

*Ukrainian Economy*

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**MARKETING OF NON-PROFITS
OF EDUCATION AND RESEARCH SECTOR
OF UKRAINE:
CONCEPTUAL PECULIARITIES
AND VECTORS OF DEVELOPMENT****Abstract**

The problem of marketization of education and research NPOs in the context of Ukrainian financial paradigm has been elucidated in the article. It has been proved that the following areas of marketing activity are relevant for the domestic business education and research: increased market orientation of non-profit education and research, as market orientation is applicable for Ukrainian universities though it is not always carried out properly; development of markets (one of the directions of the educational markets both in Ukraine and Europe is lifelong learning and adult education, the latter, however, is not wide spread in Ukraine, the development of distance learning, attracting foreign students from less developed countries); organization of effective marketing in order to improve the quality of education and reduce the gap between the supply of educational services market and demand in the labor market. The analysis of definitions of «marketing of educational organizations» has revealed some similarities as well as own definition has been suggested. A number of peculiar features of the elements of the complex of marketing of educational organizations have been presented.

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Key words:

Marketing, non-profit organization, education and research, educational service, distance learning, labor market.

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Introduction. Prospects for Ukraine's integration into the European Higher Education Area require an upgrading network of educational institutions towards transnationalization, network self-organization and marketing in order to enhance competitiveness in the national and international markets. All international systems on evaluating the quality of living consider education to be of a priority value. The condition of providing educational services in Ukraine states a high level of literacy and education among the population of the country. As to Ukraine Human Development Report 2013 (UNDP, 2013, p. 171) provides the following data: according to the level of education Ukraine is among the countries with a high level of development, occupying the 78 place out of 186 countries, 99.7% of adult population (older than 15) are literate, 93.5% of population (aged from 25) has got at least secondary education. Gross enrolment ratio is the following: 99% for primary, 96% for secondary, 79.5% for higher education. Satisfaction with education quality is average: 50.1% of respondents are satisfied with the quality of educational services in Ukraine. Such a situation speaks both for the high quality of educational services provided for the population of the country and for the drawbacks in the sphere of quality services in the educational system of Ukraine. From this perspective, the marketing process of education and research serves as an important tool for improving educational alternatives for target customers (through improving the quality and diversity of services), liberalization of the education market, strengthening of the financial capacity of educational institutions.

The idea of the evolution of marketing towards its implementation in the activities of education and research is associated with the names of scholars such as P. Kotler, K. Fox, T. Schultz, H. Becker and others. Marketing aspects of education and research adequately are covered in the works of local economists, namely, L. Volokytina, M. Matviyiv, T. Obolens'ka, V. Salohubova, N. Chukhray,

R. Patora, A. Lyalyuk and others. Empirical studies of the dynamics of domestic institutions of education and research of Eastern Europe were conducted by the international organizations in formulating various ratings. It should be noted that despite the importance of this issue in the national literature on areas of marketing of non-commercial sector not all the questions are fully reflected. There are two reasons for this. Firstly, all these issues concern organizational aspects of marketing mainly in higher educational establishments. Secondly, ways of improving areas of non-commercial research and education do not take into account all current challenges and rapidly changing environment.

The **purpose** of the article was to determine conceptual peculiarities and directions of marketing activities of non-profits of education and research sector. The **research objectives** are formulated as follows: to analyze definitions and to suggest own definition of non-profit marketing in the fields of education and research; to investigate peculiarities of non-profit marketing in the fields of education and research according to conceptual elements of process of marketing; to determine perspective directions of marketization of NPOs of the fields of education and research of Ukraine.

