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ECONOMIC EFFICIENCY OF DIGITALIZATION OF THE UNIVERSITY'S ADMISSION CAMPAIGN

ЕКОНОМІЧНА ЕФЕКТИВНІСТЬ ЦИФРОВІЗАЦІЇ ВСТУПНОЇ КАМПАНІЇ УНІВЕРСИТЕТУ

Summary. The article evaluates the economic efficiency of digitalizing the university admission campaign within platform-based management models. Admission is considered a strategic mechanism for forming the student body and financial base of a university. Integration of information, organizational, and financial modules within a unified digital platform reduces costs, accelerates data processing, and improves financial cycle transparency. Based on the EUni platform implementation during the 2025/2026 admission campaign of the Private Higher Education Institution "European University" (Kyiv), where 3,147 applicants were registered and 2,089 enrolled, the study demonstrates high conversion and reduced losses between contract, payment, and enrollment stages. It is concluded that integrated digital admission platforms enhance financial resilience and efficiency of universities.

Keywords: digitalization of the admission campaign, digital platform, economic efficiency, digital university, financial resilience of the university.

Анотація. У статті здійснено теоретичне обґрунтування та емпіричну оцінку економічної ефективності цифровізації вступної кампанії університету в умовах становлення цифрової економіки та переходу до платформних моделей управління. Вступна кампанія розглядається не як окрема адміністративна процедура, а як стратегічний елемент формування контингенту та дохідної бази закладу вищої освіти, результати якого безпосередньо впливають на обсяг грошових потоків і рівень фінансової стійкості інституції. Обґрунтовано, що інтеграція інформаційних, організаційних і фінансових компонентів у межах єдиної цифрової платформи забезпечує зниження транзакційних та операційних витрат, оптимізацію кадрового навантаження, прискорення обробки даних і підвищення завершеності фінансового циклу. Доведено, що цифрова архітектура вступу виконує функцію керованої «фінансової воронки», у межах якої кожен етап взаємодії має вимірюваний економічний результат. Підкреслено, що системна інтеграція модулів дозволяє трансформувати управління вступом із реактивної адміністративної практики у проактивний фінансово-аналітичний процес. Емпіричну базу дослідження становлять результати впровадження цифрової платформи EUni під час вступної кампанії 2025/2026 н. р. Приватного закладу вищої освіти «Європейський університет» (м. Київ). У системі було зареєстровано 3147 вступників, із яких 2089 осіб успішно завершили процедуру зарахування, що відповідає високому рівню фінальної конверсії. Доведено, що логічна цілісність цифрової архітектури, інтегрованість фінансового модуля та прозорість статусів у режимі реального часу мінімізують втрати між етапами договору, оплати й зарахування, трансформуючи інформаційний інтерес абітурієнтів у реальний фінансовий результат. Встановлено, що цифровізація вступної кампанії формує ефект економії на масштабі, підвищує рівень монетизації цифрового трафіку та забезпечує прогнозованість фінансових надходжень завдяки централізованому моніторингу грошових потоків. Зроблено висновок, що інтегрована цифрова платформа прийому є економічно доцільним інструментом підвищення дохідності та фінансової стійкості університету, а також стратегічною складовою моделі цифрового університету.

Ключові слова: цифровізація вступної кампанії, цифрова платформа, економічна ефективність, цифровий університет, фінансова стійкість університету.

Problem statement. The conditions for the emergence of the digital economy and the spread of platform-based management models are driving the transformation of higher education institutions, particularly in terms of organizing the admission campaign as the initial stage of forming the student body and the university's revenue base. The admission campaign is no longer an exclusively administrative

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procedure and is becoming a complex management process, the results of which directly affect the volume of financial revenues, the structure of cash flows, and the level of financial resilience of the institution. At the same time, digitalization practices in many cases remain fragmented, which does not ensure the systemic integration of information, organizational, and financial components in a unified digital environment and limits the possibilities for improving economic performance. Under these conditions, there is a need for theoretical substantiation and empirical assessment of the digitalization of the admission campaign as a tool for optimizing resources, increasing conversion at the final stages, and ensuring the predictability of the university's financial revenues.

