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## THE MAIN ASPECTS OF INCREASING THE COMPETITIVENESS OF HIGHER EDUCATION INSTITUTIONS IN THE MARKET OF EDUCATIONAL SERVICES IN THE DIGITAL TRANSFORMATION OF HIGHER EDUCATION

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The article reveals the problem of the domestic market of educational services, the formation of approaches to its solution. The classification of higher education educational services according to the following features is considered: form of education, type of educational programs, term of service provision, possibility of constructing educational trajectory, method of teaching, form of service provision, possibility of continuing education and payment method. It was found that in the market of educational services the lack of an applied construct is a problem for the education sector, which should be based on the understanding that the activities of higher education to meet needs consist of two main parts, which can be called «visible» and «invisible». This problem is considered on the basis of the marketing model of educational services of higher education, in which the construct is considered as a set of a certain part of applied knowledge, the use of which is a key characteristic of the marketing orientation of higher education. The paper proposes an algorithm for the method of quantitative assessment of the competitiveness of higher education, which consists of five steps. Three groups of indicators that characterize the competitiveness of higher education (groups of utility, consumer costs, supply efficiency) were identified, and the indicators of each of these groups were determined. Within the framework of the proposed approach, an expert quantitative assessment of the impact of indicators that characterize the competitiveness of universities on the market of services of the city of Dnipro was conducted and ranked according to the results of competitiveness assessment. The model of the organization of marketing of the higher educational institution which reflects interrelation of marketing activity of the higher educational institution with the basic processes which provide rendering of educational services is offered. A variant of the scheme of directions of information flows in the marketing activity of a higher educational institution is developed and the scheme of the system of marketing activity of a higher educational institution within the paradigm of the management cycle is proposed.

**Keywords:** higher education institution, competitiveness, marketing model, marketing of educational services, information flows.

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### *Problem statement*

Modern activity of educational institutions in Ukraine is characterized by a significant range of educational services. Services are provided to the population by both state and non-state higher education institutions (HEIs), which intensifies competition between them and complicates consumer choice.

In today's market environment, the university

can not afford to passively accept the changes in the educational environment that occur, as such a position will reduce the competitiveness of the educational institution. When making adjustments to educational services related to the range, quality, strategy and tactics of provision, it is necessary not only to take into account changes in the external environment caused mainly by the digital transformation of the economy, but also to anticipate and anticipate them.

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The desire to increase the competitiveness of an educational institution necessitates the solution of numerous economic, social and other problems. The most important among them is the quantitative assessment of the competitiveness of the educational institution (HEI), which characterizes the demand for educational services and determines its compliance with the needs of the market and society as a whole [1].

At present, in Ukraine and its regions, approaches to solving the problems of the domestic market of educational services are being formed, in particular, new technologies for the use of marketing tools are proposed, which allow the subjects of this market to compete successfully. Due to the fact that the marketing of educational services in Ukraine is still underdeveloped, not everyone is aware of the need to implement these technologies. But the transition to market relations and the impact of digital transformation processes in higher education can be seen as a fait accompli that receives more support in all parts and segments of the education system [2].

**The state of scientific development of the problem**

This study is based on the works of foreign and domestic scientists in the field of general marketing theory: G. Axel, L. Berry, J. Gordon, K. Keller, F. Kotler, J. Burnett, E. Krykavsky, M. Aucklander, S. Ilyashenko, A. Pavlenko, and others, as well as in the field of service marketing theory G. Bagiev, G. Bekvet, M. MacDonald, V. Neganova, E. Tyan, V. Sedelnikov, O. Kratt, S. Smerichevsky, A. Yakovleva, E.A. Nosova, N.S. Mushketova, E.E. Tarasova and others.

A. Arkhipov, Yu. Koshurnikova, A. Baranovsky, E. Pesotska, O. Mnykh, A. Voychak, E. Romat, I.I. Borysov, C.A. Zaychikova and others made a significant contribution to the development of theoretical and practical problems of marketing functioning of organizations in the field of highly professional services in general and higher educational

institutions in particular

Approaches to the assessment of the competitive environment within the services market are presented in the works of K. Lavlock, D. Thomas, R. Chase, F. Kotler, T. Hill, O. Lebedeka, K. Grenroos, O. Shapirian, O. Batura, O. Chernysh, O. Margulets, N. Kukharska, V. Apopiya and others.

However, despite the large number of works by domestic marketers on the problems of marketing the service sector, detailed issues of practical marketing of higher education do not yet have adequate theoretical justification, in the digital transformation of the economy there are no effective recommendations for marketing higher education.

The purpose of this work is to develop theoretical and applied aspects of the organization of marketing of higher education institutions in a competitive environment and digital transformation of higher education.

