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MODEL OF STRATEGIC MANAGEMENT OF HIGHER EDUCATIONAL INSTITUTIONS ON THE BASIS OF THE FORMATION ITS COMPETITIVE ADVANTAGES IN THE MARKET OF EDUCATIONAL SERVICES

МОДЕЛЬ СТРАТЕГІЧНОГО УПРАВЛІННЯ ЗАКЛАДОМ ВИЩОЇ СВІТИ НА ОСНОВІ ФОРМУВАННЯ ЙОГО КОНКУРЕНТНИХ ПЕРЕВАГ НА РИНКУ ОСВІТНІХ ПОСЛУГ

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Education is an integral part of public life, which means that the development of higher education institutions must take place continuously, and on the basis of the principles of strategic management, in which the mission of the institution is formulated, strategic program (strategy) is designed and implemented, strategic tasks are solved. At the present stage of formation the strategy of development of higher educational institutions implementation of the principles of strategic management to the organizational model of higher education institutions is an objective necessity for the competitive functioning of institutes and universities in the market of educational services. Higher education as a type of economic activity is represented by higher educational institutions that provide educational and related services. Therefore, higher education institutions are unique subjects of the market of educational services, which is quite relevantly studied by the results of the relevant publication.

Keywords: higher educational institution, competitiveness, marketing approach, market of educational services, development strategy.

Освіта – невід’ємна частина суспільного життя, що означає, що розвиток закладів вищої освіти має відбуватися безупинно та на основі реалізації принципів стратегічного управління, в процесі якого формується місія функціонування закладу, проектується та реалізується стратегічна програма (стратегія), вирішуються стратегічні завдання. На сучасному етапі формування стратегії розвитку закладів вищої освіти впровадження принципів стратегічного управління до організаційної моделі закладів вищої освіти є об’єктивною необхідністю для конкурентоспроможного функціонування інститутів та університетів на сучасному ринку освітніх послуг. Окремі дослідники пропонують будувати стратегію розвитку закладу вищої освіти на основі двох критеріїв: частка ринку та асортимент. Такий підхід дозволяє ідентифікувати на ринку освітніх послуг лідерів, послідовників та нішерів. Додатковий критерій – динаміка ринкової частки закладу вищої освіти – дає змогу зрозуміти про тип стратегії (наступальна або захисна). На думку вітчизняних науковців, ключовим чинником ефективності фінансово-господарської діяльності закладу вищої освіти є формування його

вектора (у широкому розумінні) стратегічних цілей, а також своєчасне коригування цього вектора. Менеджмент закладу вищої освіти має складати матрицю можливих бальних оцінок стратегічних цілей на основі результатів оцінювання економічних показників, що характеризують успіхи закладу за конкретними цілями. Окремі фахівці радять закладу вищої освіти, з огляду на широкі асортименту лінійку освітніх програм та високу диверсифікацію діяльності, розробляти окрему маркетингову стратегію. Така пропозиція видається слушною, оскільки різні продукти, що виробляє заклад вищої освіти, мають просуватися на ринок із використанням різних маркетингових інструментів. Вища освіта як вид економічної діяльності представлена закладами вищої освіти, що надають освітні та супутні послуги. Відтак, заклади вищої освіти є унікальними суб'єктами ринку освітніх послуг, що досить актуально досліджено за результатами відповідної публікації.

Ключові слова: заклад вищої освіти, конкурентоспроможність, маркетинговий підхід, ринок освітніх послуг, стратегія розвитку.

Образование – неотъемлемая часть общественной жизни, что означает, что развитие высшего образования должно происходить непрерывно и на основе реализации принципов стратегического управления, в процессе которого формулируется миссия функционирования заведения, проектируется и реализуется стратегическая программа (стратегия), решаются стратегические задачи. На современном этапе формирования стратегии развития учреждений высшего образования внедрение принципов стратегического управления в организационную модель учреждений высшего образования является объективной необходимостью для конкурентоспособного функционирования институтов и университетов на рынке образовательных услуг. Высшее образование как вид экономической деятельности представлено заведениями высшего образования, предоставляющими образовательные и сопутствующие услуги. Следовательно, заведения высшего образования являются субъектами рынка образовательных услуг.

Ключевые слова: заведение высшего образования, конкурентоспособность, маркетинговый подход, рынок образовательных услуг, стратегия развития.

Formulation of the problem. The expediency of developing methodological recommendations for applying a strategy (strategic development plan) of a higher education institution based on the use of competitive advantages is an actual task of modern science and practice. The development strategy of the higher education institution is generally a management tool through which the management of the institution takes measures aimed at minimizing the negative impact of internal and external threats, and strengthens the positive impact of competitive advantage. Mentioned above should lead to strengthening of the competitiveness (competitive position) of the higher education institutions on the market of educational services. Quantitatively, this process is reflected in the increasing of the market share of higher education institutions on the market, besides in the corresponding growth of income and profitability of the main activity.

