

# Marketing and Enrollment Management AI Readiness Report 2025

## Benchmarking Emerging Technology Adoption in Higher Education

JULY 2025

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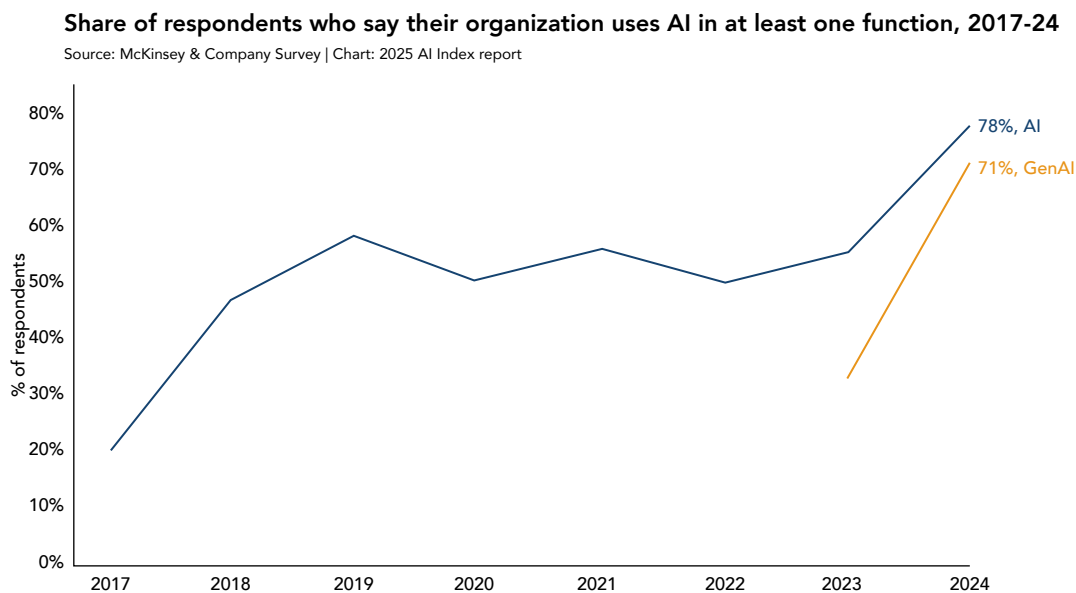
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# Overview

Artificial intelligence has passed the novelty phase. Once regarded as an experimental advantage or “party trick,” AI is now an operational imperative across industries. The global AI software market is expected to reach \$126 billion by the end of 2025, fueled by the proliferation of generative tools, embedded analytics, and automated systems.<sup>1</sup> The United States is leading the global AI race, driven by its influential research, patent leadership from firms such as IBM and Microsoft, and strong public-sector readiness, especially in areas like AI governance and ethics.<sup>2</sup> Recent findings by Global Partners indicate that 74% of executives consider AI essential to their organization’s success, and 60% indicate that their companies are actively leveraging AI to drive industry innovation. Among current adopters, enthusiasm is strong with 91% reporting that their organizations are in the process of scaling up their AI efforts even more.<sup>3</sup> According to data from The Stanford Institute of Human-Centered AI, 78% of organizations reported using AI in 2024, up from 55% in 2023. Generative AI saw an even steeper rise, with usage in at least one business function jumping from 33% in 2023 to 71% in 2024.<sup>4</sup> From healthcare to transportation, AI is now part of the day-to-day.

Figure 1: Rapid Growth of AI Usage in Organizations



1 <https://www.statista.com/statistics/607716/worldwide-artificial-intelligence-market-revenues/>

2 <https://www.statista.com/topics/7923/artificial-intelligence-ai-in-the-us/#topicOverview>

3 [https://gpcmsdev.wpengine.com/wp-content/uploads/2025/04/2025-AI-at-Work-Report\\_Final.pdf](https://gpcmsdev.wpengine.com/wp-content/uploads/2025/04/2025-AI-at-Work-Report_Final.pdf)

4 <https://hai.stanford.edu/ai-index/2025-ai-index-report>

Higher education is not immune to this shift. Marketing and enrollment leaders in particular are navigating a dual imperative: adopt new technologies to stay competitive, and do so while safeguarding data, streamlining operations, and personalizing the student experience. The question isn't whether to use AI in marketing and enrollment processes, but how fast institutions must move to keep up. Unfortunately, too many institutional marketing and enrollment management operations are falling perilously behind in the adoption of AI. These institutions risk falling behind not only their AI-embracing peers, but also becoming disconnected with the very students they seek to engage and serve.

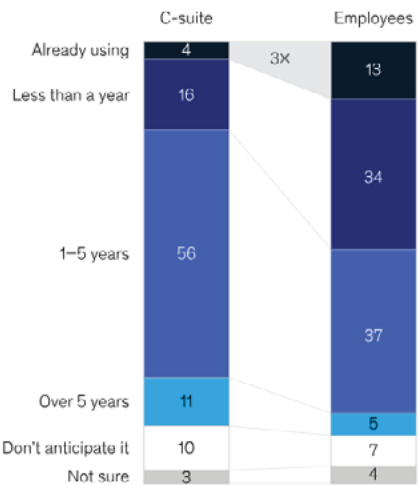
## Staff Adoption vs. Institutional Readiness

According to a recent McKinsey & Company cross-industry study on generative AI in the workplace, nearly all employees (94%) and senior leaders (99%) reported familiarity with generative AI tools. However, a substantial disconnect exists between how much executives think these tools are being used and how extensively employees are actually using them.<sup>5</sup>

Figure 2: Business Leaders Underestimate Use of Gen AI

**Employees are three times more likely to be using gen AI today than their leaders expect.**

**US employees' and C-suite's timeline for employees using gen AI for >30% of daily tasks, % of respondents**



Note: Figures may not sum to 100%, because of rounding.  
Source: McKinsey US CxO survey, Oct–Nov 2024 (n = 118); McKinsey US employee survey, Oct–Nov 2024 (n = 3,002)

McKinsey & Company

<sup>5</sup> <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/superagency-in-the-workplace-empowering-people-to-unlock-ais-full-potential-at-work>

UPCEA and EducationDynamics' 2025 study finds that leadership-staff disconnect around AI usage extends beyond the corporate sector. Overall, individual university staff are more receptive to using emerging technologies compared to their institution as a whole. A growing number of survey participants actively incorporate emerging technologies, such as artificial intelligence (AI), into their marketing and enrollment efforts: in 2025, 65% of respondents agreed or strongly agreed that they currently use these tools in their work, compared to 40% in 2024. In 2025, 61% of respondents said their institution is open to using emerging technologies for marketing and enrollment—a 25% increase since 2024. This shift towards openness is reinforced by a 19% rise in the number of respondents who said that their institution has a plan to upskill and support staff in adopting AI-driven tools and technologies.

While the adoption rate of AI may appear impressive at first glance, a significant number of schools and professionals are falling behind. Fifty-six percent of respondents do not consider their institution to be a leader in implementing AI for marketing and enrollment management functions. When asked about their institution's pace of adoption compared to peer institutions, 38% felt their institution was on pace with peers and 36% said they were behind. Only 21% believed they were ahead. And while the intent to train staff is trending upward, 44% of respondents reported that their institution does not currently have a plan to upskill or support staff in adopting AI-driven technologies. Furthermore, leaders continue to cite budget constraints, technical infrastructure limitations, and data privacy concerns as top barriers, many of which have grown more pronounced since 2024. These hurdles highlight the need for strategic investment and institutional alignment to fully realize the benefits of AI in marketing and enrollment.

## From Experimental to Impactful

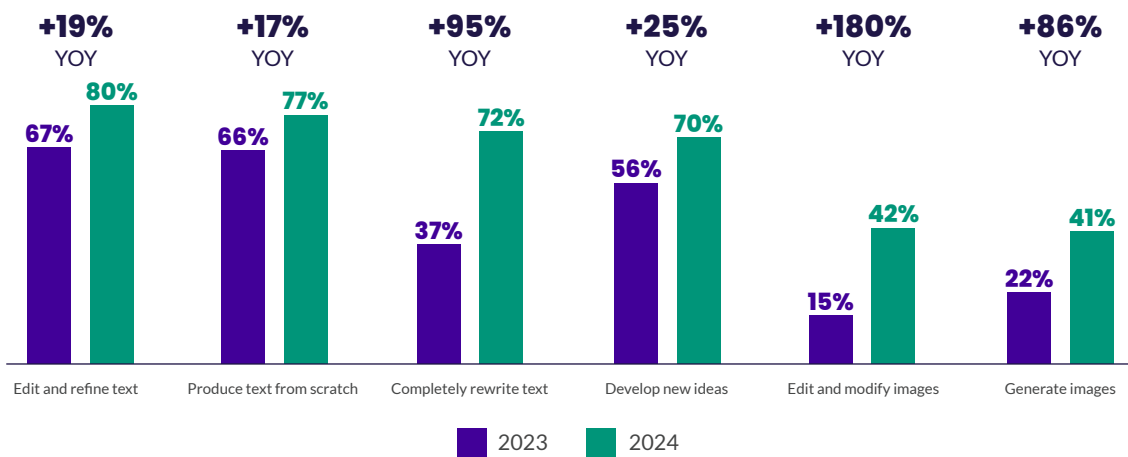
AI is embedded within the platforms that institutions already use to recruit, engage, and convert prospective students. According to the 2025 survey, nearly two-thirds (65%) of institutions are using AI-enhanced creative and design tools. Over half (51%) employ social media management tools with embedded AI, followed by customer relationship management systems and data analytics platforms (31% each). The perceived effectiveness of the AI-powered tools most used in marketing and enrollment is on the rise. Content generation, the most widely used AI application, was rated the most effective (47% very effective or effective). AI is also widely used in content optimization (41% effective), followed by customized ad and message delivery (39% effective). Other widely used applications include customized ad delivery, automated persona development, chatbot-based inquiry management, and campaign performance analytics. In 2025, more respondents rated the most AI-driven technologies as very effective compared to 2024, with creative content generation and content optimization as the exceptions to this trend.

Overall, 69% of respondents reported improved efficiency in their marketing and enrollment workflows due to AI. More than half (52%) noted an increase in the quality of their work, and nearly half (48%) believe that the integration of AI tools has positively impacted their enrollment funnel. The 2025 survey also identified key areas where AI is delivering the strongest return on investment including customized ad messaging, lead generation, and creative content development.

## Turning Potential into Practice

Recent studies show significant year-over-year growth in AI adoption across nearly all core content creation activities.