**Presenting main material**

Currently, there is no single definition of the category «educational service». Taking into account the features and specifics of modern educational services, a number of authors (N. Bereзка, K. Keller) proposed to consider educational services as a market product designed to improve skills and competencies of a professional nature to meet the needs of stakeholders in the market of educational services. the qualities of which can be direct consumers (learners) and subjects interested in their education (employers, the state) [4;3].

The development of the market of educational services in the digital transformation of the economy and the impact of the planetary pandemic of coronavirus COVID-19, led to the emergence of a number of new and changed structural features of these services – such as the possibility of building an educational trajectory and continuing education [4], can be used as a basis for their classification (table 1).

Table 1

**Classification of educational services of higher education**

Feature	Educational services
Type of service	Basic, additional
Form of study	Full-time, part-time, «3rd generation»
Type of educational programs	Secondary professional education, higher professional education, postgraduate education, additional education
Term of service provision	Long-term, medium-term, short-term
Ability to build an educational trajectory	Individual, group
Teaching method	Traditional, problem-based learning, business situations (colloquium, webinars)
Form of providing services	Stationary, remote, mixed
Opportunity to continue raising the level of education	Two-level, three-level
Payment method	Paid by consumers of consumers of educational services (state, employers); paid directly by consumers of services

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Based on this classification, a higher education institution (HEI) can more accurately define its market position and adapt it to changes in the competitive environment at both the regional and national levels.

The rapid pace of development of the education sector, increasing demands of the labor market (primarily by employers), its ever-growing role in the economy, increasing competition in the market of educational services have necessitated the marketing orientation of higher education institutions in Ukraine. The relationship between general concepts and categories of service marketing and educational services marketing can be represented by a model (Fig. 1).

The problem, according to the authors, is not the lack of knowledge, but the lack of a construct formed by them, which has an applied nature.

The desired construct should be based on the understanding that the activities of the higher

education institution to meet the needs consist of two main parts, which can be called «visible» and «invisible». The assessment of the level of service is carried out on the visible part, which affects the consumer directly, but the invisible component can have a more significant impact, although not perceived by the consumer.

It follows that a more productive approach is when the visible part of the service is provided by a certain technology, which represents the integration of four interdependent activities, namely:

- communication with the buyer;
- a set of actions for the transfer of ownership of the service;
- methods and models of service provision;
- ways to maintain unlimited relationships (marketing relationships and interactions) with consumers (customer retention).

According to the authors, presented in the model (Fig. 1) interpretation of the technology of

