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90 YEARS – HISTORICAL FORMATION OF BRAND CAPITAL OF KYIV NATIONAL UNIVERSITY OF TECHNOLOGIES AND DESIGN (KNUTD)

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Introduction. The modern higher education market is highly competitive. Universities compete for budget seats, for applicants, for attracting and retaining highly qualified personnel, for attracting additional funds from various sources. Universities are interested in finding additional competitive advantages in the form of brand capital of the university.

Research hypothesis. The image of the national system of education acquires a special importance for building the university brand, which is important to take into account when positioning the university brand on the global market of educational services. The conceptual basis of the university brand is its mission, which absorbs the values shared by the university staff and transmitted to external audiences.

Purpose of this article: to offer methodological tools for forming brand capital of an innovative university.

Research methods: comparative analysis, ratings, graphical, tabular and specific methods of marketing

comparative analysis, rating, tabular, graphical, specific methods of marketing research: field (target audience surveys) and desk surveys.

Results: The process of formation and subsequent formation of brand capital of KNUTD was analyzed. The concepts of competition and competitiveness, brand capital and branding within higher education are compared. The degree of possible influence of brand on the level of competitiveness of the university and the graduate within the framework of further employment is considered. The evaluation of international and Ukrainian ratings is given, which allows to draw a conclusion about the importance of using brand capital of the university in the educational sphere.

Conclusions. The proposed modified model of evaluation and promotion of brand capital allows to increase the efficiency of the university activities.

Keywords: competitiveness; brand capital; brand-platform; branding; university; image; brand.

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90 РОКІВ – ІСТОРІЯ ФОРМУВАННЯ БРЕНД-КАПІТАЛУ КИЇВСЬКОГО НАЦІОНАЛЬНОГО УНІВЕРСИТЕТУ ТЕХНОЛОГІЙ ТА ДИЗАЙНУ (КНУТД)

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Вступ. Сучасний ринок вищої освіти відрізняється високим рівнем конкуренції. Університети конкурують за отримання бюджетних місць, абітурієнтів, залучення та утримання висококваліфікованих кадрів, додаткових коштів з різних джерел. Університети зацікавлені в пошуку додаткових конкурентних переваг у вигляді бренд-капіталу університету.

Гіпотеза дослідження. Особливе значення для побудови бренду університету набуває іміджу національної системи освіти, що важливо враховувати при позиціонуванні бренду університету на глобальному ринку освітніх послуг. В якості концептуальної основи бренду університету виступає його місія, яка вбирає в себе цінності, що розділяються співробітниками університету та транслиуються на зовнішні аудиторії.

Мета даної статті: запропонувати методичний інструментарій формування бренд-капіталу інноваційного університету.

Методи дослідження: порівняльного аналізу, рейтингу, табличний,

графічний, специфічні методи маркетингових досліджень: польові (опитування цільової аудиторії) і кабінетні.

Результати. Проаналізовано процес формування і подальшого становлення бренд-капіталу КНУТД. Проведено порівняння понять конкуренції і конкурентоспроможності, бренду, бренд-капіталу та брендингу в рамках вищої освіти. Розглянуто ступінь можливого впливу бренду на рівень конкурентоспроможності університету і випускника в рамках подальшого працевлаштування. Наводиться оцінка міжнародних і українських рейтингів, що дозволяє зробити висновок про важливість використання бренд-капіталу університету в освітній сфері.

Висновки. Запропонована модифікована модель оцінки і просування бренд-капіталу дозволяє підвищити ефективність діяльності університету.

Ключові слова: конкурентоспроможність; бренд-капітал; бренд-платформа; брендинг; університет; імідж; марка.

