

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

Faculty of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Management of a company providing educational services
(based on Green Forest case)

Bachelor student of the 4th year of study

Field of Study 07 – Management
and Administration

Specialty 073 – Management

Educational program – Management

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Ph.D. in Economics

Kyiv – 2024

Abstract

This paper is devoted to the strategic management of an educational services company, with a focus on the case study of Green Forest, a prominent English-language school in Ukraine. The research examines theoretical foundations for creating a strategy in business enterprises and gives practical recommendations on how to improve strategic management within the organization. Through a comprehensive analysis of Green Forest's organizational structure, marketing policies, innovation strategies, personnel policies, and corporate strategy formulation, the research reveals what drives the company's operational framework and potential areas for growth and improvement. Special attention is given to the organization's adaptation during wartime while offering recommendations aimed at streamlining the process of formulating them. The study emphasizes the significance of continuous investment in operational capabilities, efficiency enhancements, and adherence to regulatory guidelines for maintaining a competitive edge in the global educational arena. Overall, this work provides valuable insights into strategic management practices tailored to the unique nature of educational services, offering a roadmap for sustainable growth and expansion in the dynamic educational industry.

Keywords: educational services, strategic management, marketing policies, innovation strategies, competitive advantage, growth opportunities.

Анотація

Робота присвячена стратегічному управлінню компанією, що надає освітні послуги, на прикладі Green Forest, однієї з найвідоміших шкіл англійської мови в Україні. У дослідженні розглядаються теоретичні основи створення стратегії на підприємствах та надаються практичні рекомендації щодо вдосконалення стратегічного управління в організації. Завдяки всебічному аналізу організаційної структури Green Forest, маркетингової політики, інноваційних стратегій, кадрової політики та формулювання корпоративної стратегії, дослідження показує, що керує операційною системою компанії та потенційними напрямками для зростання та вдосконалення. Особливу увагу приділено адаптації організації у воєнний час і запропоновано рекомендації, спрямовані на впорядкування процесу їх формулювання. Дослідження підкреслює важливість безперервного інвестування в операційні можливості, підвищення ефективності та дотримання нормативних вказівок для підтримки конкурентоспроможності на світовій освітній арені. Загалом, ця робота дає цінну

інформацію про методи стратегічного управління, адаптовані до природи освітніх послуг, пропонуючи рекомендації для сталого зростання та зростання в динамічній освітній галузі.

Ключові слова: освітні послуги, стратегічний менеджмент, маркетингова політика, інноваційні стратегії, конкурентна перевага, можливості зростання.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **Bachelor degree**
Specialty **073 “Management”**
Educational program **“Management”**

APPROVED

Head of Department

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“ ” 20

TASK

FOR BACHELOR’S QUALIFICATION WORK OF STUDENT

Oleksandra Mykytiuk

(Name, Surname)

1. Topic of the bachelor’s qualification work

Management of a company providing educational services (based on Green Forest case)

Supervisor of the bachelor’s qualification work *Prof. L. Zharova,*

(surname, name, degree, academic rank)

Which approved by Order of University from **“25” September 2023** № 25-09/2023-1к

2. Deadline for bachelor’s qualification work submission “25” April 2024.

3. Data-out to the bachelor’s qualification work *The secondary data, quantitative and qualitative – reports, scientific papers, industry studies, and official statistics reports. The primary data received during the internship – Green Forest*

4. Contents of the explanatory note (list of issues to be developed)

The goal of the thesis is to develop practical recommendations for improving the process of formulating the strategy of the Green Forest private enterprise.

The tasks for accomplishing:

- Define the essence of the concept of “enterprise strategy” and explore contemporary approaches to its definition.*

- Analyze the organizational structure of the Green Forest enterprise.
- Conduct research on the marketing policies of the Green Forest company.
- Provide an organizational and economic characterization of the activities of the Green Forest company.
- Examine the innovation and investment policies of the Green Forest company.
- Investigate the features of the personnel policy and analyze the effectiveness of staff performance evaluation in the Green Forest company.
- Determine the corporate strategy of the Green Forest company and the process of its formulation.
- Analyze the effectiveness of this strategy within the Green Forest enterprise.
- Analyze the ways in which the Green Forest company can adapt to operating during wartime.
- Propose ways to improve the process of formulating the strategy for the Green Forest company.

5. List of graphic material (with exact indication of any mandatory drawings)

- Company structure
- Forms of collaboration and integration
- Study program
- Stakeholder map

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	In time
2.	II part of bachelor thesis	27.02.2024	In time
3.	Introduction, conclusions, summary	25.04.2024	In time
4.	Pre-defense of the thesis	29.04.2024	In time

Student _____
(signature)

Supervisor _____
(signature)

Conclusions (general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve):

The bachelor's thesis is devoted to the current topic—the provision of online educational services. When developing practical recommendations, the student used modern, effective approaches, particularly drawing up a stakeholder matrix to decide on a strategy and communications that will allow the organization to improve its financial and non-financial indicators.

