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MARKETING ESSENCE OF INTERACTION POINTS IN THE REGIONAL EDUCATIONAL NETWORK

The article contains a procedure for conducting an empirical analysis of the regional educational network, which makes it possible to process, systematize and streamline a significant array of empirical economic information about its nodes: "Education", "Science and Innovation", "Power", "Business", "Stakeholders".

An analysis of the nodes of the current regional educational network of the Chernivtsi region has shown a sufficiently high potential of educational, business, innovative, methodological, event-driven, stakeholder subsystems, which allows it to take leading positions in many respects.

Many serious problems have been diagnosed, including educational migration, demographic situation, low innovation activity, leading to increased competition between business and education, between different levels of education, between regions and countries and require the transformation of the regional educational network with a focus on the needs of the territorial community, regional economy, society, on the creation of new types of educational institutions, the development of educational programs of a new generation, the development of alternative forms and formats of education, and most importantly – on the implementation of the concept of lifelong learning.

Keywords: node "Education", node "Science and Innovation", node "Authority", node "Stakeholders", node "Business".

The transformation of the social and economic space leads to changes and updates of its institutions, existing mechanisms of regional governance and regional policy. The need to form a new or transform an existing regional educational network (REN) rises when regional education and science have to perform professional tasks that require the combined efforts of most regional providers of educational services, research institutions, regional business, NGOs, local authorities self-government and participation of the whole territorial community.

Conceptual bases of the marketing approach formation to development of networks, its measurements, principles, key tasks, functions, technologies and tools are considered by G. Bagiev, I. Budnikovich, M. Vash, J. Igan, Yu. Isayev, S. Kushch, F. Kotler, H. Hackanson and others.

The **purpose** of the article is to determine the individual points of interaction of the regional educational network and their marketing essence.

Nodes within the REN are formed through the interaction and partnership of schools, vocational and higher education institutions, non-formal education institutions, informal education services, research institutions, employers and their associations, public organizations, innovation companies, local authorities and management, administrative structures that are responsible for state priorities in terms of training.

Education node of Chernivtsi region REN covers institutions of formal, non-formal and informal education. The educational product is created by educational institutions of all levels: individual manufacturers (tutors, trainers, coaches), developers and owners of educational products and services, corporate training centers, training networks, business schools, educational centers for training and retraining. An important characteristic of an effective regional educational network is the interaction of educational organizations with partner institutions, training centers, resource centers of inclusive education, centers of psychological, pedagogical and medical and social support of children, institutions and organizations of extracurricular and additional education for children and parents.

Participation of Chernivtsi region leading higher education institutions (Yuriy Fedkovych Chernivtsi National University, Bukovynian State Medical University, Chernivtsi Trade and Economic Institute KNTEU, Bukovynian University) in the transformation and further functioning of the regional educational network allows to implement as public (implementation of the Development Strategy of Chernivtsi region, concentration of educated people in the region, whose experience can be used to create new sectors of the regional economy and regional markets, implementation of the concept of continuing education in the region, reducing educational migration, leaving youth in the region, providing business with qualified staff, infrastructure development, conscious choice of professions by children and youth, involvement of students

in real business so that young people can find themselves in new professions, etc.) and private interests of higher education institutions (formation of demand for higher education services, preparation of potential students for different levels of education and different specialties, the orientation of graduates to enter the regional higher education institutions, the orientation of educational programs to the needs of potential consumers and the needs of regional business, the organization of lifelong learning on the proposed educational trajectories, sharing intellectual, material, teaching, information resources and infrastructure of the free economic zone of the network participants, intra-network exchange of students and teachers between the higher education institutions, etc.). The informal strategic alliance of the region's higher education institutions within the framework of the REN will allow:

