





INNOVATIVE MANAGEMENT STRATEGIES OF HIGHER EDUCATION INSTITUTIONS IN THE CONDITIONS OF DIGITAL TRANSFORMATION

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Abstract: Recent years have brought significant changes to the educational sector, which are a reaction to rapid changes in the external environment of educational institutions. These changes are associated with the constant active development of technologies and approaches to the system and forms of education. Research in this field contributes to the understanding and development of strategies that help higher education institutions to effectively adapt to modern educational challenges and maintain a high level of competitiveness. The purpose of this work is an in-depth analysis and research of scientific works devoted to the formation and implementation of strategies for the development of higher education institutions. Particular attention is paid to the identification of key elements of strategic management, which ensure the introduction of the best global practices into the national education management system. The goal includes the study of adaptation mechanisms that allow higher education institutions to effectively respond to global changes and maintain competitiveness in the context of rapid digitalization and internationalization of the educational process. Also, an important aspect is the study of how the integration of international educational practices contributes to the improvement of the quality of educational services and management decisions at the level of Ukrainian universities. In accordance with the set goal, the following main tasks were solved: the structural and logical essence of the concept of "strategic management of educational activity" was investigated; an analysis of scientific publications on a specific topic was carried out; the current state of the educational services market was analyzed; prioritized areas of development and improvement of approaches to the development and implementation of innovative strategies in the educational sphere have been established; the experience of using technological innovations in the context of strategic management of educational activities is investigated. Methods and tools were used during the research: abstract-logical and systemic-structural analysis - when determining the essence of the concept of "strategic management of educational activity"; Scopus® database tools - when researching the relevance of the chosen topic and identifying interested countries and scientists in the topic being studied; VOSviewer software (version 1.6.16) - in data clustering, which helps to identify the most relevant keywords and filter out less priority ones; Google trends analysis - when determining the most popular level of educational space among the public.

Keywords: innovative management strategies, digital solutions, education management, educational innovations, informatization, technological trends, digital transformation.

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1. Introduction. In modern conditions, when the market of educational services is constantly changing and requires rapid adaptation, strategic management is of crucial importance for the successful development of higher education institutions. Development strategy, like management, is a principle that requires constant analysis, adaptation and innovation.

The purpose of this article is to analyze and research the development strategies of higher education institutions and their individual elements in the dynamic market of educational services in order to introduce the best practices into the domestic educational management system.

The object of research is the processes of formation and effective functioning of development strategies of higher education institutions in the conditions of the dynamic market of educational services.

The subject of the study is the socio-economic relations that arise between state management bodies, educational structures and recipients of educational services regarding the provision of quality educational services in the context of the development of effective strategies for the development of higher education institutions.

The information base of the research was also made up of statistical data of state and regional administration bodies, scientific works of domestic and foreign scientists, information from Internet sources and materials of own research.

2. Literature Review.

In order to research the terminological base of scientific publications in the field of strategic management of educational activities in institutions of higher education, the Scopus® database was selected. A selection of publications was obtained using the search terms management and education and strategies. In total, the original sample consisted of 50,808 publications for the period from 1980 to 2023.

Analyzing the dynamics of scientific works, it should be noted that from 2000 to 2023, it is possible to note a general trend of growth in the number of scientific works in the field of strategic management of educational activities during the period.

Periodically, it is possible to note more intensive growth rates, for example, from 2004 to 2009. After this period, the rate of growth seems less intense, but the number of scientific works is still increasing. There is also an intensive growth in the years 2013-2015, when the number of scientific papers exceeded 2000. However, it should be noted that in some years there is a slight decline, for example, in 2011 and 2016.

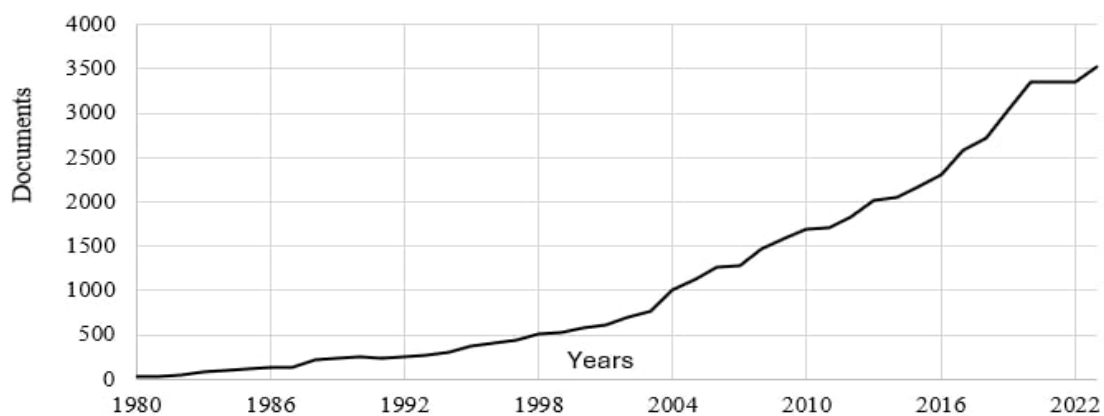


Figure 1. Dynamics of research by filters TITLE-ABS-KEY (management AND education AND strategies) AND PUBYEAR > 1979 AND PUBYEAR < 2024.