Recent research and publications analysis. Well-known European economists A. Keller, N. Blau, H. Duderstadt and their numerous colleagues in their works substantiated the need of strategic planning for higher education institutions. A. Keller notes that in the strategy (strategic development plan) of a higher education institution it is advisable to distinguish at least three internal components (traditions and values, strengths and weaknesses, opportunities and priorities of the management) and three external components (environmental trends,

market trends, competitive situation). N. Blau points out the expediency of structural organization for creative (innovative) activities of higher education institutions. H. Duderstadt warns against the action of the main driving forces of strategic planning (financial imperatives, changing needs of society, technical progress, market conditions), and insists on the expediency of taking into account the difference between classical and professional higher education. The researcher notes that vocational education institutions should be changed in accordance with the trends of change in the field for which the higher education institution prepares graduates.

Peter Lorange, President of the Swiss Business School International Institute for Management Development (IMD), highlights the main directions of creating socially useful consumer value in higher education: research (creation of new knowledge), education (dissemination of knowledge), education of conscientious citizens (socialization). The institution of higher education, striving to develop these values, can build its strategy on the basis of M. Porter's theory. Based on this, the institution of higher education can build its strategy in the following areas: production of educational services at the lowest spending; differentiation of educational services; wide market orientation; focus on a specific market niche.

Selection of previously unsolved parts of the overall problem. The choice of a specific type of higher education institution development

strategy is carried out by the highest management of the institution taking into account the current market situation, market dynamics forecast, analysis of external challenges, available potential, specialization and other factors which in modern conditions requires an urgent solution and assessment of competitive advantages in higher education.

Formulation of the goals of the article (task statement). We believe that the most effective method of strategic management of higher education is a competitive method, as higher education operates in a highly competitive environment. In addition, each higher education institution has an element of uniqueness, it means a certain set of competitive advantages that can be a source of strategic success on the market. If a higher education institution successfully promotes and uses its own competitive advantages on the market, it is expected to have a steady increase in competitiveness, and as a result – improve its market position and increase effectiveness of the activities.

That is why, while forming the brand of a higher education institution, it is always necessary to take into account current trends of the development not only of potential applicants, but also of the world as a whole. In the conditions of modern quarantine, social networks, where most young people spend their time, proved to be expedient for their presentation. So, well-chosen presentation material and relevant videos and interesting, non-standard presentation of information can attract even more attention and interest of many future students than the usual «Open Day», which was often attended by parents with students before the global pandemic.

Statement of basic materials. The competitive advantage of the higher education institution is a concentrated form of manifestation of market advantages of the higher education institution in different spheres of its activity, which is manifested in specific characteristics of market goods (price, quality, availability, clarity, content, etc.). The competitive advantage of an educational product (educational program, educational service) can be expressed through specific consumer characteristics that are more attractive to potential or actual consumers than in the educational products of other institutions.

In our opinion, before developing the strategy of the development of a higher education institution, each educational product (educational program, educational service) offered on the open market should be analyzed in terms of identification and assessment of competitive advantages.

First of all, the competitive advantages of educational and related services include the following [2]:

- price;
- flexibility of payment terms (possibility of installments);
- quality;
- content;
- term of granting (including possibility of the reduced acquirement of the program);
- the possibility of preferential consumption of additional services (dormitory accommodation, student groups);
- the possibility of access to additional services (access to study at the military department, access to the program «double diploma»);
- convenience of location of services consumption; availability of the service due to the use of information technologies;
- image of the institution;
- the prestige of the educational program (specialty);
- the possibility of continuing education in master's or graduate school and others.

Educational services may have other competitive advantages due to the characteristics of the higher education institution or the characteristics of the profession for which the training is carried out. For example, for tourism specialties the competitive advantage may be an internship in foreign hotels, for technological and technical – the possibility of mastering certain disciplines in modern laboratories, for medical – the possibility of preferential training in internships and more.

Competitive advantages of higher education institution development can be effectively realized only in the case of proper organization of marketing activities of the institution, it means through the formation of result-oriented mechanisms for promoting competitive educational products on the market through marketing tools.

The marketing plan of the higher education institution should be used instead of classical marketing strategy and provide the promotion on the market of competitive educational and related services (including in the form of comprehensive educational programs) that have specific competitive advantages. These benefits must be communicated to potential consumers in a reasonable (appropriate) way [1].

An important element of strategic management of higher education institution based on the use of the methodology of competitive advantage is a clear definition of indicators (characteristics), which should become criteria (quantitative benchmarks) of the proper effectiveness

and efficiency of strategic development of the institution.

While developing a program of strategic development of higher educational institution based on the use of competitive advantages, it is advisable to take into account the requirements of regulations, including legislation, government programs, state standards, which determine the strategic guidelines for higher education as a whole. In particular, the National Program of the Development of Education provides the implementation the latest mechanisms to improve the education management system, among which it is expedient to note the following:

- development of a unified educational policy, ensuring continuity between levels of education;
- increasing the independence of educational institutions at the disposal of financial resources;
- optimization of the network of educational institutions taking into account demographic and economic realities and the need to improve the quality of education (creation of educational districts, optimization of the network of schools, reforming the system of boarding schools);
- transfer of management functions of the vocational schools to the local level; creation of consolidated regional institutions of higher education);
- revision of outdated typical staffing standards.

