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### **MARKETING OF EDUCATION AT THE UKRAINIAN HIGHER EDUCATIONAL INSTITUTIONS**

*The article deals with marketing environment at the higher educational institutions. The concrete examples show aspects concerning modern state of the Ukrainian education. One observes the constituents of the higher educational institutions marketing: educational product, demand for educational service, marketing researches of the proper market and marketing complex.*

Keywords: marketing of education, marketing of higher educational institution, pedagogical marketing, marketing researches in education, complex of higher education marketing, educational service marketing, marketing activity of HEI.

**Introduction.** Global changes occurred in society today in general and in education particularly, require new approaches to control all sections in educational environment. Under conditions of the modernization concerning conceptual, organizational and structural grounds in native education there is a question to determine marketing characteristic concepts and tools in this sphere, marketing activity principles in the educational market etc, that is subject to study pedagogical marketing. Today we have paradoxical situation, when HEI market is regulated faster by the entrants' requirements, whose interests differ from employers' demands. In fact there are two consumers' categories – future specialists and employers. HEIs have to play role of mediator and regulator between these categories. Then, trying to satisfy consumers “on entrance”, HEI lost its mediator and regulator role, and product, which they produce “on exit”, often doesn't satisfy employer, and sometimes the specialist and after that state at a whole. Having oriented on school-leavers' wishes to get higher education, every year HEI increased number of 1-year students, which became the main factor for misbalance between the fact what educational service market produces, and what labor market demands. Theoretically graduates have to get professional skills, i.e. the product which is suggested by HEI. However those students' understanding, for which the main thing is not knowledge but diploma, prevent from this. That's why, the question of education quality and its correspondence to the labor market requirements concerning highly qualified specialists is urgent today.

**Problem statement.** New “Higher Education” Act of Ukraine [1] determines larger autonomy for higher educational institutions. It means their independence and responsibility to make decisions to develop academic freedom, to organize educational process, scientific researches, internal government, economic and another activity, which will provide society sustainable development at a whole. Such development has to be united with sustainable development economy, which under conditions of the world globalization more and more becomes the subject for scientists' studies [2]. In addition, new marketing concept – marketing of the sustainable development [3], becomes popular in the scientific world. Its aim is to

define and prognosticate perspective directions for education development in social and economic processes globalization conditions.

**The object of an article** is to form marketing policy in the educational service sphere, and the task of the research is to make concrete proposals concerning marketing activity improvement in HEI activity.

**Analysis of the latest research and publications.** Marketing activity in education in general and marketing concepts and tools introduction as a system to control educational, scientific and pedagogic processes, which will provide these educational institutions competitiveness growth and will form society requirements in proper educational service, were studied by Ukrainian and Russian specialists, including T. Obolenska [4], S. Bila [5], V. Gavrylyuk [6], S. Ilyashenko [7], O. Kozlova [8], O. Kratt [9], S. Melnikov [10] and others. Complex researches concerning theoretical, methodological, managerial and marketing problems in native education have not been revealed till this time. The scientific investigation state of the educational or pedagogical marketing theory doesn't suit practical demands of the market. Although scientists grounded the necessity to make significant changes in education, they didn't consider some factors, which effect the development of educational sphere. Particularly they include great population migration from regions to capital or to other states, constant growing disproportion in students' knowledge quality, who are studying on full-time or other forms program, deterioration of opportunity for HEIs graduates to find good job [11]. Thus, New Act of Ukraine on Higher Education stimulates to develop marketing in the educational service sphere, that confirms necessity and urgency of the given research.

**Main material.** New Act of Ukraine on Higher Education is oriented to increase attention to the scientific, scientific and technical, and innovative areas in higher educational institutions activity [1]. In scientific sphere Act supports the existing "de-jure", but not realized "de-facto" the right of HEI to be founder of various innovative structures (scientific centers, technological parks and business-incubators etc) in order to conduct joint scientific researches, demonstrative experiments etc with other economic activity subjects. It will provide the state-private partnership in the sphere of higher education, which is the fifth P – partners (personal, people), supporting the famous classical marketing complex (4P).