Sources: created by the authors on the basis of data from Scopus database.

Research in the field of strategic management of educational activities reveals a stable and constant growth of scientific activity during the considered period.

Countries such as the United States, Great Britain, Australia, Canada, China, Germany, Spain, India, Brazil, Italy show special scientific interest in the issues of strategic management of educational activities. 2. These countries occupy the first positions in the list among the countries of the world. Ukraine ranks 53rd among countries in the number of publications - 174 documents. It should be noted that the dynamics of the number of scientific works in the country is also characterized by growth. The rapid growth of publications took place in 2021-2022.

Among the fields of knowledge, research is most actively conducted in the context of strategic management of educational activities: medicine (31.3%), social sciences (16.5%), nursing (9.9%), engineering (5.6%), computer science (5.3%), Business, management and accounting (5.2%), ecology (4.1%), Psychology (2.2%).

Organizations that finance research in the field of strategic management of educational activities include: National Institutes of Health (USA), National Cancer Institute (USA), National Natural Science Foundation of China, National Science Foundation, Canadian Institute for Health Research, European Commission.

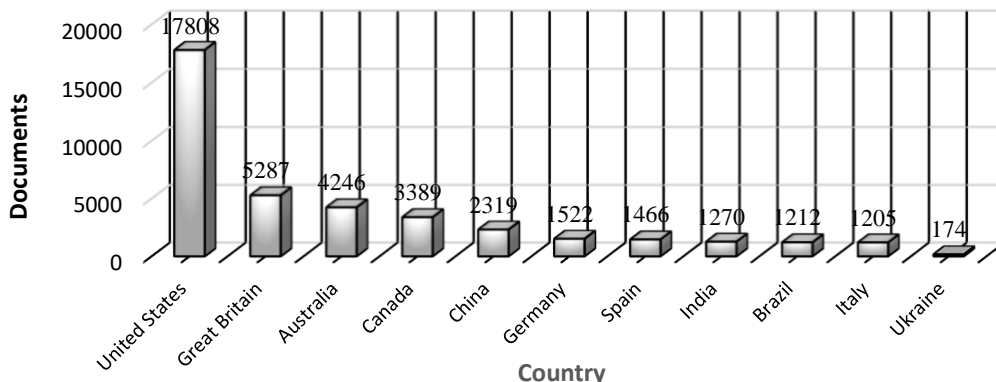


Figure 2. Number of publications by countries of the world on the topic of strategic management of educational activities by filters TITLE-ABS-KEY management education AND strategies AND PUBYEAR > 1979 AND PUBYEAR <2024.

Sources: created by the authors on the basis of data from Scopus database.

Institutions studying strategic management of educational activities are the University of Toronto (Canada), the University of Sydney (Australia), Harvard Medical School (USA), the University of California San Francisco (USA), the University of Washington (USA), Monash University (Australia), University of North Carolina at Chapel Hill (USA), University of Melbourne (Australia).

Among the domestic and foreign authors who focused their research on the issue of strategic management of educational activities, we can highlight such as O.V. Lebid. (Lebyd, 2016), Michael Porter (Porter, 2020), Peter Drucker (Drucker, 1974), Alfred Duane Chandler (Shvindina, 2016), Igor Ansoff (Gurbyk et al., 2019). According to the Scopus database, the works of the following domestic scholars have been identified, which study the peculiarities of educational management: Bazaluk et al., 2024; Lysenko et al., 2023; (Morze et al., 2023; Rudenko et al., 2018; Artyukhov et al., 2022).

3. Methodology and research methods

Methods and tools were used during the research: abstract-logical and systemic-structural analysis - when determining the essence of the concept of "strategic management of educational activity"; Scopus® database tools – when researching the relevance of the chosen topic and identifying interested countries and scientists in the topic being studied; VOSviewer software (version 1.6.16) – when clustering data, which helps to identify the most relevant keywords and filter out less priority ones; Google trends analysis - when determining the most popular level of educational space among the public.

4. Results.

In recent years, the domestic education system has been facing problems that affect the quality of services provided to all segments of the population.

Scientists identify the following main problems:

1) The coronavirus pandemic and the war have had a serious impact on the field of education, creating a number of problems for students of educational institutions. During the pandemic, a remote form of education was introduced, which requires the establishment of new technologies and infrastructure to ensure access to education for all pupils and students. However, not all pupils and students have sufficient access to the Internet and appropriate devices, which creates and exacerbates existing inequalities in access to education. In addition, according to the Ministry of Education and Science, learning outcomes are deteriorating. 57% of teachers in villages, 44% in cities, 52% and 47% in foreign language, respectively, 45% and 40% in mathematics, 37% and 25% in computer science indicate a decrease in the success rate of education seekers in the Ukrainian language. According to the Ministry of Education and Culture, in the first half of the 2022/2023 academic year, only 15% of educational institutions worked face-to-face, 33% - remotely, and 51% - mixed. Considering this problem, the Ministry of Education and Science is actively developing various programs aimed at improving the educational process (Ministry of Education and Science of Ukraine.). In order to solve this problem, the Ministry of Education and Culture cooperates with UNICEF (Ukrinform).