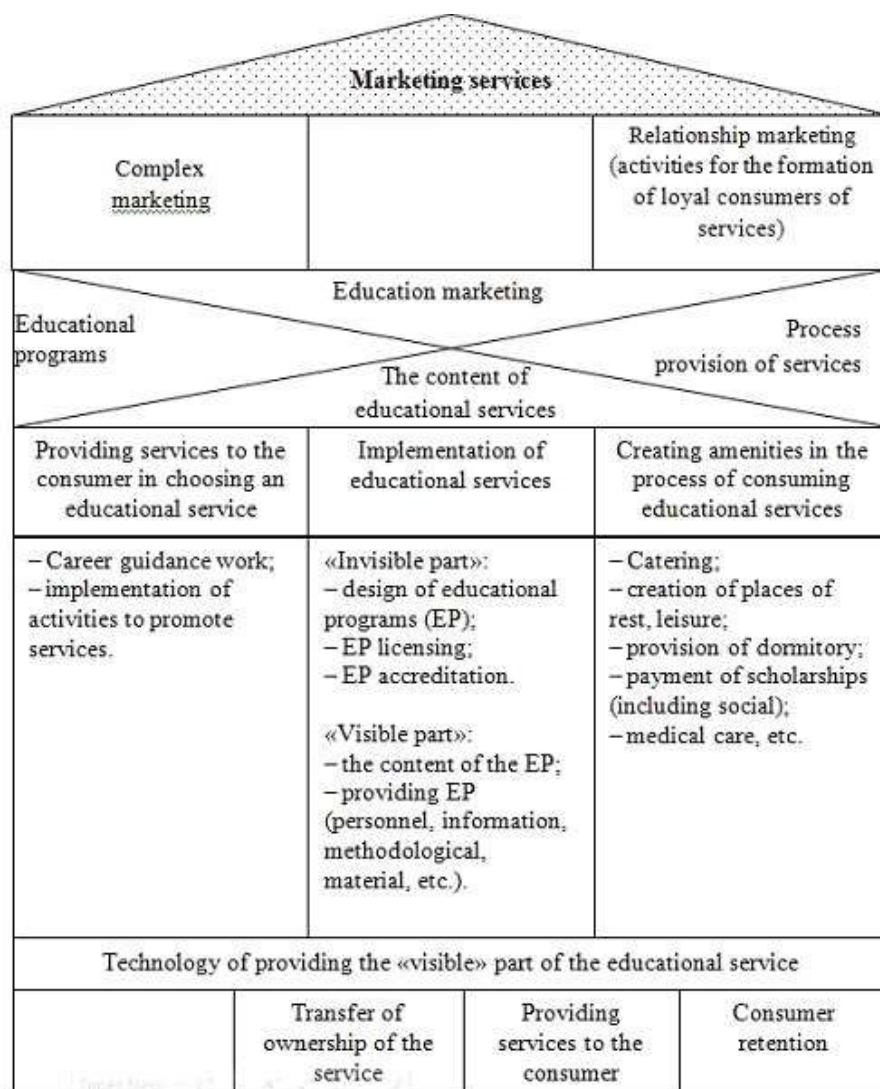


Fig. 1. Marketing model of educational services of a higher educational institution

providing services may well claim the role of a construct – a set of a certain part of applied knowledge, the use of which is the essence of marketing orientation of the university.

Traditional methods of analysis allow to obtain a qualitative assessment of the impact of environmental factors on the development of the market of educational services. The authors propose an improved method of quantitative assessment of the competitiveness of higher education in the market of educational services, the algorithm of which is presented in Fig. 2.

The main three groups of indicators that characterize the competitiveness of universities are identified, and the indicators of each group are determined: usefulness (quality of service, efficiency of provision, etc.); consumer costs (consumption price, convenience of the payment system); efficiency of the proposal (method of promotion, organization channels, etc.) – table 2. As part of the preliminary testing of the proposed approach, an expert quantitative assessment of the impact of indicators that characterize the competitiveness of universities on the market of Dnipro services. The assessment was carried out by comparative analysis of competitiveness factors on a 10-point scale in relation to competitors (average). The coefficient of competitiveness was defined as the ratio of scores of market participants (from the five leading universities in the city of Dnipro) to the scores of the leader on a specific indicator (KK). The leader was the university that received the highest grade, it was awarded a competitiveness factor of 1.0.

Preliminary expert ranking of universities according to the results of competitiveness assessment is as follows: 1st place – Dnipro University of Technology – 108.7 points; 2nd place – Oles Honchar Dnipro National University (DNU) – 103.4

points; 3rd place – Dnipro National University of Railway Transport (DIIT) – 101.7 points; 4th place – Ukrainian State University of Chemical Technology (USUCT) – 97.9 points and 5th place – The National Metallurgical Academy of Ukraine (NMetAU) – 92.3 points.

In order to further detail and more accurately assess the competitiveness of higher education in the market of educational services in the Dnipropetrovsk region should continue research on a methodological basis. At the same time, it is proposed to develop in more detail methodological approaches to assess the competitive adaptive potential of higher education in the event of changes in the regional market of educational services. Also, according to the authors, it is advisable within this methodology to expand the indicators of assessment within the established groups. This should be done taking into account the use of developments in the methodology of relationship marketing (MRM) and interaction (MIM) [1;2;6;7;8;9;10].

In general, the assessment of the competitiveness of a higher education institution is necessary because it allows to comprehensively diagnose the state of the regional market of educational services and the level of competition. At the same time, it provides an opportunity to determine the position of a higher education institution in comparison with other universities and to make timely decisions on adjusting the level of activity to increase their own competitiveness at both regional and national levels.

Applying the process approach, it is convenient to present all the work on the creation of higher education marketing in the form of interconnected graphical models of processes (Fig. 3).

The proposed model of marketing organization of higher education institution presents (Fig. 3) the