Results. Educational marketing emerged in the 80–90-s of the last century as a logical continuation of the formation of a competitive environment in education. Now commercial and non-profit educational institutions of the developed countries of the world successfully use the non-profit marketing in order to achieve their goals. Marketing of educational organizations is closely associated with such categories as «marketing of services», «marketing of ideas» and «social marketing», though it has acquired some resistant special features. Analysis of scientific papers has found common definitions of marketing in education. Marketing in education is the one that forms a special relationship with the target consumer, i.e. a person actively involved in providing educational services based on the transformation of the individual. According to T. Obolens'ka, marketing enhances the quality of education through the use of the benefits of market forms of educational services and reduces the negative effects of the market in this area, focusing on personal development and socialization of relationship between a producer and a consumer of these services (Obolens'ka, 2002). L. Volokytina believes that the marketing of educational services is the work aimed at achieving the necessary relationship between a subject and an object of both internal and external marketing of educational services in order to provide targeted planning with the view of the demands and requirements of the identified target groups of consumers, development and production of educational programs and services, as well as continuous monitoring of timely and adequate measures of changes during the life cycle of educational services and products to achieve and implement marketing purposes of higher educational establishments (Volokytina, 2009, p. 17).

Marketing of educational services is a discipline, which studies and forms philosophy, strategy and tactic, technology of social market thinking and actions,

mutual relations of higher educational establishments, students, organizations-users, and also state and local administrations and intermediary structures (Matviyiv, 2005, p.308). A more general definition of marketing educational services has been proposed by western scholars (Kotler and Fox, 2011), who consider this concept as the analysis, planning, implementation and management of carefully formed programs, which are designed to exchange values in the target markets in order to achieve the goals and objectives of the educational institutions.

According to scientists (Pashkus, Pashkus, Soloveykina and Chebykina, 2007), marketing of educational services is a socio-economic process of implementation of service, pricing and communication policies of educational institutions in a competitive education market. We believe that the subject matter of marketing educational institutions in this definition is incomplete because it does not take into account other equally important aspects of marketing such as a distribution and product policy. V. Salohubova believes that by marketing of educational services one should mean the activity of the university, aimed at changing the educational level of consumer education services and meet their needs in acquiring specific knowledge, skills and abilities for their further use in professional work (Salohubova, 2011).

Somewhat controversial is the view of I. Zakharova, who examines the marketing of educational services from a position of a «subject-object» and no exchanges (Zakharova, 2008). According to this author, marketing of educational services is an organizational system of educational institution through which a demand for various social groups in educational services is projected, implemented and expended. This is an economic process of the implementation of service, pricing and communication policies of educational institutions in the competition in the education market. According to (Zakharova, 2008), non-profit marketing does not involve exchanges; its goal is to spread ideas and promote values and goals. We agree with the view of the scientist in terms of the importance of the performance of NGOs when it comes to responding to these ideas and making these beliefs and values applicable to people. However, we believe that the historical paradigm shift in marketing from «I-object» to «I-subject» led to the need of exchanges but not one-sided effects of target consumer groups and other stakeholders.

The existing system of definitions for the term «marketing of educational services» has revealed that all these definitions emphasize the complexity of the nature of educational services and explains different aspects of their research: the economic, sociological, marketing, philosophical, etc. Since the main purpose of education and research institutions, including non-profit, is to provide the conditions for raising educational standards, skills, lifelong learning throughout life we suggest to view marketing of non-profit education and research as a social and managerial process by which non-profit entities for education and research through the creation and exchange of value vested benefits to individuals, social groups, society, government and commercial entities provide meeting the needs

and requests of participants in this exchange. The proposed definition allows distinguishing the main aspects that should be considered in the formation of marketing strategies of NPOs. They are the participants, the objects of exchanges and the target component. The subjects of marketing relations act as NGOs, individuals, targeted social and other stakeholders, society and the state. The thing of exchange is the benefits (educational goods and services), costs, and other material goods, time, change behavioural patterns and values in the direction of raising the educational level, skills, lifelong learning throughout life and so on. Target component thus defined as meeting the needs and concerns of the participants in this exchange.