Figure 3: YOY Percentage of Marketers Leveraging AI by Marketing Activity

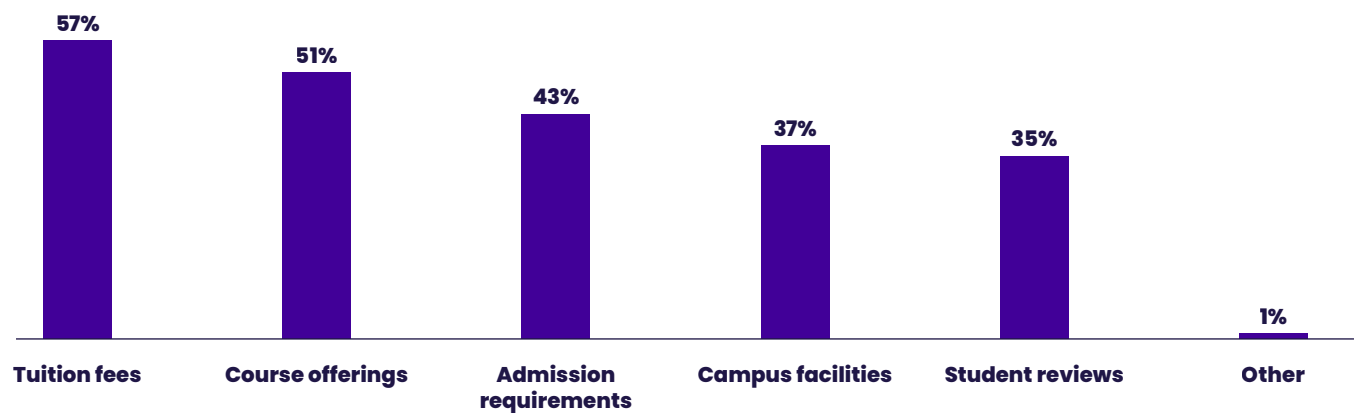


Source: Hootsuite | Social Media Trends 2025

Looking ahead, institutional leaders see even more potential in AI-driven tools. Compared to 2024, they now view several AI innovations as highly impactful for the future of marketing and enrollment management. Respondents predict that within the next two years, tools such as real-time campaign optimization, advanced predictive analytics, virtual assistants, and AI-powered content creation are expected to have a very significant or significant transformative impact in higher education marketing and enrollment management. These findings provide a window into how AI may be used to tackle persistent challenges, including the need for personalized and timely outreach, improved insight into student behaviors and risk factors, and increased efficiency with limited resources.

The Modern Learner is also turning to AI tools as a trusted resource in their college search process, reshaping how information is accessed and how decisions are made. The image below highlights the types of information prospective students are most likely to seek using AI tools.

Figure 4: Information Sought Using AI



Source: EducationDynamics' Engaging the Modern Learner: 2025 Report on the Preferences and Behaviors Shaping Higher Ed

Institutions should take care to ensure that their AI-accessible content, whether delivered through chatbots, search optimization, or integrated platforms, aligns with what students are actively seeking.

## Executive Summary and Key Findings

The 2025 Emerging Trends and Technology in Higher Education Marketing and Enrollment Management study, conducted by UPCEA and EducationDynamics, offers an in-depth look at how higher education institutions are adopting artificial intelligence (AI) and other emerging technologies across their marketing and enrollment operations. Compared to the 2024 study, the underlying narrative is familiar— a gap persists between institutional optimism and operational readiness. Leaders continue to recognize the potential of AI, while resource constraints, technical barriers, and cultural resistance create roadblocks for practical integration. However, what’s new is the growing urgency to adopt and a sense of being left behind.

Although adoption rates are climbing, institutional receptivity is growing, and the tools being used are more advanced and embedded, the 2025 data shows that many institutions self-identify as being behind the curve. A gap between optimism and readiness remains and the cost of delaying adoption is growing. The report provides a snapshot of progress and illuminates a strategic crossroads: embracing AI now positions institutions to lead, while delay may result in lasting disadvantage.

## Key Highlights

- **Staff adoption is accelerating:** 65% of respondents reported using AI or emerging tech in marketing and enrollment functions, up from 40% in 2024.
- **Receptivity to AI is rising:** 61% say their institutions are receptive to emerging technology, compared to 40% the previous year.
- **Many feel their institutions are behind:** 38% say their institutions' pace of adoption of emerging technologies is the same as other institutions, while 36% feel that they are behind. Only 21% believe they are ahead of other institutions.
- **AI is driving performance:** 61% of respondents reported improved efficiency, and 52% noted improved quality of work from AI integration.
- **Impact on enrollment:** Nearly half (48%) say that AI has had a positive effect on their enrollment funnel.
- **Barriers persist and are growing:** Budget (76%), technical infrastructure (64%), and data privacy (52%) are the most frequently cited challenges, each increasing from 2024 levels.
- **Staff retention tied to AI readiness:** In 2024, only 1% said their institution's stance on AI would impact their likelihood to stay at that institution. In 2025, that number jumped to 34%.

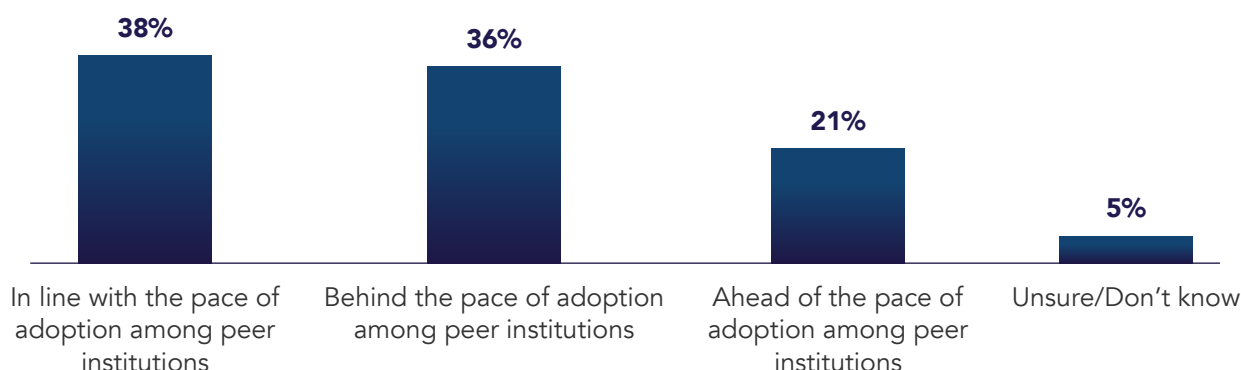
The 2025 study reinforces that AI has evolved from an exploratory tool to a core component of marketing and enrollment operations. Institutions that have adopted AI-driven technologies are reporting gains in effectiveness, efficiency, and return on investment, all pointing to AI's role as a transformative and enduring force in student recruitment.



# Emerging Technology and Institutional Readiness

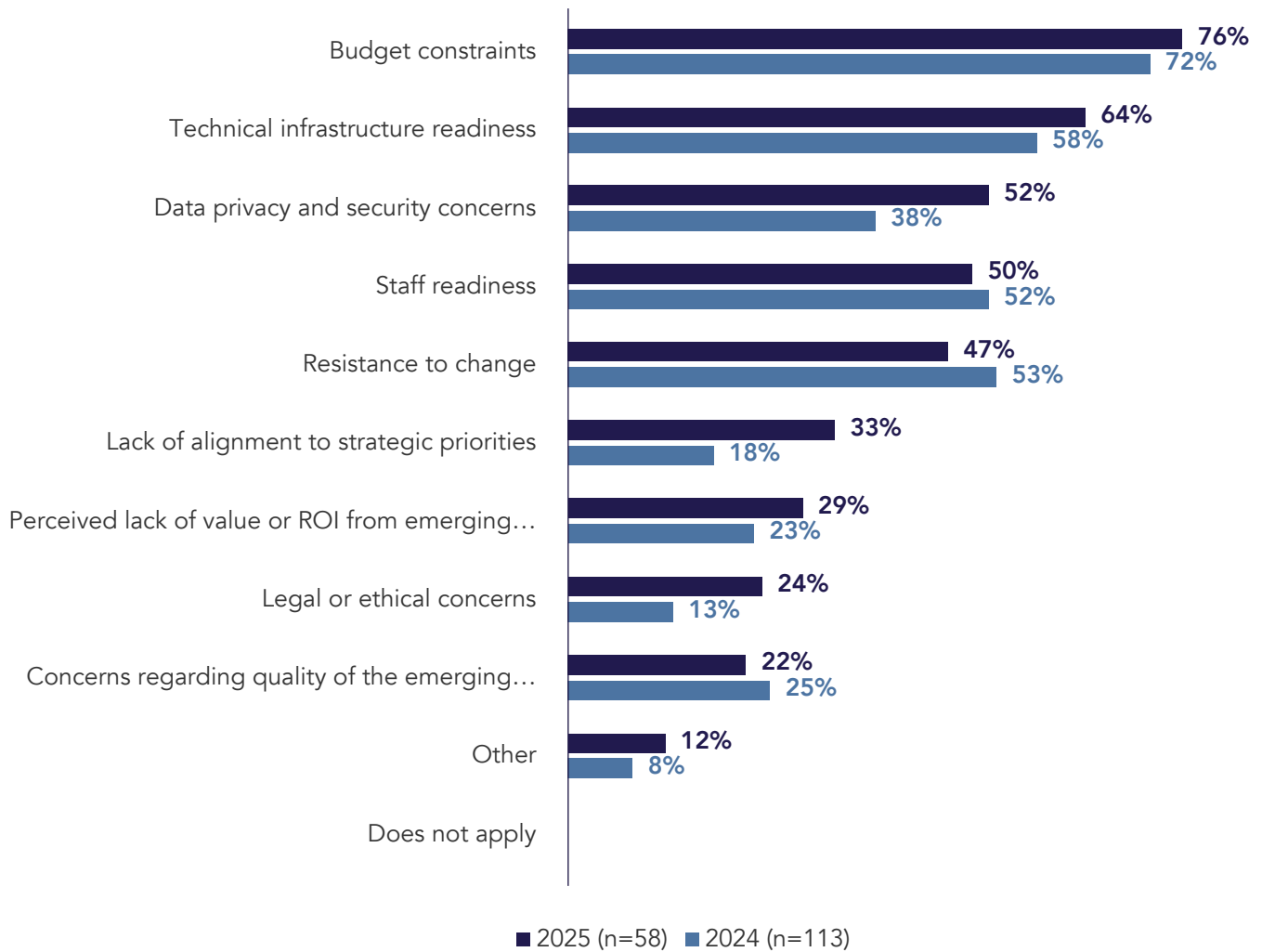
When asked about their institutions' pace of adoption of emerging technologies compared to other institutions, 38% said they are in line with the pace of adoption among peer institutions, 36% said they are behind the pace of adoption, and 21% said they are ahead of the pace of adoption among peer institutions.

