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**PROMOTION STRATEGIES COMPETITIVENESS OF THE COUNTRY
ON THE INTERNATIONAL MARKET OF EDUCATIONAL SERVICES: A
PROPOSAL FOR UKRAINE**

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**СТРАТЕГІЇ ПРОСУВАННЯ КОНКУРЕНТОСПРОМОЖНОСТІ КРАЇНИ
НА МІЖНАРОДНОМУ РИНКУ ОСВІТНІХ ПОСЛУГ: ПРОПОЗИЦІЯ
ДЛЯ УКРАЇНИ**

The article analyses the peculiarities of promoting the country's competitiveness in the international market of educational services on the example of Ukraine. Today, it is important for Ukraine to develop a strategy for promoting the domestic market of educational services at the global level, which, in the context of the transition from the model of catch-up modernisation to the model of developing comparative advantages, would take into account the specific goals and interests of the country in the higher education sector, as well as beyond (human resource development, R&D). Ukraine's higher education system is considered to be well developed, as the country is among the top 20 countries in terms of higher and secondary education, according to the World Economic Forum's Competitiveness Report. However, despite this, the quality of higher education remains quite low. In addition, the war is currently a negative factor that exerts significant pressure on the educational services market in Ukraine, as a result of which the material and technical base of many educational institutions was destroyed, many of them are in the occupied territories or under fire, and many teaching staff have left Ukraine. Therefore, it will be possible to talk about the full recovery of the education sector and its competitiveness in the international market only after the war is over. Nevertheless, measures to restore the educational system need to be developed today to ensure that the level of education is adequate today. The solution of the state's tasks in the international market of educational services at any level of government should be aimed at developing and implementing a strategy for promoting Ukrainian educational institutions to improve their positioning and create favourable conditions for their development in the international markets of educational services. The paper proposes directions for increasing the competitiveness of domestic educational services in the international market, which should be implemented at the level of central public administration and local self-government bodies.

У статті проаналізовано особливості просування конкурентоспроможності країни на міжнародному ринку освітніх послуг на прикладі України. Сьогодні Україні, важливо розробити таку стратегію просування вітчизняного ринку освітніх послуг на глобальному рівні, яка в умовах переходу від моделі наздоганяючої модернізації до моделі розвитку порівняльних переваг, враховувала б специфічні цілі та інтереси країни в секторі вищої освіти, а також і за його межами (розвиток людських ресурсів, НДДКР). Вважається, що система вищої освіти в Україні є добре розвиненою, адже наша країна, за даними рейтингу

конкурентоспроможності Всесвітнього економічного форуму, входить у 20 країн-лідерів щодо поширення вищої і середньої освіти. Проте, попри це якість вищої освіти залишається досить низькою. Крім того, наразі негативним фактором, що чинить значний тиск на ринок освітніх послуг в Україні, є війна, в результаті якої було знищено матеріальну технічну базу багатьох освітніх закладів, багато з них опинилося на окупованій території, або знаходяться під обстрілами, багато педагогічних кадрів залишили Україну. Тому про повноцінне відновлення освітньої галузі, та її конкурентоспроможність на міжнародному ринку можна буде говорити лише після закінчення війни. Проте, вже сьогодні потрібно розробляти заходи по відновленню освітньої системи для того щоб забезпечити належний рівень освіти сьогодні. Вирішення завдань держави на міжнародному ринку освітніх послуг на будь-якому рівні управління має бути спрямоване на розробку та реалізацію стратегії просування українських освітніх закладів для підвищення їхньої ефективності позиціонування і створення для них сприятливих умов розвитку на міжнародних ринках освітніх послуг. В роботі запропоновано напрями підвищення конкурентоспроможності вітчизняних освітніх послуг на міжнародному ринку, які необхідно здійснювати на рівні центральних органів державного управління та органів місцевого самоврядування.

Keywords: educational services, higher education institutions, competitiveness, foreign students, speciality, training, analysis.

Ключові слова: освітні послуги, заклади вищої освіти, конкурентоспроможність, іноземні студенти, спеціальність, навчання, аналіз.

Target setting. Accelerating the rate of growth of the liberalization of foreign trade and intensifying competition in the domestic and foreign markets actualizes the issue of increasing the competitiveness of domestic education. It is obvious that the existing regulation, financing, monitoring, licensing, accreditation and provision of the right to obtain higher education so far restrain the appearance on the Ukrainian market of foreign providers of higher education services due to the establishment of certain requirements that act as barriers to entry at this stage.

