



## **E-MARKETING CAMPAIGN FOR A UNIVERSITY. CASE STUDY**

## E-MARKETING CAMPAIGN FOR A UNIVERSITY. CASE STUDY

### KAMPANIA E-MARKETINGOWA SZKOŁY WYŻSZEJ. STUDIUM PRZYPADKU

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### Streszczenie

The subject of this work is an e-marketing campaign for a university from theoretical and practical perspective. Starting from a definition of e-marketing and the set of instruments used in e-marketing, the stages of implementation of e-marketing campaigns dedicated to entities from the sector of education will be discussed. Methodology of research for the purposes of the article covered literature studies, meta-analysis of available Internet sources and authors' own qualitative research with the application of the methods of mystery client and case study. The object of the research is a private university and the subject of research are e-marketing activities, including identified campaigns, conducted for the university. The authors' goal is to present an e-marketing campaign for a university in theory and practice. The purpose of the article is working out guidelines and recommendations for marketing specialists interested in efficient marketing activities on the Internet for the analyzed entities.

**Słowa kluczowe:** online marketing, e-marketing campaign, university promotion, private university and its stakeholders, case study



## Introduction

The market of higher education in Poland is constantly changing (more: Drapińska, 2011, p. 47–88).

According to the Supreme Audit Office (NIK, 2018, www) 131 public universities with over 1 million students and 301 non-public universities with 314,000 students operate in Poland. The main challenges ahead of the sector of higher education are: low level of relevant knowledge among candidates for students, dropping number of students and strong competition between universities, major percentage of people who fail to graduate on schedule, dynamic changes on the labour market, lack of didactic path of development for academic teachers, weak influx of young personnel and reversed age pyramid, or low position of Polish universities in international rankings. Additionally, according to university provosts, the main obstacles for raising the quality of education are: insufficient spending on higher education, lack of systemic approach to education and improving the skills of academic teachers, the fact that hiring, rewarding and assessing academic teachers is tied exclusively to scientific achievements, imposing on teachers obligatory teaching quotas which limit the flexibility of their work. In Poland higher education sector is insufficiently consolidated (for example, in one city there are a few universities offering the same area of study), as a result, public funds for science and higher education are dispersed and the human resource potential is fragmented, which has a negative impact on the quality of education.

The autonomy of numerous, diversified in terms of resources and competences, as well as territorially dispersed universities in Poland, operating on the basis of different financing schemes (public, versus non-public), in a situation where the pool of student candidates is limited and there is no reliable verification of the quality of qualifications of graduates starting professional career, leads to competition on the market (Rada Główna Nauki i Szkolnictwa Wyższego, Raport 6/2017). Universities operating under conditions of market competition are forced to compete for a shrinking client base. One of the ways of building a competitive advantage is using marketing.

In this work the authors, taking into consideration the processes of digitalization (Mazurek, Tkaczyk [ed.], 2016, p. 11–382) and the fact that more and more new functionalities of the Internet favourable for the development of marketing activities (Budzanowska-Drzewiecka, Lipińska, 2012, p. 12–25, Kępiński et al., 2016, p. 7–148, Mazurek, [ed.], 2018, p. 17–482) are coming up, decided to limit the scope of this work to e-marketing activities.

For the purpose of the article literature studies, meta-analysis of available Internet sources, qualitative research with the application of a case study (of a chosen university, from the perspective of its e-marketing activities) and the mystery client method were carried out.

The subject of the article is the presentation of an e-marketing campaign for a university as a theoretical and practical category. The purpose of this article is working out guidelines and recommendations for marketing specialists interested in efficient online marketing activities for universities. The deliberations are conducted on the basis of literature sources, market data and the authors' own qualitative research.

### **The set of instruments for e-marketing activities — chosen characteristics**

We can regard e-marketing tools (Królewski, Sala, [ed.], 2016, Mazurek ed., 2018, Tarczydło, 2014, p. 283–290) as a whole spectrum of marketing activities on the Internet. In particular: online surveys, analysis of Internet users' behaviours and adapting to their needs, respecting trends and conditions, as well as conducting broad marketing activities, so-called 7P (Rosa et al., 2016, p. 19) including: product, price, distribution, marketing communication, participants, material evidence and process, or 8P (Chaffey, Smith, 2017, p. 64–102), in which there is also partnership.