Figure 5: In your opinion, how does the pace of adoption of emerging technologies at your institution compare to the pace of adoption among peer institutions? (n=58)



Budget constraints were considered most critical by 76% of respondents. Sixty-four percent cited technical infrastructure readiness, 52% data privacy and security concerns, and 50% staff readiness. The 2024 survey respondents listed the same top two barriers. Respondents from all institution sizes agreed that budget constraints are the greatest barrier to integrating emerging technologies, followed by technical infrastructure readiness. Respondents from large institutions were also likely to cite data privacy and security concerns.

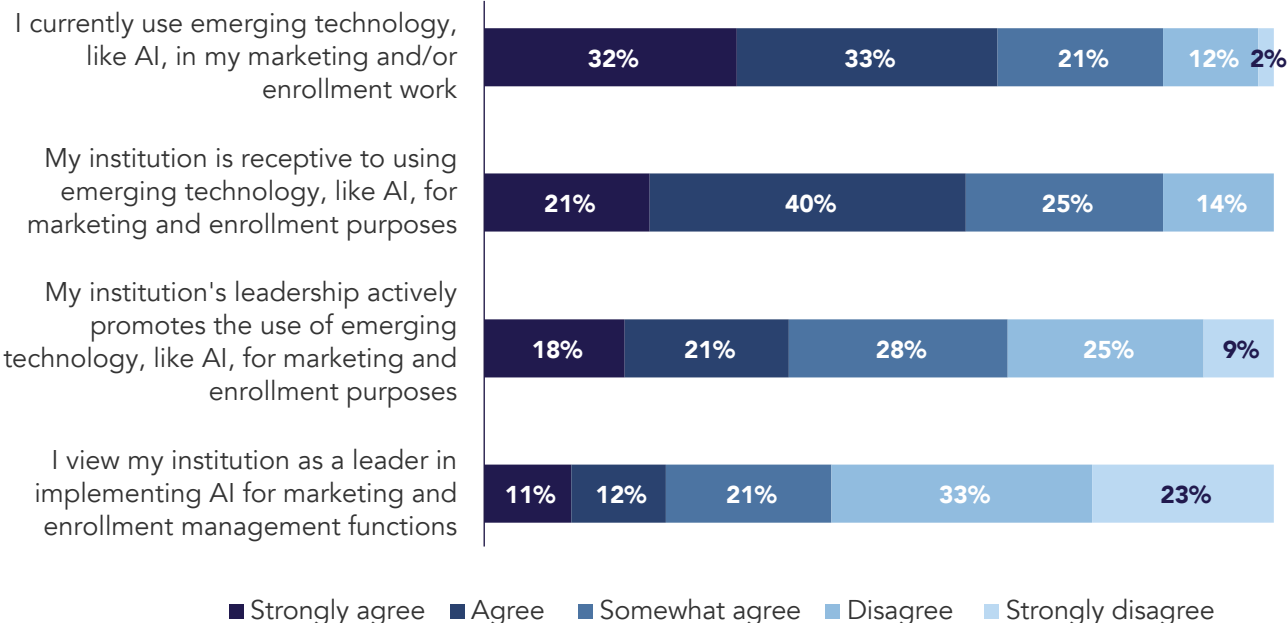
Figure 6: What barriers or challenges has your institution encountered when integrating emerging technologies into your marketing and enrollment functions? Select all that apply.



# Use of Artificial Intelligence (AI)

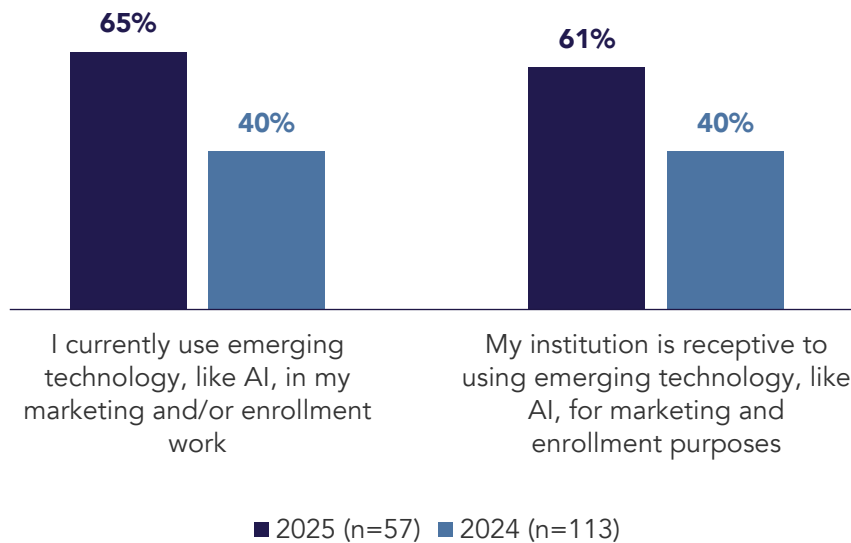
Nearly two-thirds (65%) of participants strongly agree or agree that they currently use emerging technology, like AI, in their marketing and/or enrollment work, while 61% strongly agree or agree that their institution is receptive to using emerging technology, like AI, for marketing and enrollment purposes. However, 56% disagree or strongly disagree that they view their institution as a leader in implementing AI for marketing and enrollment management functions.

Figure 7: 2025 Survey: Please rate how strongly you agree or disagree with the following statements (n=57)



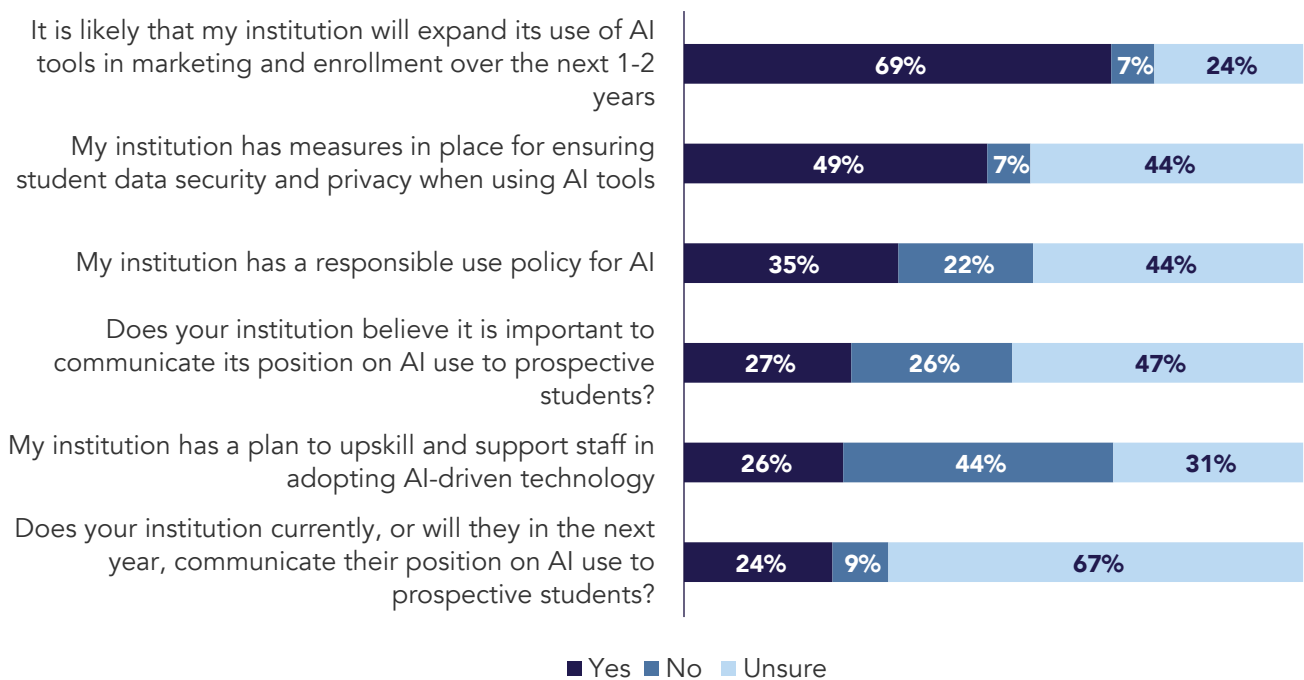
In 2025, respondents were more likely to strongly agree or agree that they currently use emerging technology, like AI, in their marketing and/or enrollment work, with a 25% jump from 2024. Respondents were also more likely to strongly agree or agree that their institution is receptive to using emerging technology for marketing and enrollment in 2025 (61%) compared to 2024 (40%).

Figure 8: Please rate how strongly you agree or disagree with the following statements (% Strongly Agree or Agree)



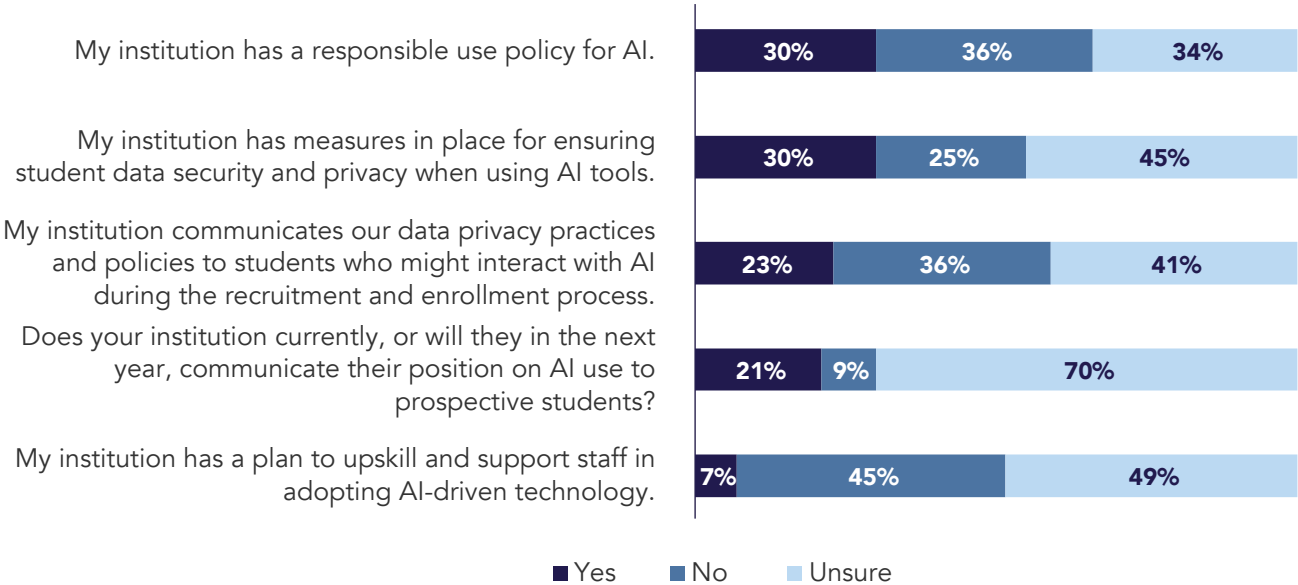
Sixty-nine percent of respondents said it is likely that their institution will expand its use of AI tools in marketing and enrollment over the next 1 to 2 years, while 49% said their institution has measures in place for ensuring student data security and privacy when using AI tools. Forty-four percent do not think that their institution has a plan to upskill and support staff in adopting AI-driven technology.