Analysis of recent research and publications. The issues of digital transformation of organizations, development of innovative business models, and integration of artificial intelligence into management processes are consistently explored in contemporary scientific works. In particular, O. Gassmann and J. Wincent [1] substantiate the concept of organizational transformation under the influence of AI agents, focusing on changes in management structures and decision-making logic. Theoretical approaches to the development of innovations and the formation of new organizational models are systematized in the collective monograph by O. Gassmann et al. [2; 3], which allows digital platforms to be viewed as a tool for the strategic renewal of business processes. Empirical results on the effectiveness of different formats of educational process organization are presented in the study by G. Kortemeyer et al. [4], which proves the importance of structural integrity of the digital environment for achieving stable results. The issues of innovation potential and legal aspects of digital changes in the European context are discussed in the work by S. Kubiv et al. [5]. The impact of digital technologies on modern corporate governance methods is investigated by A. Krap et al. [6], who emphasize the role of integrated systems in improving the efficiency of organizations. The importance of artificial intelligence for automating the protection of information processes and minimizing risks is discussed in the article by S. Lysenko et al. [7]. The understanding of digital technologies in education in the context of global challenges was carried out by B. Williamson et al. [8], who analyze the transformation of pedagogical practices in the digital environment. The current challenges of university digitalization in modern conditions are considered by O. Tymoshenko and S. Yahodzinskyi [9], which allows digital platforms to be interpreted as a component of strategic institutional development. A conceptual generalization of the processes of digital transformation of organizations is presented in the work of N. Verina and J. Titko [10], which forms a theoretical framework for analyzing digital change as a complex socio-economic phenomenon.

The aim of the study is to provide a theoretical substantiation and empirical assessment of the digital platform for the admission campaign as an integrated tool for managing the student body and forming the university's revenue base, as well as to determine its impact on economic efficiency, applicant conversion, and the predictability of financial revenues within the platform-based model of a digital university.

Summary of the main research material. The digitalization of the university's admission campaign is a systemic element of the transformation of higher education in the context of the emergence of the digital economy and the transition to platform-based management models. The introduction of digital technologies in education is traditionally associated with:

– improving the quality of management processes;
– expanding access to information;
– reducing administrative barriers;
– optimizing the use of resources [2; 8].

While in previous stages the digital modernization of higher education institutions focused mainly on automating the educational process, creating electronic libraries, and implementing testing systems, the current stage is characterized by the integration of a full cycle of interaction with applicants within a unified digital environment [1, p. 7]. It is the admission campaign that serves as the starting point for the formation of the economic model of a digital university, since the size of the student body, the revenue structure, and the financial stability of the institution directly depend on the effectiveness of the admission process.

The economic efficiency of the digitalization of the admission campaign is manifested in the reduction of transaction and operating costs, optimization of personnel workload, and increased speed of information processing, which together form a new model of university resource management [9; 10]. Thus, the digital platform minimizes the costs of searching, processing, and verifying information, reduces the costs of coordination between structural units, and reduces the risks of information asymmetry. Automation of registration procedures, data verification, and ranking list formation reduces the proportion of manual operations, which are traditionally accompanied by errors, duplication of functions, and additional time costs.

Operating costs are reduced by switching from paper-based document management to electronic format, which minimizes the costs of printing, storage, archiving, and physical movement of documents [7, p. 50]. Digital integration of information systems ensures one-time data entry with subsequent multiple use in various functional modules, which eliminates redundant procedures and reduces the administrative workload. As a result, labor resources are redistributed from routine operations to analytical and advisory functions, which increases the overall productivity of the admissions committee staff.

The optimization of personnel workload has a dual economic effect: on the one hand, it reduces the need to hire temporary workers during peak periods of the admission campaign; on the other hand, it reduces the time required to complete standard procedures, allowing a larger volume of applications to be processed without a proportional increase in staff numbers. This creates economies of scale, where an increase in the number of applicants does not lead to a linear increase in administrative costs.

Increasing the speed of information processing also has economic significance, as reducing the duration of the "application submission – decision making – confirmation of enrollment" cycle reduces uncertainty for applicants and speeds up financial decisions regarding tuition payments [3; 5; 6]. In this case, the time factor is transformed into a financial indicator in the context of accelerating cash flows and reducing the risk of losing potential applicants due to delays or ineffective communication.

Unlike the digital model, in the traditional admission model, a significant portion of the costs is generated by paper document flow, multi-stage manual data verification, duplication of information in different departments, the need for face-to-face consultations, and the involvement of additional staff during the admission period. The transition to a digital model enables the automation of applicant registration, electronic document submission, the integration of university information systems with state registries, remote monitoring of competitive positions, and the implementation of online payment for educational services. As a result, the processing time for each application is reduced, the likelihood of errors is lowered, and the need for temporary administrative resources is reduced, which has a direct cost-saving effect.