- to position Chernivtsi region as an educational hub;
- to establish an active dialogue between educational institutions that are part of the network;
- to quickly and adequately adapt to the needs of the labor market, to changes in market conditions;
- to diversify financial revenues by expanding the market;
- to establish the exchange of information, knowledge, experience and successful practices;
- to replicate educational technologies, to create a number of organizational, educational and pedagogical innovations that will rise on the basis of network interaction.
- to increase the quality, accessibility and attractiveness of education in the region;
- to strengthen cooperation and establish interuniversity relations between the higher education institutions of Chernivtsi region and their external partners, to involve remote partners who have the necessary resource potential, to strengthen partnerships between the regions and countries where the partner universities are located;
- to reduce the cost of organizing the activities of educational institutions involved in networking;
- to jointly use educational, scientific, household, sports, cultural infrastructure;
- to develop and implement joint educational programs, including bi- and multidisciplinary education;
- to organize joint research (including interdisciplinary), scientific, cultural, artistic, sporting events;
- to increase mobility and expand opportunities for teachers and scientists;
- to provide information about its activities to other network members and receive operational information about the activities of other network members,
- to develop information and communication technologies, means and methods of distance education;
- to create high-quality educational content, open (online) educational resources, lifelong learning courses, to develop MOOC (massive open online courses), built on modern smart-platforms.

Most higher education institutions are "supra-regional" and sometimes develop without taking into account regional interests. REN will provide an opportunity to balance local, regional, national interests and the interests of educational institutions, will establish stronger links between the level of educational development and production development, to form an adequate system of professional, additional, postgraduate education.

An interesting form of networking within the REN of Chernivtsi region are educational hubs, educational clusters, educational centers, educational platforms in priority sectors of the economy of Chernivtsi region. Such informal structures implement a common concept of innovative development of educational institutions of different levels, innovative companies, regional business entities, public organizations, local authorities and local governments, government agencies, representatives of financial, consulting, infrastructure support for innovation. For the Chernivtsi region REN as a pilot project we propose to consider the creation of educational-professional cluster "Chernivtsi learns", focused on integration into a single network of educational institutions that train employees and specialists for the hospitality industry, restaurant and tourism business of Chernivtsi region, real business and stakeholders to implement continuing education and promote the image of Bukovina as an educational hub of the hospitality and tourism industry.

For adults, non-formal education within the REN should develop a variety of learning and development options, including on-the-job training, corporate training, one-on-one training under the guidance of trainers or tutors, training and short courses, webinars, studios, open education programs, exchange programs, etc. Institutions or organizations engaged in non-formal education usually do not award qualifications and do not conduct a formal assessment of participants' academic achievements. In this sector, innovative approaches are most often used, innovative teaching methods and technologies are tested.

Informal education is self-organized (spontaneous) education, which includes self-education in public activities, in the professional field, for career and personal development, increasing one's competitiveness, raising cultural level, meeting leisure needs, strengthening the family and establishing relationships with children. parents. Information education services allow residents of Chernivtsi region to engage in self-education and development, communicate, think, reflect, read, share information, visit theaters and theater studios, concert halls, philharmonic, museums, travel, it includes social networks, online platforms and mass media facilities, etc.

Non-formal and informal education in professional and interest groups in the format of conferences, seminars, trainings, coaches, workshops, etc. is quite actively implemented on the sites of Chernivtsi region, which confirms the expediency of formalizing the educational hub. Involvement and formalization of participation of non-formal education institutions in information education services allows to take into account the results of self-development of teachers, doctors, cosmetologists, cooks, confectioners, programmers and other specialists during certification to assign or confirm a qualification category, obtain or renew a license , for employment and career advancement.

Excessive or insufficient development, absence or excess of certain parts of the REN educational node will negatively affect the functioning of the entire network, the development of individual subsystems of the regional economy, the social sphere and the region as a whole. Both regional universities and regional businesses and regional authorities must understand that the regional consumer of educational programs today receives many times more information about the modern world and opportunities than even five years ago and after graduation is open to choose migration options (including internal migration within the country) and emigration employment.

