts as a central dashboard that synchronizes the statuses of documents, contracts, payments, and competitive indicators (see Figure 2). The transition logic corresponds to the sequence of the admission business process and restricts access to subsequent stages if mandatory conditions are not met.

The process is organized as a logically ordered sequence of interrelated stages covering the registration and digital identification of the applicant, selection of an educational program, submission and verification of documents, passing entrance examinations, drafting and approving a contract, making payments, reflecting competitive indicators, and making a decision on enrollment with a subsequent transition to student status. This structural model ensures the procedural integrity of the admission campaign, increases the transparency of procedures, minimizes operational risks, and creates an information and analytical basis for managing the formation of the student body.

Quantitative assessment of the performance of each stage allows us to view the admission campaign as a measurable process with clearly defined transitions between stages and specific conversion rates (see Table 1).

To summarize the integral performance indicators of the digital admission model, it is advisable to highlight the key conversion rates that reflect the efficiency



Figure 1. Home page of the Applicant's Account of the Private Higher Education Institution "European University"

Source: compiled by the author independently

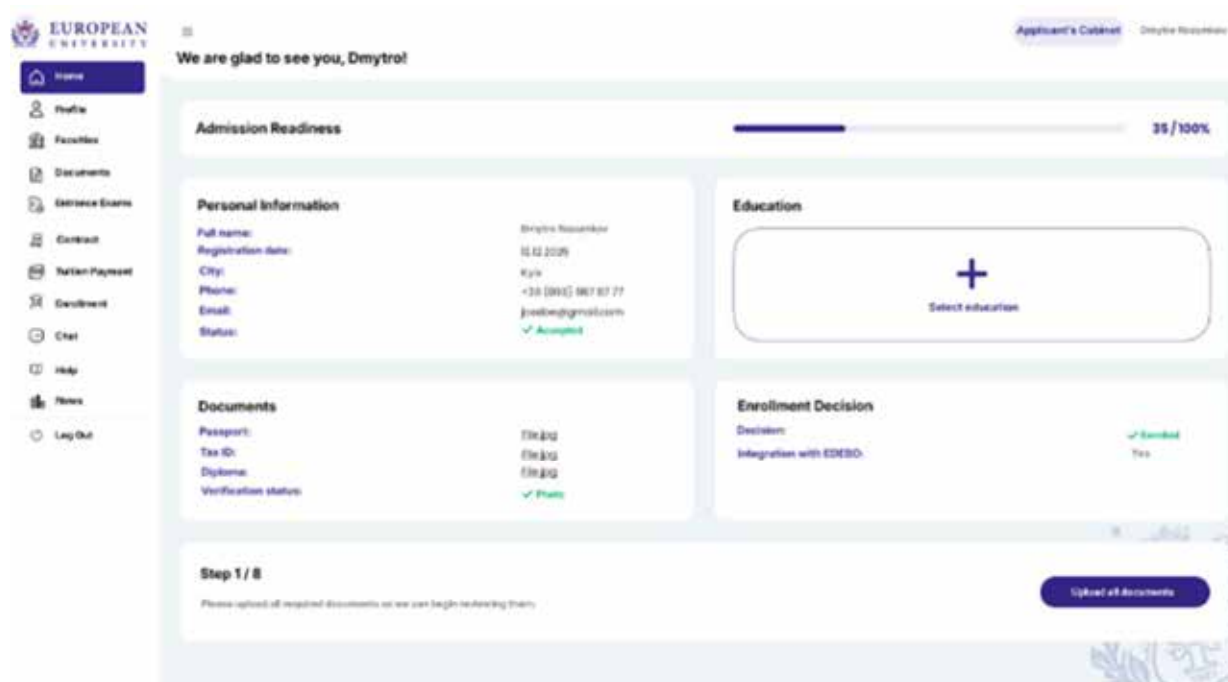


Figure 2. Applicant profile of the Private Higher Education Institution "European University"

Source: compiled by the author independently

of applicants' progress between the basic stages of the process and the level of losses in the system (see Figure 3).

An analysis of quantitative indicators shows a high level of process consistency in the digital admission model. Of the 3,147 registered applicants, 2,872 proceeded to the financial module stage, demonstrating a low initial dropout rate and confirming the accuracy of the digital identification and navigation

mechanisms in the system. The subsequent formation of contracts by 2,786 applicants confirms minimal losses at the stage of deciding to continue participating in the competitive selection process.

At the stage of financial confirmation of intentions, 2,530 people uploaded payment documents, and 2,387 made confirmed payments, reflecting the stability of the payment functionality and the effectiveness of the integration of the contractual and financial modules.