2) Low level of funding. The state does not allocate enough funds to ensure high quality education and modern equipment in educational institutions. The level of funding per person receiving educational services in Ukraine is one of the lowest among the compared countries. If in Ukraine this indicator is about 1 thousand dollars, then in Poland, the Czech Republic, Hungary, Slovakia, one person in the field of education accounts

for about 8 thousand dollars, in Turkey and Lithuania - about 6 thousand dollars, in Slovenia - about 10 thousand dollars, in Austria - more than 16 thousand dollars (Lysiak et al., 2020).

3) Shortage of teachers in the modern world. For example, the insufficient number of qualified teachers in Great Britain with insufficiently developed training programs for active teachers leads to a shortage of qualified specialists in the field of rehabilitation. Investments in teacher development are of paramount importance. The slow adoption of technology and digital tools in educational practice holds back progress and innovation in teaching methods. The implementation of digital technologies can improve learning outcomes and increase students' data processing speed. The diversity of linguistic landscapes in the United States creates challenges for providing education in multiple languages, affecting the inclusiveness of educational institutions and limiting opportunities for non-native speakers. 4) Inequality in access to education. In some regions of Ukraine, there is limited access to quality education due to differences in funding and availability of educational institutions. These problems endanger the quality of education and the level of knowledge of Ukrainian citizens and require special attention (Heading, 2021).

In modern conditions, the issue of strategic development of educational activity is relevant at all educational levels. In turn, with the help of the Google trend tool (Google trends), we investigated the level of public interest in the components of the education system: primary school, secondary education, higher education, vocational education. Paying attention to the fact that we are investigating the level of public interest around the world, the following keywords were chosen: elementary schools, secondary education, higher education, vocational education, Figure 3.

Figure 3 represents the highest level of public interest in higher education in the world. Based on the use of the Google trend tool, the following countries have been identified that show a special interest in higher education: Great Britain, Brazil, Vietnam, South Korea, Indonesia, Japan, India, Mexico, Australia, the Philippines, Pakistan, the United States, Canada, Nigeria.

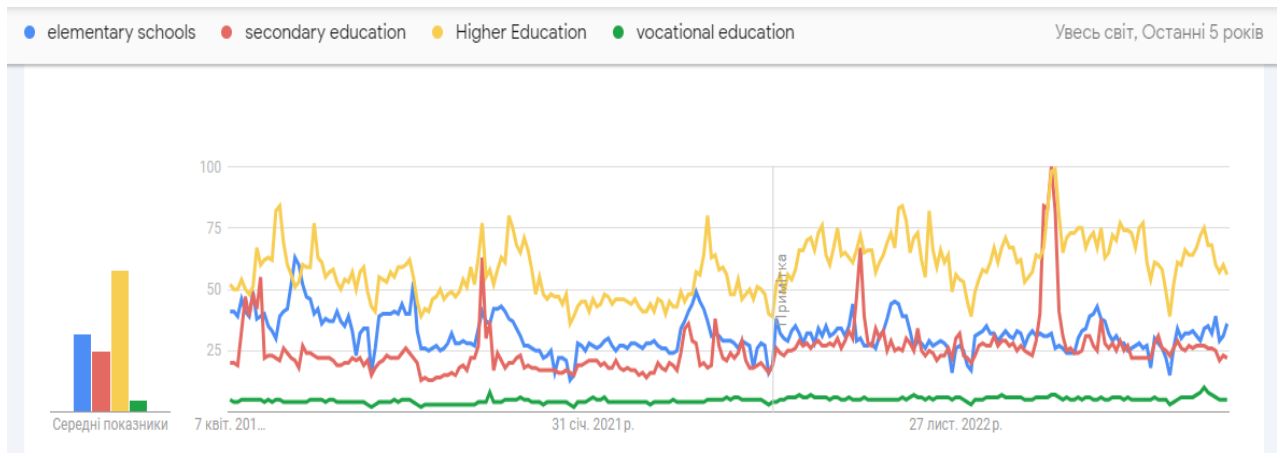


Figure 3. The level of public interest in the components of the education system in the world over the past 5 years

Sources: created by the authors using the Google trends tool.

The second most popular query is elementary schools. This request has gained particular popularity in the following countries: USA, Canada, Mexico, South Korea, Philippines, Table. 1.

Table 1. Analysis of the popularity of requests for elementary schools, secondary education, higher education, vocational education by countries of the world for the last 5 years.

Elementary schools		Secondary education		Higher education		Vocational education	
USA	58%	Pakistan	61%	Great Britain	82%	Nigeria	20%
Canada	44%	Nigeria	47%	Brazil	73%	Australia	14%
Mexico	23%	Philippines	34%	Vietnam	67%	Indonesia	11%
South Korea	20%	India	33%	South Korea	65%	Philippines	10%
Philippines	13%	Australia	29%	Indonesia	65%	Vietnam	9%

Sources: created by the authors using the Google trends tool.

A similar method was used to study the popularity of these requests for Ukraine for the period from 2004 to 2024, Figure 4.



Figure 4. Dynamics of public interest in Ukraine in the components of the education system for the period from 2004 to 2024.

Sources: created by the authors using the Google trends tool.