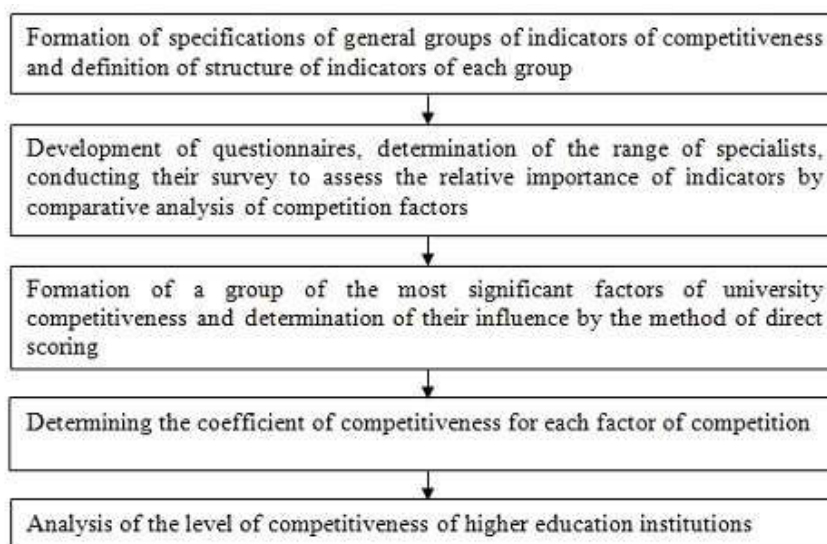


Fig. 2. Algorithm of methods for quantitative assessment of the competitiveness of higher education

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Table 2

**Preliminary assessments of the level of competitiveness of higher educational institutions in the city of Dnipro**

Marketing tools		Evaluation of each service marketing tool in relation to the specific task of mastering the target market of educational services (points)									
		Dnipro University of Technology		DNU		USUCT		NMetAU		DIIT	
		average	KK	average	KK	average	KK	average	KK	average	KK
Indicators of useful service											
1	The quality of the service provided	8.0	1.0	7.3	0.91	7.8	0.975	6.8	0.85	7.6	0.9
2	Choice of directions (specialties)	9.0	1.0	8.0	0.89	8.8	0.978	8.2	0.91	7.9	0.8
3	Training period	4.5	0.83	5.4	1.0	4.8	0.89	4.2	0.78	4.2	0.7
4	Ability to study without leaving work	8.2	0.89	7.8	0.85	9.2	1.0	8.6	0.93	7.5	0.8
5	Availability of educational services	7.5	1.0	7.0	0.93	6.8	0.91	6.3	0.84	7.1	0.9
Consumer cost indicators		37.2		35.5		37.4		34.1		34.3	
1	Price level	6.5	0.90	7.2	1.0	4.5	0.63	4.3	0.60	6.8	0.5
2	Convenience of the payment system for the service	7.2	1.0	7.0	0.97	6.4	0.89	6.6	0.92	6.3	0.8
Proposal performance indicators		13.7		14.2		10.9		10.9		13.1	
1	Image (prestige)	8.0	1.0	7.5	0.94	6.0	0.75	6.5	0.81	7.0	0.8
2	Media used, breadth of coverage	6.5	1.0	5.7	0.88	5.5	0.85	5.0	0.77	6.2	0.9
3	Used marketing tools: presentations, press releases, exhibitions, etc.	8.0	1.0	7.5	0.94	7.2	0.90	6.8	0.85	7.4	0.9
4	Price discounts	7.0	0.97	7.2	1.0	5.8	0.81	5.9	0.82	6.2	0.8
5	Professionalism of employees involved in the promotion of the service	8.0	1.0	6.5	0.81	6.5	0.81	6.0	0.75	7.0	0.8
6	Numerical composition of employees engaged in marketing activities	5.5	0.85	5.8	0.89	4.5	0.69	4.0	0.62	6.5	1.0
7	Frequency and characteristics of individual advertising campaigns (quality of advertising messages)	6.3	0.93	6.5	0.96	5.9	0.87	5.5	0.81	6.8	1.0
8	Professionalism of the research and teaching staff of the university in the basic direction of education	8.5	1.0	7.0	0.82	8.2	0.96	7.6	0.89	7.2	0.8
Total		108.7	1.0	103.4	0.95	97.9	0.90	92.3	0.85	101.7	0.9
Place		1		2		4		5		3	

general functions of the process, information and digital connections at the entrance (requirement of consumers – the state, employers, social society) and output – the result of marketing planning higher education institution (set of marketing indicators University), as well as connections (marketing of relationships and interactions) on management – management processes (managing influence on the marketing process of higher education) and providing – marketing support processes of higher education (personnel, methodological, logistical, information and digital), library on digital technologies, etc.).

Figure 4 shows a variant of the scheme of directions of information flows in the marketing activities of higher education. The authors also propose a scheme of marketing activities of higher education within the paradigm of the management cycle, which includes a set of actions necessary to achieve the goals of higher education (for example

– in the annual cycle (Fig. 5)).

