

UDC 338.24:658.8 (100)

MARKETING AND MANAGEMENT OF EDUCATIONAL AND SCIENTIFIC SYSTEMS IN THE CONTEXT OF GLOBAL COMPETITION

МАРКЕТИНГ І МЕНЕДЖМЕНТ ОСВІТНЬО-НАУКОВИХ СИСТЕМ В УМОВАХ ГЛОБАЛЬНОЇ КОНКУРЕНЦІЇ

Obozna A.O. / Обозна А.О.*PhD in Economics, as.prof. / к.е.н., доцент*

ORCID ID: 0000-0002-7243-5105

Iakovunyk O.V. / Яковуник О.В.*head / директорка*

ORCID ID: 0000-0001-5940-7276

Iakovunyk D.I. / Яковуник Д.І.*lecturer / викладач*

ORCID ID: 0000-0001-9106-340X

*Privat Higher Education Establishment «European university», Mykolaiv, Ukraine
Миколаївська філія ПВНЗ «Європейський університет», м. Миколаїв, Україна*

Abstract. *This paper presents a comprehensive analysis of management and marketing practices in science and education systems in the USA, European Union, Ukraine, and other countries, focusing on strategies to enhance global competitiveness. The study examines institutional governance models, strategic management frameworks, marketing tools for promoting educational and research services, and trends in digital transformation and international cooperation. Special attention is given to innovative management approaches and marketing strategies that improve the performance of universities and research institutions. Recommendations are provided for applying international best practices in the national context, particularly in Ukraine.*

Keywords: *management, marketing, science and education systems, international experience, competitiveness, digital transformation, Ukraine.*

Introduction.

Globalization and the knowledge-based economy have increased the importance of effective science and education systems for sustainable socio-economic development [1]. Institutions implementing modern management and marketing strategies gain significant international competitive advantages. The USA, EU, and Ukraine demonstrate diverse but effective governance models that combine market mechanisms and state oversight [2]. Analyzing these approaches is valuable for modernizing educational and scientific systems in Ukraine [4].

The objective of this study is to analyze management and marketing strategies in science and education systems of the USA, EU, Ukraine, and other countries, identify current trends, and evaluate the feasibility of adapting international best practices to national contexts [1, 3].

Main Text

1. Management Models in Science and Education Systems

Modern management is characterized by institutional autonomy, decentralized governance, and results orientation [2]. In the USA, universities enjoy substantial academic and financial independence, allowing them to define development strategies, manage resources, and establish partnerships with industry and government [1]. Figure 1 illustrates the comparison of University Governance Models [2].

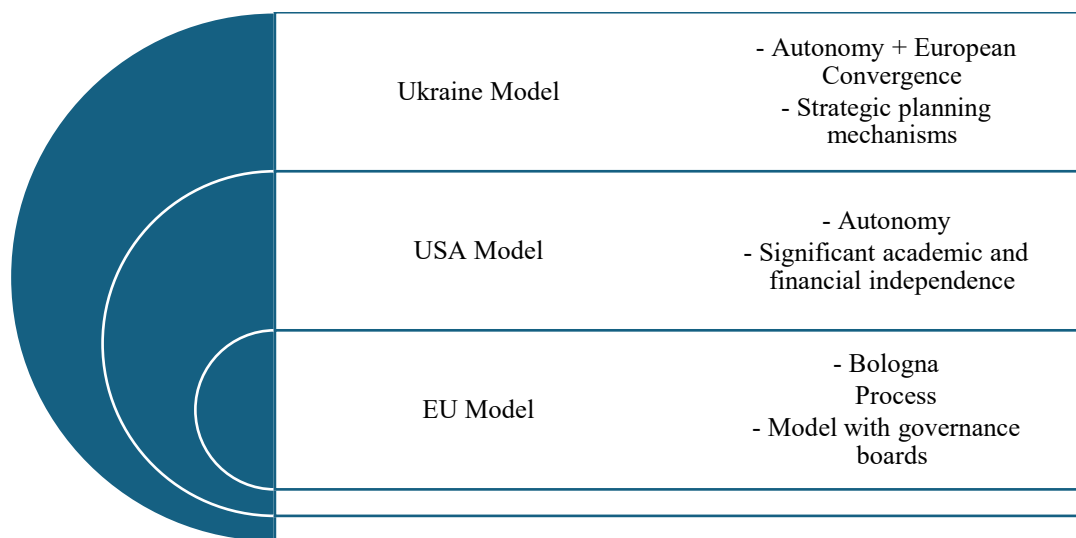


Figure 1 – Comparison of University Governance Models

Figure 1 presents a comparative overview of governance models in universities across the USA, EU, and Ukraine. It highlights key organizational structures, decision-making processes, and levels of institutional autonomy.