The most popular request in Ukraine is "higher education". The dynamics of requests represents the following: the highest level of interest in higher education was in 2006. Since 2011, there have been requests for secondary education, with the lowest level of popularity for requests such as elementary schools and vocational education. It should be noted that the dynamics of requests correlates with the number of entrants to higher education institutions according to the data of the State Statistics Service of Ukraine, Figure 5 (State Statistics Service of Ukraine).

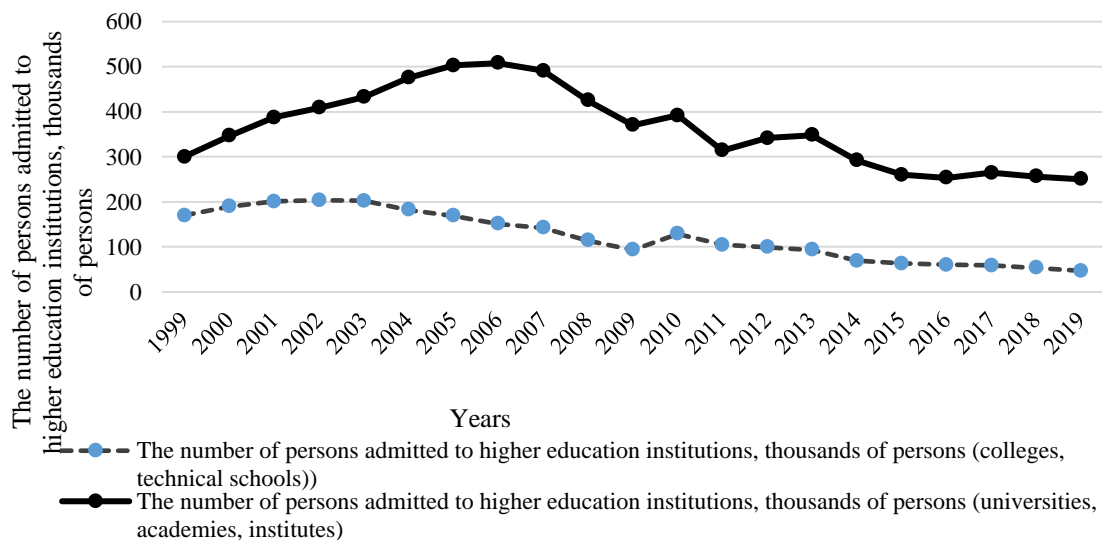


Figure 5. The dynamics of the number of persons admitted to study at higher education institutions, thousands of persons..

Sources: created by the authors on the basis of data from the State Statistics Service of Ukraine.

Education is a key factor in economic development and social prosperity. Countries with developed economies often invest heavily in education. Thus, they provide citizens with competitive advantages in the global labor market.

In the educational services market, there are various factors that determine its landscape success. Economic conditions in the country require compliance with the requirements for coverage and availability of educational services. Factors such as GDP growth, employment and income levels directly affect people's willingness to invest in education. Government policies, regulations and requirements can enable or hinder the development of the education sector. Demographic factors such as population growth, age changes, and levels of urbanization directly affect the demand for educational services. Analyzing demographic trends in Ukraine can help educational institutions adapt to their offerings. Understanding the competitive environment and the associated market is critical to providing educational services in order to identify and identify growth opportunities. Market research and analysis helps to respond to trends, changing consumer choices and developing formal models.

The use of modern information technologies in education is the key driving force of the modern educational landscape. With the development of virtual classrooms and digital resources, domestic education service providers must adapt to become competitive and effectively serve learners.

Socio-cultural factors, including cultural norms, values and attitudes towards education are an important factor when studying educational services, because they determine the demand for educational services in Ukraine. Educational institutions must consider these factors in order to develop relevant and effective educational programs. Having studied these key factors affecting the market of educational services in Ukraine, interested parties will be able to implement informed decisions and strategies. Analysis of economic, regulatory, technological, demographic, competitive and socio-cultural factors is necessary to understand the dynamics of the market of educational services in Ukraine and the existing traditions of students.

The modern educational environment is constantly evolving, with the aim of providing access to advanced methods and technologies for education seekers. Today, the world can observe a number of innovative practices that transform teaching methods and improve the quality of educational services

Updating Ukrainian education strategies is necessary to give them greater relevance and practical innovation, because the educational sector in Ukraine faces numerous marginal problems, such as insufficient funding, difficult conditions of education during martial law, shortage of teachers, technological integration, language barriers and regulatory requirements that require regulation to grow and improve.

It should be noted that improving the quality of educational services in Ukraine can be achieved through the creation of a program of continuous education for teachers, so that they can improve the methods of providing educational services and use modern approaches during their activities. It is expedient for the management of the educational sector to encourage teachers by conducting master classes, seminars and conferences to study the latest educational practices. In order to ensure compliance with modern educational needs and global trends, it is necessary to regularly review and update the national curriculum, implement vocational training programs, so that students apply practical skills with conceptual schemes. Continuity of traditional school education should be encouraged through adult education programs and cultural skills initiatives. Educational institutions should develop partnerships with enterprises and industries, using specialized methods of career growth; implement inclusive education practices to support education seekers with different forms of demand; strengthen support for consumers of educational services with disabilities to ensure equal access to quality education (Collection of materials of the International Scientific and Practical Internet Conference. – Vinnytsia: VNTU, 2016); promote cooperation between schools, communities and parents to create a favorable educational environment for students; organize interaction between parents, teachers and public organizations to support connections and educational initiatives; take actions related to quality deviations to maintain standards and make decisions about problems that need to be solved; encourage educational institutions to conduct research and implement effective projects that will contribute to the development of education; to form platforms for the exchange of experience between teachers to ensure the development of culture and innovation.