Model (fig. 3) reflects the relationship of marketing activities of higher education with the main processes that provide educational services (except for those listed, this model can include all processes of higher education. The proposed model is quite universal, that is, can be used by any at the same time, taking into account the process of digitization, the level and quality of use of information in marketing activities depends on the level of competitiveness of higher education, as well as its integration into a competitive market environment. Only then can we count on a stable competitive position in the education market, as well as in the field of highly professional services. Information (ICT and digital) is an important resource of higher education, along with financial, personnel, etc. In order to better understand the process of information exchange, it is proposed to allocate information flows

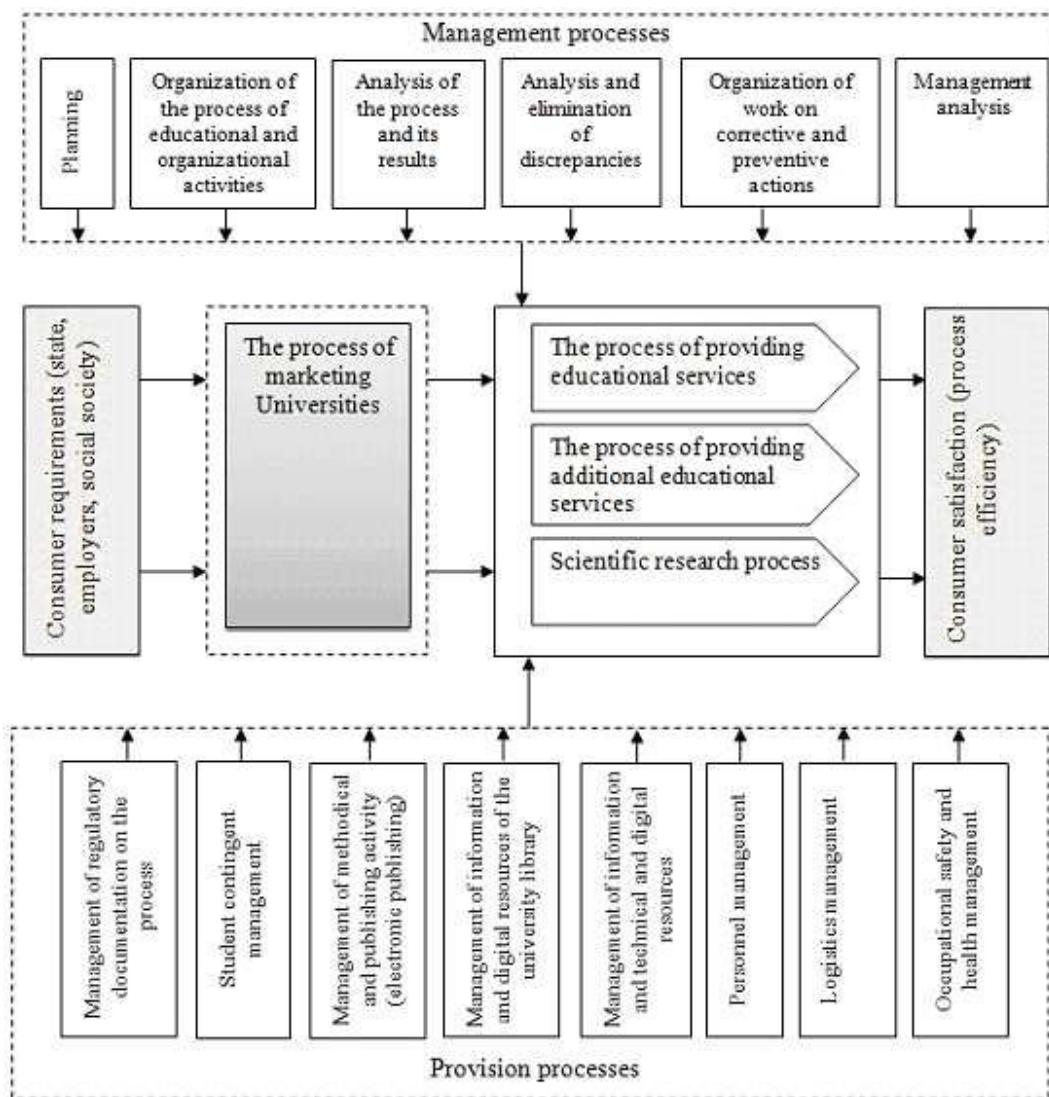


Fig. 3. Model of marketing organization of higher education institution

in the marketing activities of higher education. This allows all participants to receive reliable information in a timely manner and navigate the market environment.

**Conclusions and prospects for further research**

According to the results of the work it is revealed that there is practically no single definition of the category «educational service». The variety of interpretations leads to the formation of scientific concepts that reflect the diversity of the studied category. Given the stability of the competitive environment of higher education institutions due to the reduction of entrants to higher education institutions of Ukraine, as well as due to the relative unwillingness of some domestic higher education institutions to implement digitalization of educational processes, it becomes important to identify a number of structural features of educational services. accurately determine the market position of the higher education institution and adapt them to

changes in the competitive environment.