Formulation of the problem. Today, educational institutions are actively mastering market mechanisms. The race for resources is more about higher education. Today they have to compete for budget seats, paid forms of education, qualified teachers, additional funding. In recent years, education has become a growing and promising sphere of the economy. The demand and supply of educational services is increasing every year. The higher education system is developing most dynamically. The global educational market is being intensively formed, which leads to competition for applicants not only between Ukrainian universities, but also foreign intermediaries offering educational services in the Ukrainian market. The universities have to defend competitiveness, introduce innovations in management and achieve quality standards. Under the current conditions it is impossible to do without marketing, namely, marketing of educational services. Marketing of educational services is understood as a scientific and practical discipline that studies and forms the philosophy, strategy and tactics of civilized behavior and interaction of subjects of the market of educational services that produce (provide), sell (provide), buy and consume educational services and related services. Thus, the higher school resorts to the introduction of one of the most effective marketing tools – brand.

Analysis of recent research and the unresolved part of the problem. Both foreign and domestic authors, theorists and practitioners pay great attention to the problems of brand formation and effective use of branding: K. Keller [1], D. Aaker [2], J.-N. Kappferr [3] and others. The image and brand of an educational institution as a competitive advantage, which allows to increase the attractiveness of the university itself in the eyes of target audiences (employers, applicants, authorities, etc.), as well as the educational and other services offered by it are considered in the works of V. Shcherbak [4], O. Nifatova [5], S. Marchenko [6], G. Plisenko [7], J. Karabel [8], I. Gryshchenko, N. Krahmalova [9], A. Prokhorov [10], E. Neretina, I. Gvozdetskaya, Yu. Korokoshko [11]. At the same time, insufficient research has been devoted to the problem of brand capital assessment in universities and its further development. The necessity to overcome these difficulties pushed the universities to master marketing management technologies, including those related to the mechanisms of building an attractive image and a competitive brand of an educational institution.

The aim of the article is the theoretical substantiation and improvement of the methodological tools for the development of the image, specific competitive advantages, reputation, name, recognizable brand – the university brand.

Research results. Changing vectors of strategic development of universities, increasing competition on labor markets and educational services, wide use of modern information technologies and means of communication in the conditions of emerging Smart-Community encourage higher education

institutions to search for new ways to increase competitiveness and create competitive advantages. Each university tries to be more attractive to its target audiences (applicants, students, employers, government authorities, investors). The solution to this problem is related to creating and maintaining a memorable image and brand of the university.

The opinion of representatives of target audiences about the image of the university forms its image. All components of the image (location, name, mission, corporate identity, logo, history, legends, outstanding personalities, website and other attributes) should be used in such a way that the university is attractive, arouses interest among target groups and encourages them to take certain actions. Therefore, each university should translate the solution to this problem in a strategic way and deal with the image on a permanent basis. If this task is not solved in time, the target audiences will still have their own perception of the university and its services, and not the fact that it will be positive. Image formation is complicated by the fact that image is a subjective opinion and an intangible process. It is influenced by many external and internal factors (fame in the region, country, world, rating positions, demand for university graduates, qualification of the faculty, level of material and technical base, infrastructure, etc.). Many foreign and domestic universities have realized the necessity of purposeful systematic work on forming positive image through the use of technologies and marketing tools. The most widely used by them is branding, which is understood as a marketing process to create, recognize and increase the popularity of a brand (brand) for consumers [10].

Branding in relation to a university can be defined as a management process aimed at the formation and development of its special tangible and intangible characteristics, which allow it to stand out among competitors and be unique. At the same time, it is important to bear in mind that the boundaries of uniqueness are rapidly eroding. Branding technologies make it possible to bring the distinctive features of the university, its products and services, to make them understandable and recognizable to the target audience, to preserve and improve competitive positions. In addition, a university's branding provides it with a number of other competitive advantages:

- to be more attractive to consumers, employers and other target groups, to form their loyal attitude towards both the university itself and its products and services;

- to create barriers for competitors in the labor and educational services markets;

- be more successful in bringing new products and services to the market compared to competitors;

- to establish close ties with leading domestic and foreign universities;

- be attractive for investment. In this regard, the formation and development of brand and image are the most important strategic objectives of any university. They should be solved on a professional level by marketing and brand management specialists.

The main purpose of branding is to personalize the offered product or educational service in the market and help consumers identify it as something different, better, special, unique, unique. Therefore, a brand is needed in order to explain to consumers how a given university service differs from other universities and why consumers should give it their preference. Moreover, it is desirable that the product (service) is not just liked by the consumer, but that the consumer wants to buy it again and again and has the opportunity to do so (was available).