The node "Science and Innovation" of Chernivtsi region REN covers the following facilities: research institutes, small innovation enterprises, research centers, coworking areas (centers of collective use), research laboratories, research and educational centers. Involving students in research and innovation through the work of small innovative enterprises, research and educational laboratories and centers contributes to the expansion of acquired competencies necessary for further professional activity. REN forms prospects for expanding the innovation infrastructure of Chernivtsi region through the possibility of creating or attracting scientific and educational clusters, business incubators, business accelerators, technology parks, engineering centers, technology transfer centers, centers of scientific and technical information, centers of innovation consulting innovative hubs.

Node "Authority" of Chernivtsi region REN. The participation of local authorities and local governments makes the network legitimate, allows them to participate in the development and implementation of network projects, share resources, delegate some of their powers to other partners in accordance with their available resources. Institutional prerequisites allow to coordinate and civilly organize REN-nodes in terms of obtaining a synergistic socio-economic effect, find optimal forms and methods of their interaction, coordinate the interests of REN participants, formally and informally join forces, develop common "rules of the game". REN will allow to establish cooperation in the direction of active participation of scientists in the preparation of the Strategy of region, city development, city and regional development programs, in advanced training of civil servants through integration in Chernivtsi regional center REN for advanced training of civil servants and heads of state enterprises, institutions, organizations, Centers of vocational education of the state employment service, the system of non-formal vocational training from the Chernivtsi regional employment center, etc. The institutional infrastructure of the REN envisages the creation of organizational institutions through which the REN nodes will be able to interact.

Node "Stakeholders" of Chernivtsi region REN. This group of participants includes the population (representatives of the demand for knowledge, employees of regional enterprises), NGOs, business organizations, donor organizations, international institutions, various groups of influence, which have many resources, but often do not have the institutional means to update and implement . State and local education authorities, non-state stakeholders – members of the local community, media, employers, regional business representatives, employers' associations, boards of trustees and school councils, graduates, public and non-profit organizations, recruitment agencies, public institutions, investors, etc.; unorganized stakeholders – not uniting in any community; independent "players" – organizations engaged in quality assessment and rating in the system of education, science, innovation, business (rating agencies). This also includes "charitable organizations; self-governing territorial communities; labor and educational teams; trade unions and creative unions; religious associations" [1].

The Department of Education and Science of the Chernivtsi Regional State Administration, the Department of Education of the Chernivtsi City Council create conditions in REN for the development of the

education management system in the region, integrate components of the REN that form a significant part of the educational space; logistical, informational; educational and methodical social (partnership with other stakeholders; relations with the professional and pedagogical community of the region and the whole country); personnel; financial; regular and normative.

Active stakeholders are community members, most of whom are ready for networking in the format of training, cooperation, volunteering, employment, etc. In Ukraine and other countries, such social responsibility of the community and willingness to help is being formed today in the fight against coronavirus infection. The British government has even asked retired health workers to return to work and help. Volunteers and final year students from British medical schools were also involved.

The "Business" node of Chernivtsi region REN is formed by the real sector of the economy, which receives benefits from the education of workers and specialists, uses educational resources of the region, offers social partners a basis for training and internships, internships for teachers and masters of industrial training, financial support for individual projects, managers and specialists of enterprises are involved in conducting lectures, participating in the work of examination and qualification commissions, supervising diploma theses, consulting, reviewing, compiling and examining educational programs, etc. The participation of regional business should not be limited to financial assistance, as business structures are directly interested in the results of networking, being a potential employer for young workers and professionals. For the transformation of REN, the structural compliance (isomorphism) of the list of professions and specialties offered by educational institutions with the structure of the regional economy and social sphere is important, with obligatory consideration of perspective directions fixed in the Strategy of regional development. Figure 1 offers a variant of network interaction within the Chernivtsi region REN. Network training with the involvement of professionals – representatives of specialized industries will ensure the creation and maintenance of all types of relationships mentioned by Foucault: "example learning (interaction and observation of professional activities of industry leaders), tasks, cases, etc." [2].