It was found that the connection between the basic concepts and categories of service marketing and educational services marketing can be represented by a model that allows to define the technology of service provision as a visible part of the educational service. This interpretation of technology may well claim the role of a construct – a set of a certain part of the knowledge of an applied nature, the use of which is the essence of marketing orientation.

It is shown that the marketing activity of a higher education institution (formation of the basic goal (mission of the university) and sub-goals, formation of the monitoring system, system of modeling the activity of the higher education institution and marketing development strategy defining the marketing policy of the university) should be flexible. in the external environment, including at the regional level.

Taking into account the fact that there is a

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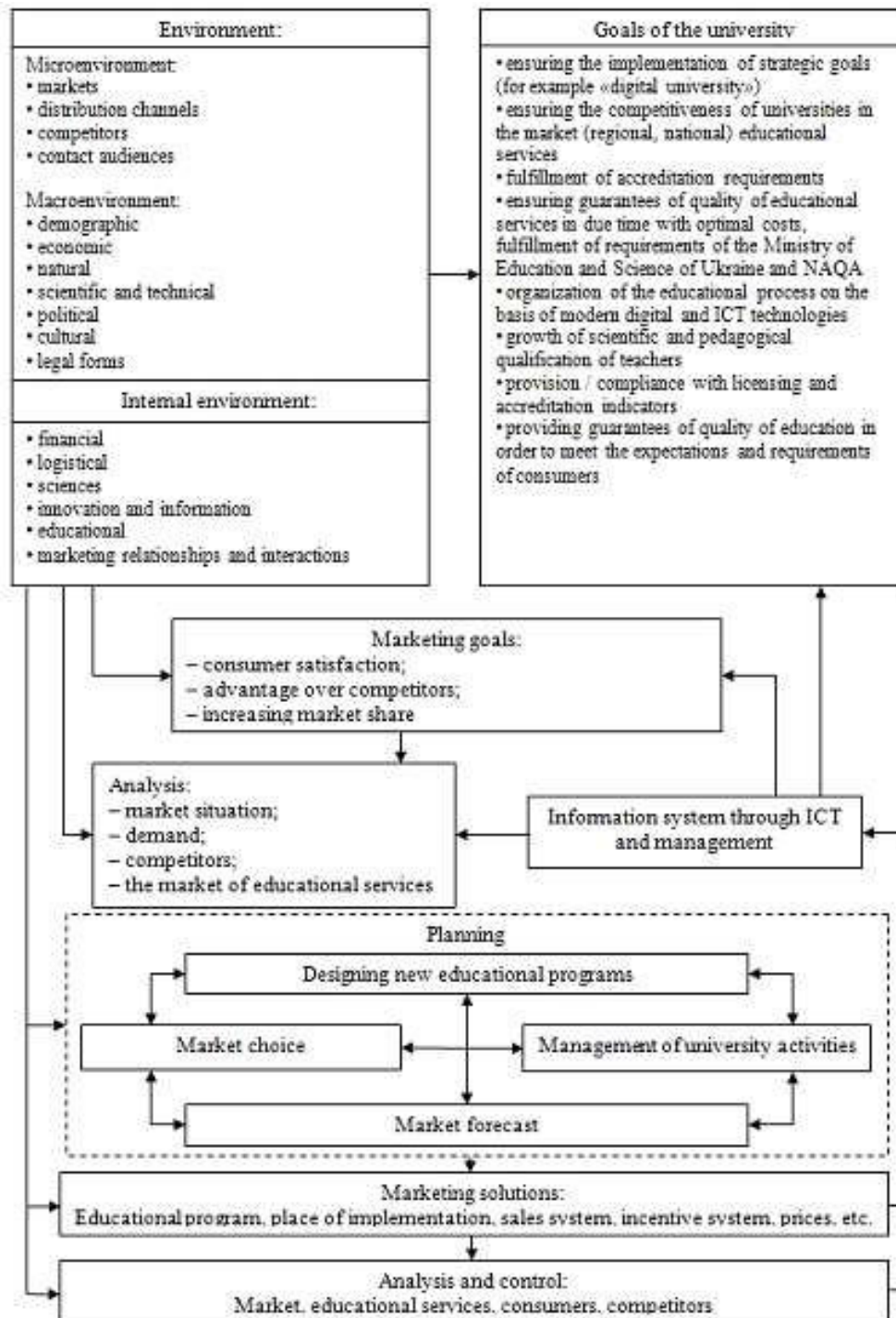


Fig. 4. Basic directions of information flows

penetration of the market model of relationship marketing and interaction, in particular marketing management of development, it is advisable to intensify research not only network theory in higher education, but also to develop methods, models and mechanisms of marketing management in higher education institution in terms of digital transformation of the economy based on the methodology of marketing partnerships.