The most popular form of regular activities in the considered area is e-marketing campaign (Ryan, Jonas, 2011, p. 4–10, Dahlen, Lange, Smith, 2010, p. 50–192), which will be presented in further part of the article. Apart from broad campaigns, special actions, event celebration (Olejniczak, 2013, 9–15), PR activities, communication through social

media (Chaffey, Smith, 2017, p. 256–273), running a blog and other diversified forms of e-marketing communication with a focus on video materials are popular. Much attention is also paid to valuable contents (more about it: Stopka, 2017, Lieb, Szymański, 2018).

Finally, all activities should be focused on creating positive experiences (Chaffey, Smith, 2017, p. 293–360, Kowalczyk, 2018, www,) of stakeholders contributing to the generation of value for all participating entities, raising the engagement of clients, tightening ties and relationships (Drapieńska, 2011, p. 117–144), favouring long-term cooperation, not just within the scope of basic services, but also with engagement in actions for the benefit of the society, protection of environment, sustainable development (Cohen, 2017), or closed loop economy.

The spectrum of e-marketing tools is huge, but due to the availability of works from this subject area (Kępiński et al., 2015, Królewski, Sala, ed., 2016, Stępowski, 2016, Kotler, Kartajaya, Setiawan, 2017, Mazurek, ed., 2018) their detailed characteristics will be skipped on purpose. At the same time, the authors will focus on e-marketing campaign in theory and practice, that's why further deliberations will be devoted to this area.

### **The essence, conditions and stages of building an e-marketing campaign of a university**

An e-marketing campaign covers activities under the emblem of a brand (Rajagopal, 2009, p. 58–68, Dahlen, Lange, Smith, 2010, p. 194–272, Keller, 2013, Percy, 2014, p. 26–48). Usually it is carried out within a defined period, on the basis of a particular slogan/subject and aimed at precisely defined recipients for the purpose of achieving the defined targets.

Its key element are integrated actions of marketing communication (Chitty et. al, 2018, Percy, 2014, Stępowski, 2016, p. 20–102, Wyrwisz, 2017, p. 43–53) implemented according to the 360 degree strategy. It involves complex utilization of communication media and channels, depending on the possibilities resulting from the progress in

development of information technologies. The feature distinguishing integrated 360-degree marketing communication is striving to conduct communication activities in all available media (mass media — press, radio, television, Internet and systems of mobile communication — SMS, MMS and others), for the purpose of, in a way, "surrounding" stakeholders with messages in diverse forms. Moreover, these actions should be implemented according to an adopted schedule and be subject to assessment (Olejniczak, Tomorad, 2015, p. 19–32) and improvements. The application of absolutely all available channels of communication doesn't have to be a necessary condition for 360-degree communication. In e-marketing various functionalities of the Internet are used. It is also important to make sure that the brand is active in the proper channels. At the same time, what is most important is to put the client who receives all messages in the centre of the 360-degree campaign and to make sure that there is a synergy of all used channels.

E-marketing campaign dedicated to a university is a collection of conscious, planned and coordinated marketing activities with the utilization of the Internet. Its goals are usually related to communication, image, or promotion and sales.

Universities operating under conditions of competition are obliged to use the possessed resources and in particular: didactic, research, consulting skills etc. in the process of competing on the market for students, human resources, funds for research (Draپیńska, 2011, p. 47). Market conditions to an ever greater degree lead to the necessity to apply methodical marketing actions (see: Chaffey, Smith, 2017, p. 502–554, Hall, Witek, 2016, p. 206–211) addressed to the stakeholders of a university. The key participants of the activities of universities are: personnel, students, parents, media representatives, local community, scientific community etc. What has a particular impact on the activities of a university are the expectations of digitalized and mobile students, that's why the Internet is the key communication channel.

According to the marketing approach, the process of building an e-marketing campaign should cover (Wiktor, 2013, p. 15–24, Stępowski, 2016, p. 20–103): preliminary analysis, segmentation of the market and choice of the target market, surveys of target recipients, building personas, defining targets, planning the so-called marketing-mix

activities, formulating creative strategy and elements of campaign, communication policy and the methods of measuring results.

