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ІНСТИТУТ ПЕДАГОГІЧНОЇ ОСВІТИ І ОСВІТИ ДОРΟΣЛИХ
ІМЕНІ ІВАНА ЗЯЗІОНА**

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**ANALYSIS OF RESEARCH OF STRATEGIES OF POSITIONING
OF LEADING UNIVERSITIES OF THE WORLD
IN THE INTERNATIONAL INFORMATION SPACE**

ABSTRACT

The research is devoted to the topical issue of positioning strategies of the world's leading universities, in particular the countries of Western Europe. A theoretical analysis of strategies for positioning the world's leading universities in the international information space on the basis of scientific papers on economics, sociology, organizational management, public administration, etc is done. This article focuses on the steps to model an effective positioning strategy as part of a university strategy that is subordinate in nature because it is designed to concretize and support the university-wide strategy and creates strategic advantages over competitors. The definition of the essence of strategies for positioning the leading universities of Western Europe in the international information space and the definition of external factors in the analysis of process strategies are considered. The need to universalize the higher education systems of Western Europe is found out, considering the nature of the new government. As a result of the study, it was found that for the successful operation of educational institutions, it is necessary to form and use positioning strategies properly. Therefore, according to the researcher, in order to achieve high rankings and remain competitive among other higher education institutions, in our time of rapid development, universities need to monitor changes in educational activities regularly and respond in a timely manner and eliminate shortcomings. After all, in today's world, education is a sphere of productive investment and one of the most influential levers of long-term action used by governments for economic development. The global education market is highly competitive, as education is increasingly becoming a means of advancing the country in the globalized labor market and the international market for new technologies.

Keywords: education, educational space, strategies, positioning, leading, university, international, rating, information space.

АНОТАЦІЯ

Наукове дослідження присвячене актуальній проблемі щодо стратегій позиціонування провідних університетів світу, зокрема країн Західної Європи. Зроблено теоретичний аналіз стратегій позиціонування провідних університетів світу в міжнародному інформаційному просторі на основі наукових робіт із економіки, соціології, менеджменту організацій, державного управління тощо. Ця стаття фокусується на кроках для моделювання ефективної стратегії позиціонування, як складової стратегії університету, що має підпорядкований характер, тому що розроблена для конкретизації і підтримки загальноуніверситетської стратегії та створює перед конкурентами стратегічні переваги. Розглянуто визначення сутності



стратегій позиціонування провідних університетів Західної Європи в міжнародному інформаційному просторі та визначення зовнішніх факторів аналізу стратегій процесу. З'ясовано необхідність універсалізації систем вищої освіти країн Західної Європи, враховуючи сутність нового державного управління. В результаті дослідження було встановлено, що для успішної діяльності закладів освіти, потрібно правильно сформулювати та використовувати належним чином стратегії позиціонування. Тому, на думку дослідника, щоб досягти високих рейтингів та залишатися на конкурентоспроможній позиції серед інших закладів вищої освіти, в наш час, стрімкого розвитку, університетам потрібно регулярно проводити моніторинг змін в освітній діяльності та вчасно реагувати і ліквідувати недоліки. Адже в сучасному світі, освіта являється сферою продуктивних інвестицій та одним із найвпливовіших важелів довготривалої дії, який використовують уряди країн для економічного розвитку. Світовий освітній ринок є висококонкурентним, оскільки освіта все частіше стає засобом просування країни на глобалізованому ринку праці та міжнародному ринку новітніх технологій.

INTRODUCTION

The rapid development of the modern world presupposes the introduction of constant changes in the educational space, associated with the need to form new, more advanced strategies for positioning higher education institutions. Since, in our time of information overload and the latest technologies, consumer demands in general, and in particular regarding the quality of education, are significantly increasing. Under such conditions, for higher education institutions the achievement of maintaining and maintaining a certain position among other higher education institutions (HEIs) is of the greatest importance. Success in positioning is not easy and fast. Applying different positioning strategies – we increase the level of education quality and rating. And the interest of applicants allows you to see whether the strategy used has led to the desired state in higher education.