The use of branding technology is complicated by the fact that the educational service has a dual conflicting form of provision in market conditions. On the one hand, it is a "public good" designed to enhance the social status of the citizen, to ensure the right to get a well-paid job and to adapt quickly to changes in the external environment. On the other hand, educational service is a market category reflecting the commercial interests of the university, which may contradict the social and cultural needs of the individual, the state and society. If before the end of the twentieth century education was considered to be a public good in Ukraine, nowadays there is a growing perception of it as a market category. In this regard, contradictions in the process of brand formation are increasing. On the one hand, the university wants to promote as many products and services as possible at higher prices, and on the other hand, to build its brand on a unique offer, paying attention to public and personal values of education. Therefore, by expanding the audience of users, the university should not sacrifice its uniqueness, otherwise it will inevitably lead to the deterioration of its image.

It is also necessary to systematically present its brand to consumers from new angles, focusing on solving their problems and the benefits they can derive from the brand. In addition, by changing the promises of a brand, the university can change the 'field' of competition, restoring and maintaining the unique value of its marketing offer. Brand formation, as a rule, is carried out in two directions: external and internal positioning. The first direction is related to market positioning (for the university it is the markets of labor, educational services, intellectual property, scientific products and technologies), which is designed to ensure a certain competitive position. The second direction reflects internal brand positioning through brand identification, communications, internal marketing and organizational support.

In the process of positioning, the university should bring its main idea – uniqueness – to the consumer. It is designed to reflect its values, mission and

vision. This is how well-known higher education brands such as Harvard, Oxford, Cambridge, Humboldt, Sorbonne and others do it. [4; 6; 8; 10]. They focus on history, graduates' achievements, highly qualified teachers, freedom and democracy in learning and research processes, and decision-making. A special role is played by marketing communications with target groups (advertising, PR, use of mass media, modern means of communication, among which Internet communications and direct marketing play a special role). While positioning the university itself as well as its products and services, it is necessary to take into account the goals and objectives of competitors in target markets, which also seek to maintain and improve their positions. In this regard, it is important not only to monitor market situations, but also to predict competitor behaviour.

Brand creation and development is a complex task. Their solution should be the result of well thought out product, price and communication policies of the university, which form the brand platform. Brand platform development is carried out after the university has chosen the strategy of positioning, which is one of the components of the university development strategy (Figure 1).



Source: [4; 6; 8; 10].

Figure 1. University Brand Platform

The brand platform of the university, which includes a set of elements, should be presented as a document describing the image of the university to be formed. The initial start of building the brand platform is the search for the main idea of positioning the university. Any brand of the university should be formed and reinforced with a system of visual and auditory techniques that will help to remember information about the university among potential consumers more quickly. Such techniques include: logo, symbols, motto and style. Very often in

marketing they are combined and called the common term "trademark". Thus, a trademark, together with the emotional component and subjective evaluation of the university image, forms its brand in the eyes of consumers. One of the important factors that has a significant impact on the development of the university brand is its entry into the world and Ukrainian rankings of universities. The leading international rankings of universities are (Table 1).