The work could be supplemented with more detailed information on the industry's economic indicators. At the same time, the presented theses fully meet the requirements for the structure and design of this type of work, and the conclusions are sufficiently substantiated and based on the study of a sufficient mass of modern literature.

The student took part in conferences.

With proper public protection, the work deserves a high grade.

Supervisor

(signature)



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INTRODUCTION

In the current conditions, when companies, both domestic and foreign, are compelled to compete for their customers against global corporations, the question of strategic development and the formation of corporate strategy for enterprises is becoming increasingly relevant. After all, new times require the establishment of new standards for conducting successful business.

Determining the strategic direction of a company's development can be complicated by identifying the areas of the organization's activities that may be most promising for the specific enterprise's growth.

The field of education is nowadays very popular in the modern environment. With each generation, people are increasingly focused on personal development and self-improvement. As a result, the market for educational services is constantly expanding with new offerings such as language courses, design courses, literary clubs, art courses, and so on.

When the "Green Forest" school first opened its doors in 2000, there wasn't much of a demand for English language instruction. However, by 2023, this market has grown exponentially. This growth poses a challenge for the enterprise to maintain its leading positions, and achieving this goal requires strong management. Therefore, researching the formation of the company's strategy is crucial to navigate the competitive landscape and sustain success in such a dynamic market.

The relevance of the qualification work is since in today's conditions, the concept of enterprise strategy ceases to be a mere term; it becomes a tangible model of a manager's behavior, leadership style, communication method, ethics, and interaction with subordinates. This materializes in organizational, informational, intellectual management technologies, and products.

Achieving success in business now requires managers to have a deep understanding and effective implementation of strategies across all areas of enterprise activity. Organizational, technological, and ethical aspects of strategy form the foundation for building a sustainable and competitive entrepreneurial venture. This approach distinguishes strategy as a key element of successful

management and demands constant analysis, adaptation, and refinement of strategic management approaches from leaders in order to navigate the company effectively.

The study of this topic has been undertaken by foreign scholars such as Bjork V.V., Shane E.H., Dil T., Kennedy A., Karpov A.V. Among Ukrainian scholars who have addressed this issue, notable individuals include Ignatyeva I.A., Krushelnytskyi O.V., Melnychuk D.P., Kabanina L.A., Tsvetkov V.V., Lelikov H.I., Krupnach O.D., Nemirovskyi Y.V., Veritskyi V.V., and Komarova K.V.

The empirical basis of the research is the private enterprise "Green Forest."

The object of the qualification work is the process of strategic management within the organization.

The subject of the qualification work is the process of formulating the strategy of the Green Forest private enterprise.

The goal of the qualification work is to explore theoretical approaches and develop practical recommendations for improving the process of formulating the strategy of the Green Forest private enterprise.

The stated goal has defined the main tasks of the qualification work as follows:

1. Define the essence of the concept of "enterprise strategy" and explore contemporary approaches to its definition.
2. Analyze the organizational structure of the Green Forest enterprise.
3. Conduct research on the marketing policies of the Green Forest company.
4. Provide an organizational and economic characterization of the activities of the Green Forest company.
5. Examine the innovation and investment policies of the Green Forest company.
6. Investigate the features of the personnel policy and analyze the effectiveness of staff performance evaluation in the Green Forest company.
7. Determine the corporate strategy of the Green Forest company and the process of its formulation.
8. Analyze the effectiveness of this strategy within the Green Forest enterprise.

9. Analyze the ways in which the Green Forest company can adapt to operating during wartime.
10. Propose ways to improve the process of formulating the strategy for the Green Forest company.

The practical significance of the work lies in providing recommendations regarding the adaptation of the company's strategy during wartime and suggesting changes to the strategy formulation process.

The theoretical significance of this qualification work lies in a thorough examination and analysis of the concept of "enterprise strategy" and its contemporary theoretical approaches. The work illuminates various aspects of strategic management, including organizational structure, marketing policy, innovation and investment strategy, personnel policy, and corporate strategy.

The focus on analyzing strategy during wartime and proposing improvements to the strategy formulation process adds theoretical significance to the work, as it takes into account not only ordinary business conditions but also extreme scenarios that may arise during wartime.

Such an approach is crucial for advancing the theoretical understanding of strategic management in conditions of unpredictability and instability, contributing to a deeper knowledge in the field of enterprise strategy management.

The information base for writing the work consisted of documents and reports obtained during the internship, relevant research on the topic by foreign and domestic scholars, specialized sources, and data from government agencies.

CHAPTER 1. THEORETICAL AND METHODICAL BASIS OF COMPANY MANAGEMENT IN THE EDUCATION SERVICES INDUSTRY

1. Theoretical foundations for company management in the educational services sector

In the economic literature, there are no special theoretical studies of the complex of problems of the functioning of the market of educational services and, in particular, the issues of structuring the market of educational services in the transformational economy. In addition, scientists have not defined a single approach to the interpretation of the concept of the market of educational services.