The choice of actions depends on the scale of a campaign, stakeholders and partners, budgets, adopted communication strategy following the latest online trends (within the Internet resources that the target recipients use, especially on company's website, on profiles in social media, a channel dedicated to video productions, on blogs, branch portals...). It is important to simultaneously conduct offline activities, as contemporary marketing specialists take integrated actions in which 360-degree communication campaigns play a special role.

To present how a particular market entity deals with this, a case study was carried out. The results of the study will be discussed.

### **Methodology of own research**

Meta-analysis of the available secondary sources of information concerning online marketing actions for universities led to the identification of a research gap in form of the lack of complex works about e-marketing campaigns of universities from the Polish market.

For the purposes of this article surveys of a non-public university — Łazarski University in Warsaw — were carried out from the perspective of marketing activities conducted online. The choice of the object for own research (based on the rules of a case study) came from an analysis of websites of universities operating in Poland. The selected university in 2017 was awarded Biały Spinacz in a prestigious public relations contest for the project titled "Łazarski — praktyczny wymiar kształcenia" (<https://publicrelations.pl/gala-rozdania-zlotych-spinaczy-2017-zwyciezcy-tegorocznej-edycji-wideo/>, accessed: 20.07.2018). Its goal was reaching the Y generation (basic target of the campaign) with credible communication through the presence of the brand in appropriate resources on the Internet and in particular in the social media. To cope with growing competition it was necessary to strengthen the image of the university offering educational services on the highest level, of international character and with a practical dimension. An important goal was carrying out a campaign highly focused on



stimulating traffic online (lead nutrition) and sales. Broad marketing activities, including communicational actions were taken: new website of the university — [www.lazarski.pl](http://www.lazarski.pl), thought out activities on Facebook, YouTube, Instagram, with the application of Snapchat, dedicated newsletter, Łazarski's blog, events and non-standard actions, such as e.g. an interactive bus shelter.

Moreover, the university placed first in a contest for a creative recruitment campaign of a university "Genius Universitatis 2018" in two categories: "recruitment service" and "press advertising" (<http://www.perspektywy.pl/genius/o-konkursie#zwyciezcy-2018>, viewed: 20.07.2018). This was recognized as strong symptoms of the application of methodical marketing activities and as a valuable subject of research, due to the subject area considered in this work.

Łazarski University ([www](http://www.lazarski.pl)) is one of the oldest non-public universities in Poland. Its mission is creating a place which is distinguished by a practical dimension of education, work ethos and combining innovative solutions with the highest standards of education. The overriding goal is linking education with business practice, that's why education programmes are prepared with the participation of employers and business professionals, which has been appreciated with the "Uczelnia Liderów" (University of Leaders) certificate. The object of research also occupies high positions in the rankings prepared by "Perspektywy" and "Rzeczpospolita". The website of the university emphasizes that 96% of graduates start work immediately after graduation.

The survey was conducted based on the rules of a case study supported with the analysis of online contents, the method of mystery client and participatory observation between July 20 and October 21, 2018. The object scope covered Łazarski University, active Internet users and observers. The subject of the survey were e-marketing activities of the university and ways and forms of online communication. The surveys were conducted on the Internet website and profiles of the university in social media.

The research looked for answers to the following questions:

1. What e-marketing actions are taken for the investigated entity?
2. Were any e-marketing campaigns conducted in the investigated period?

What e-marketing campaigns were conducted in the investigated period?

3. In which social media does a university have its profiles/accounts?
4. In what other resources of the web is the brand present?
5. What contents are conveyed to the recipients?
6. In what way are relations with stakeholders built and maintained?
7. What are the results of conducted e-marketing campaigns?

The key stage was identification of Internet websites that the investigated university uses to conduct e-marketing activities. The addresses of websites were found by means of a Google search with the key words "Uczelnia Łazarskiego". Also, links on the websites found as a result of the search were used.

The authors carried out a qualitative analysis of the methods of building relations of the university with clients, the ways of creating opportunities for gaining experiences associated with the university and kinds of conveyed contents in the identified resources.

### **The results of the case study of Łazarski University**

The research focused on finding information about how online marketing activities are conducted for the object of research. The obtained results are presented in table 1.

The above table shows that for the investigated market entity complex marketing activities adapted to the social, technical-technological circumstances and strong competition in the analyzed sector are carried out.