Strategic management encourages innovative development and continuous improvement in higher education institutions. It drives initiatives to improve teaching methods, research outcomes, and the overall student experience. Institutions that actively use strategic management are better equipped to solve problems, seize opportunities, and achieve sustainable growth in a dynamic higher education environment. Strategic management is the basis for higher education institutions, which allows overcoming difficulties, stimulating innovation, ensuring financial stability and increasing the overall impact in the academic field (Kovalchuk, 2020).

Today's students have different expectations of their educational experience than previous generations. They are looking for personalized learning approaches, career preparation programs, and flexible scheduling options. Meeting these diverse needs while maintaining academic rigor challenges institutions to remain competitive and attractive to prospective students. The increasing globalization of higher education brings both opportunities and challenges. Institutions must navigate cultural diversity, international cooperation, and global competition to attract and retain students and faculty. Embracing multiculturalism and promoting inclusiveness are critical to creating a dynamic learning environment.

Higher education institutions face strict regulatory requirements and accreditation standards that change over time. Maintaining compliance with changing regulations, ensuring academic quality, and meeting accreditation criteria requires strategic planning, continuous improvement, and adherence to industry best practices. In addressing the challenges facing today's higher education institutions, strategic planning, visionary leadership, and a proactive approach are necessary to ensure sustainable growth and academic excellence.

Figure 6 represents a conceptual network in the field of strategic management of educational activities. The visualization was created in the VOSviewer software environment (version 1.6.16). The Scopus® information database, on the basis of which the clustering is represented, was filtered by subject areas: business, management and accounting; economics, econometrics and finance.

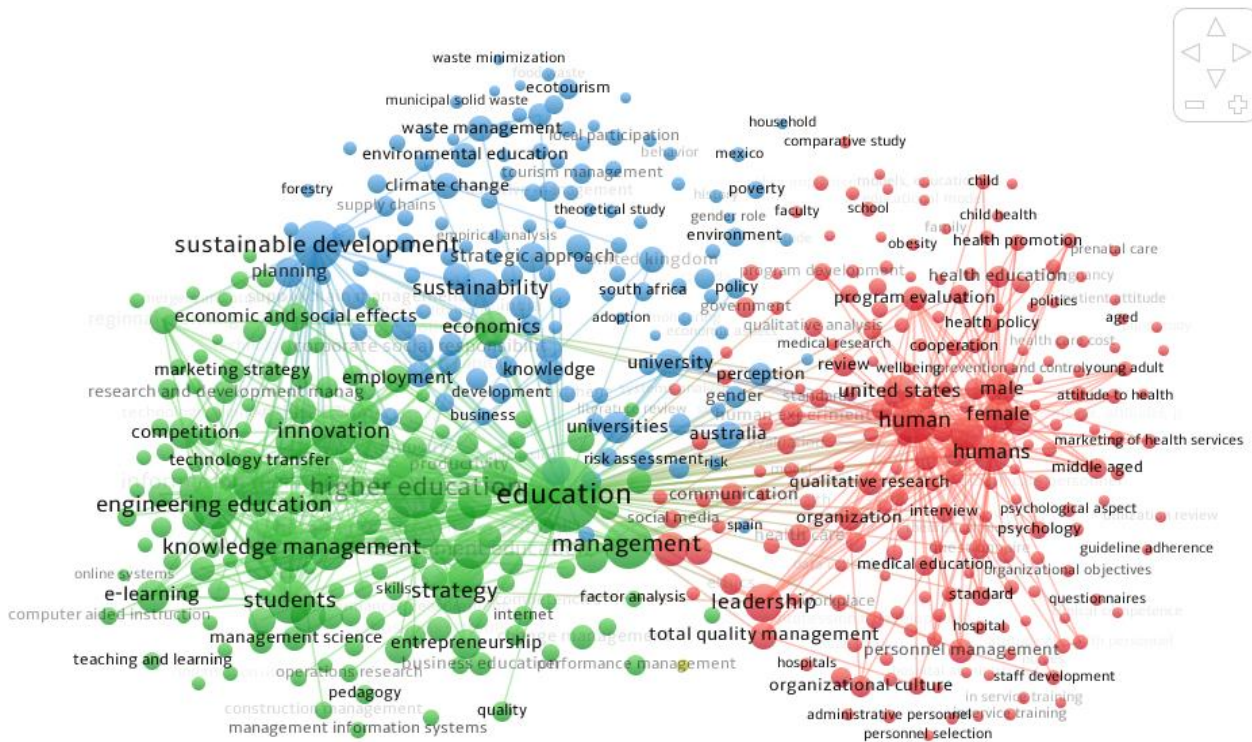


Figure 6. Research clusters for 1990 - 2023 according to the filters TITLE-ABS-KEY management education AND strategies.

Sources: created by the authors based on VOSviewer (version 1.6.16).

Application of the VOSviewer software made it possible to single out four research clusters in the context of strategic management of educational activities.