Scientific studies of any processes and phenomena should begin with the study of the sources and prerequisites of their occurrence, which helps to understand the essence of the studied concepts, to substantiate the correctness of interpretations. So, in order to substantiate the definition of the "market of educational services" it is necessary to refer to the origin of the term "market" itself. T.M. Boholib notes that in economic theory there are two main approaches to the interpretation of this concept (Боголіб Т. М., 2005, с.324).

The first is based on distinguishing the political and ideological content of the market and market relations. In this sense, the following are considered as the main characteristics of the market:

1. The market as a means of organizing social production, which is based on the freedom of entrepreneurship and the limited role of the state.
2. The market as a mode of behavior of economic agents, determining the criteria for decisions made and the nature of relations between subjects ("market behavior").
3. The market as a way of thinking that shapes the corresponding worldview of participants in economic activity ("market thinking").

The second approach to the interpretation of the concept of the market is based on the identification of its specific economic content. In this aspect, the market is

considered primarily as a mechanism that allows determining the ratio of supply and demand for various types of goods and services. The author himself emphasizes that the market is a system of commodity-money relations that arise between the seller and the buyer.

In the special literature, the education market is defined as: 1) a set of relations (legal, financial and economic, social and educational, organizational and methodical, informational, etc.) in the sphere of exchange between producers and consumers of educational services; 2) a set of normative-legislative, moral-ethical, cultural-value and other institutional restrictions on the implementation of agreements related to the implementation of educational services (Патоп P., 2002, c.336).

Different definitions of the economic essence of the educational services market emphasize different aspects of its manifestation (functioning) and do not comprehensively cover the entire spectrum. Thus, we will conduct an analysis of the main approaches to defining the concept of the market of educational services in various literary sources.

The interpretation of the educational services market in various scientific sources can be considered based on different approaches. Patora R. in his research defines the market of educational services as a system of relationships between participants in the educational process with the aim of achieving a specific level of education. This system is aimed at providing opportunities for lifelong learning in order to comprehensively develop the individual and reveal his talents and abilities. (Патоп P., 2002, c.29)

The market of educational services represents a complex system of relations in the field of production and provision of educational services. At its core, it includes elements of free pricing and entrepreneurship based on competition between educational institutions. At the same time, this market is regulated by the state.

Romanov A.A. and Tikhomirova N.V. in their work consider the market of educational services as an environment and sphere of production, promotion,

implementation and consumption of educational services. In their study, the material relations between the participants of the educational process are also noted. (Романов А., 2006, с.82-86)

According to Kutsenko and Ostafychuk, the market of educational services describes a set of relationships that arise during the production and implementation of educational services. This covers free pricing, competition and entrepreneurship. (Куценко В., 2010 с.142)

According to Kaleniuk's definition, the market of educational services is a system of economic relations related to the purchase and sale of educational services. Buyers, sellers and the educational product itself are important elements here. (Каленюк І.С., 2001. с.47)

Padalka in her definition of the educational services market, emphasizes the sphere of circulation and the system of economic relations that are connected with the purchase and sale of educational services. (Падалка О. С., 2018. с.6)

According to the definition of Benivska, the educational services market includes educational organizations and consumers receiving educational services for their own consumption. (Бенівська І.В., 2016, журнал “Маркетингова освіта в Україні”)

Regarding the interpretation of the concept of "educational services market", the opinions of scientists are divided. At the same time, the vast majority of authors: R. Patora, V.I. Kutsenko, Ya.V. Ostafychuk, I.S. Kaleniuk, believes that the "market of educational services" should be understood as a system of economic relations that are formed between the subjects of the educational process regarding the purchase and sale of educational services, as well as to achieve a certain level of education of an individual and the nation in general. Individual scientists: A.A. Romanov, N.V. Tykhomyrova, V.P. note that the "market of educational services" is primarily the sphere of educational organizations, the environment of production, promotion, implementation and consumption of educational services. In addition, the authors A.A. Romanov, N.V. Tykhomyrova provides, in addition to this definition, another

interpretation of the market of educational services, the same in essence as the interpretation of the first group of authors.

In general, the market of educational services can be considered as an interaction between the demand for educational services on the part of business entities and the supply of various educational institutions, which is regulated by economic and state factors. The general interpretation of the market of educational services, as defined by various authors, emphasizes various aspects of this concept. The market of educational services is defined as a system of relations between the participants of the educational process, aimed at achieving a certain level of education and comprehensive development of the individual.

This market includes not only economic aspects, such as free pricing and competitive enterprise, but also social relations between participants, such as students, educational institutions, and those who pay for educational services. It is also important to understand the educational services market as a means of self-consumption, where educational organizations provide services to consumers to achieve their educational goals.

All these definitions jointly emphasize the role of the market of educational services in the formation of society, the development of personality and interaction between the participants of the educational process.