Conceptual components of the process of non-commercial marketing of educational organizations match the marketing process model which has been offered by renowned scientist in marketing field P. Kotler and G. Armstrong: understand the marketplace and customer needs and wants, design a customer-driven marketing strategy, construct an integrated marketing program that delivers superior value, build profitable relationships and create customer delight, capture value from customers to create profits and customer equity (Kotler and Armstrong, 2012). The model is applicable and can be implemented for the analysis of specificity of marketing of non-profit subjects of education and research spheres.

1. Understand the marketplace and customer needs and wants. Consumers of educational services are different entities, so their needs are different too. Thus, the education market has differentiated demands. In general, scientists distinguish the following types of customers of educational services and their needs: the needs of students and their parents (need for self-development and self-actualization, to meet the needs of belonging to the reference group, the need for continuous improvement by obtaining knowledge and skills that meet the current level of science and technology, the psychological comfort of the learning process), need for employment services, labor exchanges, licensing and accreditation of educational institutions and others (in the growth of human capacity), the needs of society (in the expanded reproduction of human capital in addressing employment, preventing antisocial behaviour of people engaged in training, in the transmission of culture in society) (Obolens'ka, 2002; Volokytina, 2009). However, the non-profit nature of the relationship between the parties of the education market orientation requires educational institutions to achieve priority of non-commercial purposes, providing, under the conditions of irrational market demand, affect and adjust this demand in order to achieve social impact. In most countries of the world the public sector provides services in primary and secondary education, and the dominant role of the public sector in the market reflects the importance of education for the state of teaching in educational institutions and especially the formation of financial relations and coordination between different levels of government (Mel'nyk and Dluhopol's'kyy, 2008). Thus, there is a conflict in the interests of service providers of educational services: on the one

hand, their goal is satisfying customers, on the other hand, non-profit organizations must also adequately respond to externalities, taking into account the social mission and provide the value of education. Under these conditions, one is tempted to award educational qualifications to students who do not deserve them, because such loyalty attracts students, increase profit providers of educational services, and improve the financial position of the organization in the short term. However, in the long run it will affect the reputation of the institution as a provider of low-quality educational services, and will reduce demand and may lead to the loss of accreditation. This is a problem typical not only for Ukraine, but also actively debated in developed countries and it has been covered by the surveys (European Commission, 2014; towards greater education and training for social Europe: ETUC Action Programme on lifelong learning and VET, 2012).

2. Design a customer-driven marketing strategy. Academic researcher in the sphere of marketing P. Kotler, while being interviewed by P. Drucker, mentioned: «The most important task in marketing refers to market research, its segmentation, identification of target groups, and positioning your organization in the market and organizing those activities that would meet the needs of the market» (Drucker, 2007). The experience of effective marketing of successful non-profit organizations confirmed that the formation of targeted proposals have the greatest effect. Classically students are priority group customers and their segmentation criteria in the scientific literature are in good shape. Segmentation of students is mainly done on the economic, geographic and psychographic criteria, namely, by the way of response to the proposal of the institution, the method of choosing institution, predisposition to action, and others. In order to achieve the objectives of marketing it is important to do segmentation of other interested groups. From this perspective, the ideas of T. Obolens'ka for productive methodological aspect fall into three types of segmentation of education market: the consumer groups (consumers, individual consumers, employers, state and local government education), the parameters of educational services and the competition (Obolens'ka, 2002).

Positioning in the market of educational services is an important aspect of marketing activities and provides visualization of organization competitive advantage in a concept «image» with the purpose of easement of its identification by users. In the survey (Kedem, 2011) a differentiated position in the market of educational institutions by the following factors has been offered: reputation in the educational market, the scale of popularity among pupils or students, pricing, philanthropic support. Taking into account the fact that domestic education market is heterogeneous, it has a lot of that can position itself as an academic or research, focused on scientific, artistic or sports activities of institution with a standard level or higher level teaching. This approach is effective not only in higher education, but also for primary and secondary schools; successful marketing activities are largely determined by the choice and development of successful niche.

