2) підготовка за європейськими методиками проекту довгострокової Програми конвергенції України та ЄС, що базуватиметься на ключових параметрах вищезазначеной Стратегії та враховуватиме відповідні цілі (макроекономічні, соціальні, інституційні) Угоди про асоціацію між Україною та Європейським Союзом;
3) відповідна корекція та пролонгація Плану заходів з імплементації вказаної Угоди на 2014-2017 роки, затвердженого розпорядженням Кабміну від 17.09.2014р. №847;
4) зміна ідеологічних засад державного регулювання у соціальній сфері та перехід (враховуючи відповідний європейський досвід) від традиційної соціальної політики до політики соціальної якості, яка реалізується Євросоюзом починаючи з 2000-х років і спрямована на досягнення суспільного стану, за якого громадяни мають можливість брати участь в соціальному та економічному житті суспільства в умовах підвищення власного добробуту та особистого потенціалу;
5) удосконалення системи соціального захисту населення та значне підвищення його рівня, що сприятиме соціальному прогресу, а також посиленню індивідуальної життєстійкості громадян і стійкості національної економіки в цілому [4, с. 97].

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VALUE CO-CREATION: UNIVERSITY MANAGEMENT CHALENGES IN UKRAINE

Introduction. Ukraine is currently experiencing deep economic and political transformation. The important role of higher education in this process is recognized by university management as well as by the society. University leaders operating in a dynamic marketing environment understand the need of introducing innovative management approaches. Value co-creation can be one of the possible alternatives to ensure success.

Main findings. Value co-creation paradigm is a basic of modern marketing thinking. Participatory approach in value creation, discussed by Ravald and Grönroos [1], was then developed by Prahalad and Ramaswamy [2], emphasizing that cooperative value-creation process should involve multiple actors and resources. Views and definitions of value co-creations differ depending on the context and discipline (e.g., marketing theory, strategic management, innovation management, etc.) One of the most aggregated definitions is given by Roser at el., who consider co-creation as “an active, creative and social process, based on collaboration between producers and users that is initiated by the firm to generate value for customers” [3, p.9].

In terms of higher education management, in our opinion, value co-creation can be defined as the holistic process of collaboration between university management team, teachers and students,
aimed at generating value for all stakeholders. Joughin has identified three main ways, how institutions can involve students in order to benefit from their knowledge and talents [4]:

- provide for more information exchange;
- consult with students;
- give students decision-making responsibility in many spheres of university life and complete responsibility for some spheres of student life.

Ukrainian universities are currently facing the problem of implementing the value-co-creation strategy and maximizing the efficiency of such involvement. Based on value co-creation matrix, introduced by Roser at el. [3, p. 8], we can distinguish six co-creation directions in terms of value type and university role (see Figure 1).

Some forms of student involvement are more university-driven (mass customization), while others tend to be initiated by students (different types of student authorities). Depending on the value created, collaboration may be addressing personalized benefits (through UGC or co-production) or benefits for all customers (through co-management).

From the discussion and matrix, mentioned above, it can be argued that co-creation is a complex issue. Current university management in Ukraine on the one hand is experiencing the same problems concerning value co-creation as the rest of the complex system. On the other hand, the external economic and marketing environment is creating additional challenges for strategic management in higher education.

- students are regarded as low qualified participants; they are here to be taught, not to teach university managers;
- value co-creation is a process, dictated from top to bottom, where top is the ministry of education and bottom is university management team. Whereas in other markets this strategic choice is made by the company management itself;

![Value Co-creation Matrix in University Management.](image-url)

- higher education is experiencing systematic problem: dilemma of theory and practice. In this process clients (students) follow the idea of education commercialization, while management
of classical universities still sticks to the theoretical approach.

- co-creation actors are characterized by different goals. Students regard higher education as the source of practical skills, needed for their future career. Whereas university teachers and management aim more for academic side of things, juxtaposing what is traditional and what is innovative.

**Conclusions.** While students and teachers may initiate, management should lead value co-creation process, taking rather proactive role in finding a compromise between participant parties instead of protecting just one of them. On the other hand one of the strategic goals should be the increase in competence of all stakeholders, who take part in value co-creation.

**References**