The recent strengthening of the cross-border nature of the development of

the education market is directly caused by the rapid increase in the consumption of higher education services in various countries, the expansion of the scope of application of new digital technologies, the actualization of theoretical and applied ideas of the knowledge economy, the strengthening of the internationalization of the labor market and the need for qualified labor, the growth of the number of companies, participating on the supply side, providing educational services, which are more active in the world market of educational services. In the development of trends of internationalization of higher education, both direct market participants - entities that shape demand and supply (applicants, their parents, employers, institutions of higher education and other providers of educational services), and regulatory entities (governments, international associations, political parties).

Today, in the world, the demand and supply of educational services is growing rapidly, in particular, in countries with dynamic economies, the annual growth rate of educational services is 10-15%. The field of education with its potential is increasingly attracting the attention of investors, as it provides a high level of return on investment. However, this return is rather delayed in time, which determines the need for a detailed modern concept, strategy and tactics of the development of this sphere.

Analysis of research and publications. The problematic issue of the formation of a strategy for the promotion of educational services on the world market is devoted to the works of the following scientists: O. M. Dubrova, A. S. Zaverbnyi, O. M. Levchenko, Ya. Yu. Petrova, D. D. Plynokos. However, the issues of increasing the competitiveness of science and education of Ukraine in domestic educational practice are insufficiently studied and require further research.

The purpose of the article is to determine the specifics of strategies for promoting the country's competitiveness in the international market of educational services and to develop proposals for Ukraine.

The tasks of the research are: describe the strategy of promoting educational services on the international market; analyze the current state of the higher

education system in Ukraine; consider directions for increasing the competitiveness of domestic educational services on the international market.

Hypothesis: educational services are an important factor in strengthening the country's competitiveness in the international market.

During the research, the following methods were used: methods of generalization, system analysis, deduction and induction - when researching the strategy of promoting educational services on the international market; grouping methods, statistical methods, graphic methods - when studying the current state of the higher education market in Ukraine; methods of planning, modeling - when developing directions for increasing the competitiveness of domestic educational services on the international market. The information base of the research was the works of domestic scientists, periodical articles, analytical data of state authorities, Internet resources.

Presentation of the main research material.

1. General characteristics of the strategy for the promotion of educational services on the international market

Today, the governments of most countries of the world began to more actively implement measures to strengthen their position in the world market of educational services. Recognizing the importance and necessity of a speedy solution to historical, cultural, political, economic problems, problems of employment and migration, the quality and features of the national education system, the role of the national language, as well as the work done in the field of international cooperation development and its prospects, state and private providers of educational service providers increasingly realize that working with the segment of foreign consumers is becoming a priority area of their marketing strategy and an important source of income.

In recent decades, the expansion of the export of educational services has become an important element of the state policy of such developed countries as Great Britain, the United States, Germany, and France, which is due to the following (Fig. 1).

With this in mind, the governments of developed countries promote the development of their higher education institutions by financially stimulating their activities to attract foreign students. The practice of internationalization of educational services in a number of developed countries allows us to talk about the presence of four established strategies in the field of higher education: international partnership, involvement of foreign qualified personnel, receiving income, expansion of opportunities.

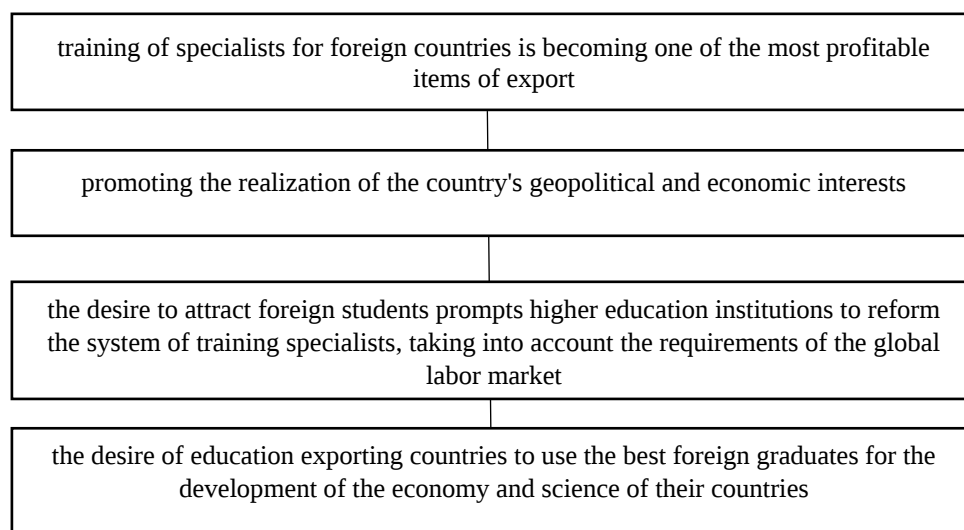


Fig. 1. Reasons for the growing importance of educational services in the state policy of developed countries [1].

