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# CONCEPTUAL FOUNDATIONS OF BUILDING THE POSITIONING MANAGEMENT MODEL FOR THE GENERAL EDUCATION INSTITUTION IN THE REGIONAL MARKET OF EDUCATION SERVICES

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## ABSTRACT

The article deals with the conceptual foundations of building a positioning management model for the general education institution in the regional market of education services. Definitions of such concepts as «model» and «modeling» are considered. The article analyses the domestic and foreign scientists' researches on the problems of pedagogical processes modeling and regulatory and legal documents that influence the solution of managerial problems in education, in particular to manage the positioning process in general education institution (hereinafter – GEI) in the market of education services. The author identifies certain contradictions between the challenges of the market economy in reforming the education and insufficient formation of managerial actions in the process of GEI positioning in the regional market of education services. The component of the positioning management model for GEI in the regional market of education services which is based on emotions and emotional values, and the factors that must be taken into account when implementing the process of positioning of GEI in the regional market of education services. The author highlighted a strong acting unique position which is formed on emotional (national-patriotic) values and allows an education organization to differentiate from competitors. According to the author it is the emotional (national-patriotic) – spiritual values of the Ukrainian patriot, the principles of Cossack pedagogy and public administration that are at the core of the modern positioning model for the GEI as an open social-public pedagogical system.

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**Introduction.** The education reform in Ukraine has an impact not only on the future development of this sector, but also on the application of new management strategies by general education institutions, in particular in positioning. Acquisition of competitive advantages, strengthening, preservation of their own positions in the regional market of education services and expansion of partnerships – these activity areas are actualized in the process of positioning of the general education institution.

In connection with the reform of the education and the implementation of the Concept of a New Ukrainian school in Ukraine, modern institutions of general secondary education are entering a new stage of development with strengthened democratic processes and increased role of society and community in decision-making process. According to the proclamation of the Law of Ukraine “On Education” the principle of freedom in the choice of types, forms and pace of obtaining education,

education program, education institution, other subjects of education activity are significantly changed marketing communication strategies for the positioning process (2017).

The National Strategy for the Development of Education in Ukraine for the period up to 2021 defines the basic principles of education management, namely that education should be managed on the basis of innovative strategies in accordance with the sustainable development principles, creation of modern systems of education projects and its monitoring; development of the public administration model in education, in which the individual, society and the State become equal subjects and partners. It is necessary to create a flexible, purposeful, effective public administration system in education, ensuring intensive development and quality of education, directing it to meet the needs of the State and the needs of the individual (2013).

**Materials and methods.** The analysis identified the characteristics of the conceptual foundations of building a positioning management model for the general education institution and detailed its role for the GEI in the regional market of education services. The combination of fragmented knowledge about the positioning management model as a hole was achieved through the cognitive technique of synthesis. Systematization and classification as leading research methods have helped to unify emotional (national-patriotic) – spiritual values of the Ukrainian patriot. This contributed to the defined the process of positioning of the GEI based on the national-patriotic values. Generalization as the primary method of deductive reasoning was used in the research.

**Results.** In today's market economy only competitive education institutions are viable, aggravating the problem of positioning a general education institution in the regional market for education services.

The above testifies that the development of a positioning management model for the general education institution in the regional market of education services is a requirement of the time and requires intellectual, financial and material resources, also the solution of a set of legal, organizational, technological and other tasks.

The article is aimed at defining the theoretical foundations for building the positioning management model for the GEI in the regional market of education services. The article is executed in accordance with the scientific topic «Management of the positioning of the general education institution in the regional market of education services».

**Discussion.** Analysis of the works of domestic and foreign scientists on the problems of pedagogical processes modeling, namely N. Aminova, T. Borova, S. Goncharenko, O. Dahin, G. Yelnikova, V. Maslov, V. Monakhov, V. Pielna, G. Poliakova, V. Rostovska, O. Romanovska, Z. Ryabova, R.J. Shannon and others, and the contradiction between the requirements of the modern market of education services and the state of marketing and communicative activity of GEI becomes a prerequisite for the creation of a positioning management model for GEI in the regional market of education services.