3. Construct an integrated marketing program that delivers superior value. According to service enterprises scientists B. Booms and M. Bitner offered the extended marketing-mix («7P»), adding to classic «4P» (product, price, promotion, place) three elements – «people», «process» and «physical evidence» (Booms and Bitner, 1981). Based on the study of theoretical and empirical sources we have identified some elements of marketing organizations for education and research.

Product. Non-profit educational and research establishments offer products and services for the market. Here are some definitions of educational goods and educational services. According to V. Salohubova, the product for the education market is the knowledge and skills offered by the subjects of the market (Salohubova, 2011, p. 27). The Law of Ukraine «On Consumer Rights Protection» speaks, that service shall mean a contractor's activity toward provision (transfer) to a consumer of a certain material or non-material benefit, which is carried out to the consumer's individual order to meet his/her personal needs (Verkhovna Rada of Ukraine, 1991). Educational services are specific products that mould the outlook while providing training in philosophy and teaching human values. Different educational services meet the students' needs in acquiring specific knowledge and skills for their future implementation in the profession. Various educational services have a number of specific features associated mainly with high costs, the duration of their provision; long-distance perspectives; dependence on the conditions of future graduates' work and life; the need for follow-up services; dependability on the place of residence of those who consume these services (Obolens'ka, 2002).

Guidelines for dominance of non-commercial purposes of institutions for education and research determine a relevant review of the concept of «non-profit product» in the educational market. According to I. Zakharova, the product of non-profit educational institution is the socialization of children and young people and the level of acquired knowledge of those who consume the services (Zakharova, 2008). However, in our opinion the definition of the concept requires a broader framework. It is connected with the fact that apart from children and the young, promising market segment consumers of educational services is the adult population and lifelong learning. The latter is seen as one of the strategic directions of education in developed countries. Market of educational services for adults in Ukraine is in the process of formation and development. Promising aspects are believed to be the following market segments: continuous education, personnel retraining, corporate learning, that is, held for employees within the company; the system of vocational training for the unemployed; more informal adult education comprising informal and spontaneous adult education (Lazorenko and Kolyshko, 2010).

The quality of education remains to be a difficult issue. This is the quality of education that actually represents a major factor for competitiveness and requires the introduction of quality management, marketing, market knowledge,

and financial management. Goods on the market of educational services are standardized as the state establishes a list of professions. However, in response to challenges for a differentiated market, educational institutions can somehow violate from the standard scheme within the range of educational services, choosing from an approved by the state list and providing additional services, differentiated by level of educational services, brand, and educational innovations.

Price. Traditionally, the price is considered an important tool for evaluating the quality of educational services from potential buyers at the stage of deciding on educational services. The issue of pricing in educational institutions is of great attention because financial challenge triggers an economic dominance in the domestic education, especially higher. This core component of the pricing policy of the institution is not only selling price of educational services, but the ratio between the values of predicted effect and required additional consumer spending for the use, consumption of services, including the processes of their learning. V. Salohubova has pointed out that the notion «price» covers the price of studies, price discounts and mark-ups, maturity, credit conditions, the form of payment (Salohubova, 2011). This approach focuses only on cash, but not less important argument in deciding whether to purchase educational services is not the value of non-price costs «behavioural response». Consequently, the price of educational products is a set of cash and non-cash means of payment (time, physical and psychological effort).

Promotion. Communication objectives of higher educational institution have been qualified by P. Kotler and K. Fox as follows: to maintain or enhance the image of the institution; build loyalty and support for graduates; attract donors; provide information on institutions of higher education; attract potential students to encourage them to submit preliminary applications and to join the institution; correct inaccurate or incomplete information about the school (Kotler and Fox, 2011). These authors propose to use as the priority forms of communication PR, marketing communications and advertising aimed at enhancing the image of educational institutions, the formation of a sense of belonging and loyalty for future and current students or pupils. Taking into consideration the education market, an important aspect that is related to communication is direct communication challenged by the initiative representatives of interest groups, such as parents in the circles of friends, students, and teachers. This way of communication has become the most popular channel of communication between parents and the institution.