Thus, we consider it legitimate to define the market of educational services as a system of commodity-monetary relations formed between subjects of the educational process to achieve a certain goal, which functions on the principles of entrepreneurship, taking into account the effect of the laws of commodity production.

The question of researching characteristic, unified features of the market of educational services deserves special attention. The vast majority of scientists who researched this issue in their writings jointly note the following features:

- information asymmetry, which implies a difference in the knowledge of some participants compared to others;
- unequal access of all market subjects to relevant resources;

- independence of higher education institutions in carrying out their activities, including the ability to choose the direction of training specialists and conducting scientific research, conclude contracts, accept and fulfill orders, hire and fire employees;

- the formation of market relations in the field of education is carried out on the principles of market competition with the presence of state regulation;

- the educational market is characterized by cost and price, specificity and market conditions;

- high elasticity of demand for educational services, quick market response to changes in demand (Боголіб Т., 2005, с.93)

- the structuring of the market of educational services is carried out according to economic and territorial locality, according to economic and segmental characteristics;

- individuality and non-standardization of the provided services and technologies, high product differentiation in one and the same specialty;

- uncertainty of the result when providing services

- self-regulation of the structure of production and provision of services, adjustment to the structure of public consumption;

- non-monetary factors play an important role in the market of educational services - the prestige of the profession, the average salary of employees of this profession in the labor market, prestige (name), demand for this profession, family traditions, social values, national culture. (Черниш О., 2003, p.68)

The theoretical foundations of enterprise management in the field of educational services include a wide range of concepts and approaches specific to this field.

The educational institution management model comprises administrative management, which concentrates on internal aspects like resource efficiency, budget planning, and organizational structure. Strategic management focuses on formulating long-term strategies considering competitive advantages, student needs, innovation, and market position.

Ensuring the quality of educational services involves employing a quality management model, utilizing standards and methods to uphold high standards. Evaluation and quality control mechanisms are implemented to assess learning outcomes, gather student feedback, and make necessary improvements to enhance quality. Financial management involves rational allocation of financial resources to ensure stability and efficiency. It also entails maintaining financial openness, ensuring transparency to all stakeholders.

In the realm of marketing and advertising in education, it's crucial to focus on branding and positioning, crafting a unique image for the educational institution and devising strategies to attract students. Market and competition studies help in analyzing trends and competitive advantages to inform optimal strategies.

Human resources management in education involves pedagogical leadership, developing strategies for leading pedagogical initiatives and nurturing the potential of teaching staff. Stimulating employees through incentive systems supports high professional activity among teachers and staff.

Innovative development in education encompasses the application of modern technologies to enhance educational quality and student attraction. Additionally, fostering research work provides a scientific foundation and encourages research activity within the educational process. Theoretical approaches to the management of educational services enterprises take into account the peculiarities of this field and are aimed at achieving high quality and effective training, meeting the needs of students and supporting the stable development of the institution.

The expansion of the theoretical and methodological base for understanding the concept of the market for educational services provides an additional stimulus for the education economy's growth. For the development of this direction, it is necessary to clarify the constituent elements of the market of educational services, its subjects and objects, the main factors and principles of the formation and functioning of the market of educational services in modern economic conditions in Ukraine, which will be the focus of further research.

Management of enterprises in the field of educational services is a complex and multifaceted task that requires a comprehensive approach and the application of various theoretical models. Taking into account the peculiarities of the educational sector, it is important to consider not only aspects of administrative and strategic management, but also to focus on quality education, effective use of financial resources, development of human resources and implementation of innovations.

Managing the quality of educational services, ensuring financial stability, and developing marketing and branding strategies are becoming key elements in the successful functioning of educational institutions. It is also important to emphasize the use of modern technologies and research work to ensure a high level of education and meet the needs of modern society.

In general, the management of enterprises in the field of education requires flexibility, innovation and continuous improvement, in particular due to the changing demands of the labor market and the development of technology. Understanding and applying theoretical principles plays a key role in creating an effective management strategy, which allows you to achieve high standards of educational services and confidently compete in the market.

1.2 Foundations of methodology for business management in the educational services industry

Marketing in the field of education is a promising and unique phenomenon and is used to increase the competitiveness and development of an educational institution. Marketing in the field of education has been successfully used in Western countries for a long time. With the development of market relations in the field of domestic education, there is an awareness of the need to use marketing, to rethink its place and role in the overall management strategy of educational institutions. One of the main concepts is the concept of "educational service marketing". In the scientific literature, we find different approaches to the definition of educational services. One of the stable concepts is:

Marketing of educational services is a scientific and practical discipline that is at the junction of many fields of knowledge, which studies and forms the philosophy, strategy and tactics of civilized thinking and action, behavior and relationships of subjects of the market of educational services - educational institutions, consumer organizations, students' personalities, as well as state and municipal administration bodies and intermediary structures that produce, sell (provide), acquire and consume these services and related services and products (Кожыхар Б., 2005. с. 42- 47)

Analysis of scientific sources makes it possible to determine the specifics of such educational services as intangibility, inseparability from the source, inconsistency of quality, impossibility of preservation.