The Authors realize that the time of carrying out primary research (July–October 2018, from the point of view of the cycle of functioning of a university is artificially limited, that's why they plan to continue the research for at least a whole academic year. Nevertheless, for the purposes of this article additionally secondary sources of information from the company profiles of the university in social media were analyzed in terms of the identification of conducted e-marketing campaigns. The analysis of online contents led to the conclusion that for over two years a coherent,

Table 1. E-marketing activities of Łazarski University in light of the conducted surveys

Area of e-marketing activity	Chosen results of research
Online surveys	Measuring traffic on the university's Internet websites. Measuring the activity of Internet users on the company profiles of the investigated brand in social media (number of fans, reach of the website, like/comment/share/post, unique active users). Analysis of online contents posted by the Internet community of a surveyed brand, the time in which it is active, what it is particularly interested in. It is also possible to monitor: company Internet service, supporting platforms, blog, profiles in social media, channels with video materials. Finally, collecting statements based on key words. It is also important to take into consideration the kinds of collected information, e.g. the content of statements, domain, group of domains, link, author, title, date, hour, sentiment, sex. Unfortunately, the owner of the brand has access to detailed information, while the researchers' access is limited.
buyers' behaviours	Activity in social media by means of likes, comments and shares, as well as following and subscriptions. Co-creation of university's profiles through publication of posts and participation in contests organized by a university in social media.
respecting conditions and trends	Following the trend of virtualization of life the university provides the possibility of carrying out registration online, studying online, online communication, among others, with the utilization of such tools as forms, e-mail, messengers. It provides the possibility to use modern forms of a virtual university by means of the application Lazarski app.
product, price, distribution	The offer of areas of study along with price lists and discount (e.g. 75% discount for the second area of study), as well as loyalty (e.g. 10% discount for the 1st year of studies for graduates) offers presented in a complex way. The offer covers full-time courses, part-time courses and online courses.
marketing communication	Communication by means of a website, blog, social media and mobile applications, that is, Lazarski app and Messenger. Utilization of such tools as: personalized messages, contents, photographs, graphics, infographics, video materials, virtual walk, contact form, career navigator... The university uses multi-channel access to the recipients of conveyed contents. The activities are characterized by coherence and are integrated in character.
Main stakeholders and material evidence	Students and their parents, partners, media representatives, Internet users, local community. The target group are young people interested in high quality education, rather well-off. Among the stakeholders there are also working people (a series of advertising videos in which students present their personal experiences associated with the university, including students combining studies with, among others, professional work, or career in sports). Diverse facilities for the interested entities.
process-focused, methodical actions	The character of activities is conscious, planned and continuous. The activities are carried out according to the marketing approach. Starting from research they take into consideration an analysis of the behaviours of stakeholders and current adaptation to their needs and broader market conditions such as e.g. technical, technological, or competitive circumstances, as well as conducting broad marketing activities (product, price, distribution, marketing communication, participants, material evidence, process-focused approach and partnership) as well as measuring results and further improvements.
partnership	Various forms of building and tightening relations with stakeholders, students in particular.

Source: Own materials prepared on the basis of conducted research.

long-term campaign titled "Łazarski, odpowiedzi których szukasz" (Łazarski, the answers you are looking for) had been conducted. The conducted campaign is continuous-pulsating in character, focused on successive important events, for which promotional campaigns are carried out. In the surveyed period they were: promotion of graduates, recruitment, special recruitment for medicine, scientific conferences organized by the university, visits of important guests, activities for the benefit of local community, various forms of tightening relations with students, inauguration of the new academic year. These activities serve as evidence of regular efforts to: promote the university, strengthen relations, popularize and celebrate events important for the stakeholders, as well as build the brand and its community.

The Authors conducted an analysis of online contents with regard to building relations between the university and stakeholders and the kinds of conveyed contents in identified resources.