One of the main means of marketing management is the system of educational positioning. Therefore, it is important for universities not only to form the right positioning strategy, but also to monitor the changes taking place in the field of education. Maintain a position that would increase the number of consumers of services, and most importantly correct mistakes in a timely manner or improve this strategy, in order to maintain or increase the rating among competitors in the education market in general.

Education is a sphere of productive investment and one of the most influential long-term levers used by governments to develop the national economy. The global education market is highly competitive, as education is increasingly becoming a means of advancing the country in the globalized labor market and the international market for new technologies. Therefore, the competition for leadership in the world education system in modern society is one of the most effective tools for influencing international events [Kharkivska, 2013, s. 3].

THE AIM OF THE STUDY

To analyze research on strategies for positioning the world's leading universities in the international information space.

THEORETICAL FRAMEWORK AND RESEARCH METHODS

Many scientists today deal with the issue of positioning strategy of leading universities, such as: D. Aaker (1982), N. Avsheniuk (2015), J. Beneke (2010), K. Binytska (2018), Çatı Kahraman (2016), T. Fumasoli (2020), L. Harrison (2009), A. Kharkivska (2018), D. Kucherenko (2011), J. Lowry (2001), S. Pepchuk (2015), H. Polishko (2015) and others. To achieve these goals, general and special methods of scientific research were



used: theoretical, monumental and problem-based analysis of philosophical, scientific and pedagogical, special literature, Internet resources.

RESULTS

The main trend in the development of modern higher education is the creation of a competitive strategy for positioning the university. To correctly define the essence of the strategies of positioning the world's leading universities in the international information space, it will be appropriate to consider the monograph "Training of future primary school teachers in Eastern Europe" by K. Binytska (2018). In her work, the author highlighted the contextual, institutional and educational factors that influence the transformation of the training of future primary school teachers. Contextual factors depend on the education system of a particular country, their structure and national traditions, the political platform of social change. Institutional factors are characterized by the influence of public institutions on teacher training and are determined by the structure and duration of educational programs, taking into account different types of schools, ensuring quality standards. The educational factors include the fact that all programs of professional training of primary school teachers have three common components: the study of pedagogical theory, professional pedagogical training and pedagogical practice (Binytska, 2018).

To determine the external factors in the analysis of process strategies, we took into account national traditions, educational policy, funding in a particular country, the compatibility of educational programs and other factors. Therefore, next we consider the work of N. Avshenyuk (2015), "Trends in the development of transnational higher education in the second half of XX – early XXI century." In this monograph, the researcher analyzed the period of the second half of the twentieth – early twentieth century in Australia, Great Britain, Canada, the USA concerning development of tendencies of transnational higher education. The scientist argued its originality at the pedagogical, political-economic, strategic and socio-cultural levels. She highlighted the quality assurance of transnational higher education and the legal framework for its operation in Australia, Great Britain, Canada, and the United States. She conducted a historical and pedagogical analysis of the formation and development of transnational higher education in English-speaking countries.

Analyzing this monograph, we understand the need to universalize the higher education systems of Western Europe, given the essence of the new government, which is based on: "1) modeling of national higher education systems as economic markets; 2) competition between institutions under the supervision of the government and competition between academic units of institutions under the supervision of management; 3) partial decentralization of responsibility for administration and attraction of financing; 4) stimulating cost reduction and the formation of entrepreneurial style of behavior; 5) introduction of new or expansion of existing value indicators; 6) stimulating ties with business and industry; 7) measurement of results and financing on the basis of efficiency; 8) establishing quasi-corporate relations with financial structures (introduction of contracts, reporting and audit procedures). It is obvious that the implementation of the new public administration in the organization of free economic education in different countries has contributed to the universalization of higher education systems, that means their acquisition of a unified form and organizational and managerial practices" (Avshenyuk, 2015). This helped to make a monumental analysis of the strategies of positioning the leading universities of Western Europe in the international information space.