In the modern management system of higher education, there are significant changes related to its commercialization. First of all this is connected, with the creation of the market of educational services, which is formed by higher educational institutions of various organizational and legal forms and directions, with different specialties, conditions of competitive selection, forms, methods, and technologies of education. In the conditions of the demographic crisis, the decrease in the number of graduates of secondary schools, as well as the reduction of state financing of education, we observe a high level of competition among higher education institutions in terms of attracting consumers of educational services. In this regard, new approaches and directions for improving the organizational and management mechanism of the functioning of higher educational institutions have been developed. One of the important tools of such work in higher education is marketing activity. (Кырбатова М., 2003, с. 22-25)

In a market economy, there are goods and services of public use, the production of which is paid for by one part of the population (taxpayers), and used by others (for example, consumers of educational services). By producing products for public use, the educational institution works in two markets at the same time.

The educational institution functions as a provider of educational services for pupils and students and at the same time presents its results on the labor market,

which serves enterprises and organizations of various sectors of the economy. This dual role leads to difficulties in defining the products, target markets and consumer groups of the higher education institution. Operating in the educational services and labor markets at the same time, the university has a single product that is used in both markets. In addition, although the main activity of a higher educational institution is the provision of educational services, there is a lack of a clear definition of the form of this service, which creates a certain misunderstanding.

Some of the related services are directly related to the educational process, they provide or support and supplement educational services. Other services are not directly related to the educational process, but are created indirectly. For example, research projects carried out by teachers and students of universities on the order of companies and organizations allow the performers to acquire additional knowledge and skills, as well as experience necessary in their professional activities, thus reinforcing and supplementing education. Even those services that are not directly related to the learning process provide higher additional income that can be used to improve the material base of higher education institutions and improve the quality of educational services provided. Some higher education institutions themselves, through their subordinate structures (dormitories, public catering complexes, cultural and congress centers), provide these related services together with educational ones. Other universities provide related services to other specialized organizations. In European countries, for example, housing for students is provided by separate organizations owned by private individuals or student unions. (Моргулец О. Б, 2012, с.41-45)

A special role in the marketing of educational services is played by the personality of the pupil, student, and listener. It is not just a material carrier of educational services, not only their user in the work process, but also their only final consumer. It is this person, the personified carrier, user and end consumer of educational services who makes a specific choice of his future specialty and specialization, terms, place and form of education, sources of its financing, as well as the choice of the future place of work (or the next level of education) and the

entire set of conditions for the realization of the acquired potential. Thanks to and around this special choice, all other subjects of the market and marketing of educational institutions meet and establish their relations, united by this central subject. Educational institutions act as entities that form the offer, make and sell educational services, play a decisive role in the formation of marketing in the field of education. (Martin Lackéus, 2015, pp. 24-36)

Intermediary structures in the market of educational services are still in the stage of formation and deployment of their marketing activity. These include employment services and labor exchanges, educational funds, associations of educational institutions and enterprises, specialized educational centers, etc. They contribute to the effective promotion of educational products on the market and can perform such functions as the accumulation, processing, analysis and sale (provision) of information about the state of the educational products market, consulting other subjects, participating in the processes of accreditation of educational institutions, carrying out advertising activities, legal support; formation of sales channels, organization of concluding and facilitating the execution of agreements on educational products; participation in financing, lending and other forms of material and resource support for producers and consumers of educational products, in particular through the system of personal state and other educational loans.

Taking this into account, the importance and roles of other consumers of educational services are determined, including firms, enterprises, institutions and organizations, including management bodies in this capacity. Acting as intermediate (and not final) consumers of educational services, they form a more or less organized demand for them and show it on the market. Currently, many companies prefer only short-term provision of educational services, and specialists are recruited in such a way as not to pay for the services of universities (for example, by attracting employees from other enterprises). However, such a situation and such a strategy cannot be long-term.

For the development of fundamental substantive and organizational problems and issues of marketing, an educational institution should rely primarily on the potential of economic departments (not to mention the department of marketing), as well as departments of sociology and pedagogy. Among the employees of these divisions, it is advisable to create temporary creative teams, project teams (for example, to develop a new range of services), or relatively permanent committees with appropriate powers (for example, to develop a strategy and projects of a marketing plan and budget). According to experts, this form is especially effective precisely when it is necessary to weigh all the "pros" and "cons" in a new and complex industry, especially if the company has never worked in this industry before. (Annika Triharnedy, 2022, pp.201-204)

Among the factors that stimulate the development of the services market, and in particular educational services, the accelerated development of scientific and technical progress and the increase in incomes of the population associated with the intensification of production are dominant. The acceleration of scientific and technical progress and the introduction of new technologies affects the increase in the volume of production of complex equipment, the saturation of everyday life with it, the share of service in the value of goods increases and, accordingly, the volume of services increases (Подольська Є., 2007, с.48).