Figure 9: 2025 Survey: Please answer the following questions regarding the use of AI at your institution (n=55)



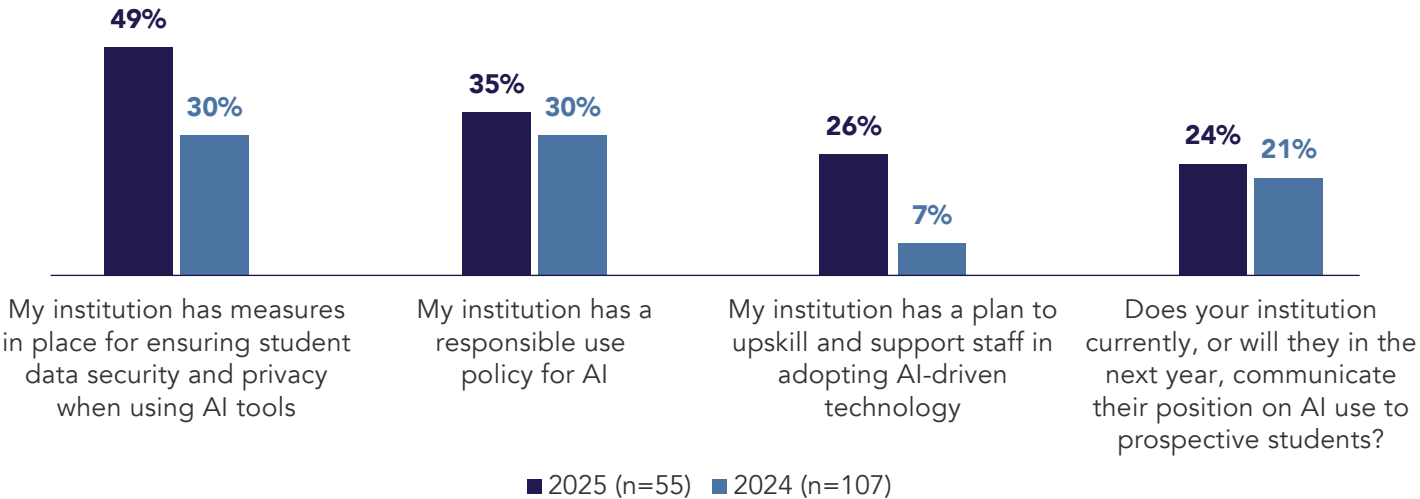
In 2024, 45% percent of participants said their institution does not plan to upskill and support staff in adopting AI-driven technology, 36% said their institution does not have a responsible use policy for AI, and 36% said their institution does not communicate their data privacy practices and policies to students who might interact with AI during the recruitment and enrollment process.

Figure 10: 2024 Survey: Please answer the following questions regarding the use of AI at your institution (n=107)



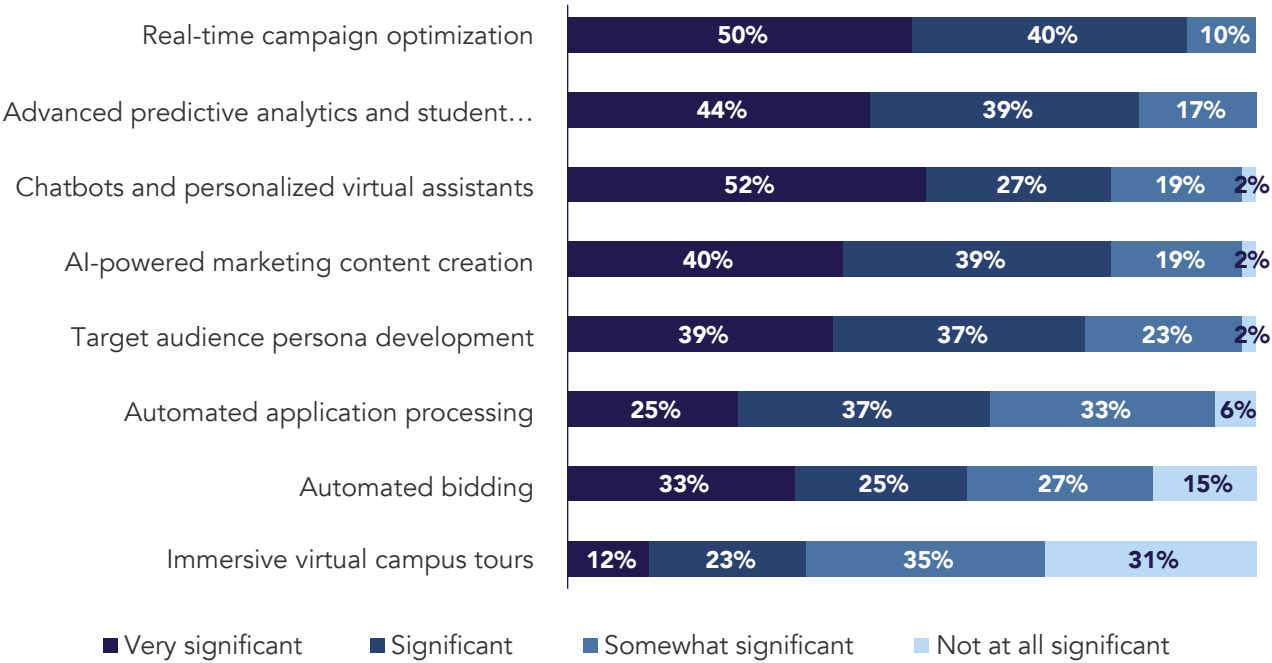
In 2025, respondents were more likely to answer “yes” to all statements about the use of AI at their institution. The most notable jump was the agreement that their institution has measures in place for ensuring student data security and privacy when using AI tools (49% yes in 2025, 30% yes in 2024). Only privacy practice questions that were in both 2025 and 2024 surveys were included in this slide.

Figure 11: Please answer the following questions regarding the use of AI at your institution (% Yes)



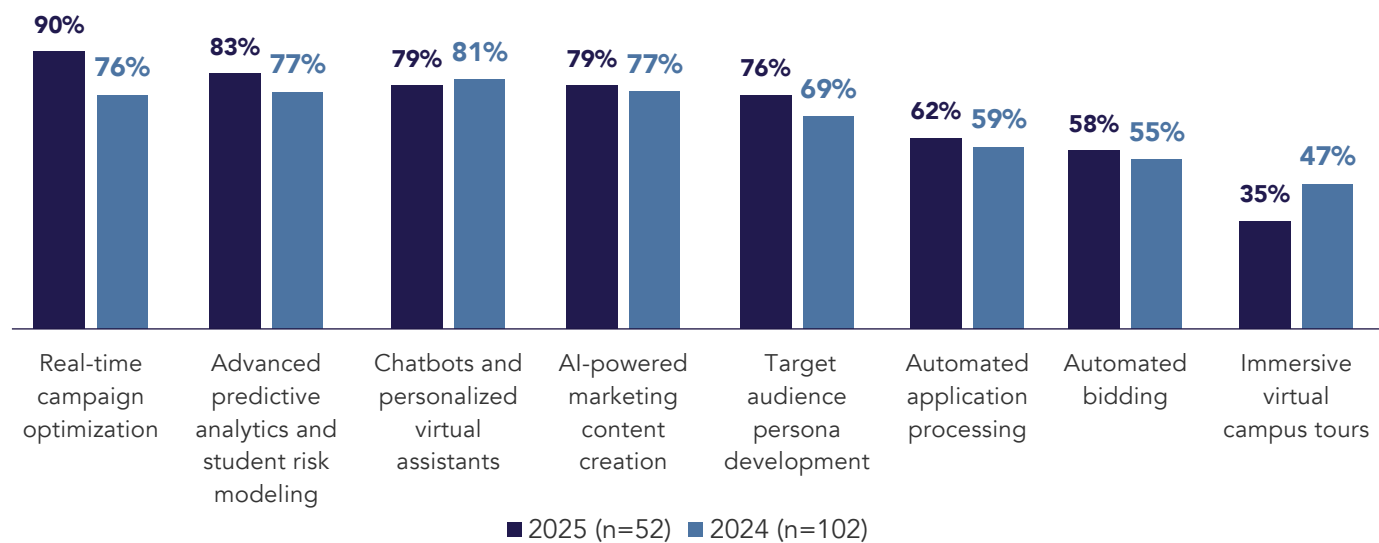
Ninety percent of participants agreed that within the next two years, real-time campaign optimization will have very significant or significant potential to transform marketing and enrollment management in higher education, followed by advanced predictive analytics and student risk modeling (83% very significant or significant), chatbots and personalized virtual assistants (79% very significant or significant), and AI-powered marketing content creation (79% very significant or significant). Respondents in 2024 rated the significance at similar levels, although 2025 respondents gave slightly higher ratings overall.

Figure 12: Within the next two years, how significant do you believe the following AI innovations are in terms of their potential to transform marketing and enrollment management in higher education? (n=52)



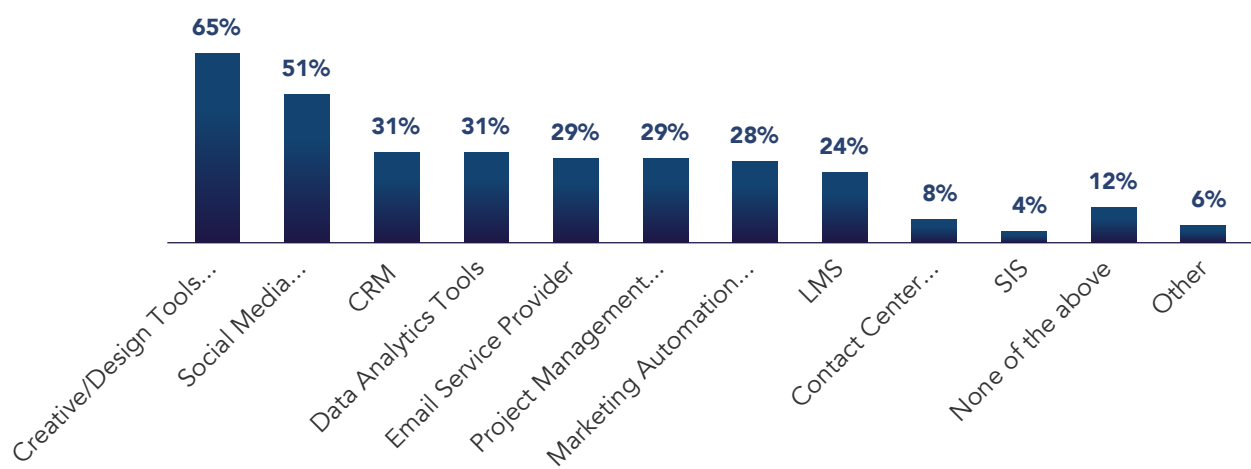
Eighty-one percent of participants agreed that within the next two years, chatbots and personalized virtual assistants will have very significant or significant potential to transform marketing and enrollment management in higher education, followed by advanced predictive analytics and student risk modeling, and AI-powered marketing content creation (each 77% very significant or significant). Respondents in 2024 rated the significance of AI innovations at similar levels, although 2025 respondents gave slightly higher ratings overall.