The researcher also emphasizes that the globalization of higher education is not a universal phenomenon, it has certain features according to the localization of the event



(local, national, regional or global level), the use of language and academic culture, as well as the type of educational institution. In a global online environment, where information about each university and national higher education system is open and instantly accessible, it is no longer possible to stay away from the effects of globalization. However, the consequences of the impact are significantly different for different types of educational institutions" (Avshenyuk, 2015).

D. Kucherenko & O. Martyniuk (2011) in their monograph "Strategies for the development of educational systems in the world" noted that the current century, according to economists, philosophers and sociologists, should be a time of education and information. The growth of the intellectual potential of society, meeting the modern needs of the individual in obtaining educational services are components of the goals of state policy in the field of education. The education system today must meet the challenges of the XXI century, which include: asymmetry of socio-economic development both between countries and at the level of society; environmental threat; low level of morality; increased stress level of personality in modern society, etc. Addressing the issues of forming a strategy for the transformation of the education system will help improve the state of the social sphere. Researchers have shown, on the example of countries with different income levels, how the education system develops, what are the innovations in the higher education system and the main factors of effectiveness of higher education development strategies in the transnationalization of the educational space. In the third section "Foreign experience in financing the higher education system" the authors attributed the pricing strategy to the subject area of the strategy of positioning the leading university in the international information space.

Also, we considered the strategies of positioning the leading German universities in the work of A. Gavrylyuk (2014) "Development of classical universities in united Germany." The researcher notes that the effectiveness of the positioning strategies of Germany's leading universities is influenced by the availability of education, the classification of tuition fees and the close connection between university research and industry. They also drew attention to the reforms that took place in higher education in the united Germany. First, the education sector has been modernized under the Bologna reform. Secondly, market mechanisms were used to increase the competition of universities in the educational segment.

The results of research in the specialty "world economy and international economic relations" were still quite useful for us.

D. Ilnytsky (2015) in his work put forward conceptual solutions to the scientific problem of revealing the patterns of formation and opportunities to use the potential of the global scientific and educational space in the economic interests of scientific education, innovation systems, regional and sectoral development systems under exacerbation global competition and the formation of the world knowledge economy, the logic of which involves the conscious management of intellectual resources and intellectual capital.

His own observations and special studies in this regard have shown that the scientist did not take into account the impact of positioning strategies on global competition in the scientific and educational space.

No less useful for us will be the scientific work "Globalization as a prerequisite for branding in the world" G. Polishko (2015), where the author gave a theoretical generalization and a new solution to the scientific problem of forming the globalization of national branding, developing a conceptual model of successful national brand. We agree with the author that "for the successful development of the country in global competition is



important not only the ability to mobilize internal and external resources, but also the international image, which significantly affects the internationalization of national markets for goods, services, investment, innovation".

Considering other research on this topic, we drew attention to the scientific work of A. Zaprovodyuk (2017) "Corporate innovation ecosystems in the United States: the essence and venture component." Analyzing this study, we note that it is important for us to interpret the essence of the concept of "venture business strategy" as a comprehensive program of long-term business structures of high-risk financing of breakthrough technologies aimed at ensuring high competitive status, including financial sources and implementation mechanisms: direct and indirect, foreign and domestic investment; venture mergers and acquisitions; joint ventures and the rationale for this strategy as an effective tool for increasing the global competitiveness of the corporation, and achieving high competitive positions in various segments of the global market.

After analyzing special studies of the university's development strategy, we saw opportunities to address topical issues of the company's production strategy in the process of positioning the leading universities of Western Europe in the international information space. Positioning strategy was considered as a component of the university strategy, which has a subordinate character, because it is designed to specify and support the overall university strategy and creates strategic advantages over competitors.

In his work "Strategy of positioning the region and tools for its implementation" S. Pepchuk (2015), shows that the positioning strategy of higher education should be considered as part of the development strategy of the university and analyze it as a set of actions and measures.

Next, we will consider articles on the analysis of strategies for positioning the leading universities of Western Europe in the international information space.