To assess the competitiveness of higher educational institution, it is advisable to use different methods: special expert research, indirect calculations based on known data, the method of «reflection», analytical methods of rating assessment, market share calculation, etc.

The market of educational services as a social and economic system is a set of social and economic relations that develop in commodity educational production between all subjects both horizontally and vertically (educational institutions of all types, consumers of educational services, consumers of labor, the state and different interested organizations) regarding the purchase and sale of educational services. The product on the market of educational services is the knowledge, skills and abilities offered by the subjects of this market (higher educational institutions, private teachers, vocational schools, colleges, etc.) [5].

Marketing of educational services is a science that studies the market of paid educational services; activities of their distribution and promotion; philosophy of educational business. The use of marketing allows each educational institution to monitor the situation on the labor market and accordingly adjust the amount and quality of educational services. The purpose of marketing

educational services is to create conditions of the development of the education system, which will meet the educational needs of the individual and society as a whole, taking into account the needs of the regional labor market; preservation and development of the education system on market conditions.

The essence of marketing educational services is to maximize the individual needs of educational services consumers for personal and professional growth and increase personal value, resulting in the reproduction of the general intellectual potential of society. Therefore, consumer research – the direct recipients of educational products – is the basis of educational marketing.

From the point of marketing view, the functions of the educational institution include:

- provision of educational services to consumers, transfer of necessary knowledge, skills and abilities;
- production and provision of additional educational services that form the personality of the future specialist;
- provision of information and mediation services to potential and real consumers and employers, including coordination with them of the conditions of future work, size, procedure and sources of financing of educational services, etc.

Marketing of educational services has a number of features due to the specifics of the service and the education sector in general, among which the main ones are: the active role of the conclusive user of educational services; delayed nature of identifying the results of granting educational services; priority of cooperation and restriction of efficiency of competition of educational services producers; special role and significance of the state in the field of education, as well as the need for its participation in the development of education.

The main tasks of educational marketing at the moment are:

- study of the labor market of the region to determine the most popular professions and prospects for the development of these needs in connection with the restructuring of the economy;
- study of the market of educational services, inquiries of consumers of these services;
- search for potential consumers of educational services;
- creation in higher educational institution conditions of constant adaptation to social demand of region for experts on profiles;
- taking into account the geopolitical position of the region to determine the optimal strategy in marketing policy;

– organization of the management of the higher educational institution for the maximum satisfaction of inquiries of educational services consumers.

One of important factors of the marketing of educational services is marketing communications. The system of communications in marketing includes the means and processes of providing consumers with information about the market and the offered service. Traditionally, such communications include advertising; brand of the institution, public opinion about the foundation, about the quality of services, about employment, personal contacts. Currently, marketing communications in the field of information technology are widely transformed into integrated marketing communications – a concept of sharing all types of marketing communications, based on the main objectives. Separate communications complement each other, which creates a synergistic effect that improves the quality of marketing educational services.

In order to carry out marketing activities in an educational institution, it is necessary to develop and implement an advertising campaign, which is a set of measures aimed at achieving a specific marketing goal. To achieve it, it is necessary to form a stable positive image of the educational institution in the eyes of society, strengthen the role of information advertising of the educational services, organize an effective campaign to interest entrants and their parents in receiving educational services and determine the rating of free educational services. Advertising of the educational institution should contain more than a simple list of educational services. The consumer of these services goes to a higher education institution with a desire to obtain a certain set of knowledge, skills and abilities, so this set of factors should be the subject of advertising.

Because we live in a digital environment and virtually everyone has their own social media

account, the most effective way to promote advertising and present your own educational institution, taking into account all the services it provides, is advertising on social media (Instagram, Facebook, YouTube, TikTok). Given that the main category of people targeted by such advertising are graduates of secondary schools, colleges and vocational schools, the use of social networks is the best marketing move to present the higher education institution in the most «bright» colors, so such pages can be maintained by both teachers and students.

Also, in quarantine, as well as with a further great alternative, a great solution for the event «Open Day», where the higher educational institution has the opportunity to present itself and in which specialties provides educational services, is a digital platform Zoom, Google Meet, as well as using social networks. Due to the fact that many potential entrants live in remote settlements not only in the region, but also in the country, this is a great alternative for presenting a higher educational institution. After all, with the help of online presentation, it is possible to interest more students, because all the necessary information about the work of higher educational institution, the organization of the educational process and student life can be presented through videos on social networks.

Conclusions. Nowadays, for the successful promotion of a higher educational institution, it is necessary to develop an integral system of integrated marketing communications, to combine communication resources of different promotion technologies. One of the important issues of educational institutions on the market economy is their competitiveness. The management of the higher educational institution must develop effective marketing strategies that are necessary to build a reputable brand of the higher educational institution based on the high quality of educational services which is provided.

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