It is also possible to recommend the formation of a single marketing center for higher education, which will also help create and implement, using digital technology, a system of regular and systematic collection and analysis of data on the state of higher education and the market of educational services, which will reduce the risk of unreasonable management solutions and will open new opportunities for development in a dynamically developing environment, will create a basis for the

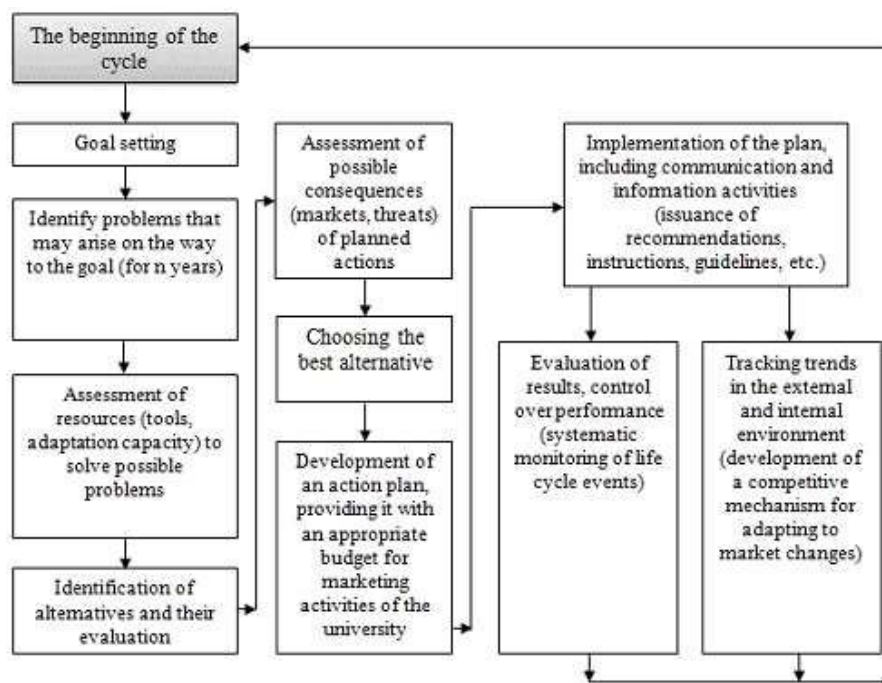


Fig. 5. Variant of the scheme of the annual cycle of management of marketing activities of higher education

formation of marketing strategy of higher education.

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**ОСНОВНІ АСПЕКТИ ПІДВИЩЕННЯ  
КОНКУРЕНТОСПРОМОЖНОСТІ ВИЩИХ  
НАВЧАЛЬНИХ ЗАКЛАДІВ НА РИНКУ ОСВІТНІХ  
ПОСЛУГ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ  
ВИЩОЇ ОСВІТИ**

*Дубницький В.І., Науменко Н.Ю., Писарькова В.Р.*

*Стаття розкриває проблему вітчизняного ринку освітніх послуг, формування підходів до її вирішення. Розглянуто класифікацію освітніх послуг вищого навчального закладу за наступними ознаками: форма навчання, вид освітніх програм, термін надання послуги, можливість побудови освітньої траєкторії, метод навчання, форма надання послуг, можливість продовження підвищення рівня освіти та спосіб оплати. Виявлено, що на ринку освітніх послуг відсутність прикладного конструкту становить проблему для галузі освіти, який має ґрунтуватися на розумінні того, що діяльність вищого навчального закладу щодо задоволення потреб складається з двох основних частин, які можна назвати «видимою» та «невидимою». Ця проблема розглянута на основі маркетингової моделі освітніх послуг вищого навчального закладу, в якій конструкт розглядається як сукупність певної частини знань прикладного характеру, використання яких є ключовою характеристикою маркетингової орієнтації вищого навчального закладу. В роботі запропоновано алгоритм методики кількісного оцінювання конкурентоспроможності вищого навчального закладу, який складається з п'яти кроків. Виявлено три групи показників, які характеризують конкурентоспроможність вищого навчального закладу (групи корисності, витрат споживача, ефективності пропозиції), та визначено показники кожної з цих груп. В рамках запропонованого підходу проведено експертну кількісну оцінку впливу показників, які характеризують конкурентоспроможність ВНЗ на ринок послуг міста Дніпро та здійснено їх ранжування за результатами оцінювання конкурентоспроможності. Запропоновано модель організації маркетингу вищого навчального закладу, яка відображає взаємозв'язок маркетингової діяльності вищого навчального закладу з основними процесами, які забезпечують надання освітніх послуг. Розроблено варіант схеми напрямів інформаційних потоків в маркетинговій діяльності вищого навчального закладу та запропоновано схему системи маркетингової діяльності вищого навчального закладу в рамках парадигми циклу управління.*