In other words, Ukrainian higher school needs, firstly, to renew that fact, that characterized scientific and higher educational institutions during Soviet Union, secondly, to stand competition not only with the most prestigious universities of the USA, Great Britain, Germany, but to stand against, for instance, Polish, Lithuanian and other expansion in Ukrainian entrants' number. The general well-known fact is that about 80 years ago, precisely after The World War I, when the USA became powerful creditor after non-perspective debtor, and Great Depression in the 30s last century, the USA started gradually to impose their values to the whole world. But unlike economy or policy, where the USA acts as strict dictate among other countries, the conditions are created in education and science for young people, under which they take new values during the study: individuality, precedence of material over spiritual, pragmatism etc. All this facts led to the situation, when 21,43% of Ukrainians want to study at the most prestigious due to various rates Harvard University, which has the best conditions for studying in the world. Today it comprises 6,7 thousand students and 14,5 thousand candidates [12]. One should point, that number of candidates more than twice exceeds number of students. The most prestigious Lomonosov Moscow State University on the territory of previous USSR has this proportion vice versa.

From the point of view of classical marketing educational marketing tools include: marketing investigations of the educational market, assortment of service in education

(*product*), price setting policy for educational service (*price*), communications between educational activity subjects (*promotion*), native and international image, which is initially created owing to scientific relations of professors and lecturers team (*personal, partners*), and rating at the labor market of graduates (*positions, people*).

The necessity to develop marketing in education is stipulated by the following modern tendencies: 1) globalized aim concerning students' mobility within Bologna process (about 20% if European students) has not been achieved yet (in fact about 3%), because various mental and historical values in the country were not considered, its educational traditions and national interests etc; 2) constant large (30s and 70s of the last century and 2008-2011) and small (each decade) financial and economic crisis and systematic social and demographic crisis in European countries cause so called "constant fight for student"; 3) fast innovative changes practically in all activities make people to improve their existing specialties and create new ones. For example, according to the given material English universities involve touristic agencies, especially if they are in cities with rich cultural and historical heritage. For example, in Austria the mentioned function is conducted by the Austrian State Exchange Service (ASES), in France and Sweden – Campus France and Social Sweden Institution, and in Poland information about opportunity to study is given by the social organization Recognition Bureau. In practice to involve foreign students into study one uses the most modern marketing approaches: the fact that in some countries (particularly, in Cyprus) students, who study abroad, are not drafted into the army, can work there after study, have some discounts to study in perspective in the Master Degree Program (e.g., Derby, England), intensification of communicative policy in students' supply regions with great incomes for citizens (e.g., involving of schoolchildren to Children's Universities in Austria) etc [6]. Another example: in Germany owing to the labor market asymmetry, IT are interested in further study of the proper Bachelor degree students from other countries. During two years Master degree student will master German language (super knowledge are not necessary for IT worker), will adopted to the mentality and find job there.

Ukraine is interested in Polish experience – country which took lower place than Ukraine 25 years ago (one generation) due to the higher education system organization level. Number of HEIs (III-d and IV-th accreditation level) from some European countries is shown in the Table 1.

*Table 1 – Comparison of universities number in the European countries*

| Title of the factor for comparison     | Country       |        |       |        |                         |
|--|---------------|--------|-------|--------|-------------------------|
|  | Great Britain | France | Italy | Poland | Ukraine                 |
| Population, mln. people                | 63            | 66     | 61    | 38     | 45                      |
| Number of HEIs, units                  | 96            | 80     | 65    | 11     | about 320 <sup>1)</sup> |
| Number of HEIs for 1 mln of population | 1,52          | 1,21   | 1,07  | 0,29   | 7,1                     |

<sup>1)</sup> – owing to the modern reorganization number of HEIs is constantly increased

The materials from table show disproportion, on one hand, between number of HEIS in economically developed European countries and Ukraine, and on the other hand – European countries and Poland. Such state is caused by fast growing of field oriented HEIs in XX century in Ukraine, which was included to the USSR, whereas European universities exist during some centuries and are widen thanks to new faculties and specialties within one HEI. At the time of USSR collapse, Ukraine had about 200 HEIs. It is optimal number for those times, and it has to be the same with minimal changes. In Poland, vice versa, few HEIs of the European level is intensively compensated with private establishments, where the study is observed by Ukrainian students as opportunity to stay abroad forever.

Taking into account the fact that Poland is exporter of students to Europe during 2 decades, the proper state and commercial structures are formed there, which involve to study students from other countries. Orientation is on state-neighbors, considering some historical connections, cultures likeness, possibility to visit home, and therefore to spend minimum costs and time, etc.