It is important for Ukraine to develop such a strategy, which, in the context of the transition from the model of catch-up modernization to the model of development of comparative advantages, would take into account the specific goals and interests of the country in the sector of higher education, as well as beyond it (development of human resources, research and development).

The strategy for the promotion of educational services on the international market should be aimed at ensuring the popularization of education opportunities in Ukraine for foreigners and the achievement of stable positive dynamics in the number of foreign students of all levels of education. It should be based on a generalized and thorough analysis of the international experience of the leading countries of the world, which shows the importance of state support for institutions that popularize opportunities for foreigners to get an education.

In today's conditions, for Ukraine as a provider of education services, which

forms the offer of Ukrainian higher education institutions on the world market, the most effective strategy is intensive growth, which is implemented through a combination of strategies of penetration, product development and market development.

The goal of the intensive growth strategy is to increase the share of Ukraine in the world market by improving the quality of educational services and ensuring their compliance with the current and prospective needs of domestic and foreign markets as a condition for its international competitiveness, as well as the formation, development and preservation of a common harmonious educational market with the countries of Europe and the world

At the same time, parallel development of a single policy for promoting educational services of Ukrainian educational institutions on the world market is necessary, which will be especially relevant now, in conditions when marketing communications of Ukrainian educational institutions abroad are carried out inefficiently.

Regarding the goals of the unified policy of promoting educational services of Ukrainian educational institutions on the world market, they must be formulated in the context of marketing strategies for penetration, development of the educational market and educational product:

- within the framework of strategies for the development of the educational market and educational product - informative promotion accompanying the strategy for the growth of the educational market and educational product through a complex of integrated marketing communications of the state and higher education institutions as subjects of the world market of higher education, interested in overcoming the buyer's "barrier of distrust" educational services for an unfamiliar product;

- ensuring and promoting a favorable socio-economic environment in the country and the safety of foreign students and teachers (this is fully possible only after the end of the war) [4].

The analysis of the stated goals of promoting educational services of Ukrainian educational institutions on the world market and the practices of the governments of foreign countries in the field of promoting national education on the world market makes it possible to conclude that such marketing communications as advertising, demand formation, and sales promotion, which have prospects on traditional markets, are still not very suitable for the market of educational services. Also, in Ukraine, they can hardly be used, taking into account the reduction of state expenditures, regional differentiation both in socio-economic development and in the quality of higher education.

Thus, the state's attention in the policy of promoting educational services to the world market should be focused on such a tool as public relations, the purpose of which is to form a favorable public opinion about Ukrainian higher education and Ukrainian educational institutions.

2. Analysis of the state of the higher education system in Ukraine

Formally, the system of higher education in Ukraine is considered well developed, because our country, according to the World Economic Forum's competitiveness rating, is among the 20 leading countries in terms of the spread of higher and secondary education. However, despite this, the quality of higher education remains quite low, as evidenced by international ratings. In the international ranking of national higher education systems "Universitas 21: Ranking of National Higher Education Systems 2020" Ukraine ranked 36 out of 50 (Universitas 21 website). In addition, the full-scale invasion of Russian troops, which began in February 2022, has a negative impact on the educational system of Ukraine.

Institutions of higher education operate in the market of educational services and products and in the labor market. The market of educational services and products has a certain specificity, which is caused, first of all, by the existence of a connection between the labor market and the market of educational services, the peculiarity of the market of educational services compared to other types of services, the combination of state and market regulation methods [2].

The existing network of higher education institutions in Ukraine is one of the densest, in particular, there are 6.7 universities and 8 secondary education institutions per 1 million population. As of the 2020/2021 academic year, the number of higher education institutions, which include academies, universities, and institutes, has increased compared to 2014/2015 academic year by 1.4%, and compared to 1991 – by 51%, and the number of higher education institutions, which include colleges, technical schools, schools, decreased by 12.8% [8].