Figure 13: Within the next two years, how significant do you believe the following AI innovations are in terms of their potential to transform marketing and enrollment management in higher education? (% Very Significant or Significant)



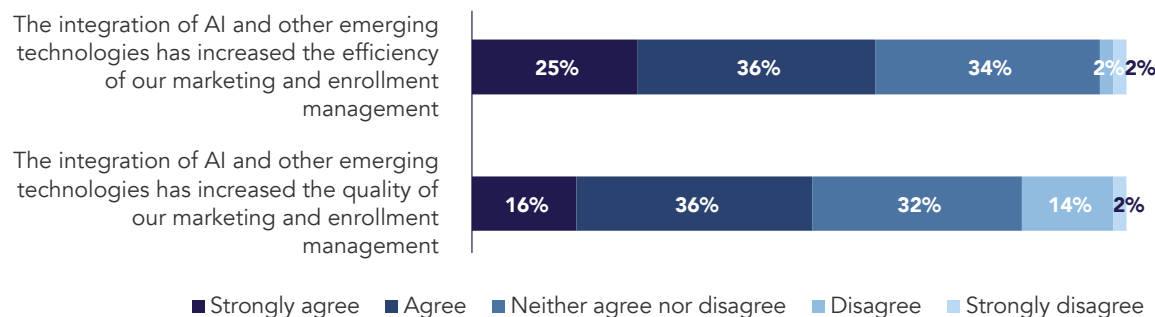
Nearly two-thirds (65%) said their institutions' creative/design tools now have AI features embedded within them, followed by social media management tools (51%), CRM (31%), and data analytics tools (31%).

Table 14: Which of the following technology platforms or tools used at your institution now have AI features embedded within them? Please select all that apply. (n=51)



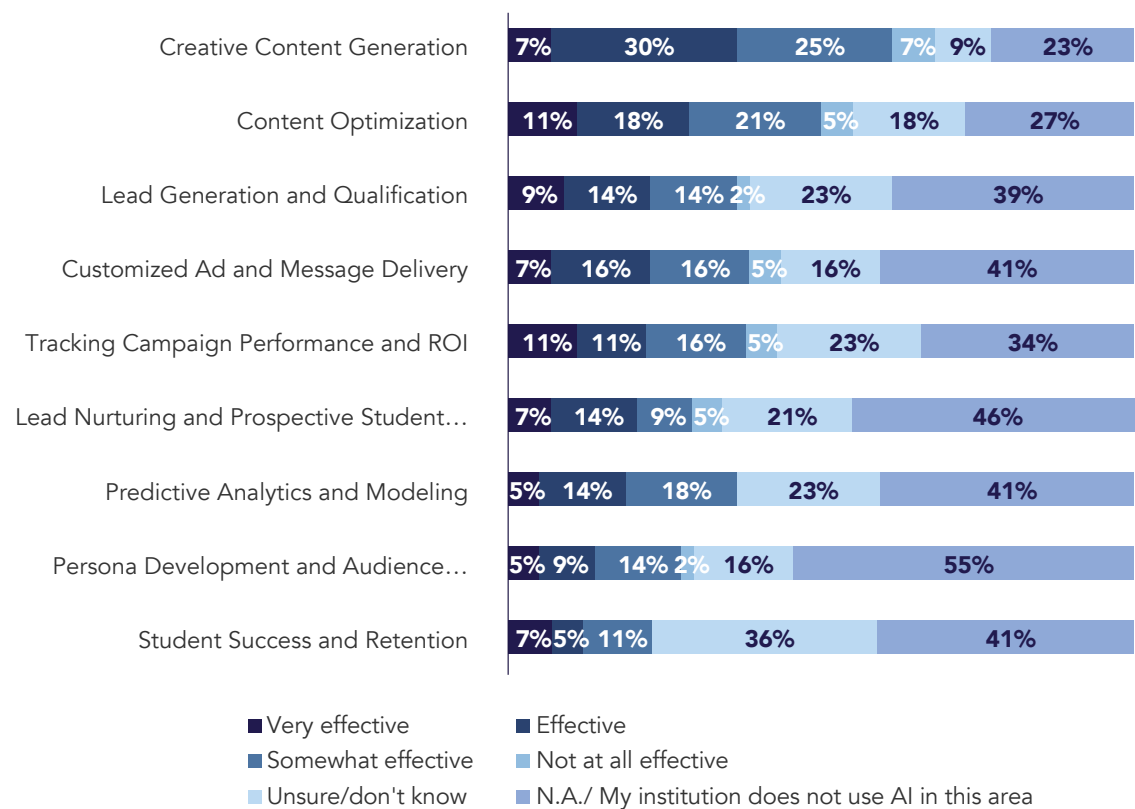
Respondents are more likely to strongly agree or agree that the integration of AI and other emerging technologies has increased the efficiency of their marketing and enrollment management (61%), than the quality (52%).

Figure 15: Please rate how strongly you agree or disagree with the following statements (n=44)



Participants were asked the effectiveness of AI-driven technology in various marketing and enrollment functions. Content optimization and tracking campaign performance and ROI had the highest number who considered it very effective (each 11%). Creative content generation was rated very effective by 7% while another 30% found it somewhat effective. Many respondents said their institutions do not use AI in these areas.

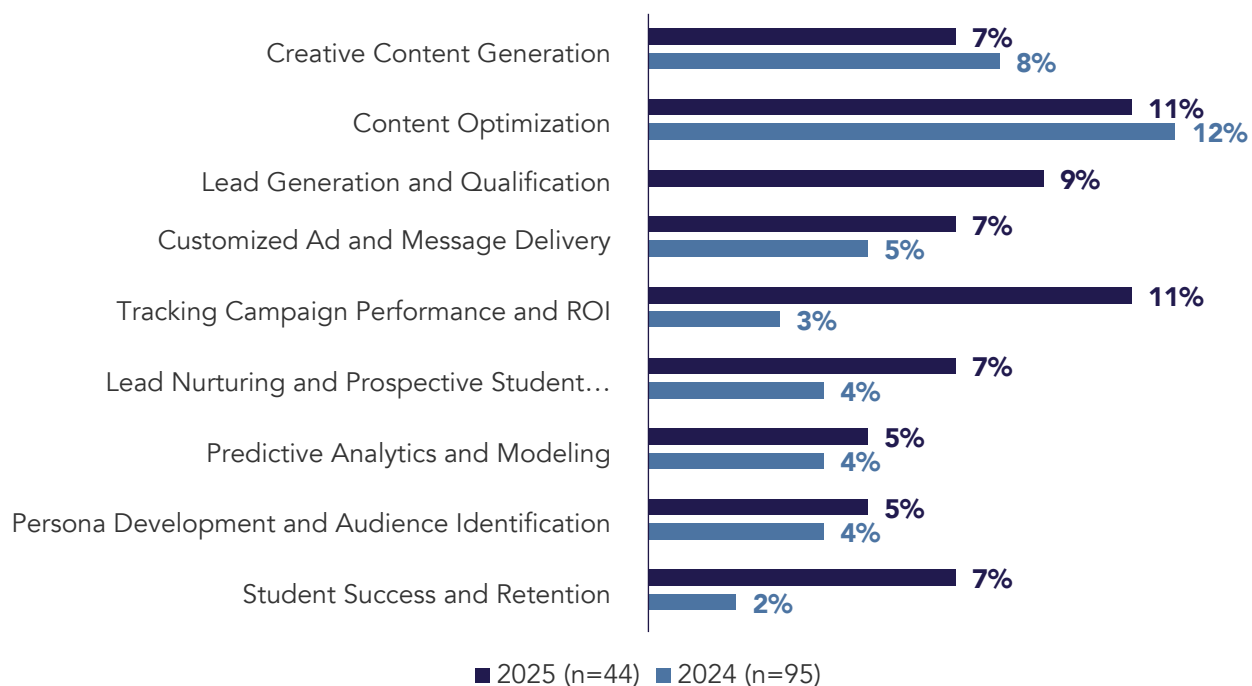
Figure 16: 2025 Survey: Please rate the effectiveness of AI-driven technology used in the following marketing and enrollment functions at your institution (n=44)





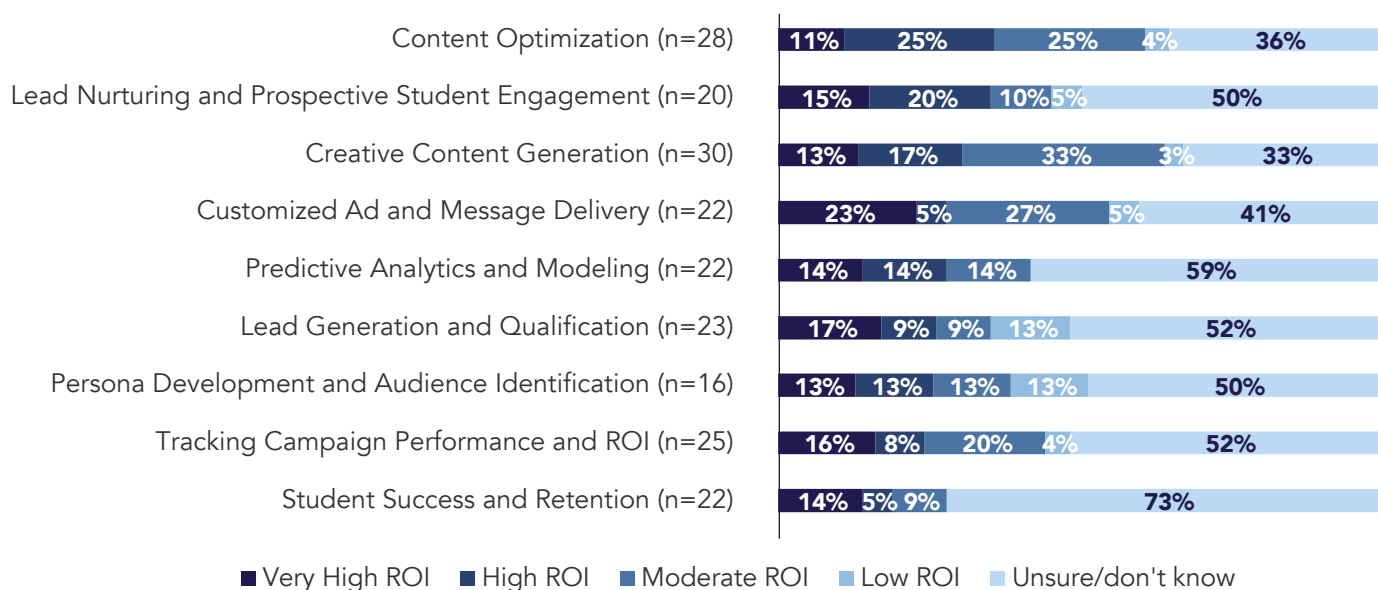
In 2025, respondents are more likely to say most of the AI-driven technologies are very effective than in 2024, excluding creative content generation and content optimization. However, the 2025 survey used both “very effective” and “effective” as response options, while the 2024 survey used “very effective” and “somewhat effective” as response options.