Thus, in the 2025/2026 academic year admission campaign, the Private Higher Education Institution "European University" (Kyiv) introduced a pilot version of the EUni comprehensive digital platform (see Figure 1), which integrated financial, information, and organizational services within the Applicant's Electronic Account. The project architecture provided for a phased logic of the admission process with centralized status control, a readiness indicator, and integration with external services.

Structurally, the platform covered interrelated blocks of digital identification and authentication of applicants, profiles and management of admission stages, selection of educational programs, submission and verification of documents, entrance examinations, drafting and signing of contracts, tuition payments, ranking and enrollment, as well as support modules (AI chat, Help Center, news, integration with Diia, EDEBO, CRM, and payment services). This modularity ensured both the functional flexibility of the system and the logical sequence of the business process, where each completed stage automatically activated the next. The applicant's profile (see Figure 2) served as an integrated admissions dashboard, accumulating data from all subsystems and ensuring real-time transparency of statuses.

The effectiveness of the implementation of the proposed model is confirmed by the empirical results of the 2025/2026 academic year admission campaign.

Figure 1 – Home page of the EUni applicant's electronic account

Source: compiled by the author independently

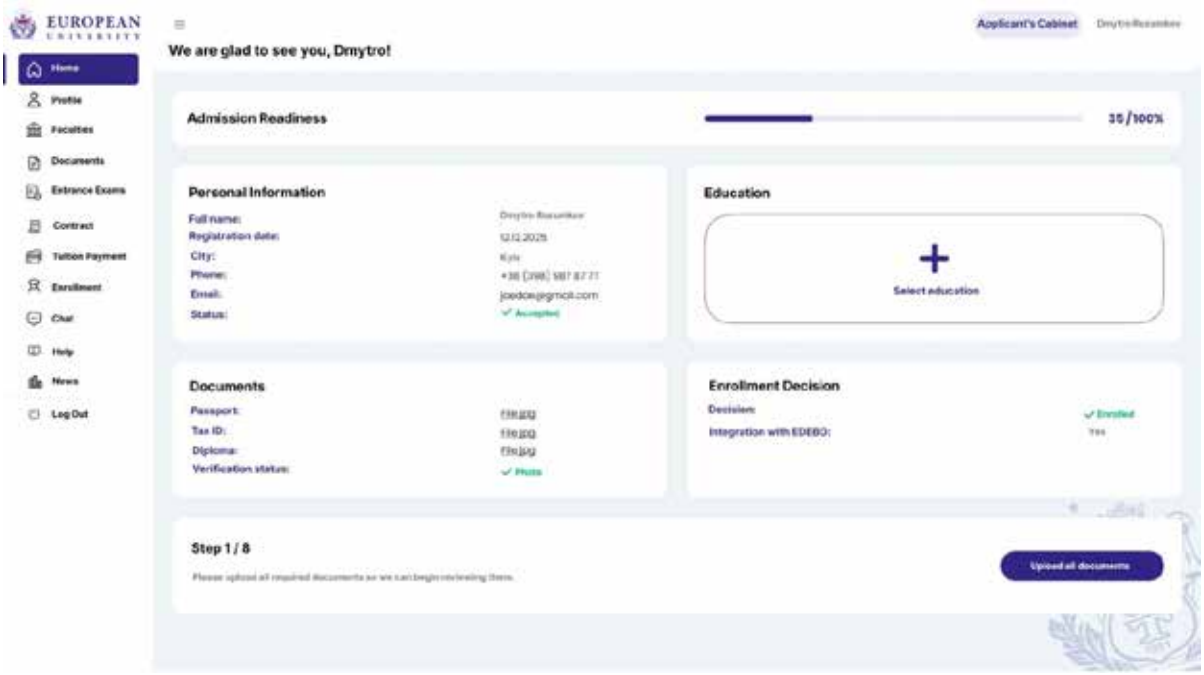

Figure 2 – The applicant's profile in the EUni applicant's electronic account

Source: compiled by the author independently

Thus, 3,147 applicants were registered in the system, with a high conversion rate recorded at the final stage – more than 86% of applicants who proceeded to the payment stage completed the enrollment procedure within the established deadlines (see Table 1).