The human factor is defined in the red cluster (first cluster); experiments related to human factors, education and program evaluation. The cluster includes some key concepts as program development, organization management, professional development, personal management, psychological features, communications, motivation, leadership, system quality management, vocational education, standards, public relations, etc. The cases and studies by the authors are based on the US experience. Most connections in the first cluster are found under the concept of "person" (a total of 396 connections). This cluster forms relationships with the third (blue) cluster under the term "universities". The green cluster (the second cluster) is directly related to education. This term formed the largest number of connections between the 4 clusters (486 connections). So, concepts with the strongest connection power are concentrated in the cluster. It is in this cluster that the following terms are included: higher education, training, e-learning, knowledge transfer, strategies, strategic management, knowledge management, change management, economic and social effects, quality control, information management, research and development management, management effectiveness, innovation, students, decision-making, digital technologies. The third cluster (blue) has the most ties to the concept of "sustainable development" (a total of 280 ties). In addition, this cluster forms relationships with the second cluster. In the plane of this cluster, scientists are studying the cases of Great Britain. The fourth cluster is related to organizational innovations.

Strategic management plays a key role in addressing the multifaceted challenges facing today's higher education institutions, enabling them to adapt, innovate and thrive in a dynamic academic environment.

The strategy for the development of higher education determines the position of higher education in the society and economy of the country by formulating the mission and vision, main strategies and goals of higher education. Achievement goals, implementation and monitoring mechanisms, expected results and measurement methods are represented in the Table. 2 (Higher education development strategy for 2021-2032.), (Scientific and technical conference "Modern information and communication technologies" Collection of theses. K.DUT, 2022).

Table 2. Basic management strategies of higher education institutions.

Methods of strategic management of higher education institutions	Ways to implement these strategies
Strategic planning	Development of long-term action plans and goals of the institution of higher education; carrying out a SWOT analysis to determine the strengths and weaknesses, opportunities and further work of the institution of higher education; in order to implement strategic planning in higher education institutions, it is necessary to determine the strategic priorities of this educational institution.
Quality management	Improvement of all work processes of ZVO; implementation of educational process control systems; improvement of quality standards of educational programs.
Marketing management	Interaction of higher education institutions with students, applicants, employers and interested parties; development of strategies for advertising and popularization of the educational institution.
Resource management	Provision of the participants of the educational process with everything necessary for obtaining a quality education; planning and equitable distribution of financial resources; support and development of personnel potential.

Sources: systematized by the authors based on (Higher education development strategy for 2021-2032.), (Scientific and technical conference "Modern information and communication technologies" Collection of theses. K.DUT, 2022).

Digital marketing technologies are becoming increasingly important for the development of higher education institutions. Social networks allow institutions of higher education to maintain direct contact with applicants and the public. With interesting content, regular updates and active interaction, higher education institutions can strengthen their online presence. Considering the resources of users who access smartphones, tablets and computing devices, it is important to adapt the website and mobile application for the convenience of users. This will help attract more students and provide them with easy access to information about the institution of higher education. Optimizing your content for search engines will help higher education institutions improve their search rankings.

Students of higher education institutions currently have a variety of educational and personalized training programs. This is key to attracting and retaining students. This approach allows educational institutions to adapt to the unique "face" of each student (Scientific-pedagogical problems of physical culture).

In today's world, technology plays a key role in transforming and improving the higher education system. The development of modern technologies has become part of the educational process, opening many new opportunities for scientists, teachers and students. Digitization in the educational sphere has become the norm, opening up access to educational resources from anywhere in the world. The use of digital technologies makes it possible to create interactive electronic materials, improve communication between teachers and students, and also increase the effectiveness of education. Artificial intelligence becomes part of the educational environment, helping to automate the processes of assessing students' knowledge, providing personalized educational materials and predicting students' success (Gurman & Vuglyar, 2023).

One of the main advantages of management in education is more effective management of resources: financial, humanitarian, informational and other. Planning and optimizing the use of resources allow educational institutions to achieve the maximum return from the budget of the educational institution, which, in turn, ensures the quality of the educational process and meeting the needs of students. Strategic management in the field of education promotes the development and implementation of advanced practices and technologies. Creating strategies aimed at stimulating innovation helps educational transformations to be in a leading position in the use of advanced teaching methods that contribute to the attraction of quality.

By integrating innovative technologies into the educational process, higher education institutions can create a more engaging and effective learning environment. Personalized learning platforms based on artificial intelligence and machine learning algorithms allow teachers to adapt educational content to the individual needs of students. Virtual reality technology offers an immersive learning experience, allowing students to explore virtual environments and learn complex concepts hands-on.

In addition, modern education management systems offer interactive features such as discussion forums, online quizzes, and collaborative tools that encourage active student participation. These platforms allow teachers to develop interactive lessons and tests, promoting dynamic student learning. Gamification involves integrating game elements, such as scoring systems and leaderboards, into educational activities to motivate

students to learn and engage. By incorporating gamification into the curriculum, educators can increase student engagement and create a competitive yet supportive learning environment.

Adaptive learning technologies use algorithms to personalize the learning process based on the progress and performance of individual students. Cloud-based educational resources provide students and teachers with convenient access to digital learning materials anytime, anywhere.