In the projection on communication discourse V. Salohubova notes advertising, PR, encouraging consumption of services, direct marketing, while advertising is given priority in the communication process in the educational market of Ukraine (Salohubova, 2001, p. 39). Other promotion tools such as direct selling educational services, stimulating consumption is less developed in the domestic market, however, these tools have great connectivity.

For example, empiric research (Harvey, 2006) shows that customers who engage with a company's educational marketing offerings are 29 times more likely to purchase a company's product than those who are informed through media ads alone, and 5 times more likely to make a purchase than those reached by direct marketing. They are also 94 percent more satisfied with their purchase and 93 percent more likely to tell friends about their experience.

I. Hryshchenko and N. Krakhmaleva consider that the system of university marketing communications involves the various methods of promoting the university to the market: the inclusion of prominent, well-known and respected people in the faculty; publications in national and international media, publishing scientific papers; participation in various conferences and other public events to share experiences, scientific and educational developments and knowledge; open houses and other events as part of working with students and their parents; PR-campaign (interview rector, leading scientists and heads of departments in the media); relationships with alumni; with foreign universities and student exchanges; admission of foreign students to study as an indicator of the prestige of the university (Hryshchenko and Krakhmaleva, 2013).

Place. Distribution of educational services is a process by which schools are promoting their educational services to target market segments. Distribution channels of the institution is a way to provide educational services and the way they move from school education to the consumer, using the principle of decentralized target distribution. Elements of marketing mix «place» in (Salohubova, 2011, p. 37) are considered in the context of the following aspects: place of supply of services (geographical location of the institution, branch network, transportation); forms and methods of service: stationary (day and evening), correspondence, interactive (remote), external studies, interval (counselling), self (with methodological and information support of high school); transportation (moving teachers of educational institutions, transport students to places of compact residence to academic buildings); order processing (operation selection committee, processing information about the competition, creating a network of correspondents in the region, etc.). Distance learning as a way to distribute educational product is a promising and profitable activity that uses the NPOs study areas for funding the delivery of educational services in a traditional way. This distance learning due to its potential functions is increasingly used by older generations of working students. In addition, abroad among this group of students distance learning is popular education in the evening and at weekends.

People. Both academic and administrative staff of educational institutions in the marketing context can be viewed in two dimensions. On the one hand, the element of «staff» is presented through quality work of management system, professional qualification level and practical skills, work ethic, friendly style of communication with pupils, students, their parents and other consumer groups, plays an important role in attracting students, foundations and educational services. On the other hand, the quality of internal communication between students and

teachers, the intensity and effectiveness of cooperation is a factor of differentiation and positioning educational institutions in the educational market and an important element of the quality of the educational product. Therefore, we agree with the opinion of scientists (Obolens'ka, 2002; Chukhray, Patora and Lyalyuk, 2008) that the teaching staff of educational institutions as the most important competitive advantage because it is known scientific achievements footage already expressed a positive effect on the competitive advantage of domestic universities. The relevance of this approach confirms the activation of aggressive marketing to attract and retain teachers of institutions studied areas of developed countries.

Process. Provision of educational services is a process that must comply with the quality of education in accordance with Art. 18 of the current Law of Ukraine «On education». The process of educational services as a way of providing educational technology services includes the process of the students, teaching courses, testing and evaluation of the course, dissemination of results and graduation. The tools of the delivery of educational services is the process of maintenance, engineering staff, employee relations and customer service culture, compliance with sanitary standards (Salohubova, p. 45).