Figure 17: Please rate the effectiveness of AI-driven technology used in the following marketing and enrollment functions at your institution (% Very Effective) (Including N/A)



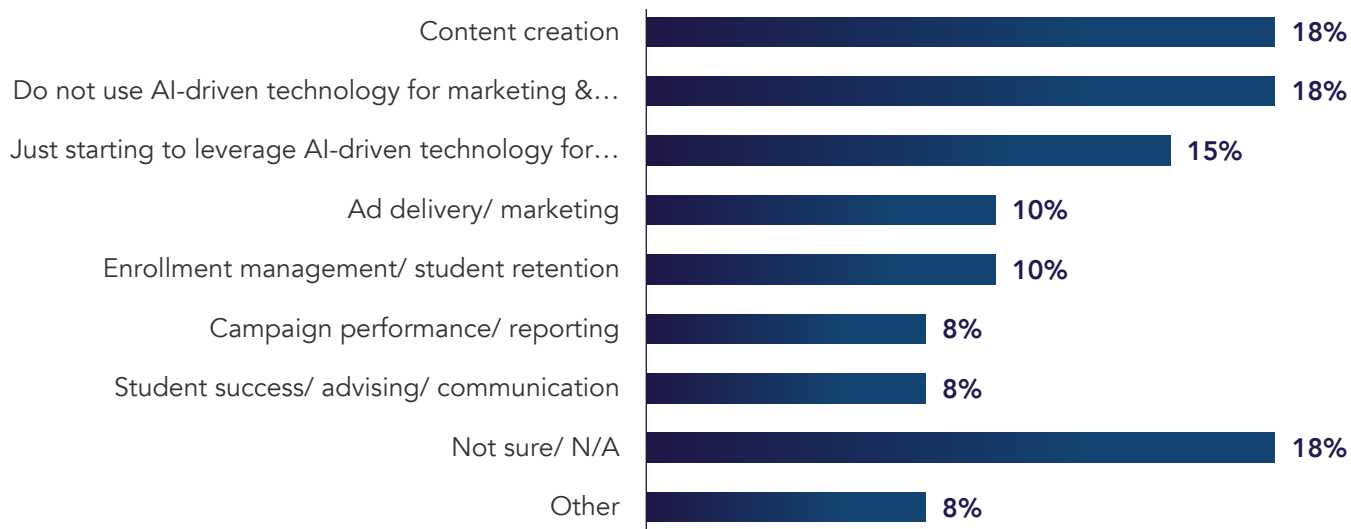
Participants were asked to evaluate the return on investment (ROI) of AI-driven technology in various marketing and enrollment functions. Respondents who previously said their institution does not use AI in certain marketing and enrollment functions were excluded from those areas. Customized ad and message delivery had the highest proportion of respondents who said it had a very high ROI (23%), followed by lead generation and qualification (17%). Overall, content optimization was ranked first with 36% of respondents saying it has a very high or high ROI.

Figure 18: Please evaluate the return on investment (ROI) of AI-driven technology used in the following marketing and enrollment functions at your institution.



When asked which area of marketing and enrollment management has the integration of AI-driven technology provided the greatest ROI, 18% cited content creation, 18% said they do not yet use AI-driven technology for marketing and enrollment, and 15% said they are just starting to leverage AI-driven technology in this area. Responses mentioned only once were placed in the “Other” category which included writing copy, cost containment, and reduced manual processes.

Figure 19: In which area of marketing and enrollment management at your institution has the integration of AI-driven technology provided the greatest return on investment (ROI)? (n=39)



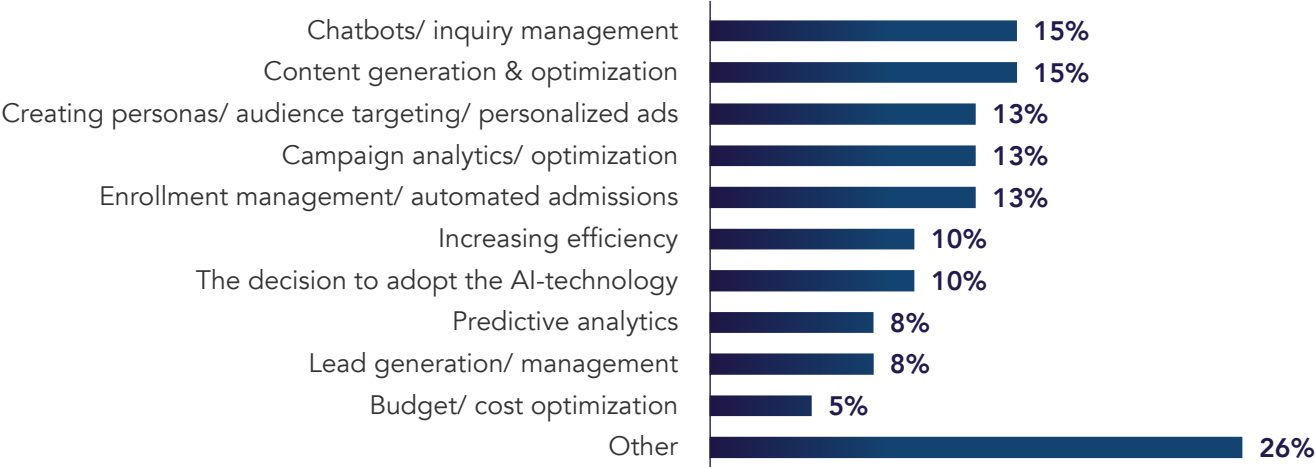
Fifteen percent of respondents strongly agree that the integration of AI-driven technology into their institution’s marketing and enrollment management efforts has positively influenced their enrollment funnel, while a third (33%) agree, 41% neither agree nor disagree, and 11% disagree or strongly disagree.

Figure 20: How strongly do you agree or disagree with the following statement: The integration of AI-driven technology into my institution’s marketing and enrollment management efforts has positively influenced our enrollment funnel (n=39)



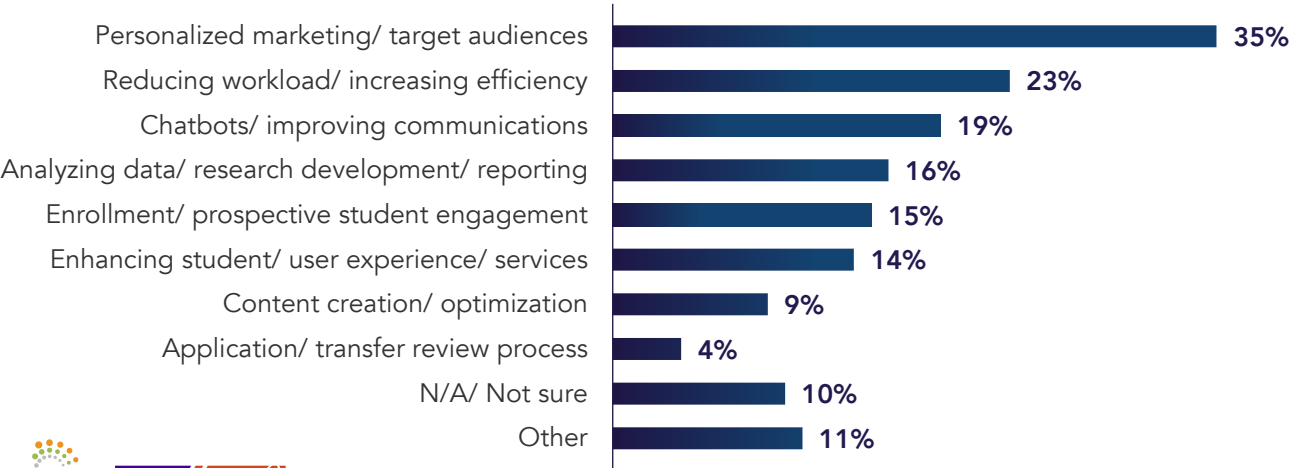
Fifteen percent of participants said chatbots/inquiry management is the greatest area of opportunity for adopting AI-driven technology at their institution, and an additional 15% cited content generation and optimization. Creating personas/audience targeting/personalized ads, campaign analytics/optimization, and enrollment management/automated admissions, were all cited by 13% of respondents. Responses mentioned only once were placed in the “Other” category which included IT infrastructure, website optimization, and automated emailing, among others.

Figure 21: 2025 Survey: What do you see as the greatest area of opportunity for adopting AI-driven technology in marketing and enrollment at your institution? (n=39)



Over a third (35%) of participants said personalized marketing/target audiences is the greatest area of opportunity for adopting AI-driven technology at their institution, while 23% said reducing workload/ increasing efficiency, and 19% said chatbots/improving communications. Responses mentioned fewer than three times were placed in the “Other” category which included academic program review modeling, automation and semi-automation, and the implementation of thought leadership, among others.