These include the contradictions between:

–the spontaneity of positioning management processes in the GEI and the need to harmonize new ideas and technologies with social needs, features of the market of education services and modern regulatory requirements in education;

–the need for a systematic approach to the system for assessing the positioning process of the GEI and the absence of an evaluation system in particular indicators and criteria, to enable it to be quantified;

–absence of a modern system of the positioning management process in GEI in the regional market of education services and the need to use it during the period of challenges for the market economy in the context of education sector reforming.

Analysis of scientific pedagogical, psychological and pedagogical, socio-philosophical and informational and economic literature on the management of the positioning of GEI in the market of education services indicates a lack of theoretical and practical development of the problem.

The works of such scientists as V. Arnold, S. Goncharenko, V. Kraievskiy, V. Polonskiy, R. Shannon, V. Stoff highlight theoretical approaches to modeling as a means of understanding reality, which has acquired universal significance. «The model, writes V.A. Stoff, means such mentally presented or materially realizable system, which is able to replace it so that its study gives us new information about this object by the reflecting or reproducing the object of research» (Stoff, 1966).

As one of the integral methods of research modeling is used in all sciences, including pedagogy and at all stages of scientific research. As noted by G. Matushynskiy and A. Frolov it allows to combine the empirical and theoretical in the pedagogical research, that is to combine in the study of

the pedagogical object the experiment with the construction of logical constructions and abstractions (Matushynskiy, 2000). In our study modeling is aimed at building an «ideal model» the task of which is to update, optimize and increase the effectiveness of positioning management in the GEI in the regional market of education services.

In her works V. Pikelna defines modeling as a method of scientific research; the basis for the development of a new theory; the mechanism for determining the prospects of development. The researcher proposed the following classification of the functions of models:

- normative (allows to compare the phenomenon (process) with another, more researched);
- systematizing (gives the opportunity to consider the validity in a set of phenomena);
- concrete (allows to develop and substantiate the theory);
- cognitive (directed to the consideration of scientific and applied problems) (2018).

It should be noted that the construction of a general positioning management model for GEI in the regional market of education services cannot be unambiguous, because it is multifaceted, multi-functional and due to the influence of a large number of external and internal factors. According to K. Gnezdilova and S. Kasiarum the creation of the model is the best method that provides certain information about the processes taking place in the so-called «living» systems (Gnezdilova, 2011).

As S. Goncharenko notes there is no model, even very complex that can give a complete idea of the study object and accurately predict its development or describe its trajectory in some proper space. Therefore scientists when designing models have to balance on the verge of their completeness and validity (Goncharenko, 2008).

We have to consider the concept of «model», which is constantly acquiring new content and depends on the research direction. The model can be represented in the form of a scheme, constructions, drawing, sign forms or logic and mathematical formulas.

The term «model» is based on the Latin word «modulus» which means measure, sample, norm. In order to present and study the properties of the study object in a convenient (visual) form we should use the «model», given that it is not identical, but similar to the original. The study and verification of the model allows obtaining new knowledge about the original and using them to solve search, cognitive, identification, identification, management and other tasks. The model clearly defines the components that make up the system; schematically and realistically displays the relationships between the components and it is a tool for comparative study of the phenomenon or process features.

R. Shannon notes that any set of rules for model development is at best of limited use and can only serve as a framework for the future model. The researcher believes that there are no magic formulas for selecting variables, parameters, relationships that describe the behavior of the system, limitations as well as model performance criteria (Shannon, 1978). In connection with the above it is appropriate to mention the «soft» models of mathematics by V. Arnold in which there is uncertainty, a multiplicity of development paths as opposed to the «hard» models, in which everything is provided and excluded variability. In building a «soft» model it is advisable to use a synergistic approach, since effective self-organizing management of the system is possible only if it goes on its own development way (Arnold, 2004).