In the USA, universities generally enjoy significant academic and financial independence, enabling strategic partnerships and resource management.

EU universities adopt a more regulated model with governance boards and standardized quality assurance processes, while Ukrainian institutions are progressively implementing autonomy and strategic planning mechanisms. This figure provides a visual foundation for understanding how governance differences influence strategic management and marketing practices discussed in the text.

In the EU, guided by the Bologna Process, universities emphasize transparency, quality assurance, and stakeholder engagement [2]. Corporate governance elements, including supervisory boards and strategic management units, are adopted to enhance

efficiency and responsiveness [3].

In Ukraine, principles of autonomy and strategic management are increasingly implemented in higher education institutions [4]. Despite limited resources and regulatory challenges, universities are gradually introducing corporate management models, strategic planning, and digital tools. Special emphasis is placed on international program integration, attracting foreign students, and developing research in a global context.

Countries such as Canada, Australia, Japan, and South Korea adapt combinations of American and European practices, focusing on innovation, research commercialization, and global integration [3].

2. Strategic Management of Higher Education Institutions

Strategic management is crucial for enhancing institutional performance and competitiveness [1]. Leading universities in the USA and EU develop long-term strategies aimed at academic excellence, research productivity, and international collaboration [2]. In Ukraine, strategic planning is actively developing within the context of higher education reforms, focusing on program modernization, international grants, and research capacity development [4].

Priorities include digitalization, interdisciplinarity, sustainability, and social responsibility (Table 1).

Table 1 – Comparison of Strategic Management Practices

Ukraine	USA	EU
Gradual implementation	Institutional Autonomy	High autonomy diversification
Emerging long-term strategies	Long-Term Strategy	Advanced Bologna Process prs.
Moderate digital transformation	Research Focus	High-impact research
Quality focused on	Academic Mobility	Broad mobility programs
Growing digital initiatives and partnerships	Digital Transformation	Moderate digital transformation

Human resource management is particularly important in Ukrainian institutions, emphasizing talent attraction and retention, incentive systems, and professional development of faculty and researchers [4].

3. Marketing in Science and Education Systems

Marketing contributes to the visibility and attractiveness of educational and research institutions [1]. In Ukraine, educational marketing practices are actively implemented: promoting programs, recruiting students, building institutional brands, and developing partnerships with stakeholders and international partners [4].

In the USA, integrated marketing communications, digital strategies, and data-driven approaches dominate [2]. Branding emphasizes uniqueness, academic quality, and societal impact [1]. Marketing in the EU often aligns with policy objectives, emphasizing accessibility, inclusiveness, and excellence [3].

Rankings, accreditations, and reputation management are key marketing tools [2]. Ukrainian universities actively work to increase visibility, building alumni networks, industry partnerships, and international exchange programs.

4. Digital Transformation as a Management and Marketing Tool

Digital technologies significantly impact management and marketing. Platforms, learning management systems, big data analytics, and artificial intelligence improve decision-making and service quality [3].

Online education, hybrid models, and MOOCs expand access, increase international reach, and generate new revenue streams. In Ukraine, digital tools are actively implemented for managing educational processes and research projects, promoting flexibility and integration into the international environment.

5. International Activities and Partnership Development

Internationalization is a strategic priority. Management focuses on global partnerships, joint programs, academic mobility, and participation in research consortia. Marketing promotes international programs and attracts foreign students and researchers.

The USA and EU actively compete for international talent, and Ukraine also actively integrates into international education and research programs, enhancing its

global competitiveness [4].

Summary and conclusions.

The study shows that modern science and education systems in the USA, EU, Ukraine, and other countries use advanced management and marketing approaches to enhance competitiveness and resilience. Key trends include institutional autonomy, strategic management, integrated marketing, digital transformation, and international activities.

Adapting global experience in Ukraine requires consideration of national context, legal regulations, and resource limitations. Implementing best practices can significantly improve the effectiveness and competitiveness of national science and education systems.

References

1. Kotler, P., & Fox, K. (2019). *Strategic marketing for educational institutions*. Prentice Hall.
2. OECD. (2023). *Education at a glance*. OECD Publishing.
3. European Commission. (2022). *European higher education in the world*. Brussels.
4. Altbach, P., Reisberg, L., & Rumbley, L. (2018). *Global perspectives on higher education*. Johns Hopkins University Press.

sent: 27.12.2025

© Obozna A.O., Iakovunyk O.V., Iakovunyk D.I.