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## COOPETITION MODEL OF INTERACTIONS FOR INSTITUTIONS IN A SPHERE OF EDUCATION

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Coopetition is a quite new phenomenon in strategic management, and at the same time it is a promising trend for several fields of study. Multidimensional character of this phenomenon raises the awareness in many spheres of human interactions and therefore, the aim of the research is to reveal the possible ways of applying the coopetition model to the interactions in the triad “education institutions – private sector – society”.

But first, let us discuss the definitions and interpretations of them by different scholars. Coopetition is perceived as a situation when firms cooperate and compete simultaneously [6]. The classification of the coopetitive interactions was performed by Bengtsson and Kock [7], who classified them depending on the motives, likelihood, interaction, process, and outcomes. The outstanding overview of research in sphere of coopetition was presented by Dorn and her colleagues [15], who offered to consider the recent findings within the life cycle-related criteria, such as antecedents, initiation phase, managing & shaping phase and evaluation phase.

The debates on interpretation of coopetition are in a process in academic literature, and so far, there are several flows of thoughts mentioning. The coopetition can be presented as a process, or the series of consistent actions taken by competitors to establish rules on how to compete and cooperate in order to achieve current agreements [12], [23]. Another thought of coopetition is that it's a phenomenon or event which appear in the society or economy beyond established rules and norms [11], [25]. The coopetition may be assumed as a behavioural pattern formed in response to global hypercompetition according to D'Aveni [10]. And of course, coopetition is a paradox, or a set of interrelations that has logical contradiction [17], [28] by its nature.

The number of publications on coopetition is large and growing, and this type of interactions became visible in many spheres of the human life, including research in a safety in security [30], education [13] and many others. The studies in the sphere of education are closely related to the problems of economic growth [3], entrepreneurship development [2], poverty dynamics [4], [5], [16], global competitiveness index dynamics [29], good governance and economic performance in industry [33], security at different levels [36], [37], behavioural research [18],[19] and so on.

The paradox of the interaction in a sphere of education is that institutions do compete in the market of educational services, and yet cooperates as a network

in international activities [8],[13]. International cooperation is a quite new tendency too that has bright and dark sides. The academic mobility of students brings new funding to the HEIs, upgrades the educational services via exchange and knowledge sharing, influences the standards of service providing, and on the other hand – creates the antecedents for the brain drain. The students who gained the opportunity to level up usually try to be hired abroad. This side of the internalization is the challenge for the further changes in the community standards. And now we see the future as a teamwork and cooperation between industrials, SMEs and education towards sustainability of the economic growth of the communities and countries. The competition for the best candidates and professionals in the labour market should take place to attract the students to the best service providers in a sphere of education, and education providers should compete for the best attendees, and then to cooperate on the higher level. After natural selection via competition, the best players in market should unite their effort to create a network, where industrials and society may enter the educational process as reviewers and supporters, and student may reach the employers starting from the first internships. The programs of such kind of interactions should be elaborated and functioned as a system of two-side commitments and transactions between parties. To compete for the best students and cooperate at higher level to create innovative products – this is a big challenge for the institutions in developing countries, such as Ukraine. Nevertheless, the economic and social cohesion is the answer and consequences of competition at local and regional level.

The positive outcomes of competition are obvious, we may name brand strength and awareness [1], upgrades in ranking [21], digitalization of education [9], involvement students in the decision-making process as stakeholders [14], quality increase [24],[34], transparency and academic integrity [31].

The outcomes of the cooperation between institutions will be the development of social entrepreneurship among minority groups [2], community-based approach to develop policies [20], innovations boost [22], participatory budgeting of the joint projects [26], social and economic cohesion and welfare increase [35], potential for the further investments at regional level [38].

The collaboration with employers and labour market institutions will pay offs in terms of dual education implementation [27], sustainability [39], growth of economy [41] and energy efficiency [40] due to knowledge sharing in a sphere the best practices of governance and management.

There are many questions left behind and could be discussed further. For instance, there are many issues with the regulation of the relationships between parties in the triad “education institutions – private sector – society”. There is another challenges to make the country corrupt-free because weak players (including institutions) may enter in conspiracy to overcome the market challenges. The competition is the game with the set of rules that changeable and flexible, but the

equality of the parties is one of the principles. This is another issue to solve in the future research.

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Наукове видання

# **СОЦІАЛЬНО-ЕКОНОМІЧНІ ВИКЛИКИ**

## **Матеріали Міжнародної науково-практичної конференції**

(Суми, 3–4 листопада 2020 року)

Стиль та орфографія авторів збережені.

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