Table 1

Leading international university rankings

№	Title	Features	Criteria for calculating the rating position
1	ARWU – Academic Ranking of World Universities, Shanghai Jiao Tong University Ranking	Includes Top 500 of the world's top universities.	The rating is based on the choice among all world universities of those in which teachers and graduates are Nobel or Fields Prize winners, as well as publish their scientific works in publications indexed in Science Citation Index-Expanded and Social Science Citation Index. The best university is awarded 100 points for each index, while for other universities it is calculated as a percentage of the maximum.
2	THE Times – The Times Higher Education World University Rankings	Includes the top 300 universities in the world. Rating is based on the methodology of the British publication Times Higher Education (THE) with the participation of the information group Thomson Reuters.	Universities are ranked according to 13 different criteria grouped into 5 groups: teaching (30% of the total score), research (30%), citation in research circles (30%), innovation and economic impact (2.5%), international cooperation at all levels – students, faculty, university staff (7.5%).
3	QS World-University-Rankings	Annually compiled by Quacquarelli Symonds and includes 100 best universities in the world.	The ranking is based on six criteria (the importance of the criterion is given in descending order): 1) academic reputation – 40% of the total evaluation; 2) employer's attitude towards university graduates – 10% of the total evaluation; 3) the level of citation of university staff publications – 20%; 4) the ratio of students to teachers – 20%; 5) the number of foreign students at the university – 5%; 6) the number of foreign teachers at the university – 5%.
4	International ranking of universities Webometrics	It is conducted by the research group from Spain "Laboratoriode Internet". Includes 4000 of the best universities in the world.	The place of universities in the ranking is assessed by the quality of the university website reflecting the educational and scientific achievements of the university. The methodology is based on 4 criteria:

End of Table 1

№	Title	Features	Criteria for calculating the rating position
			1. Website size (size – S) – total number of pages on the website (weight – 25%); 2. Quotability/visibility (visibility – V) – number of unique hypertext links to the site from other resources (weight – 50%); 3. "Rich" files / data files (richfiles – R) – number of files of publications of scientific works and research results (weight – 12.5%); 4. Number of scientific publications of the site and links to them by other authors, which are collected from Google Scholar database (Sc weight – 12.5%). All four criteria (the given values – criterion V, criterion S, criterion R and criterion Sc) are summed up taking into account weightings: $4 \times \text{criterion V} + 2 \times \text{criterion S} + 1 \times \text{criterion R} + 1 \times \text{criterion Sc}$

A university that is positioned as competitive and innovative should perform new functions:

- innovation and venture capital, associated with the introduction of innovative products created by the university into specific business practices;
- entrepreneurial related to the development of economic independence of the University, the ability to profitably and competitively promote the results of its educational, scientific and production activities in the regional, national and international markets;
- support of an educational career, development of the system of continuous education and inclusion of "service" in it;
- cluster, related to the positioning of the university as an ideological and innovative educational center of regional development [12, p. 37–38].

The brand, which is formed on the basis of the model of innovative university, is designed to transmit the above mentioned functions through the values, which are the core of the brand itself. The key values of such a brand should include: entrepreneurial activity, commercialization, strong corporate culture, etc.

While forming the brand capital of the university, it is necessary to follow the following principles (Table 2).

The conducted analysis of the influence of the brand on the competitiveness of the university allows us to offer a modified approach to the evaluation of brand capital of the university in six groups of parameters (both individually and in aggregate) taking into account the weighting factors:

- 1) educational activity (0.2);

- 2) research activities (0.2);
- 3) social environment of the university (0.15);
- 4) international activities (0.15);
- 5) university brand (0.15);
- 6) innovation and entrepreneurship (0.15).

Table 2

Principles of forming a university brand

#	Principle	Description
1	The principle of continuity of the university brand creation activities	Even when a brand is already considered to be successful, further work on its improvement is needed.
2	The principle of targeting brand building programs	Each university is unique in its own way, so brand formation should be individual for each institution.
3	The principle of orientation of brand formation programs towards consumers	Act on the principle of "the client is always right", regularly monitor potential students and employers for their perception of a "successfully functioning university".
4	The principle of partnership with clients	Maintain partnerships with students, introduce an information accessibility system at the university.
5	Synergistic principle	The conclusion is to ensure mutual coordination and mutual complementing of different marketing directions
6	The principle of parallel organization of brand formation programs	Brand formation takes place simultaneously and in parallel in the internal and external environment of the university.
7	The principle of adaptability of the university brand formation programs	Adapting the process of formation of the university brand to the current and changing environment conditions, both external and internal.

The group № 5 includes the following parameters of the university brand (Table 3) [4].

In accordance with the proposed modified approach of brand capital assessment we will analyze the history of brand capital formation of KNUTD and the degree of its implementation at this stage.