Therefore, it should be noted the characteristic differences of the services market, which is characterized by significant differentiation depending on the level of economic development of national markets, the dynamics of growth of activity volumes and structural changes in this market are also higher than the global ones. The attractiveness of the organization is directly related to what opportunities it provides to its employees (especially future ones) to improve their educational level (Ніколаєва М., 2006, с.63).

These are the locations and areas of educational institutions with which it has permanent connections, their social prestige, scientific potential, knowledge of training profiles and pedagogical ideas, as well as material goods that are necessary

and provided in the process of education or are its products, as well as a wide range of related services.

Educational services are often supplemented by related services, the transfer of tangible or materialized products, owned or produced by educational institutions. These are informational, consulting, expert services, rental of machinery, devices and equipment, communication channels, as well as premises and territories.

Together with educational services, the intellectual property of employees of educational institutions is realized - inventions, patents, programs of research, training and practical work, other innovative services and products, as well as commercial symbols of producers of such services, such as names, logos, trademarks, etc. (Ярошинська О., 2010, с. 113-119).

When determining the essence of marketing in the field of education and determining how it manifests itself in the market of educational services, a large complex of its elements and aspects was analyzed. Educational services are under close public scrutiny. This position is most clearly manifested within the framework of political campaigns, in which the issue of public education is usually considered as an element of ensuring national security, prospects for the survival and development of the nation.

The function of marketing in the modern economy during the period of development and modernization makes sense for collecting and analyzing information about the market structure, as well as in relation to the dynamics of demand and supply for a particular product or service (Ніколаєва М., 2006. с.63).

Today, in the period of economic development and stabilization of market relations, there is a problem in relations between functions and the content of marketing, as the problems of product policy and pricing are formed. These foundations in relation to the above elements determine the modern market economy. Also, in a general sense, there is a problem in the development of advertising policy as one of the foundations of marketing (Телєтов О. С., 2001, с.53- 64).

In general, marketing is defined as the study of a certain area of market relations, the relationship between goods and prices or services and prices as a determinant of the market economy. If you clearly consider the issue of research on the marketing of educational services, bringing these services into practice and giving them significant attention, you should understand and identify the main questions of what to do and offer in the market of educational services, in what quantity, at what price, and other important issues (Войчак А. В., 2005, с.604).

As educational institutions navigate the dynamic landscape of marketing their services, they are confronted with fundamental questions that delve into the essence and purpose of their efforts. Specifically tailored to the unique domain of education marketing, these inquiries serve as guiding lights amidst the complexities of reaching and engaging with their target audience. One such question revolves around the intricate task of defining responsibilities within the institution for studying educational services. Who within the institution should be tasked with this crucial undertaking? This query serves as a cornerstone, prompting institutions to designate individuals or departments to delve deep into understanding the nuances of their educational offerings and the needs of their audience. But understanding the audience goes beyond mere speculation; it necessitates concrete research and analysis. Academic institutions do marketing research in an effort to analyze the market for educational services and to discover the preferences and behaviors of potential consumers. By doing so, they gain invaluable insights into the effectiveness of their advertising campaigns, enabling them to refine their strategies with precision and purpose. Meanwhile, strategic management takes center stage, guiding institutions in delineating their mission, goals, and strategies. This involves a comprehensive analysis of both the external environment and internal resources, culminating in the development of robust plans for growth and enhancement. Financial management dovetails with strategic vision, ensuring that resources are allocated judiciously through budgeting, planning, and rigorous control measures.

In the realm of marketing and student engagement, institutions craft compelling branding strategies and delve into accurate audience analysis to stand

out in a competitive landscape. Marketing campaigns are meticulously executed to captivate and attract students, ensuring that the institution's unique value proposition resonates powerfully.

Quality of education and efficiency remain paramount, driving institutions to uphold rigorous standards in teaching and learning. Continuous improvement initiatives, underpinned by robust quality control systems, propel institutions towards excellence, while information technology and automation streamline administrative processes and enhance access to resources for students and teachers alike. Human resources are cultivated with care, as recruitment, development, and motivation strategies ensure a talented and motivated workforce. Effective communication processes foster collaboration and cohesion within the institution, amplifying its collective impact.

Evaluation and reporting mechanisms provide vital feedback loops, allowing institutions to assess their performance, identify areas for improvement, and transparently communicate findings to stakeholders. Meanwhile, partnerships with other educational entities and engagement in public activities bolster institutional visibility and foster collaborative endeavors that enrich the educational landscape.

In weaving together these management elements, educational institutions forge a robust and competitive framework that propels them towards their strategic goals. Yet, the application of these principles remains fluid, adapting to the unique characteristics and aspirations of each institution on its journey towards educational excellence. In conclusion, the methodology of business management in the field of educational services is key to achieving high quality education and successful functioning of an educational institution. Effective management includes strategic planning, effective financial management, marketing strategies, improving the quality of education, the use of information technology, personnel management and other aspects.