It should be noted that in the 2020/2021 academic year, the number of state institutions of higher education was more than 500, of which 115 were private educational institutions. The number of state-owned academies, universities, and institutes in the 2020/2021 academic year was 220, that is, the state remains the main provider of higher education in Ukraine. Such a distribution between private and public forms of education is observed in Germany (66% of public universities), while the situation is opposite in Great Britain and Poland, the share of public universities in these countries is 22% and 38%, respectively. However, an unequivocal conclusion about the effectiveness of private or state ownership of higher education institutions cannot be made.

The development of the higher education sector in Ukraine demonstrates two main trends observed during the last decade: a rapid decrease in the number of colleges, technical schools and schools that trained specialists in the technical direction, while the number of academies, universities and institutes, in which training is oriented towards more thorough training, is simultaneously increasing . A similar situation became possible as a result, first of all, of changes in the structure of the country's economy and the transition to mass higher education. The development and regional branching of the network of higher education institutions in Ukraine makes it possible to cover a much larger part of the population with higher education with a subsequent transition to the concept of lifelong learning and retraining.

As of 2021, 76,548 foreign students from 155 countries studied in higher education institutions of Ukraine [5]. According to the geographical structure, foreign students from India are in the lead (Fig. 2).

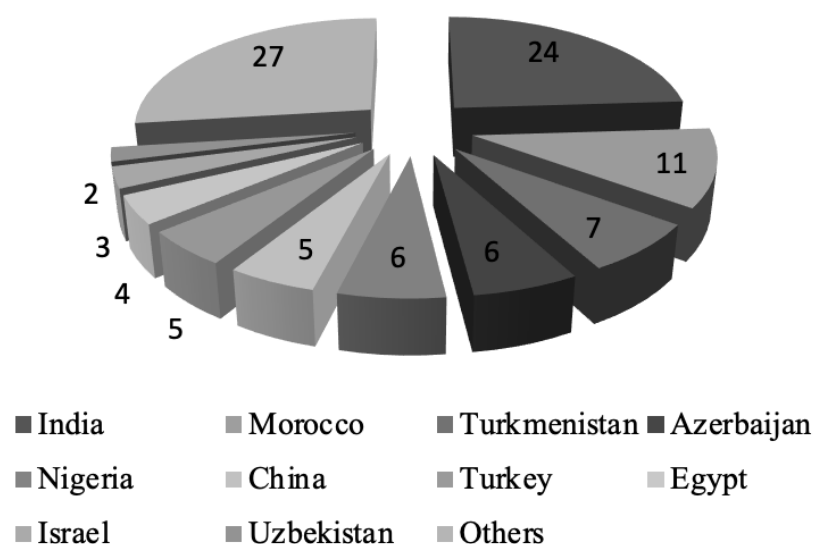


Fig. 2. Geographical structure of foreign students [5].

The main form of study in higher education institutions of Ukraine, which is chosen by foreign students, is full-time study (87.5%), 12.4% of foreign students study by correspondence. Less than 0.5% of foreign students are on external, evening and distance education.

Regarding the levels of education in Ukraine, foreign students are most interested in obtaining a master's degree (50.6%), the second most popular level of education is the bachelor's level (35.9%). Less than 1% of foreign students obtain a doctorate in Ukraine. As for specialties, the majority of foreign students in Ukraine study medical specialties.

Among the universities where foreign students study in Ukraine, the most popular are: KhNU named after V. N. Karazina (Kharkiv); KhNMU (Kharkiv); NSU named after O.O. Bogomolets (Kyiv); National Medical University (Odesa); State Medical University (Zaporizhia); VNMU named after E. Pirogov (Vinnytsia); State Medical University (Dnipro); TNMU named after I. Ya. Gorbachevskii, Ministry of Health of Ukraine (Ternopil); Bukovyna State Medical University (Chernivtsi); KNU named after Taras Shevchenko (Kyiv).

The competitiveness of the educational services market of Ukraine in the world market requires the presence of the following factors: level of security in the country; prestige of educational institutions (their place in national and international rankings); price policy; corporate website of the educational

institution; cost of living in the country; level of education quality, including distance learning; English-language educational programs; academic mobility of students; the opportunity to study in foreign language programs; language training (pre-university) of foreign students; material and technical support of the institution; living conditions in dormitories; leisure time of students (sports halls and playgrounds, holding cultural events); attitude of the population to foreign citizens.