Naturally, a few students from Slovak, Czech Republic, Hungary will go to Poland for study, because best of them wish to study in Austria, England and Germany. And Ukraine is so called “golden calf” for Polish people, Table 2 [13].

*Table 2 – Increase of foreign students’ number in Poland*

| Title of the factor for comparison | Comparing periods |           |           |           |                            |
|------------------------------------|-------------------|-----------|-----------|-----------|----------------------------|
|                                    | 1990-1991         | 2000-2001 | 2005-2006 | 2009-2010 | 2014-2015                  |
| Academic years                     |                   |           |           |           |                            |
| Number of students, thousands      | 4,3               | 6,6       | 10,1      | 17        | more than 21 <sup>1)</sup> |

<sup>1)</sup> – at the time of article writing there was no precise statistic data

In Ukraine there were firms, which “gather” students on the ground (especially it concerns average Ukrainian regions for population) and sign agreements with Polish state and private HEIs. Prices for paid education in Poland are much higher than proper Ukrainian ones (2000 Euro per year for state, and 1000 Euro per year for private). And these firms provide adequate service, e.g. during first academic year there is constant control concerning students’ study and behavior in hostel. This is marketing of education.

Most European countries have unobtainable factors of the higher education, as it is considered in the USA. “In 2011-2012 academic year average price for full program education at state HEI (any) was 5700\$ per year, that was in its turn 15,5% of the working person’s average annual profit” [10], and “...student’s full time study at private university was about 14350\$, i.e. about 39 % of working person’s annual medium income”. But it doesn’t mean that USA higher education has no problems. S. Melnikov, studying the higher education in the USA, mentions: “...American universities face many problems, based on financial means lack. Federal government gives little help to universities and HEIs as for the financial support” [the same]. Thus, marketing of education has to solve these problems, because for a reason classical marketing has American origin.

Unfortunately, Ukraine has nothing to be proud of in marketing. There is no state marketing policy in the country at a whole and its little presence at some concrete HEIs leaded

to that fact that own students' export factors to study abroad Ukraine is one of countries-leaders, particularly mentioned by Professor R. Tomanek, Vice Rector of the Economic university in Katowice: "China, Chorea, Kazakhstan, Russian Federation, Ukraine – are the biggest exporters of "commercial" students to Europe" [14]. Let's analyze factors of these transformations. In fact, quarter century ago Ukraine, if it was separated from the USSR, had one of the most authoritative education systems in the world. But it might be under other political, social, cultural conditions and – mainly – planned economy, in which number and quality of specialists' training with higher education were caused with this or that specialists' necessity in this or that economy spheres. At the same time most part of graduates was distinguished by the specialty that's why they didn't worry about first place. Since two last centuries everything has been diametrically changed. There are some reasons for that: 1) transfer of developed world countries to the fifth and sixth technical and technological ways, which can't be achieved by the leading technical HEIs in large industrial cities in Ukraine; 2) increase of need in specialties, characterized for market economy conditions, such as: economists (managers, marketing experts, advertising experts), political experts, specialists on public relations, lawyers etc; 3) creation of private HEIs, which mostly worry about profits, but not about education quality; 4) simplified entrance terms to HEIs for evening and part-time tuition (especially after becoming of "young specialists", order of which is absent in the labor market) and becoming of the second higher education. In causes that about 30% of HEIs in Ukraine systematically introduce educational institution strategic management and have, contrary to two last from the mentioned reasons, leaded to "earning", strict unique mission [15].

Many years of authors' work experience at higher school gives grounds to represent processes which occur owing to given reasons: less than half of graduates from full time study and only fifth part of graduates from evening tuition, part time study and online study departments (if the diploma is received by more than 50% young people) achieve necessary professional level 25-30 years ago, when higher education was got about 20% of population. Today the European Union country 23% of population has higher education diploma. Such part of people with higher education is optimal for Ukrainian economy [the same]. Just such factors must be taken into account by educational service marketing.

What has higher education marketing complex in Ukraine be oriented on?

1. In state policy in the education sphere, *firstly*, there mustn't be policy concerning constant priority of metropolitan HEIs in comparison with provincial ones (as it is well-known, there is no such phenomenon in Europe), but the university independence growing will not help, because they have different starting conditions; *secondly* – in no case Ministry of Education and Science of Ukraine shouldn't change HEIs statute and their forcing uniting, which one tried to do in 2004, particularly in Sumy. Today it is observed as variant to decrease state budget loss.