Kyiv National University of Technologies and Design (KNUTD) is a multi-disciplinary educational and scientific-innovative complex with a widely developed infrastructure and modern material and technical base, which provides multi-level training of qualified specialists in various specialties. The University is a flagship in the field of training specialists for light and chemical industries, fashion industry, business, art and technical modeling and design of industrial products, art, economics and consumer services, law, etc. This is one of the oldest higher educational institutions of technological profile in Ukraine. The University has a number of unique scientific schools engaged in scientific and innovative activities and recognized both in Ukraine and abroad.

Table 3

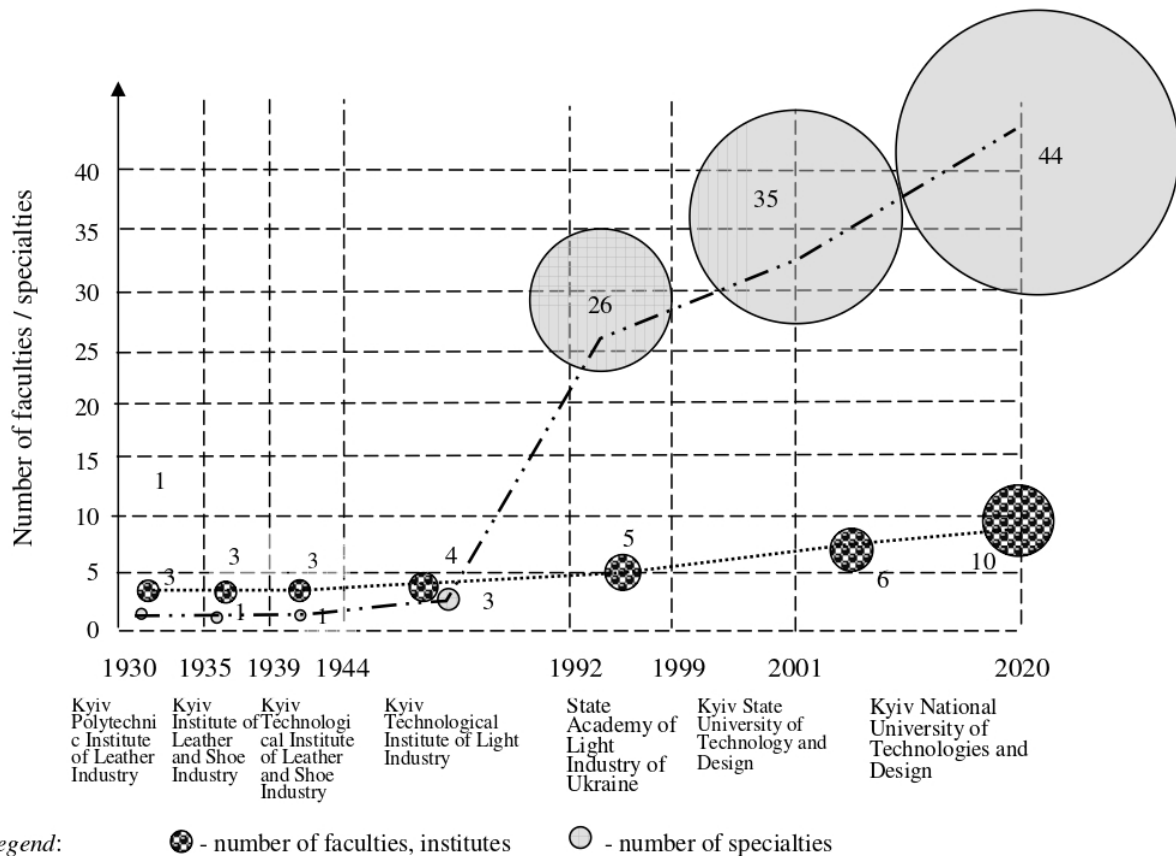
Parameters of the Brand Group in the modified brand equity valuation tour of the university