Manifestation of innovative and creative approach to the delivery of educational services is the creation of virtual schools (Cyber School), providing implementation of training programs with the help of the Internet and electronic communications. In Ukraine regulatory norms of a product offering educational services providers make it a priority to use group learning. However, the development of information technology led to the development of national educational innovations, including online learning (distance learning). Before the development of public education programs align more universities around the world, marking thus the global technological revolution in online learning. The world market of distance education in 2011 reached \$ 35.6 billion, experts predict that the trend will grow the next five years by average of 7.6% per year and will have reached \$ 51.5 billion by 2016; most dynamically growing market of distance education services is in Asia (17.3%) and Eastern Europe (Russia) (E-Learning Market Trends & Forecast 2014 – 2016 Report, 2014). Distance education in Ukraine was introduced in the 2000s. Now it is at the stage of formation and globalization, integration processes and implementation of information technologies create the preconditions for its development.

Physical evidence. Element «physical evidence» is considered, first, in the context of the material environment, the environment in which the process of providing services, and secondly, in terms of equipment directly where the process of service delivery (Salohubova, 2011, p. 43). In the same context, T. Obolens'ka uses the concept of «material support» (Obolens'ka, 2002). Here it means buildings, clean rooms, interior, equipment and rooms' availability, computers, technical facilities and furnishings. Some of them were provided by the hostel students. One of the directions of radical improvement of logistics and in-

formation management, in our opinion, is to promote the sharing of equipment, especially for the intensification of research activities. The analysis of the literature found that in the context of the educational elements of the marketing mix the most differentiated components are product and distribution. However, all elements of marketing educational institution must be reconciled as they mutually affect each other, increasing or reducing their efficiency, and create favourable conditions for the establishment of relationships and commitment to customers.

4. Build profitable relationships, create customer delight. To establish profitable relationships with customers and meet their needs, educational organizations must find out who these consumers are. Direct customers are educational institutions, students, pupils, employers are also mediated indirect consumer product providers of education services, in addition, society as a whole receives the benefit from the activities of educational institutions, so the consumer can also be considered in the educational market. Since marketing is defined not only as object orientated, and the presence of exchanges and other stakeholders also come to the subject field of marketing. Therefore, in addition to students, employers and society, there are other stakeholders, the exchanges among which will help to achieve marketing goals. With this holistic approach to marketing non-profit educational institution should use more resources than commercial, as a priority objective is to achieve social impact, which should be combined with the solution of the secondary, but vitally important issue of financial support.

5. Capture value from customers to create profits and customer equity. The non-profit status of most educational institutions determines their priority orientation to achieve profit goals, their social mission. This implies that their commercial activities support acts only on the basic of social-oriented activities and should focus on value exchange with consumers in both monetary and non-monetary terms. Considering the problems of non-profit marketing in the light of developing effective mechanisms of interaction between public, private and «third» sectors there should be indicated the special role of non-profit education and research. First, NPOs study areas provide economic benefits, increase GDP, create jobs, contribute to national and regional development, reduce the burden on the state budget, and increase the potential to transform the national economy into a knowledge-based economy. Secondly, NGOs exert social impact, which is not associated with a profit, but that benefits the society or the individual groups. This over-consumer market received from non-profit business education and research social impact due to the formation and enrichment of knowledge, skills, competencies for employment rights, to ensure its competitiveness in the labor market, productive employment, reduce unemployment and poverty reduction. Third, NPOs of education and research sector with educational products (knowledge, ideology, cultural experience, the necessary level of training) contribute to the formation of stable value preferences and responsible behaviour of their customers on healthy lifestyles, leadership development, patriotism, class, gender, racial, ethnic equality, reducing crime, increasing social mobility and more. Tradi-

tionally, for the subjects of non-profit areas the value they receive from consumers in exchange for educational product is contained in a sphere of economic and non-monetary rewards.

The modern role of secondary and higher school must consist in forming of new humanism necessities the awareness of which will provide growth the demand on knowledge, on educational services as products, and consequently, new marketing strategy (Obolens'ka, 2002). But statistical research (State Statistics Service of Ukraine, 2014) shows, that in Ukraine there is unbalance between the scales of activity and volumes of financing, which threatens the achievement of social goals and deepens the problem of insufficient quality in providing university educational services. It can be concluded that higher education in Ukraine prefers functioning to the development thus, there is a gap between objectives and actions of service providers of educational services, and it affect on capture value by customers.