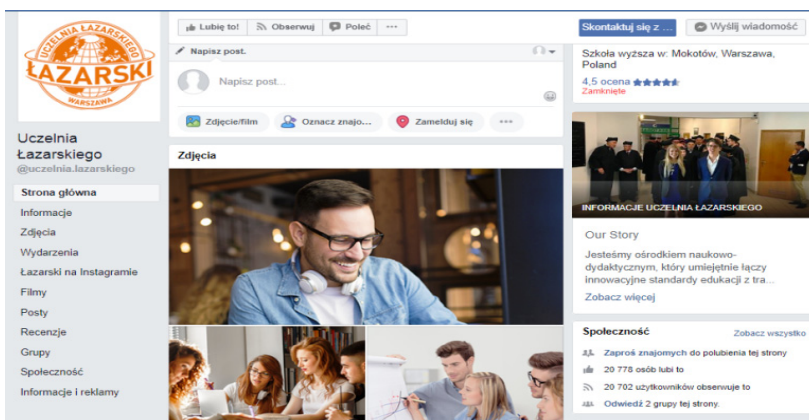
By means of the method of mystery client the functionality of Navigator Kariery (Career Navigator) in the recruitment service on the university's website was tested. This involved filling out a competence test consisting of 97 questions. The results with personalized recommendations for areas of study were sent by e-mail. In course of research it was also confirmed that the Messenger application on the university's profile on Facebook is functional. The application really makes it possible to communicate online and obtain answers to pressing questions practically in real time.

## **Communication in social media**

In course of the research the communicational activities of the university with the application of profiles in social media were identified. Łazarski University has profiles on: Facebook, Twitter, Instagram and YouTube. In course of the research the activity of Internet users on the company profiles of the surveyed brand in social media was measured (number of fans, likes, comments, shares, posts). Also the online contents published by the University and the Internet community of the surveyed brand were subject to analysis.

Facebook is the most popular and the most absorbing social media portal in Poland, which is used by over 82% of Internet users. (Raport Strategiczny Internet 2017/2018, p.50 <https://iab.org.pl/wp-content/uploads/2018/06/HBRP-raport-IAB-04-18.pdf>, 15.09.2018). As the conducted surveys show, the profile of the University on Facebook was visited most often and new posts were published on average every 36 hours.

Picture 1. University's profile on Facebook



Source: <https://www.facebook.com/uczelnia.lazarskiego/> (20.07.2018).

The surveyed University on its Facebook profile presents graphically interesting posts associated with various subjects, concerning, among others, the promotion of graduates, inauguration of the academic year, mascot of the University relating to its founder Ryszard Łazarski, places for spending summer holidays, Warsaw Uprising, organized conferences, cooperation of the University with the sphere of business. Also, promotional posts have been identified among publications. What deserves special attention is a cycle of videos published once a week in which students talk about their experiences associated with the University. Moreover, Messenger application for conversations in real time is available on the profile of the University. The profile also gave the opportunity to engage in interactions with fans through, among others, publication of a questionnaire in which Internet users voted for the preferred form of spending free time "pływanie czy opalanie" (swimming, or sunbathing) (<https://www.facebook.com/uczelnia.lazarskiego/>

photos/a.205292049598566/1600100900117667/?type=3&theater, viewed: 20.08.2018), or sharing photographs from summer holidays "Pokaż zdjęcie z wakacji!" (Show your photograph from summer holidays!) (<https://www.facebook.com/uczelnia.lazarskiego/photos/a.205292049598566/1618011364993287/?type=3&theater>, viewed: 05.09.2018). Communication by means of a Facebook profile with the use of contents, video materials, photographs, links, graphics and comments deserves high marks, as we can see by, among others, looking at the users' comments.

As the conducted surveys have shown, the account of the University on Twitter (picture 2) is less popular than the profile on Facebook discussed earlier.

Picture 2. University's profile on Twitter

**Uczelnia Łazarskiego**  
@LazarskiUni\_

Podczas gdy inni życzą studentom sukcesu, my uczymy jak go osiągnąć.