O. Tkachenko (2015) "The essence and features of positioning of higher education institutions" explores and reveals approaches to defining the concept of "positioning", draws attention to its ambiguity and relationship with the concept of "branding", which is considered as a process that includes positioning. The researcher clarified the features of positioning of higher education institutions, positioning is considered as an element of communication strategy, which is the basis for attracting consumers of educational services and partners, defines the concept of "positioning" of famous researchers, points to the need to find new opportunities and directions strategies.

According to A. Kharkivska (2018), the positioning of free economic zones is an important element in a competitive environment. Positioning is created in accordance with the needs of the target audience and the provisions of the strategic map of the market. The introduction of a marketing strategy is associated with the need to make changes in the free economic zone: in its structure, corporate culture, which will help ensure its competitiveness in the labor market and in the market of educational services. The main strategic priorities of free economic zones within their market activity, modern unstable environment, intensification of competition between them are to achieve a stable position in the market of educational services by developing new directions of educational and scientific activities, expanding the range of services provided. This requires new knowledge, competencies, skills from the participants of the educational process and can be successfully solved through the development of a strategic management system for the development of market opportunities and effectively provided, primarily through their use of marketing management principles, effective market (marketing) strategy. The key task in the development of marketing strategy is to determine the position of free market in the



market and effectively communicate this position to the target market. It is the presence of a clear position that ensures the coherence and consistency of all strategic decisions and actions, allows to determine priorities in the development of new areas of free economic development and to decide on expanding the range of services provided. This determines the importance of the positioning strategy. As a result of studying various sources, we came to the conclusion that the concept of "positioning" takes into account the strategies of pricing, communication and positioning of services.

According to O. Marukhlenko (2017) in the article "Strategic planning in higher education" the strategy of higher education is a comprehensive, long-term plan of systemic actions and their actual implementation based on a comprehensive study of all patterns, external and internal circumstances, goals and objectives. Ensure the effectiveness of higher professional education institutions. The strategy of the university envisages multidimensional, long-term, well-thought-out, active, persistent and corrective, as needed, actions of management and all staff, providing step-by-step effective solution of tasks, achievement of goals, fulfillment of higher education institution mission and noted that "... promotion of universities and achievement of strategic goals will contribute to the development of the university and increase its competitiveness".

Thus, analyzing the above scientific literature, we can conclude: positioning is long-term – proving the benefits of the product in the minds of consumers takes time, this process is difficult to carry out in the short term. Therefore, positioning should be called a strategic rather than a tactical goal of the enterprise / organization. In addition, the benefits that a company can get from successfully positioning itself or its own product are also long-term, sustainable; positioning always occurs in the minds of consumers. It does not matter what the company really is if the consumer does not agree. The image in the minds of consumers is built on "tangible" attributes, which include the price of the product, level of quality, level of service, as well as the image that is formed by building advertising and PR-campaigns; positioning is based on the benefits received by the consumer. The essence of positioning is to turn the strengths of a product or company into a major competitive advantage for the consumer. If the company has a high production technology and positions itself based on this, the consumer receives a high quality product, which will be a benefit for him in this case, i.e. the reason for the purchase; the position of the product in the minds of one consumer may differ from the position of the same product in the minds of another consumer. This statement is based on the fact that all people have different ideas about quality, reasonable price and level of service. These characteristics are quite subjective for the consumer, as well as the benefits they seek. That is why it is customary to conduct positioning in different segments. It is important to determine the type of consumer that best suits the company and position your product depending on the subjective attitudes inherent in a given type, i.e. segment.

CONCLUSIONS

Thus, the theoretical analysis of the literature made it possible to conclude that the problem of positioning the world's leading universities in the international information space was considered in various fields of science.

For universities to succeed, you need to formulate properly and use positioning strategies properly. In modern educational development, all higher education institutions constantly monitor changes in educational activities and respond quickly and eliminate shortcomings in order to remain competitive.

An additional conclusion derived from this research is the fact that higher education institutions often highlight advantages in the content that are oriented toward the



general public and not directly toward potential students, to whom they should primarily be communicated. Therefore, it is necessary to examine whether potential students find communication strategies adequate, in particular – whether they receive the necessary information in suitable ways.

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