Estimated parameter	Weight criterion, %	Data Sources
University Brand	0.15	
B1. University contribution to the formation of national elites – academic, public administration, business.	0.3	Own data
B2. Level of quality and efficiency of university communications with target audiences.	0.3	Website assessment tools and social media data
B3. Level of media activity of the university, public activity of the rector and representatives of the university during the calendar year.	0.3	Social network data: Facebook, Telegram, Instagram
B4. Level of perception of university research activity results by international academic community.	0.3	Scopus and Web of Science data
B5. Level of perception of results of research activity of the university by Ukrainian academic community.	0.3	Google scholar data

Kiev National University of Technology and Design was founded on April 17, 1930 by order of the Supreme Council of National Economy № 1240 as an Institute of Leather Industry. This date can be considered as the starting point of the history of the university in the formal approach, because research into the origins of training indicates that in fact it should have been attributed to the beginning of the XIX century. when the professional training of craftsmen who produced goods from leather, fur, textiles by hand and cooperative methods (Figure 2).

The analysis of brand-capital potential development of separate components of KNUTD has proved that during the historical period of its existence (1930–2020) there was a constant growth, which mainly took place before 1992 due to internal activation of social factors, development and implementation of complex programs to activate educational activities, implementation of complex measures for transition from unprofitability to competitive stability. The data in Figure 2 shows that the NGTTC is developing dynamically in accordance with rapidly changing requirements of the time. As evidenced by the data of Figure 2 KNUTD received the initial stimulus in its development in 1992, when the Kiev Institute of Light Industry was accredited at the fourth (highest) level of special training and renamed the State Academy of Light Industry of Ukraine, and then in 2001 – the Kiev National University of Technologies and Design (KNUTD), which testifies to the national and

international recognition of the results of the university and its significant contribution to the development of national education and science.

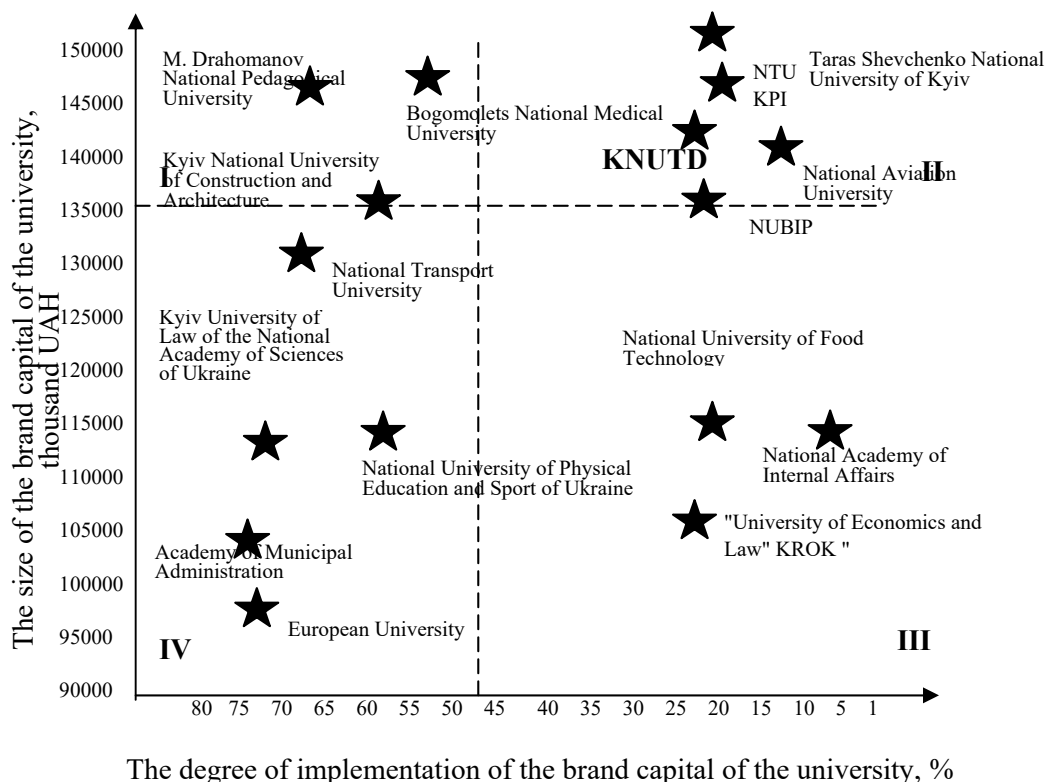


Source: [4; 5; 6].