The quantitative indicators obtained allow us to interpret the digitalization of the admission campaign not only as a technological update of procedures, but also as an economic tool for generating university revenue. In particular, the 87.5% conversion rate at the final stage of enrollment indicates a high degree of completion of the financial cycle and minimization of potential revenue losses. In fact, the 2,089 applicants who completed the enrollment procedure are not just a statistical result, but reflect the established volume of future cash flows, which lays the foundation for the financial stability of the higher education institution in the corresponding academic year.

The gradual narrowing of the funnel without sharp drops between the stages of access to payment, contract drafting, transaction confirmation, and enrollment attests to the logical integrity of the project's digital architecture. The high level of contract generation (97.0%) demonstrates the effectiveness of the integrated mechanism for automatically forming financial obligations based on the applicant's already verified data. The percentage of confirmed payments (94.3% of uploaded receipts) indicates the technical reliability of integration with payment services and the absence of significant barriers to completing financial transactions. Thus, the digital financial block functions as a closed economic space, within which each subsequent user action logically follows the previous one, without creating additional administrative costs.

In the context of our study, the ratio between the number of registered applicants (3,147) and the number of actually enrolled students (2,089) is of particular importance. This ratio characterizes the level of monetization of digital traffic, i.e., the conversion of informational interest in the university into real financial results. Given the average

Table 1 – Conversion of applicants at the stages of financial support and enrollment in the EUni digital platform (2025/2026 academic year admission campaign)

Financial support stage	Percentage of the previous stage, %	Number of applicants
Gained access to the payment functionality	91.2 %	2,872
Drafted a payment agreement	97.0 %	2,786
Uploaded a payment receipt	90.8 %	2,530
Confirmed payment	94.3 %	2,387
Successfully enrolled	87.5 %	2,089

Source: compiled by the author independently

contract payment amount, even a slight increase in the conversion rate at the final stage can generate significant revenue growth, confirming the strategic feasibility of investing in the development of a digital platform.

It should be noted that the economic efficiency of the digitalization of the admission campaign is also reflected in the increased predictability of the university's financial revenues. Centralized accounting of contract statuses, payments, and enrollments within a unified digital environment enables real-time monitoring of expected cash flows, short-term financial forecasting, and adjustment of management decisions. Due to the integration of the financial module with analytical tools, management receives quantitatively verified information on the dynamics of revenues, the level of fulfillment of planned indicators, and potential risks of revenue shortfalls, which strengthens financial discipline and increases the sustainability of the university's budget planning.

Thus, the results of the 2025/2026 academic year admission campaign indicate that the implementation of the EUni digital platform has not only ensured organizational optimization of admissions but also created a cost-effective model for managing student enrollment. High conversion rates in the final stages, stability in the financial block, and the absence of critical losses between the contract and payment modules allow us to consider the digitalization of the admission campaign as a tool for increasing the university's profitability and financial resilience in the digital economy. These results are consistent with international experience, in particular with empirical data obtained at the Swiss Federal Institute of Technology ETH Zurich, where a large-scale statistical analysis has proven that the decisive factor in the effectiveness of digital educational processes is not the formal transition to an online format, but the structural integrity of the digital environment, the integration of its functional components, and the logical sequence of interaction stages. In particular, the study also found that it is the logical architecture of the process, transparency of statuses, and continuity of the digital cycle that ensure the stability of final indicators and minimize losses during transitions between modules [4]. In this context, the data we have obtained on the high conversion and completion of the financial block of admission correlates with the general trend: the effectiveness of digitalization is determined by the systemic organization of interaction, which, in economic terms, translates into increased revenue predictability and improved financial resilience of the university.

Conclusions. The study provides grounds for asserting that the digitalization of the admission campaign in the format of an integrated platform-based mode is not only a technological tool for modernizing admission procedures, but also an economic mechanism for generating stable cash flows and increasing the financial resilience of higher education institutions. Empirical indicators of conversion, completion of the financial cycle, and the absence of critical gaps between the stages of contract, payment, and enrollment confirm the structural integrity of the digital architecture and its ability to provide economies of scale, resource optimization, and increased revenue predictability. The integration of functional modules within a unified environment transforms the admission campaign from an administrative procedure into a strategic element of the economic model of a digital university, where student body management acquires the characteristics of a controlled financial process with a high level of analytical transparency and controllability.

Prospects for further research should be linked to the development of economic and mathematical models for forecasting university revenues based on digital conversion indicators and quantitative analysis of the behavioral trajectories of applicants within the platform environment.

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