Warsaw, POLAND  
lazarski.pl  
Dołączył sierpień 2011

443 zdjęcia lub filmy

Tweety	Obserwowani	Obserwujący	Polubienia	Listy
2 407	597	1 356	1 184	1

**Tweety**   **Tweety i odpowiedzi**   **Multimedia**

Przypięty tweet

**Uczelnia Łazarskiego** @LazarskiUni\_ · 31 mar

"Jesteśmy w stanie wyleczyć najbardziej zaawansowane nowotwory, ale koszt takiej terapii to ok. pół mln dol. per pacjent" prof. Przemysław Juszczyński z Wydziału Medycznego @LazarskiUni\_ o najnowocześniejszych terapiach w @TVN24BiS: [#medycyna #Zdrowie](https://www.tvn24bis.pl/swiat.166,m/me...#medycyna)

**Medycyna na tropie leku na raka**

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PRACOWNIA W DANA FABER CANCER INSTITUTE ORAZ W HARVARD MEDICAL SCHOOL W BOSTONIE

ZAAANGAŻOWANY W BADANIA NAJNOWOCZESNIEJSZYCH TERAPII PRECIZYJNYCH

ŚWIAT WYNAŁAZKÓW  
JAK NOWE BADAANIA GENETYCZNE ZMIENIAJĄ NASZĄ PRZYSZŁOŚĆ?

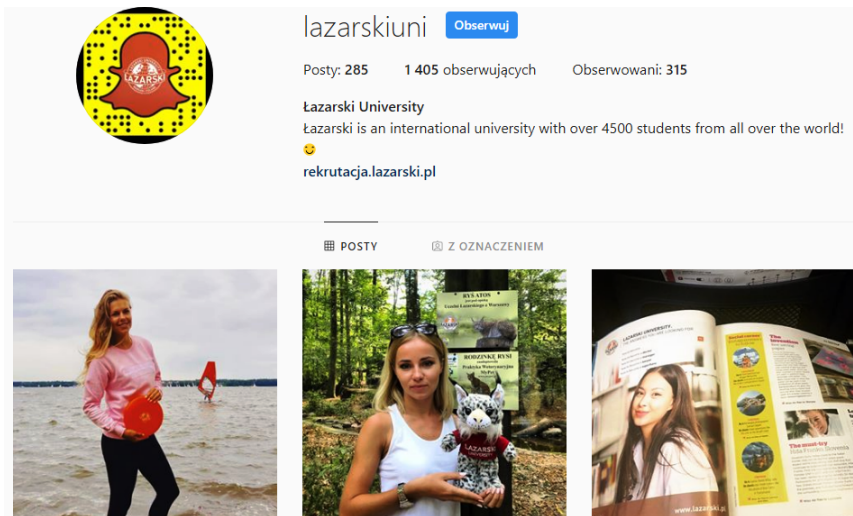
Source: [https://twitter.com/lazarskiuni\\_?lang=pl/](https://twitter.com/lazarskiuni_?lang=pl/) (03.08.2018).

In the surveyed period contents were published on average every 12 days. The publications were focused mainly on information concerning scientific research and organized thematic conferences, among others, the conference



titled "nMedycyna 2018+" and the scientific conference organized together with King's College London concerning the crisis of the European Union. Links under tweets linked to registration for participation in these events. Having an account on Twitter gives the University the possibility of communicating by means of text, photographs, links and graphics.

Picture 3. Profile of the university on Instagram

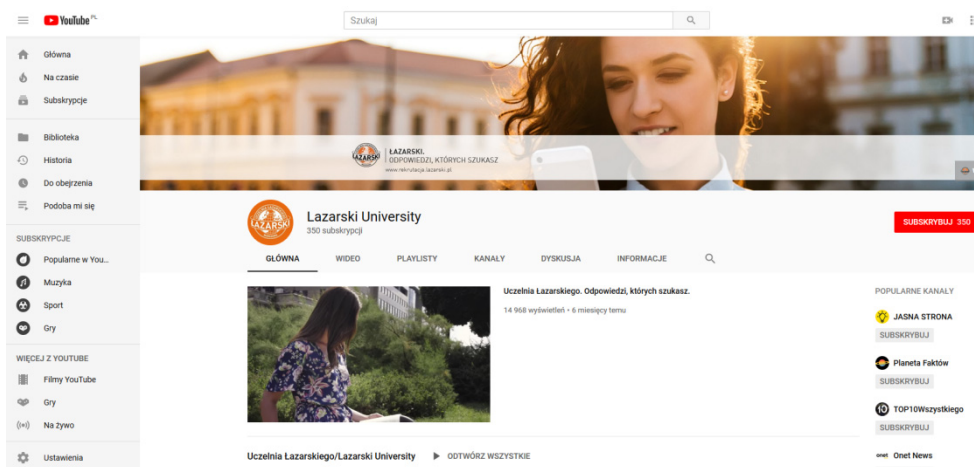


Source: <https://www.instagram.com/lazarskiuni/> (14.09.2018).