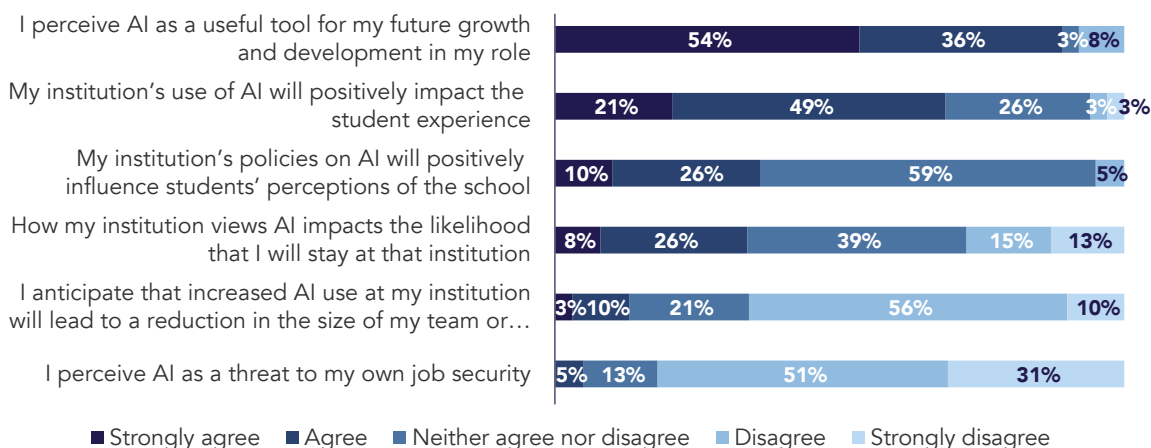
Figure 22: 2024 Survey: What do you see as the greatest area of opportunity for adopting AI-driven technology in marketing and enrollment at your institution? (n=74)



## Perceived Impact of AI Use

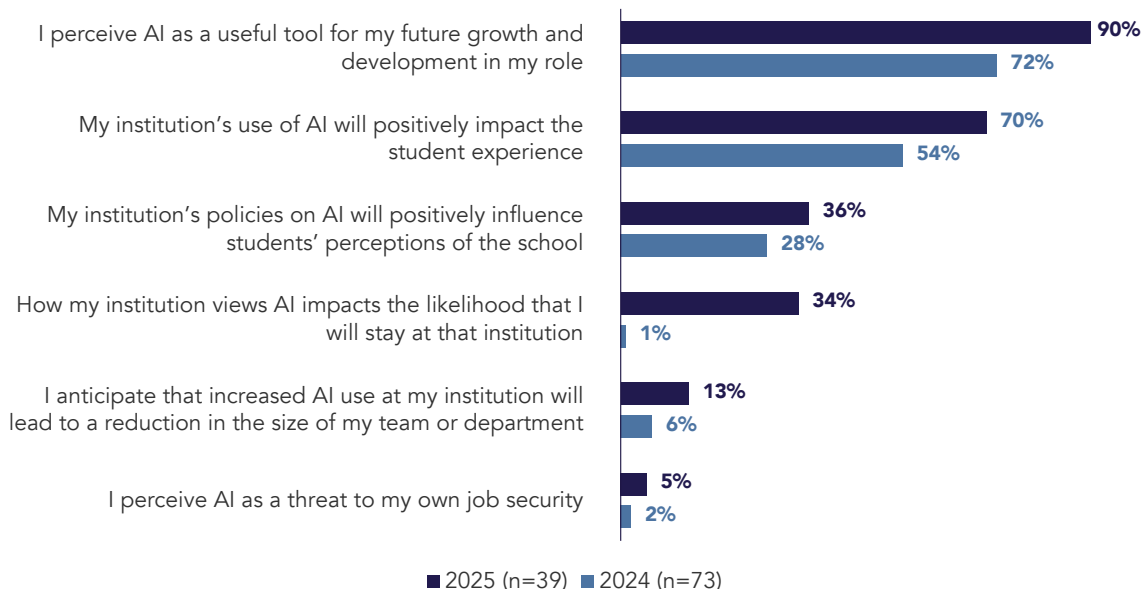
Ninety percent of participants strongly agree or agree that they perceive AI as a useful tool for future growth and development in their role and 70% strongly agree or agree that their institution's use of AI will positively impact the student experience. Eighty-two percent disagree or strongly disagree that they perceive AI as a threat to their own job security while 66% disagree or strongly disagree that they anticipate that increased AI use will lead to a reduction in the size of their team or department.

Figure 23: 2025 Survey: Please rate how strongly you agree or disagree with the following statements (n=39)



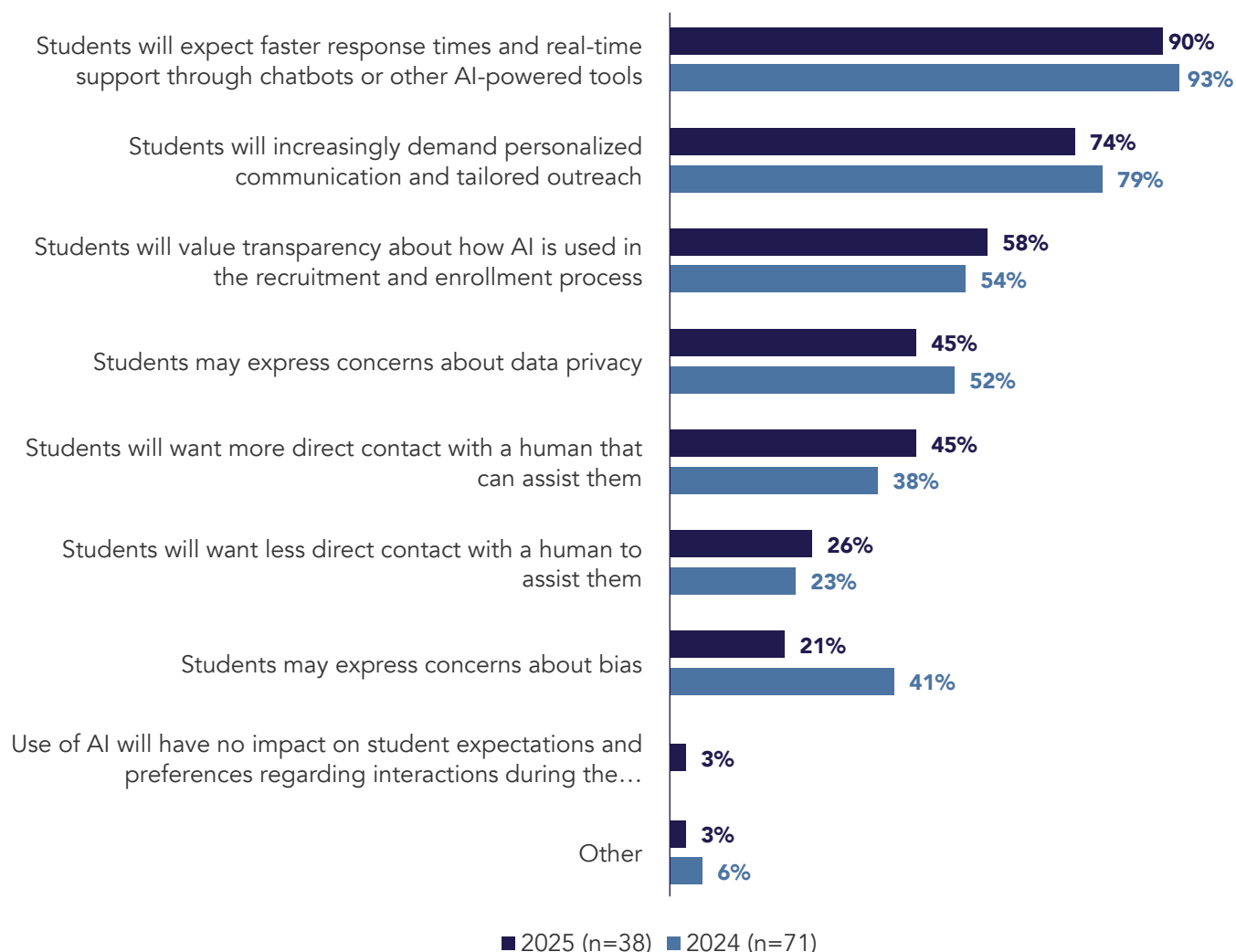
In 2025, respondents were more likely to strongly agree or agree with all statements about their institution's use of AI. The most notable increase was on the statement "how my institution views AI impacts the likelihood that I will stay at that institution," where agreement rose to 34% in 2025, compared to only 1% in 2024.

Figure 24: Please rate how strongly you agree or disagree with the following statements (% Strongly Agree or Agree)



Ninety percent of participants think that, with the use of AI, students will expect faster response times and real-time support through chatbots or other AI-powered tools, 74% believe students will increasingly demand personalized communication and tailored outreach, and 58% think students will value transparency about how AI is used in the recruitment and enrollment processes. The 2024 survey respondents were similar.

Figure 25: In your opinion, how will the use of AI impact student expectations and preferences regarding interactions during the recruitment and enrollment process?  
Please select all that apply.



# Impact on Higher Education

These findings suggest a growing consensus that AI-driven technology is no longer on the periphery. Though not yet fully mobilized, AI integration in higher education marketing and enrollment is rapidly expanding in scope and impact and becoming more embedded in daily operations. It is now central to institutional competitiveness, staff retention, and the student experience as they make their way through the enrollment funnel. While some institutions are still in the early stages of implementation, those that have adopted AI tools are reporting measurable gains. Delaying implementation means facing the risk of falling permanently behind in an area that is accelerating. Institutions that fail to act now will find themselves outpaced by their peers and by the expectations of their own staff.

## Implications for Leadership

- **Invest Where Impact Is Proven:** Focus on AI applications that have already demonstrated high return on investment. The survey identifies content creation, personalized ad delivery, and lead generation as the highest-performing areas. Investing in these areas now can help institutions accelerate returns and free up capacity for innovation.
- **Upskill Teams:** Invest in targeted training, focused on both technical skills and change management, to help staff effectively use AI-powered tools within existing platforms and to build confidence and buy-in. Providing clear growth pathways tied to AI fluency can improve staff engagement and retention, yet 44% say there is no plan to train staff on AI integration at their institution. Meanwhile, 90% of respondents (up from 72% in 2024) see AI as a useful tool for their future growth in their role.
- **Align Leadership with Operational Readiness:** Institutional leaders must move beyond passive support for AI and commit to actionable strategies. This includes benchmarking adoption progress, integrating AI into strategic plans, and allocating resources to scale effective tools. Leadership alignment is essential to turn scattered efforts into institutional capabilities. Notably, the number of respondents citing “lack of alignment with strategic priorities” as a major barrier to AI adoption nearly doubled from 18% in 2024 to 33% in 2025.
- **Establish Institutional AI Governance:** Higher education institutions should create governance structures that include marketing, enrollment, IT, and data privacy leaders to ensure that AI is implemented consistently and transparently across departments. These groups should work together to develop responsible AI use policies, establish ethical guidelines, and communicate data privacy practices to prospective students. Respondents from all institution sizes agreed that technical infrastructure readiness is one of greatest barriers to integrating emerging technologies.