The regional educational network most fully meets the requirements of the modern competence approach, which is considered as a response to the requirements of the employer to the compliance of the educational institution graduate with the current labor market requirements. However, quite often regional employers lag behind in their technical equipment, software, marketing and sales technologies from the general industry, and even more so, the international level, but educational institutions, through internships and self-education of teachers, provide students with relevant knowledge that exceeds the current level of development. regional business. In most innovative areas, professional competencies are a dynamic phenomenon, due to the constant development of methods, technologies, updating tools. Tour operators offer modules and frames for booking tours, which require regional travel agencies to constantly update computers, powerful and expensive video cards, modern gadgets, etc. Innovative restaurant equipment, modern cooking technologies, quality requirements for input and output products, which students see at exhibitions, master in classrooms and laboratories, are used only in leading restaurant establishments in Chernivtsi. We support the opinion of scientists who study training in the tourism industry, "that the model of following education purely by professional standards forms a "catching up" educational strategy. Such a strategy, when specialists enter the labor market consciously not ready to implement breakthrough solutions, because their training was built in response to the urgent demands of specific industries, does not meet the focus of the economy on innovation. The development of creative thinking in such conditions, when the market forms purely utilitarian challenges, is simply impossible" [3]. To eliminate contradictions, in Chernivtsi region it is necessary to establish a modern format of dual education, which provides not a consistent process of training, but a parallel one, which includes two different training and production environments – regional business and vocational school, which implement a common goal – training modern educated skilled worker. The REN format allows to implement the idea of dual education: "The employer determines why to teach, and the educational institution – how to teach" [4].

Thus, as a result of the analysis of the regional educational network nodes, the article identifies strategic directions for its transformation: networking between the community, innovative enterprises, startups, IT business and entrepreneurship in the region; partnership and cooperation of regional business, institutions of vocational and higher education in the direction of development and coordination of educational programs, development of infrastructure of cultural development informal and informal direction and self-realization of the population; development and implementation of projects in the concept of lifelong learning.