**Ключові слова:** вищий навчальний заклад, конкурентоспроможність, модель маркетингу, маркетинг освітніх послуг, інформаційні потоки

**ОСНОВНЫЕ АСПЕКТЫ ПОВЫШЕНИЯ  
КОНКУРЕНТОСПОСОБНОСТИ ВЫСШИХ УЧЕБНЫХ  
ЗАВЕДЕНИЙ НА РЫНКЕ ОБРАЗОВАТЕЛЬНЫХ УСЛУГ  
В УСЛОВИЯХ ЦИФРОВОЙ ТРАНСФОРМАЦИИ  
ВЫСШЕГО ОБРАЗОВАНИЯ**

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*Статья раскрывает проблему отечественного рынка образовательных услуг, формирование подходов к ее решению. Рассмотрена классификация образовательных услуг высшего учебного заведения по следующим признакам: форма обучения, вид образовательных программ, срок предоставления услуги, возможность построения образовательной траектории, метод обучения, форма предоставления услуг, возможность продолжения повышения уровня образования и способ оплаты. Выявлено, что на рынке образовательных услуг отсутствие прикладного конструкта представляет проблему для отрасли образования, который должен основываться на понимании того, что деятельность высшего учебного заведения по удовлетворению потребностей состоит из двух основных частей, которые можно назвать «видимой» и «невидимой». Эта проблема рассмотрена на основе маркетинговой модели образовательных услуг высшего учебного заведения, в котором конструкт рассматривается как совокупность определенной части знаний прикладного характера, использование которых является ключевой характеристикой маркетинговой ориентации высшего учебного заведения. В работе предложен алгоритм методики количественной оценки конкурентоспособности вуза, состоящий из пяти шагов. Выявлено три группы показателей, характеризующих конкурентоспособность высшего учебного заведения (группы полезности, расходов потребителя, эффективность предложения), и определены показатели каждой из этих групп. В рамках предложенного подхода проведена экспертная количественную оценку влияния показателей, характеризующих конкурентоспособность ВУЗа на рынок услуг города Днепр и осуществлено их ранжирование по результатам оценки конкурентоспособности. Предложена модель организации маркетинга высшего учебного заведения, которая отражает взаимосвязь маркетинговой деятельности высшего учебного заведения с основными процессами, которые обеспечивают предоставление образовательных услуг. Разработан вариант схемы направлений информационных потоков в маркетинговой деятельности высшего учебного заведения и предложена схема системы маркетинговой деятельности высшего учебного заведения в рамках парадигмы цикла управления.*

**Ключевые слова:** высшее учебное заведение, конкурентоспособность, модель маркетинга, маркетинг образовательных услуг, информационные потоки.

THE MAIN ASPECTS OF INCREASING THE COMPETITIVENESS OF HIGHER EDUCATION INSTITUTIONS IN THE MARKET OF EDUCATIONAL SERVICES IN THE DIGITAL TRANSFORMATION OF HIGHER EDUCATION

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The article reveals the problem of the domestic market of educational services, the formation of approaches to its solution. The classification of higher education educational services according to the following features is considered: form of education, type of educational programs, term of service provision, possibility of constructing educational trajectory, method of teaching, form of service provision, possibility of continuing education and payment method. It was found that in the market of educational services the lack of an applied construct is a problem for the education sector, which should be based on the understanding that the activities of higher education to meet needs consist of two main parts, which can be called «visible» and «invisible». This problem is considered on the basis of the marketing model of educational services of higher education, in which the construct is considered as a set of a certain part of applied knowledge, the use of which is a key characteristic of the marketing orientation of higher education. The paper proposes an algorithm for the method of quantitative assessment of the competitiveness of higher education, which consists of five steps. Three groups of indicators that characterize the competitiveness of higher education (groups of utility, consumer costs, supply efficiency) were identified, and the indicators of each of these groups were determined. Within the framework of the proposed approach, an expert quantitative assessment of the impact of indicators that characterize the competitiveness of universities on the market of services of the city of Dnipro was conducted and ranked according to the results of competitiveness assessment. The model of the organization of marketing of the higher educational institution which reflects interrelation of marketing activity of the higher educational institution with the basic processes which provide rendering of educational services is offered. A variant of the scheme of directions of information flows in the marketing activity of a higher educational institution is developed and the scheme of the system of marketing activity of a higher educational institution within the paradigm of the management cycle is proposed.

**Keywords:** higher education institution, competitiveness, marketing model, marketing of educational services, information flows.

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