The history of education progress in Ukraine dates back to the period after gaining independence in 1991. Reforms in the country's educational system are aimed at international practices and standards. Today, the process of modernization of education in Ukraine has become a key priority of the government. The country has challenges in the field of quality of education, accessibility of education and modern technologies in the educational process. Different strategies are being developed and implemented to solve these problems. As part of the development of education in Ukraine, various programs aimed at improving the quality of education, supporting teachers and stimulating innovations in the educational field were launched. The programs are focused on supporting educational institutions, teachers in the field of development and implementation of new approaches to education.

Management strategies are aimed at determining goals and priorities, planning and regulating the activities of an educational institution (Higher education development strategy for 2021-2032). They help to focus efforts on achieving high results, as well as to provide effective solutions in the complex. It is important to implement modern innovative education management strategies for the effective development of domestic institutions of higher education. Key strategies that can help improve the quality of education are listed in the Table. 3.

Table 3. Key strategies that can help improve the quality of education.

Name strategies	How this strategy can help improve the quality of education
Technologies in education	The use of modern technologies, such as online platforms, cloud services and open resources, ensures accessibility and quality of education.
Teacher support	Providing teachers with access to professional development, training courses and innovative methods that help them improve their teaching skills.
Stimulation of student activity	Conducting active forms of learning, such as discussion, project activities and practical classes help to stimulate students' interest in the educational process.
Partnership with enterprises	Creating partnerships with companies and enterprises, which allows you to synchronize educational programs with the needs of the labor market.

Sources: systematized by the authors based on (Higher education development strategy for 2021-2032)

In the rapidly changing world of technology and educational requirements, one has to adapt to new challenges and needs. Transformational aspects of education management are becoming key for the effective work of modern Ukrainian higher education institutions. Innovation plays a crucial role in the transformation of education management. The introduction of new approaches and technologies helps modern universities to be flexible and adaptable in the rapidly changing educational world.

Successful educational management depends on various key factors that contribute to the overall effectiveness of educational institutions. By understanding and implementing these factors, Ukrainian universities can raise their educational standards to the world level. Evaluating the success and impact of management strategies is the most important aspect of improving the quality of education in Ukrainian universities.

By implementing advanced methods and technologies of well-known foreign universities and Ukrainian higher education institutions, it is possible to significantly improve the quality of the educational process and train specialists taking into account international technologies. Adhering to international standards of education, Ukrainian institutions of higher education can ensure the possibility of obtaining diplomas recognized not only at the national level, but also abroad.

In this scientific work, we have researched the most effective elements of educational strategies of foreign countries that can be introduced into educational domestic concepts.

Thus, of scientific interest is the experience of the University of Hong Kong (PolyU) (China), which uses the theory of organizational legitimacy to develop its internationalization strategy. The strategy allows the university to focus on using its resources and unique capabilities to position itself relative to competitors. Applying different aspects of legitimacy - cognitive, moral, and pragmatic, the university develops its internationalization strategy to achieve general institutional goals. The university uses this approach to develop its internationalization strategy, emphasizing its pragmatic value for collaboration with stakeholders at a global level. University internationalization strategies take into account local, regional and global contexts to enhance the "global" learning experience (Fumasoli & Hladchenko, 2024).

The Danish higher education system consists of three levels: vocationally oriented business academies (short-cycle programs - usually 2-3 years), university colleges (medium-cycle programs that train mainly teachers, nurses, childcare workers or social workers - usually 3 -4 years), and universities (long-cycle programs with a number of traditional and professional options - usually 3-5 years). At the university level, educational strategies examine the processes of social differentiation in access to various university programs. Issues of inequality are addressed not only vertically in the education system, but also horizontally in terms of access to various university programs. The system of evaluation of university programs is of scientific interest. For example, in order to evaluate them, studies of students' views on programs, student life and the potential value of extracurricular activities are conducted. Students characterize the program through a description of a "typical" student. That is, they give the image of a student of one or another specialty after getting acquainted with the program (Thomsen et al., 2013).

In Finland, the mission of universities is to support scientific research, provide academic education and prepare students to serve the country and humanity as a whole. Universities offer a variety of undergraduate, graduate, and doctoral programs. Universities of applied sciences provide higher education for professional expert tasks based on the requirements of the world of work and its development. They also carry out applied research, development and innovation activities to support education and the development of industry, business and regions. Finnish law gives higher education institutions autonomy in management, education and research. They have the opportunity to independently determine sectoral educational responsibilities and performance goals. The general goals of higher education policy in Finland are aimed at supporting competitiveness, well-being and sustainable development of the country, as well as ensuring the availability of a highly educated workforce (An official website of the European Union Higher education, 2023).

Higher education institutions in Great Britain are constantly competing with each other for the best students, the most qualified staff and for research funding from the government. This is due to a decrease in state funding. Therefore, sustainable competitive advantage is developed in educational strategies. One of the methods of researching competitive advantages is the resource-oriented view (RBV) of developing an educational strategy (Lynch et al., 2024).

Educational technologies are developing rapidly, and innovative strategies are changing the landscape of global education. In Ukrainian universities, the implementation of these achievements is of crucial importance for ensuring a high level of competitiveness.