In order to analyze the educational services market of Ukraine in more detail, we will use SWOT analysis (Fig. 3)

Strengths an extensive network of higher education institutions, focused on providing mass higher education; an external system for ensuring the quality of higher education has been formed; transparent admission procedures; steady demand for higher education and high education of the population; readiness for changes in the context of European integration; modern educational legislation and standards of higher education; availability of highly qualified scientific and pedagogical workers; combination of academic traditions with experience of implementing changes; a wide range of educational programs of various types and directions; relatively low cost of educational services; sufficient volume of capital buildings for the educational process; experience of international educational and scientific cooperation	Weak sides security in the country; insufficient level of funding; inconsistency of graduates' competencies with employers' requirements; limited financial autonomy of higher education institutions; imperfect forecasting of the needs of the economy in specialists; lack of monitoring of professional qualifications and employment of graduates; insufficient quality of higher education; fragmentation and duplication of specialist training profiles; degradation of scientific schools and lack of breakthrough results in scientific research; insufficient level of autonomy of higher education institutions; high level of use of unscrupulous practices, imitation and corruption; the secondary nature of scientific and innovative activity; low level of staff motivation; outdated educational space, educational equipment and research infrastructure;
Opportunities integration into the European educational and research space; the global trend towards an increase in the number of foreign students; expanding access to foreign sources of financing; transformation of the world economy on a high-tech and innovative basis; digitization and rapid development of the IT industry; openness and availability of modern educational content; awareness of the need and tasks of education throughout life; the synergy potential of higher education institutions and scientific institutions;	Threats increased competition in higher education as a result of globalization; the attractiveness of education in the EU for employment and emigration; increased competition from weak foreign universities that offer affordable distance learning; military and political situation in Ukraine; disparities in social and economic development; long-term absence of program documents of the state level in the field of higher education; unfavorable demographic situation in the country; fragmented integration into the European educational space;

Fig. 3. SWOT analysis of the educational services market of Ukraine

Another important factor that exerts significant pressure on the market of educational services in Ukraine is the war, as a result of which the material and technical base of many educational institutions was destroyed, many of them ended up in the occupied territory or are under shelling, many teaching staff left Ukraine by emigrating in the EU. Therefore, it will be possible to talk about the complete restoration of the educational sector and its competitiveness on the international market only after the end of the war. However, today it is necessary to develop measures to restore the educational system, and divide them into those that need to be taken now to ensure the proper level of education today and those that should be taken only after the end of hostilities.

3. Directions for increasing the competitiveness of domestic educational services on the international market

The target audience of the policy of promotion of educational services of Ukrainian educational institutions in the world market is a set of accessible from the point of view of marketing influences of real and potential segments of consumers and their marketing environment, which will be directed at the promotion of educational services:

- potential students and their environment (school graduates, parents of secondary school students; college graduates and their parents);
- potential employees of educational institutions of Ukraine (teachers of foreign educational institutions);
- managers of foreign enterprises, personnel managers;
- education management bodies of various levels in foreign countries;
- foreign media;
- foreign researchers of educational problems, consultants;
- foreign state and non-state organizations (agencies), which are responsible for regulating the development of higher education and international accreditation of higher education institutions [3].

Measures to promote Ukrainian higher education at the state level can be as follows.

1. Stimulating the participation of Ukrainian institutions of higher education in international exhibitions (due to the inclusion of a corresponding indicator in the list of indicators for evaluating (monitoring) the effectiveness of higher education institutions). Until now, the participation of Ukrainian higher education institutions in international exhibitions and education fairs outside the country has been fragmented. It is necessary to increase the quantitative and qualitative indicators of the participation of Ukrainian institutions of higher education in international exhibitions and fairs: provide opportunities for visitors to the stands not only to familiarize themselves with the materials and programs offered by Ukrainian higher education institutions, but also to try them in practice (for example, to offer to future students or teachers to work with a computer program used in education or to fill out a foreign language test), it is also necessary to take contacts from all those who expressed a desire to start training and continue to contact them in order to turn potential customers into real ones.

2. Strengthening the reputation of Ukrainian educational institutions can be helped by their active participation in the rating evaluation of higher education institutions adopted in developed countries. However, there are fundamental differences in their interpretation and measurement methods for many performance indicators of Ukrainian higher education institutions and higher education institutions of developed countries, which makes it difficult to include Ukrainian institutions of the Soviet Union in rating classifiers.

3. Stimulation of Ukrainian educational institutions to carry out open international accreditation (due to the inclusion of the appropriate indicator in the list of indicators for evaluating (monitoring) the effectiveness of higher education institutions) of the institution itself and its educational programs by relevant international organizations: the European Accreditation Consortium (ECA), the European Accreditation Association (ECA), the European Association for Quality Assurance in Higher Education (ENQA) and other structures included in the list of international accreditation agencies. State licensing and attestation systems in Ukraine testify to the fulfillment by higher education institutions of the minimum

requirements of the national educational standard, and international accreditation is recognition by an authoritative international educational organization that the institution meets the educational quality requirements determined by this organization.