Discussion. Thus, having analyzed the basic characteristics of the marketing of non-profit education and research, we are confident that it has got inherent specificity, which is caused by a special mission, objectives and terms of the education market. This is an urgent need for concerted action of all market participants, coordination of government policy on regional policy and school work. O. is right to focus on the high importance and necessity of state and local governments in the development of marketing in education (which is important for the transformation period of state development and integration into global civilization processes) and the creation of equal conditions for education in different forms of property in the market educational services (Obolens'ka, 2002). These positions are important expansion of the use marketing to macromarketing as proposed in (Chukhray et al., 2008, p.24) as support of educational institutions that influence the formation of a favourable environment for functioning of NPOs in education and research. Marketing activities should have thorough information provision at the local and regional levels. Therefore it is necessary to strengthen the information component of marketing activities vertically, creating an effective marketing information system that would embrace the level of NPOs, regional and national levels.

The study has found that in Ukraine there is a clear imbalance between the scope of activity and its funding. The most intense competition for state funding, students and highly qualified scientific personnel is among universities. Reducing state funding actualizes the diversification of funding sources. This requires education and research institutions to be more open to the environment functioning, be more market oriented. It can be concluded that higher education in Ukraine prefers functioning to the development that threatens the achievement of social goals and deepens the problem of insufficient quality in providing university educational services, i.e., there is a gap between objectives and actions. This creates a risk of deepening «market imperfections» in education and research through increased information asymmetry, externalities, reducing social

effect, strengthening the monopoly and market power of individual actors. It is expected that in the future competition in Ukrainian educational services will be further strengthened due to globalization and demographics. The impact of major universities will be even more influential and this will increase the integration of educational establishments. From this perspective, the marketing process of education and research serves as an important tool for improving educational alternatives for target customers (through improving the quality and diversity of services), liberalization of the education market, strengthening of the financial capacity of educational institutions. Thus, the present challenges actualize the need to enhance the process of marketing the national non-profit sphere of education and research taking into consideration the specificity of Ukrainian marketing environment.

Today, most Ukrainian educational institutions give priority to economic objectives due to the lack of advantages of NGOs that are so typical for foreign countries. Nowadays Ukrainian educational establishments are in conditions of fierce competition for in the market, which is exposed to global competition, the effectiveness of marketing activities which are not relatively higher. The problem of marketing of non-profit organizations in developed countries is related to finding ways of marketing campaigns, finding new tools of mechanism for fundraising, accounting and evaluating the effectiveness of marketing activities. The Ukrainian educational establishments, in our opinion, require the following aspects of marketing. First, there is a need for increased market orientation of the sphere of non-profit education and research, as market orientation is inherent for universities in Ukraine, but it is not always carried out properly. Second, development of markets (the direction of the educational market in Ukraine, as well as for Europe is lifelong learning and adult education, which are less spread in Ukraine, the development of distance learning, attraction of foreign students from less developed countries). Third, there is a constant need for the organization of effective marketing in order to improve the quality of education and reduce the gap between the supply of educational services market and demand in the labor market. In this context, it is necessary to intensify cooperation between the education system and the employment, to reduce unemployment (especially among the young), to strengthen on innovation and social components of educational marketing in the direction of increasing values of supply and social impact.

The obtained results give a clearer understanding of current problems of non-profit organizations of education and research, which undoubtedly have a positive impact on further theoretical and empirical research areas of marketing sector. Positively assessing the scientists' achievements on the concept of non-profit marketing in education, we consider it to be important for further development towards adaptation to conditions of national non-profit sector. This study is part of a larger research area on the directions and methods of marketing of non-profit sectors in Ukraine, so future research will cover exploration of current conditions and trends of marketing of other non-commercial areas (religion, health, environment, etc.).

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