By fostering a culture of continuous learning and experimentation, higher education institutions can create a dynamic educational environment that inspires both faculty and students to push boundaries and explore new horizons. Collaborating with industry partners, investing in advanced technologies, and fostering interdisciplinary collaboration are key components of advancing innovation in education.

The implementation of innovative management strategies in Ukrainian universities is of crucial importance for maintaining competitiveness on a global scale. Using digital tools, fostering collaboration between stakeholders and developing a culture of continuous improvement are key components of successful education management. To stay ahead in the rapidly evolving field of higher education, it is important for leaders to be proactive and open to experimentation (Higher education development strategy for 2021-2032.).

5. Conclusions.

Development strategies of higher education institutions in the context of the dynamic market of educational services are an integral component for the successful functioning of higher education institutions and their adaptation to modern challenges.

The article analyzes and researches the development strategies of higher education institutions and their individual elements in the conditions of transformation in order to introduce the best practices into the national educational management system.

During the study of general theoretical aspects of strategic management of educational activities in institutions of higher education, it was found that the modern market of educational services requires constant analysis and adaptation of management strategies to achieve competitive advantages.

In the article, the structural and logical essence of the concept of "strategic management of educational activity" was investigated, and an own approach to defining this category was proposed. The use of the Scopus database tool made it possible to substantiate the relevance of the research topic. Data clustering, created using the VOSviewer software (version 1.6.16), made it possible to identify the following most relevant areas: consideration of the human factor when developing strategies; modern methods and tools of education; taking into account the goals of sustainable development; introduction of organizational innovations. Based on the use of the Google trend tool, it was determined that the world public is particularly interested in higher education. At the same time, the top 5 countries in which this question is the most popular include: Great Britain, Brazil, Vietnam, South Korea, Indonesia.

Methodological approaches to the development of strategies for the development of modern institutions of higher education were also investigated. It was determined that they are multifaceted and should take into account the specifics of a particular institution, its location in the market and the needs of students.

The authors investigated the importance of the use of technological innovations and the introduction of foreign experience to increase the competitiveness and quality of education. The experience of China, Denmark, Finland, Great Britain in the development of educational strategies is analyzed.

Thus, it is possible to conclude about the necessity of constant improvement of strategic management of educational activities in institutions of higher education in order to ensure high-quality education that meets modern requirements.

Success in university management today is determined not only by knowledge and methods, but also by the ability to show creativity, intuition and flexibility in decision-making. An important role in the achievement of strategic goals is also played by the responsibility for the formation of organizational culture and the motivation of personnel.

The development strategy of higher education institutions in the dynamic market of educational services requires a combination of scientific knowledge, practical experience and creative thinking. Only a comprehensive approach and constant adaptation can ensure the successful functioning and development of higher education institutions in the modern world.

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ІНОВАЦІЙНІ СТРАТЕГІЇ УПРАВЛІННЯ ЗВО В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

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Останні роки принесли значні зміни в освітній сектор, що стають реакцією на швидкі зміни зовнішнього середовищі закладів освіти. Ці зміни пов'язані з постійним активним розвитком технологій та підходів до системи та форм навчання. Дослідження в даній галузі сприяють розумінню та розробці стратегій, які допомагають вищим навчальним закладам ефективно адаптуватися до сучасних освітніх викликів, та зберігати високий рівень конкурентоспроможності. Метою цієї роботи є глибокий аналіз та дослідження наукових праць, присвячених формуванню і реалізації стратегій розвитку закладів вищої освіти. Особлива увага приділяється визначенню ключових елементів стратегічного управління, які забезпечують впровадження найкращих світових практик у національну систему менеджменту освіти. Мета включає вивчення адаптаційних механізмів, що дозволяють закладам вищої освіти ефективно реагувати на глобальні зміни та зберігати конкурентоспроможність у контексті швидкої цифровізації та інтернаціоналізації освітнього процесу. Також важливим аспектом є дослідження того, як інтеграція міжнародних освітніх практик сприяє покращенню якості освітніх послуг і управлінських рішень на рівні українських університетів. Відповідно до поставленої мети вирішено такі основні завдання: досліджено структурно-логічну сутність поняття «стратегічне управління освітньою діяльністю»; проведено аналіз наукових публікацій за визначеною тематикою; проаналізовано поточний стан ринку освітніх послуг; встановлено пріоритетні напрямки розвитку та вдосконалення підходів до розробки і впровадження інноваційних стратегій в освітній сфері; досліджено досвід використання технологічних інновацій в контексті стратегічного управління освітньою діяльністю. Під час дослідження були використані методи та інструменти: абстрактно-логічний і системно-структурний аналіз - при визначенні сутності поняття «стратегічне управління освітньою діяльністю»; інструментарій БД Scopus® - при дослідженні актуальності обраної тематики та визначенні зацікавлених країн та науковців у тематиці, що вивчається; програмне забезпечення VOSviewer (версія 1.6.16) - при кластеризації даних, яка допомагає визначити найбільш релевантні ключові слова та відфільтрувати менш пріоритетні; Google trends-аналіз - при визначенні найбільш популярного рівня освітнього простору серед громадськості.

Ключові слова: інноваційні стратегії управління, інформатизація, менеджмент освіти, освітні інновації, технологічні тренди, цифрові рішення, цифрова трансформація.