The recognition is the result of an approved procedure, which includes both self-analysis of the HEI of its activities and audit of the institution by independent experts. International accreditation makes the qualifications of various higher education institutions comparable, unifies their requirements, and enables the process of student mobility. At the same time, international accreditation does not lead to the leveling of national and university characteristics and enables, in the conditions of the internationalization of the market of higher education services, increased international competition, the entry of new players into the Ukrainian education market in the form of foreign non-state educational institutions, training companies, educational institutions receive competitive advantages - additional evidence of the quality of educational programs [3].

4. Event marketing – organization of international events, for example: Days of Ukrainian writing, Day of Ukrainian higher education, Cosmonautics Day, Birthday of T.G. Shevchenko, I. Franka, L. Ukrainka, student festivals of modern music, sports, street carnivals in various countries, which will improve the image of Ukraine in the eyes of foreigners, especially under the condition of actual state and public support and competent information support.

5. Preparation and distribution of printed media (newspapers, magazines) in English, German, French, Arabic, Chinese, Turkish and other languages about Ukraine and Ukrainian higher education, with interviews of foreign students studying in Ukraine, distributed to international exhibitions, various events.

6. Launch of a cycle of television programs and news programs about Ukrainian higher education.

7. Image SMM is a project at the state level with the aim of stimulating the development of Ukrainian higher education and leveling negative stereotypes at the expense of effective agents of influence both by our own specialists and by

hiring them in the countries of potential consumers, on whose public opinion the appropriate informational influence should be carried out, when the use of official media resources is impossible. In this case, one of the most effective tools of influence is work in social networks and on relevant forums to form a favorable public opinion about Ukrainian educational institutions.

Measures designed to optimize the work of local authorities and higher education management bodies can be presented in the following directions:

1) stimulation of local authorities and higher education management bodies to spread information about local educational institutions in sister cities (cities located in different states, between which permanent friendly ties have been established for mutual acquaintance with life, history and culture, with the aim of achieving better mutual understanding, strengthening cooperation and friendship between peoples of different countries, as well as sharing experience in solving similar problems facing city authorities and organizations) and partner cities at events both dedicated to education and not related to it;

2) stimulation of local authorities to establish contacts with communities of foreign graduates of Ukrainian higher education institutions, to use them as a channel for disseminating information about local Ukrainian educational institutions through intermediaries - members of various associations and forums who have contacts both with residents of the study region and with the homeland;

3) establishment and development of communications with famous or those who have social or political weight foreign graduates of Ukrainian educational institutions - opinion leaders, in order to lobby the interests of Ukrainian institutions of higher education in the countries of residence of the graduates;

4) preparation of regional information collections for foreign applicants entering Ukrainian higher education institutions (in the form of an electronic or paper catalog).

Thus, solving the tasks of the state in the international market of educational services at any level of management should be aimed at the development and implementation of a strategy for the promotion of Ukrainian educational

institutions to increase their positioning efficiency and create favorable conditions for their development in the international markets of educational services.

Conclusion. The construction of an effective and modern market economy is possible only under the condition of available trained human capital, which requires large-scale efforts in the field of education. Ukraine has a fairly developed educational system, which, with competent management, can become a driver of the country's post-war recovery. It is important for Ukraine to develop such a strategy, which, in the context of the transition from the model of catch-up modernization to the model of development of comparative advantages, would take into account the specific goals and interests of the country in the sector of higher education, as well as beyond it (development of human resources, research and development).

Formally, the system of higher education in Ukraine is considered well developed, because our country, according to the World Economic Forum's competitiveness rating, is among the 20 leading countries in terms of the spread of higher and secondary education. However, today an important factor that exerts significant pressure on the market of educational services in Ukraine is the war, as a result of which the material and technical base of many educational institutions was destroyed, many of them ended up in the occupied territory or are under fire, many teaching staff left Ukraine by emigrating in the EU. Therefore, it will be possible to talk about the complete restoration of the educational sector and its competitiveness on the international market only after the end of the war. Measures were proposed to restore the educational system of Ukraine, which must be taken now to ensure the proper level of education today.

The conducted research allows us to conclude that the hypothesis proposed at the beginning of the work is confirmed, and considering the importance of the educational system for the functioning of the economy, this issue requires further in-depth research.

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