Figure 2. Historical digression of the KNUTD brand development

In addition to international rankings of universities, there are several national domestic rankings "Top-200 Ukraine", Consolidated ranking of free economic education of Ukraine, TOP 10 best Kyiv free economic education. In the used calculation methodology, university activity is assessed using an aggregate indicator (integrated index) (Figure 3).

Direct measurement (80%), expert assessment of the quality of graduate training by representatives of employers and academia (15%), as well as using international scientometric and webmetric data (5%). The integrated index is represented by three components: the quality of scientific and pedagogical potential, quality of education, international recognition [13; 14; 15] To determine the degree of realization of the brand capital of KNUTD, a comprehensive approach to estimating their value is proposed, where based on the application of the proposed modified approach, university brand positioning maps are developed by parameters: the size and degree of realization of brand capital.



Source: [4; 5; 6].

Figure 3. Map of brand positioning of the capital's higher education institutions on the educational services market

According to the results of these assessments, since the first publication of the ratings (2012) KNUTD took 200 places in the ranking of TOP 200: from 24 (2014) to 31 (2019), in the ranking of "Best Higher Education Institutions of the Capital of Ukraine" – 6–7 places, respectively. The Osvita.ua information and education resource in 2015 compiled a consolidated rating of higher educational institutions of Ukraine, which used the most authoritative national and international ratings of higher educational institutions of Ukraine among experts and the media: "Top 200 Ukraine", "Scopus" and "Webometrics", each of which uses different criteria for evaluating higher educational institutions. According to the results of this assessment, in 2019 KNUTD received the following rating places: according to the "Top-200 Ukraine" – 32nd place, "Scopus" – 32nd, place in the general rating – 31st, the final point – 140 [14].

According to the constructed map of brand positioning (Figure 3) KNUTD except for the well-known leaders of higher education (Kyiv National University named after M.V. Lenin). Shevchenko Kiev National University, "National Technical University of Ukraine" Kiev Polytechnic Institute", National University of Bioresources and Environmental Management of Ukraine, National Aviation University) is also in the elite segment, but to get closer to

prestigious universities need to strengthen the reputation among employers. A high image on the labour market and the educational services market will increase the success of graduates, as well as the cost of education, in order to increase investment in the development and implementation of new information technologies in the educational process. Thus, an effective product offering of KNUTD brand can be formulated: an innovative university, which implements modern information technologies of education, is a flagship in science, has a high reputation among employers and ensures the success of graduates on the labor market.

Looking at the TOP-200 universities on the parameter "Brand" of the analyzed rating and taking into account the above mentioned modified model of brand capital evaluation, the following conclusions can be drawn:

1) basically all Ukrainian ratings in the TOP-200, ratings of the best brand capital are presented by the same universities;

2) the ratings take an important, but not the main place in the formation and formation of the university brand;

3) the university brand should be based on professionalism and high qualification of the faculty;

4) human resources should be put as a basis for forming the brand;

5) in the modern market of educational services there is a tendency to increase the importance of the university brand in conditions of competition between educational institutions;

6) constant work of the university in the direction of brand strengthening is necessary.

The following activities can be singled out among the tools: expanding international partnership with universities and enterprises, offering new types of educational services, conducting PR-companies, offering potential students additional education and training courses, building partnerships with students, as well as improving the recognition of the university brand.

Conclusions and suggestions for further research. The main idea of KNUTD positioning is dual education, which is based on a harmonious combination of training of future specialists both within the walls of the university and at the enterprise. The idea of positioning the university brand is designed to incorporate the values of academic and corporate culture, which are synthesized in its mission. The proposed structure of the brand platform of the university allows to develop the values of the university culture also projected to the external and internal audience through the brand of the educational institution. The functional model of an innovative university can be considered as an economic engine. It is this category of universities that should form a competitive brand on the basis of the model of an innovative university and fight for inclusion in the cohort of world-class universities.

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