2. In the sphere of price setting policy (*price*) – it means changes in regulatory basis with opportunity to give discounts for paid study under some conditions, that, *firstly*, will give opportunity to entrant to choose desired specialty, and not that one, where he may study free of charge, and *secondly*, will stimulate for more industrious study.

3. In order to make profound changes and increase competitiveness HEIs have to apply another marketing complex elements, where main stress is made to satisfy fully the needs and demand for educational service owing to systematic monitoring of educational space, which will provide consumers' demand for educational service. Estimation of the educational establishment potential in comparison with external competitors will provide qualified

improvement of its main constituent (*product*). The one problem is liquidation of the internal competition in the concrete HEI, which causes great harm today.

4. It requires to form modern communicative system both at the state level, and at the separate HEI level, including marketing informative system. Policy to advance (*promotion*) the separate higher educational establishment is efficiently to conduct at three levels (university, faculty and graduating department level – concrete specialty), owing to the synergetic effect gives sum result [16]. In the advertising activity of HEI incentive motives have to predominate: international and national image of HEI, lecturers' professional skills, certain directions of the further activity by specialty in the labor market.

5. Thus, one of the main important conditions to modernize higher educational institution management is to determine needs in the financing amounts for educational service, material and technical and resource provision of its activity preparation, and also graduate's adaptation in the labor market, which may be included to the constituent *position* in HEI marketing complex.

6. Classical marketing 4P are to form creative personality with high adaptive potential, able to orient in modern informative space, to think critically, to make own decisions. It stipulates necessity to organize educational environment based on the innovative pedagogical activity [17]. Act [1] mentions, that "...state assists to develop higher educational establishments as centers of independent thought ...". It leads to students' self-governance role increase and students' youth socializing process at HEI. It concerns one of the new marketing complex constituents – *people*. University administration has to delegate great powers to students' representative bodies, giving them some tools to impact. It increases efficiency of the organizational and innovative activity at HEIs.

7. The mentioned above is impossible without consequent regional policy in higher education sphere, i.e. marketing element realization (*partners*). Today these or those HEIs in local or regional educational markets are more enemies than colleagues. The created Rectors' Councils at the end of 90s last century have not been efficient, as many other progressive starts, but just they have to be uniting chain between HEIs, population and local self-governance bodies. The suggested observation councils in Act [1] must help in some way [1]. But it will be ineffective without territory governing bodies support of their activity.

8. High demands are set today to the qualitative membership of scientific and research sector at HEI, which has to be realized by new marketing complex element (*personal*). Here with the help of marketing approach one needs to define consumers' advantages in scientific product (publishing scientific and research materials, success in Ukrainian contests of students' scientific works, number and size of grants, financing amount of scientific and research themes using budget funds etc) and take into account purchaser's readiness to pay for projected scientific and research product created on Departments and laboratories at HEI. The same situation is at the USA universities, where, due to last data, "...29 % of professors and lecturers personnel members dedicate more than 20 hours per week to scientific work" [10].

Results of marketing research at education service market demand intensive development of the new specialties market, which by experts' mind, started to be formed in the middle 90s last century and since then is dynamically developing.

Business-education becomes popular. Enterprise and various properties firms managers-practicians are interested in getting it. There are high rank managers among such "students". The strict competitive situation makes them to study, where there are enough tested schemes and experience.

Popularity of various specialties in business-education among regional enterprises,

companies and establishments is distinguished in the following way: marketing — 39% (including skills for sell – 19%), management – 25% (personnel management – 4%), public relations – 9% (skills of public relations – 3%), finances, business ethic, small business, foreign language – 3-4%, others (less than 3 % each) – 13%. Among schoolchildren from higher school who want to master specialty Marketing the number is higher. If among all senior schoolchildren from Northern East of Ukraine 21 % of entrants want to get higher humanitarian education, technical education – 18%, creative – 18%, medical – 17%, and economic – 26% , more than half of the last wish to be marketing experts (research was carried out by the postgraduates from Marketing and Management of Innovative Activity Department SSU) – leading educational institution of Slobozhan region, which is stably included to the 30 best HEIs in the country, and by the number of winners in Ukrainian students' works contests among students – is among 3 winners). But today students' number, who after Bachelor Degree entered to Master Degree to European universities, comparing with those who came from Europe to Sumy<sup>1</sup>, is not in favor of last ones, Table 3.