Table 1

Results of the EUni 2025/2026 academic year admission campaign

Indicator	Value, people
Registered applicants	3,147
Gained access to the payment functionality	2,872
Formed a contract	2,786
Downloaded a receipt	2,530
Confirmed payment	2,387
Enrolled	2,089

Source: compiled by the author independently

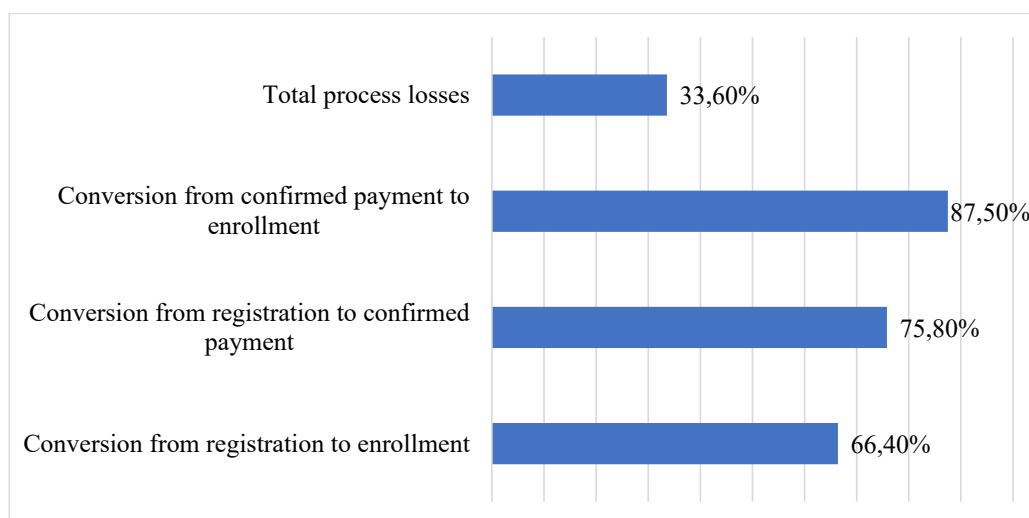


Figure 3. Integral efficiency coefficients of the EUni digital admission campaign for the 2025/2026 academic year

Source: compiled by the author independently

The ratio between confirmed payments and actual enrollment of 2,089 people indicates the absence of significant procedural barriers at the final stage and the synchronization of competitive and administrative decisions.

Integral efficiency coefficients show a conversion rate of 66.4% between registration and enrollment, which, for a multi-stage admission model with competitive selection elements, is an indicator of high process manageability. The conversion rate of registration to confirmed payment of 75.8% reflects the system's ability to transform initial interest into a financially fixed commitment, while the rate of 87.5% at the confirmed payment to enrollment stage characterizes the completion of the transaction cycle. The total losses of 33.6% are structural in nature and are concentrated mainly in the initial stages, which is consistent with the logic of the competitive admission model.

The results confirm that the digital architecture of the EUni admission campaign ensures not only operational continuity but also the formation of an analytical

management framework for the admission process, within which each stage is quantifiable and suitable for further optimization. This, in turn, demonstrates the economic feasibility of digitalizing the admission campaign as a tool for reducing transaction costs, increasing the conversion of management decisions, and enhancing the financial predictability of forming a student body in the digital university model.

Conclusions. The study found that the digitalization of higher education management systems is a complex process determined by the interaction of internal and external factors, among which strategic alignment of management, the level of digital competence of staff, technological infrastructure, institutional environment, and regulatory requirements play a key role. Structuring these factors allows for a reasonable assessment of the potential and limits of the digital transformation of a university as a socio-economic system.

It has been proven that the digitalization of the admission campaign is a strategically important element of the economic model of a university's functioning,

since it is at this stage that both the human capital and the financial base of an educational institution are formed. The scale of admission flows in Ukraine and the European Union confirms the need to implement integrated digital platforms capable of ensuring the standardization of procedures, automation of decision-making, and analytical support for admission management.

Practical experience in implementing the EUni digital admission system in the 2025/2026 academic year admission campaign demonstrated the effectiveness of the platform's modular architecture, which provides a complete digital cycle of interaction with applicants, centralized synchronization of statuses, and process control of stages. Within the framework of the campaign, 3,147 applicants were registered, of which 2,872 gained access to the payment functionality, 2,786 formed a contract, 2,530 uploaded payment documents, 2,387 made a confirmed payment, and

2,089 were enrolled. The conversion rate for registration to enrollment was 66.4%, registration to confirmed payment was 75.8%, confirmed payment to enrollment was 87.5%, with total structural losses in the process of 33.6%. A quantitative analysis of applicants' progress between stages demonstrated the stability of the transaction cycle and the controlled nature of dropouts, confirming the high operational consistency and economic efficiency of the digital admission management model.

The results obtained confirm that an integrated digital model of the admission campaign forms an analytical framework for managing enrollment, increases the transparency of procedures, minimizes operational risks, and ensures the predictability of financial inflows. This allows us to view the digitalization of admission processes as an economically sound tool for improving the institutional efficiency of universities in the context of the digital transformation of higher education.

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