The basis of the positioning management model for the GEI is certain actions and efforts to form in the consciousness of target consumers a strong, active, unique position of the institution, according to one of the types of positioning, which are proposed by I. Zimina. That types of the positioning are based on a value approach (emotional values) (Zimina, 2019).

P. Temporal notes the strategies of positioning based on emotions and emotional values. He expanded the system developed by J. Windom. The scientist adds positioning strategies based on the emotions and emotional values inherent in the target consumers on the basis of: the use of characteristics and attributes of the product, differences and preferences; the benefits expected by the consumer; the proposal for solving the problem; the separation from competitors; on the basis of company image; the appropriateness of use in certain situations, at a certain time, in a certain way; the type of target user; the nature of consumer aspirations; belonging to a social movement; the values (price/quality or emotional values); pure emotions; on the basis of individuality; the declaring oneself (Temporal, 2003).

We believe that the effective process of positioning of the general education institution includes an emotional and value component. Emotion is the subjective state of a person that arises in response to the influence of external and internal factors and manifests itself in the form of immediate experiences. A number of positive functions are associated with emotions (Alioshina, 2006; Kyrychuk & Romenets, 1999). Among the latter in particular motivational-regulating and communicative.

The process of positioning of the GEI is aimed at the sense of the consumer. In this context the usage of non-traditional marketing tools is significantly updated. In a competitive environment from many identical education institutions (products) consumers will choose the one that will make the best impression. We believe that the creating such impressions based on emotional values and taking into account the basic needs of consumers is a necessary condition for an effective process of positioning of GEI in the regional market of services.

The basic needs of consumers are what you need, first of all to highlight and know. They are inherent to all customers in relation to any product. The seller's task is to identify the priorities for this target audience or for a specific customer. Consequently there are such basic needs namely: ■efficiency; ■safety; ■convenience; ■prestige; ■economy (Alioshina, 2006).

It is the basic needs that are the main when implementing the process of positioning of GEI in the regional market of education services.

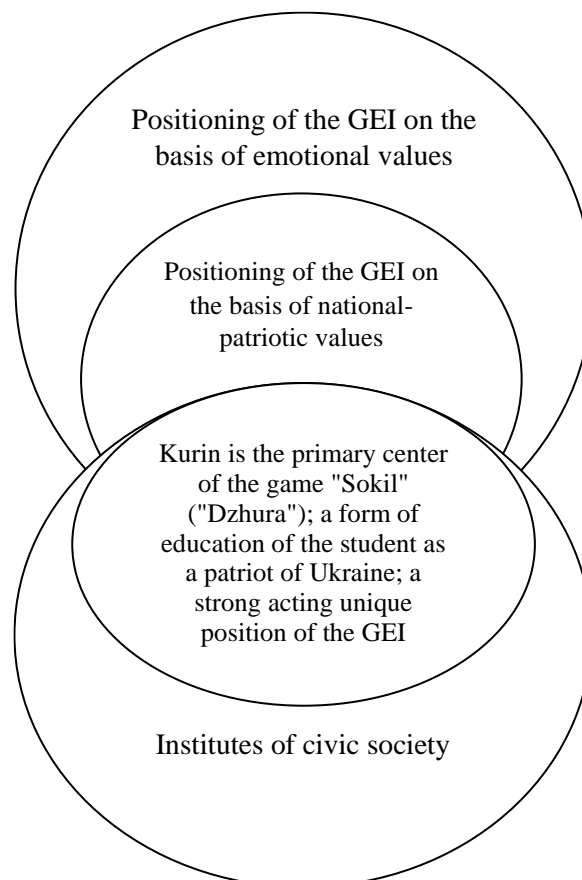
We also believe that we have to take into account such factors as:

- values and emotional needs of consumers;
- the values and benefits of the institution.