**Table 3 – Comparison of Bachelors number, who graduated from SSU and went abroad to European universities to get Master Degree with those, who came from abroad for Degree to this HEI**

| Name of the directions for Master Degree | Years of long-term study comparison |      |      |      |       |                                     |      |      |                 |       |
|--|-------------------------------------|------|------|------|-------|-------------------------------------|------|------|-----------------|-------|
|  | Those who went abroad (Europe)      |      |      |      |       | Those who came from abroad (Africa) |      |      |                 |       |
|  | 2011                                | 2012 | 2013 | 2014 | Total | 2011                                | 2012 | 2013 | 2014            | Total |
| Physics and Electronics, persons         | 1                                   | 1    | –    | –    | 2     | –                                   | –    | –    | –               | –     |
| Informatics, IT projecting, persons      | –                                   | 2    | –    | 1    | 3     | –                                   | –    | –    | –               | –     |
| Engineering specialties, persons         | 1                                   | 1    | 3    | 1    | 6     | –                                   | –    | –    | 1               | 1     |
| Economic specialties, persons            | –                                   | 3    | –    | 5    | 8     | –                                   | 3    | 2    | 4 <sup>1)</sup> | 9     |
| Humanitarian specialties, persons        | 1                                   | –    | 2    | –    | 3     | –                                   | –    | –    | –               | –     |
| Result by years                          | 3                                   | 7    | 5    | 7    | 22    | –                                   | 3    | 2    | 5               | 10    |

<sup>1)</sup> – with consideration of 4 Africans, who came from Donetsk and Lugansk regions

**Conclusions.** Thus, New Act of Ukraine on higher education on the legislative level was revealed in conceptual orients of higher education renew, which require modernization shifts

<sup>1</sup> in other HEIs of the regional center there is practically no students' move, students from Agricultural University (SNAU) went for so called “training” to Great Britain, but in practice they were just used in agricultural works. Students, who come to study at Sumy HEIs from 1-year on study for fee-form education (mostly from countries of previous USSR, Asia, Africa) are not taken into account

in the system of HEIs management, which under modern conditions is impossible without educational marketing concepts and tools, function of which is concretized in the article. It is confirmed that criteria to estimate level of HEI marketing aim achievement is education allowance for as many as possible people, and concerning education quality and scientific research – profit, which scientists and lecturers give to country at a whole and region particularly. Successful uniting of education marketing on the state level, regional level and level of the separate HEI will give opportunity to optimize number of specialties, on the basis of their perception by labor market.

**Recommendations and perspectives for further investigations.** Changes, occurring nowadays in educational environment, turn proper studies into urgent ones in various directions. Marketing research of demand for these or those specialties are of special importance, opportunities of some HEIs, ways to form marketing tools and their practical realization to increase competitiveness.

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#### **Маркетинг освіти вищих навчальних закладів України**

*У статті охарактеризовано маркетингове середовище вищої школи. На конкретних прикладах показано окремі аспекти сучасного стану освіти в Україні. Розглянуто складові маркетингу вищого навчального закладу: освітній продукт, попит на освітні послуги, маркетингові дослідження відповідного ринку та комплекс маркетингу.*

Ключові слова: маркетинг освіти, маркетинг вищого навчального закладу, педагогічний маркетинг, маркетингові дослідження в освіті, комплекс маркетингу вищої освіти, маркетинг освітніх послуг, маркетингова діяльність ВНЗ.

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#### **Маркетинг образования высших учебных заведений Украины**

*В статье охарактеризована маркетинговая среда высшей школы. На конкретных примерах показаны отдельные аспекты современного состояния образования в Украине. Рассмотрены составляющие маркетинга высшего учебного заведения: продукт образования, спрос на образовательные услуги, маркетинговые исследования соответствующего рынка и комплекс маркетинга.*

Ключевые слова: маркетинг образования, маркетинг высшего учебного заведения, педагогический маркетинг, маркетинговые исследования в образовании, комплекс маркетинга высшего образования, маркетинг образовательных услуг, маркетинговая деятельность вуза.

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