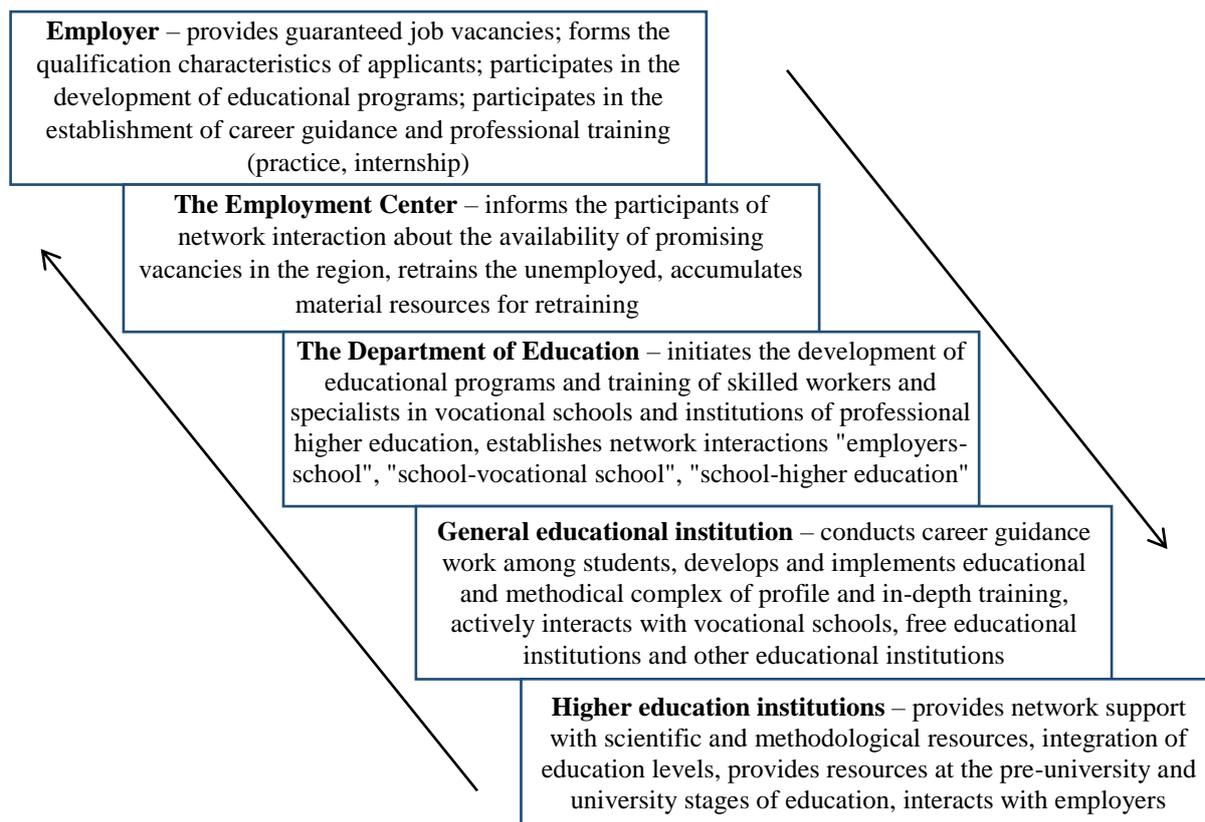


Figure 1 – Options of network interaction within the Chernivtsi region REN

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Н. В. Романюк

МАРКЕТИНГОВА СУТЬ ТОЧОК ВЗАЄМОДІЇ В РЕГІОНАЛЬНІЙ ОСВІТНІЙ МЕРЕЖІ

Метою статті є визначення окремих точок взаємодії регіональної освітньої мережі та їх маркетингової суті. Вузли в рамках РОМ формуються через взаємодію та партнерство шкіл, закладів професійно-технічної та вищої освіти, закладів неформальної освіти, сервісів для інформальної освіти, наукових установ, роботодавців та їх об'єднань, громадських організацій, інноваційних компаній, місцевих органів державної влади і управління, адміністративних структур, які відповідають за державні пріоритети в частині підготовки фахівців.

У статті сформовано процедуру проведення емпіричного аналізу регіональної освітньої мережі, яка дала змогу опрацювати, систематизувати й упорядкувати значний масив емпіричної економічної інформації стосовно її вузлів: «Освіта», «Наука та інновації», «Влада», «Бізнес», «Стейкхолдери». Аналіз вузлів діючої регіональної освітньої мережі Чернівецької області засвідчив досить високий потенціал освітньої, бізнесової, інноваційної, методичної, подієвої, стейкхолдерської підсистем, що дає їй можливість займати лідируючі місця за багатьма показниками.

Діагностовано багато серйозних проблем, серед яких освітня міграція, демографічна ситуація, низька інноваційна активність, що ведуть до посиленої конкуренції між бізнесом та освітою, між різними рівнями освіти, між регіонами та країнами і вимагають трансформації регіональної освітньої мережі з орієнтацією на потреби територіальної громади, регіональної економіки, суспільства, на створення нових типів освітніх закладів, розробку освітніх програм нового покоління, розробку альтернативних форм і форматів навчання, а головне – на реалізацію концепції освіти протягом життя.

Отже, у результаті аналізу вузлів регіональної освітньої мережі у статті визначено стратегічні напрями її трансформації: налагодження мережевої взаємодії між громадою, інноваційними підприємствами, стартапами, IT-бізнесом і підприємництвом регіону; партнерство та співпраця регіонального бізнесу, закладів професійно-технічної та вищої освіти в напрямі розробки й узгодження освітніх програм, розвиток інфраструктури неформального та інформального напрямку культурного розвитку та самореалізації населення.

Ключові слова: вузол «Освіта», вузол «Наука та інновації», вузол «Влада», вузол «Стейкхолдери», вузол «Бізнес».

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