In addition, it should be noted that the research authors are unanimous in their view that in order to become attractive and successful the GEI must have:

- clearly defined priorities, its own philosophy, its vision of the future, institution's mission;
- unique system of values, customs, traditions, behavior styles;
- diverse and high-quality education services;
- original system of education work;
- external relations with education institutions;
- system for providing targeted information to consumers (Zuievskaya, 2006).

The basis of our positioning management model for the GEI is a strong acting unique position, which is formed on emotional (national-patriotic) values and will allow the education organization to differentiate from competitors (Figure 1).



*Fig. 1.*



It is the emotional (national-patriotic) – spiritual values of the Ukrainian patriot namely: a sense of patriotism, national consciousness, love for the Ukrainian people, its history, the Ukrainian State, native land, family, pride for the past and present on the examples of the heroic history of the Ukrainian people and the best samples of cultural heritage based on the model of the process of positioning of the GEI as an open social and pedagogical system.

According to the 845 Decree of the Cabinet of Ministers of Ukraine dated October 17, 2018 «Some issues of children and youth military-patriotic education» All-Ukrainian Children and Youth Military-Patriotic Game «Sokil» («Dzhura») is a systematic form of the national-patriotic education of children and youth, an important means of civic education, formation of national and patriotic consciousness in accordance with the values and indicators of the effectiveness of the Strategy of national and patriotic education approved by the 286 Decree of the President of Ukraine dated May 18, 2019 (2019).

According to paragraph 7.2 of the Regulations on the All-Ukrainian Children and Youth Military-Patriotic Game «Sokil» («Dzhura») approved by the 845 Decree of the Cabinet of Ministers of Ukraine on October 17, creation of the self-governing cells – kurin by the technique of Formation (Scout) circle system, that is through the interaction of hives under the guidance of the council of hives and the care of the teacher is one of the main managerial tasks of the modern general education institution, including a strong acting unique position in the process of its (GEI) positioning in the regional market of education services. Kurin is the basic organizational unit of the game. Kurin can consist of different age hives. In the school first of all one kurin is created, and after successful testing of its activities, additional shelters are created (2020).

It should be noted that the positioning of the general education institution is more a long-term strategy than a short-term tactic. The unique and powerful positions in place must be chosen correctly, in particular to be sustainable, protected and adapted to future development. They must be able to evolve and change during the life cycle and institutional development.

The creation of a kurin in the general education institution as a strong and unique position in the process of positioning of GEI in the regional market of education services meets not only the above requirements, but also one of the national trends in the field of education and upbringing, namely, the study and revival of the national phenomenon – the Cossacks. Theoretical researcher of Cossack upbringing V. Timofieiev noted that the ideals of the Cossacks have no statute of limitations, because they are ideals of decency, devotion and patriotism. The practice of work of public organizations of the Cossack direction convincingly proves that the deepening and multiplication of cossack and knight traditions in modern conditions contributes to the increase of efforts of the state, the rise of spirituality as each individual in particular, and the whole community, society as a whole (Timofieiev, 2019). The Cossack pedagogy as a part of the people's pedagogy in its peak manifestation, forms among the younger generations of Ukrainians loyalty to the Motherland, the people, the ability to protect the native land from foreign invaders.

### **Conclusions.**

Given the above we believe that the managerial problem of positioning of the general education institution on the regional market of education services on the basis of emotional (national-patriotic) values requires further research and development.

We believe that the deep identity, originality, national-unique and powerful education potential of the Cossack pedagogy are designed to become a strong effective and unique thing of the positioning of GEI in the market of education services.

No matter what your goal is it can be achieved only through your mind and your templates. It means breaking the limits and looking at the world before you in a new way you have a beautiful perspective, a real freedom to create your own future, your campaign and world (Brabander&Aina, 2007).

In the context of a market economy, education reform and, as a consequence, the emergence of new challenges in management theory and practice, the quotation of Luke Brabander and Alan Aini acquires particular relevance.

The next step in solving the problem indicated in the beginning of the article should be the development of methodical tools for the implementation of the positioning strategy on the basis of emotional (national-patriotic) evaluation of the selected strategy and forecasting of its implementation.

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