It is important to emphasize the creation of a favorable learning environment for students and the implementation of modern teaching methods. Continuous

improvement and adaptation to changes in the field of education and society help ensure the competitiveness of an educational institution.

Successful governance also requires active collaboration with partners, public engagement and support from stakeholders. The final success of an educational institution is determined by its contribution to the development of society and readiness for modern challenges.

1.3 Regulatory compliance and quality assurance, legal and regulatory requirements in the education sector

Compliance with regulatory requirements in the quality of education is an important component of the successful functioning of an educational institution. This includes not only compliance with laws and standards, but also ensuring a high standard of training and quality management.

Educational institutions should carefully study and understand laws related to education at the national level. This may include education laws, education regulations, regulations governing teacher certification, quality standards, etc. Depending on regional or local requirements, educational institutions should also consider local regulations and requirements. Educational institutions must develop and implement policies and procedures that meet the requirements of the law. This may include policies on student recruitment, learning organization, health and safety, financial management, etc.

Educational institutions must have monitoring systems to track their activities in terms of compliance with legislation. Regular internal audits help identify possible inconsistencies and problems and take timely measures to solve them. Staff must be informed and trained in the legal requirements relating to education. This will ensure their awareness and compliance with the rules. Educational institutions should maintain active contact with relevant educational authorities to resolve issues, obtain necessary information, and interact with the fulfillment of legislative requirements.

Ensuring the compliance of educational activities with the requirements of legislation is a key element of ensuring the quality of education and the well-being of participants in the educational process. The purpose of the creation and effective functioning of the education quality assurance system in Ukraine is:

- Ensuring high quality education, which includes high-quality curricula and effective assessment methods.
- Formation of public trust in the education system, its institutions and management bodies.
- Constant and consistent improvement of the quality of education through the introduction of innovations, modern approaches and constant improvement of educational standards.
- Providing support to educational institutions and other participants in the educational process in improving the quality of education.

In the realm of education, ensuring quality isn't just a goal – it's a comprehensive system that involves multiple components working together harmoniously. At the heart of this system lies the internal quality assurance mechanism within educational institutions. Imagine stepping into the corridors of a bustling school or university. Here, behind the scenes, educators and administrators are hard at work, developing and implementing strategies and policies aimed at upholding the highest standards of education. They meticulously establish mechanisms and procedures to safeguard academic integrity, ensuring that every student's journey is marked by honesty and fairness. However, it does not stop there – transparent evaluation is a key. Criteria, rules, and procedures for assessing both students and teaching staff are publicly available, fostering accountability and trust within the institution. Moreover, ensuring adequate resources are allocated for the educational process ensures that every learner has access to the tools and support they need to succeed. Behind the scenes, sophisticated information systems are leveraged to streamline administrative tasks and enhance the overall management of the institution. Yet, the pursuit of quality extends beyond the school walls. Externally, a robust quality assurance system is in place, employing various tools

and measures such as standardization, licensing, and accreditation. These mechanisms serve to not only uphold existing standards but also drive continuous improvement. Specialized bodies and institutions oversee these efforts, conducting external independent evaluations to ensure accountability and transparency.

Even within the management and institutional activities, a commitment to quality reigns supreme. Policies and procedures are established to ensure that every aspect of the institution's operations meets the highest standards. Resources are allocated strategically to support these endeavors, and periodic external audits provide an additional layer of assurance.

Ultimately, the effectiveness of the quality assurance system is shaped by laws and regulatory documents, setting the framework within which educational institutions operate. It's a dynamic process, constantly evolving to meet the changing needs of learners and society, but its fundamental purpose remains unchanged: to ensure that every individual has access to a high-quality education that empowers them to thrive in an ever-changing world. The educational sector is regulated by a set of legal and regulatory requirements to ensure the quality of education and ensure the rights and responsibilities of all participants in the educational process. Listed below are some of the key legal and regulatory requirements in the education sector:

The Law of Ukraine "On Education" defines the general principles of the functioning of the educational system, the rights and obligations of the subjects of the educational process, as well as the mechanisms of control and guarantee of the quality of education. "The Law of Ukraine on Education" is a key document regulating the education system in Ukraine.

In the vast landscape of education, there exist certain fundamental rights and obligations that guide the interactions between its various stakeholders. At the heart of this framework lie the subjects of the educational process, each with their defined roles and responsibilities. Students, teachers, parents, and the administrative staff of educational institutions, along with other participants, hold certain rights and obligations. These encompass everything from the right to access education without discrimination to the responsibility to actively engage in the learning process.

Quality assurance lies at the heart of educational integrity. Mechanisms are put in place to monitor and uphold the standards of education. This includes establishing systems for oversight and supervision, as well as developing assessment and certification mechanisms for both educational institutions and teaching staff. Accreditation and licensing procedures further ensure that educational institutions meet predetermined benchmarks of quality. Of course, none of this can function without adequate financing and material support. Principles for financing educational institutions and programs are established to ensure sustainability and equitable distribution of resources. Material and technical support standards are also set to guarantee that educational environments are conducive to effective learning. Moreover, education transcends borders and international cooperation plays a vital role in enriching educational experiences. Opportunities and conditions for international exchange are determined, fostering cultural understanding and collaboration. Educational institutions actively participate in international programs and projects, broadening their horizons and enriching the learning experiences of their students.