The investigation of the dedicated YouTube channel (picture 4) revealed its high popularity. High popularity was reflected by the number of views of videos available on the channel, which in the surveyed period reached 21,578. It was found that in the period from July 20 to October 20 the frequency of publication was once in seven days. Publications in form of video files focused mainly on the history of the founder of the University and its location through a cycle of interviews with a friend of Ryszard Łazarski (np. <https://www.youtube.com/watch?v=xx-piqIVXiU>, viewed: 20.10.2018). Also, publication of instructional videos concerning, among others, providing first aid (<https://www.youtube.com/watch?v=kfHJuaGCGtQ>, viewed: 31.08.2018) was identified. What deserves particular attention is the publication of the latest promotional video material

([https://www.youtube.com/watch?v=A\\_5KSJ3LAgk](https://www.youtube.com/watch?v=A_5KSJ3LAgk), viewed: 02.08.2018). This is a video presenting the offer of the university in an original way. It also presents the international community of the brand. It presents studies as a long-term investment in yourself. It also refers to the entry slogan of the recruitment campaign "Łazarski. Odpowiedzi, których szukasz". Own YouTube channel gives the University the possibility to get its messages across to a very broad number of recipients, as watching a video requires much less attention than reading a text.

Picture 4. Channel dedicated to the university on YouTube



Source: <https://www.youtube.com/channel/UCBXeCQVAVvsVeVGZSFjcnpg> (20.07.2018).

The conducted investigations showed the University had taken thought-out actions in the context of contents published in particular social media. The University achieves this by means of, among others, applying the same image with an identical entry slogan on their homepages. Logo of the university is found in all media. In various channels contents concerning the same events are published. This is an effect of integrated multi-media activities of the University. What can also be recognized as an advantage is that all surveyed Internet portals provide links to the university's homepage.

In course of the research the efficiency of e-marketing activities of the University was analyzed. The efficiency was expressed with the growth of the



number of followers in social media. The results of observations are presented in table 2.

Table 2. Chosen measures of the efficiency of communication through social media in the period 20.07–20.10.2018

Social media	Number of publications	Number of followers			
		20.07.2018	20.10.2018	Growth [number]	Growth [%]
Facebook	64	20 723	22 602	1 879	9.1
Twitter	8	1 353	1 371	18	1.3
Instagram	10	1 349	1 511	162	12.0
YouTube	13	260	300	40	15.4

Source: Own materials prepared on the basis of conducted surveys.

As data from table 2 suggest, during the research the number of new followers of Łazarski University in social media increased by 2099 people, which means growth of almost 9%. An average growth of the number of followers at the level of about 3% per month can be recognized as an at least satisfactory result in the context of e-marketing activities conducted by the University. The highest activity of the University and the highest growth of the number of fans was observed on the Facebook profile. Social media give Internet users the opportunity to react by leaving comments, giving likes, sharing.

### The presence of Łazarski University in other resources of the Internet

The conducted surveys revealed the online presence of the investigated university on Internet website and on branch portals. Some examples of branch portals where the presence of the university was identified are: [opinieouczelniach.pl](http://opinieouczelniach.pl), [kierunki.net](http://kierunki.net), [studia.net](http://studia.net), [uczelnie.net](http://uczelnie.net), [warszawa.studia.net](http://warszawa.studia.net), [studiowac.pl](http://studiowac.pl). All these portals contain basic data: contact data, information about the offer and recruitment, short description of the university, a photo gallery, an advertising video. The contents found on these portals are statistical in character, they don't include updates and don't give the possibility of

establishing direct contact. These portals provide links to the website of the target university.

The university's Internet websites provide a large number of diverse contents by means of a complex menu. The tab "virtual walk" is very popular. The website is intuitive, provides education and support. It presents in a detailed and reliable way the offer and rules of recruitment. On the website there is also a preview of posts published in social media.

## Conclusion

The conducted literature studies and empirical studies provide a basis for the formulation of observations and conclusions. E-marketing campaigns are commonly used by contemporary marketing specialists. What is a characteristic phenomenon is conducting e-marketing campaigns for/around a particular brand.