Institutions should no longer need to be convinced of AI's potential in higher education marketing and enrollment, they need a purposeful path to rapid implementation. The challenge lies in converting receptivity into action, and scattered adoption into institutional strategy. Those that approach adoption with intentionality, cross-departmental collaboration, and a healthy sense of urgency will be poised to meet today's expectations while preparing for the future of student engagement and institutional growth.



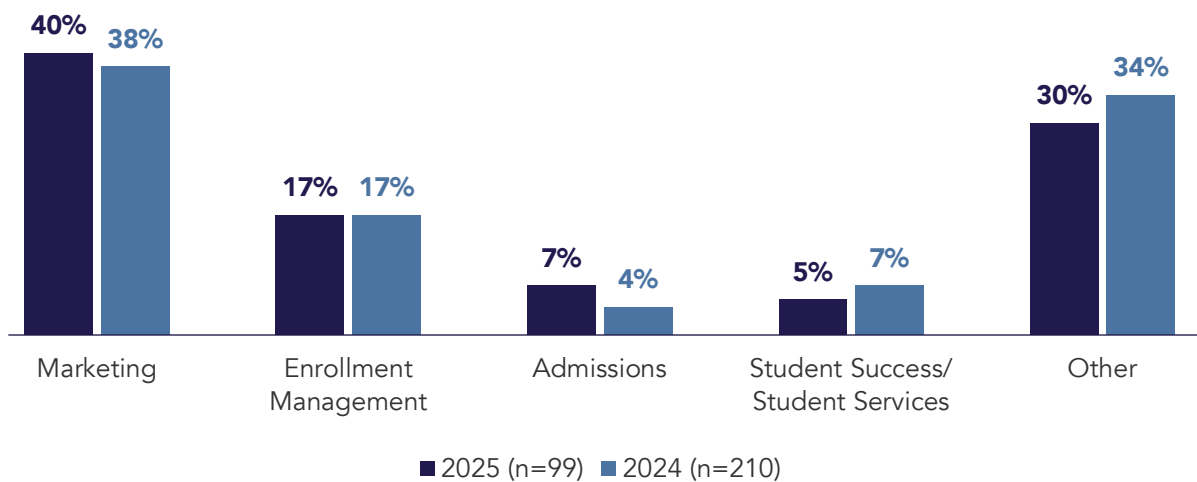
# Survey Methodology and Objective

UPCEA, in collaboration with EducationDynamics, designed a survey for institutional representatives specializing in marketing, enrollment management, student success/student services, and admissions. The primary objective of the survey was to understand perceptions around emerging trends and technology in higher education marketing and enrollment management, and understand the impact of the use of AI in institutional marketing and enrollment departments. The survey took place from February 24 to April 9, 2025. Overall, 99 individuals participated, of which 62 qualified, and 38 completed the entire survey.

## Demographic Information

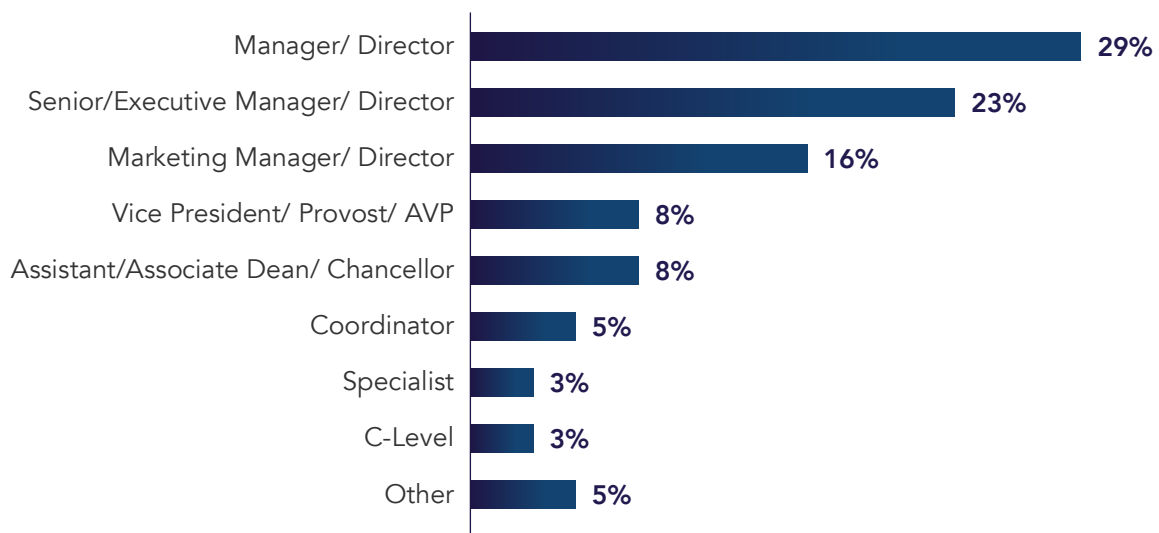
Forty percent of survey participants have a primary role in marketing at their institution, 17% in enrollment management, 7% in admissions, and 5% in student success/services. Nearly a third (30%) of participants with primary roles that fell into the “Other” category were terminated from the survey.

Figure 5: Which best describes your primary role at your institution?



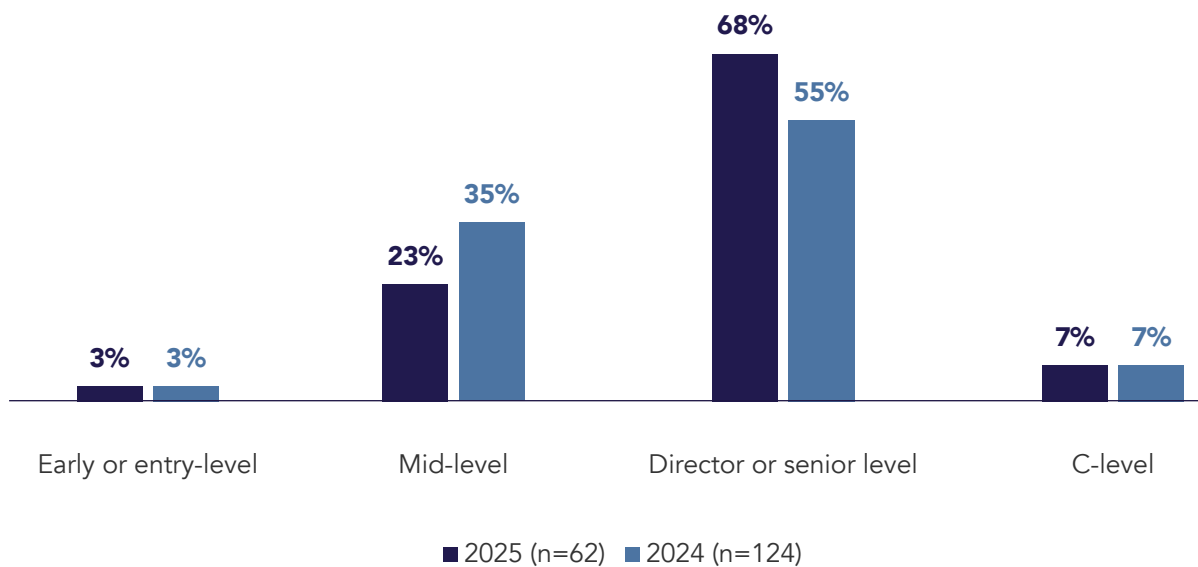
Twenty-nine percent of survey participants are managers/directors, 23% are senior/executive managers/directors, and 16% are marketing managers/directors.

Figure 27: Job Title (n=62)



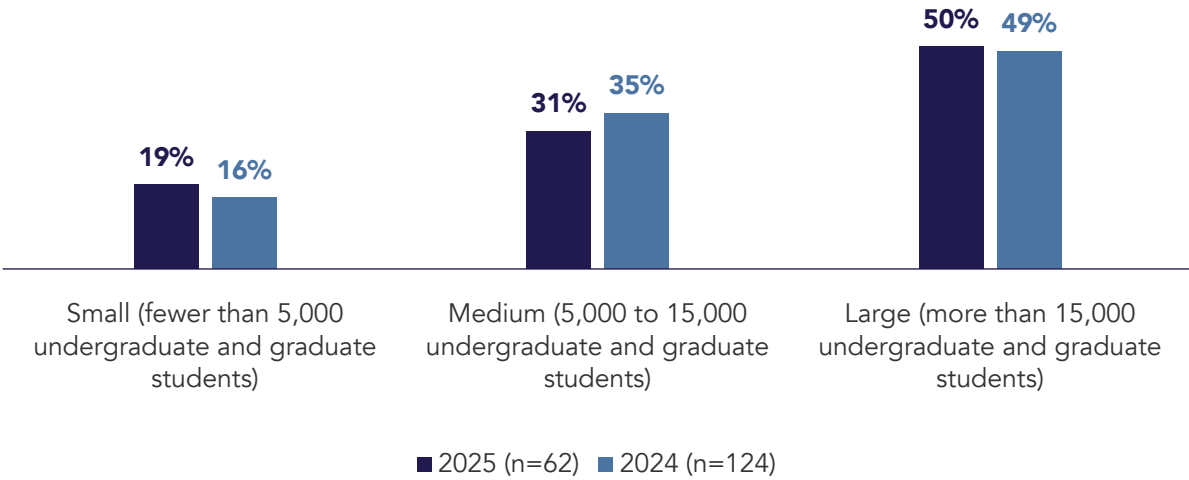
Over two-thirds (68%) are at a director or senior level point in their career, 23% are mid-level, 7% C-level, and 3% are early or entry-level in their career.

Figure 28: Point in Career



Half (50%) of participants come from large institutions, 31% from medium-sized institutions, and 19% from small institutions.

Figure 29: Institution Size



# About the Authors



## About UPCEA

UPCEA is the online and professional education association. Our members continuously reinvent higher education, positively impacting millions of lives. We proudly lead and support them through cutting edge research, professional development, networking and mentorship, conferences and seminars, and stakeholder advocacy. Our collaborative, entrepreneurial community brings together decision makers and influencers in education, industry, research, and policy interested in improving educational access and outcomes. Learn more about us at [UPCEA.edu](http://UPCEA.edu) and follow us online @UPCEA

## About EducationDynamics

EducationDynamics is the transformative strategic partner in higher education, focused on maximizing human potential by empowering institutions and leaders who are ready to challenge the status quo. With 35 years of experience, EducationDynamics has continuously evolved to stay ahead of the ever-changing landscape, helping partner institutions exceed what was previously thought possible. The company offers a distinct voice for leaders seeking to move beyond outdated practices, embracing a data-driven, student-centric approach that leverages research, strategy, action, and measurement to build strong brand reputation and optimize marketing performance for sustainable revenue growth. EducationDynamics activates, executes, and optimizes in real time, translating insights into precise action.