The market of educational services in Poland is characterized by high competitiveness, that's why taking methodical marketing actions is becoming a kind of a standard practice. What's more, they take the form of e-marketing campaigns whose key element are communicational activities and they play a special role in the process of conducting an efficient dialogue with mobile stakeholders.

In light of the conducted case study of a non-public university it was found that diverse marketing activities were conducted online for the university. They are described in table 1. Long-term e-campaign "Łazarski. Odpowiedzi, których szukasz" plays a special role. Under the banner of the campaign (in the investigated period) the following actions were carried out: promotion of graduates, recruitment, supporting recruitment for particular areas of study, e.g. medicine; actions concerning scientific events, including conferences; tightening relationships with students; actions for the benefit of the local community; inauguration of an academic year.

Stakeholders of universities (that is, students, parents, representatives of the local community, journalists...) use the resources of the Internet, that's why marketing e-campaigns and communication

by means of the university's website, social media profiles and the presence of contents associated with the brand in other resources of the Internet are important. Social media play a special role. A person interested in studying doesn't just check what a university is offering, but above all what Internet users think about it, whether it is friendly and up to date. For example, by browsing the university's profile on Facebook you can immediately notice whether the profile is updated regularly, what is going on and who is participating in this. Information about the documents required in the process of recruitment, instructional video about online registration, the link to a recruitment platform, reports from various events are particularly useful. It is also possible to ask questions, communicate with other people, or follow users' comments. When you need to choose a university, you feel various doubts and the need to obtain information. Videos and photographs play an important role, as they provide knowledge and new experiences associated with a brand. The possibility of looking through the resources found on a fanpage is an excellent opportunity to learn about: facts from the life of students, specific character of the university's functioning, who the university cooperates with, its position compared to rivals, what distinguishes the university, interesting events (events that took place, who attended them, whether the participants enjoyed them, what people can get engaged in, what is happening at the university and around it) and their reception by the users. Profiles in popular portals such as FB, YouTube, Instagram, or Pinterest, according to the expectations of digitalized and mobile stakeholders make it possible to convey personalized message in the channels they particularly expect. It is also important to make sure that the Internet website is friendly, responsive and intuitive. This supports not just the satisfaction of users, but also optimization of costs. Surveys of the activity of the communities of the Internet website and university profiles in social media provide many precious bits of information. The collected results of observations made it possible to learn the expectations and behaviours of former, current and potential students, which facilitates bilateral communication, supports their participation in marketing activities (especially in e-campaigns) and building the relations and loyalty of stakeholders.

Skilfully managed e-marketing campaigns comply with trends in behaviours and expectations of clients and other stakeholders; they contribute to rationalization of expenses, they generate diverse benefits (reliable information, building relations, delivering information and entertainment, the possibility of participation in the offeror's activities for the key stakeholders, forming brand community, creating value, efficiently distinguishing yourself from competition...).

That's why activities associated with popularization of methodical marketing practices for personified brands (e.g. non-public university) on the Internet are necessary.

If we want to highlight recommendations for marketing specialists interested in carrying out efficient e-marketing campaigns in the sector of educational services, we need to take into consideration the following issues: 1) Adapting all marketing activities to the expectations of contemporary students and other stakeholders (parents, media representatives, Internet users, potential social and/or business partners). 2) "Engaging the crowd" in a skillful way, as contemporary stakeholders and Internet users in particular display strong inclination towards prosumer behavior. 3) What should serve as a basis for activities are the results of research concerning, among others, the things that key groups of recipients are interested in, what is important for them and can be linked to the offer and actions of a university. 4) It is necessary to assume a holistic approach to the human, that is, influencing him on the psychological, physical and spiritual levels. 5) Methodical activities require appropriate budget, hiring professionals, allocating appropriate amount of time and launching a whole spectrum of activities, including a 360-degree communication campaign. 6) Important success factors are flexibility and speed of reaction. 7) What is also important is skillful positioning and building an appropriate and unique image of the brand of a university which is the only one of its kind.

8) Following the current trends, the basis of success of the university is a recognizable, strong and personified brand, with which stakeholders establish relations 9) A personified brand, which has particular values, should be sustainable, which means it has to not just provide an attractive offer, generate profits, but also deal with social, branch issues, look after the environment and balanced activities.

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