In essence, the rights and obligations of educational stakeholders, coupled with robust mechanisms for quality assurance, adequate financing, and international cooperation, form the foundation upon which the transformative power of education rests. It is through these principles and practices that education becomes not just a process, but also a catalyst for individual growth and societal progress. These principles are aimed at creating an education system that meets modern requirements, ensuring a high level of education quality and the development of the country.

Education standards serve as the core upon which the quality and consistency of education are built. They are meticulously crafted guidelines that portray the requirements for content, level, and outcomes of education across different stages, from primary schooling to higher education. These standards are not merely bureaucratic documents; they are vital instruments for regulating and ensuring the quality of education at every level. The selection of primary educational subjects and

key competencies forms the framework of educational standards. These serve as the foundation upon which the entire educational journey is structured, guiding students towards essential knowledge and skills necessary for their personal and academic growth.

For basic and complete general secondary education, education standards go further, defining the structure and components of educational subjects. They establish requirements for the content of educational programs, outlining both compulsory and optional subjects. Moreover, these standards articulate clear expectations for the outcomes that graduates should achieve, providing a roadmap for their educational journey. In the realm of higher education, education standards take on added complexity. They delineate the structure and components of educational programs at various levels, including bachelor's, master's, and postgraduate studies. These standards set rigorous requirements for educational programs, ensuring that they meet the demands of an ever-evolving academic landscape. Additionally, they specify the competencies and skills that graduates should acquire, preparing them for success in their chosen fields. Crucially, every educational institution is tasked with aligning its curricula with these established standards. This alignment ensures consistency across educational institutions, fostering a cohesive and high-quality educational experience for students nationwide.

In essence, education standards serve as guiding beacons, illuminating the path towards educational excellence. They promote uniformity, consistency, and rigor, laying the groundwork for the holistic development of students and the advancement of society as a whole. Institutions that provide educational services must go through an accreditation to confirm compliance with established standards. The accreditation procedure is an important stage in the system of quality assurance in the educational process. This process involves several key aspects. The institution prepares the necessary documentation, including information about the structure, educational programs, qualifications of teachers, etc. The application for

accreditation is submitted to the relevant body defined by national legislation. Accreditation bodies or commissions conduct an expert assessment of the institution based on defined criteria and standards. In many cases, a personal visit by experts is conducted to assess the real state of affairs in the institution. Based on expert assessment and taking into account the requirements of the standards, a decision is made to grant or refuse to grant accreditation. If weaknesses or deficiencies are identified, experts can provide recommendations for improving the institution's activities. Institutions carry out periodic inspections to maintain accreditation and determine compliance with standards and requirements. In cases of serious violations or non-compliance with standards, accreditation may be revoked. The accreditation procedure contributes to the maintenance of high quality standards in education, ensuring that educational institutions meet the requirements and are ready to provide effective educational services.

Licensing of educational activities is a mandatory procedure for educational institutions and guarantees their compliance with established standards and defined conditions. The institution prepares the necessary documentation, including information about its structure, financial status, teaching staff and other important aspects. An application for obtaining a license is submitted to the competent state body. The competent body can conduct an audit or expert assessment to determine the institution's compliance with the established requirements. Experts determine whether the institution meets the established licensing criteria. Based on the analysis of information and expert assessment, a decision is made to issue or refuse to issue a license. If the establishment meets all the requirements, the license is issued for a certain period and with operating conditions. The license is periodically reevaluated, and the establishment must meet the conditions for its renewal. Sanctions such as fines or temporary suspension of activity may be applied for violation of license conditions. In cases of serious violations or non-compliance, the license may be revoked. Licensing is an important mechanism for ensuring the quality of education and the safety of students, as well as regulating the activities of educational institutions in accordance with established norms and standards.

The requirements for obtaining documents about education determine the conditions and criteria for obtaining various educational levels, such as a certificate of complete general secondary education or a diploma of a higher educational institution. These standards ensure standardization and quality of education.

Education financing regulations play a crucial role in shaping how educational institutions and programs receive financial support. These regulations are designed to establish clear standards and rules governing the allocation of funds across different levels of the educational system. Here are the main elements of these standards:

Funding at the institution level: this involves determining how financial resources are allocated to individual educational institutions. It includes considerations such as the size of the institution, its specific needs, and its performance indicators.

Funding at the program level: this aspect focuses on financing specific educational programs within institutions. It ensures that resources are directed towards programs that align with educational goals and priorities.

Funding at the region or country level: at this level, regulations determine how funds are allocated to different regions or jurisdictions within a country. This can involve considerations of population size, economic factors, and educational priorities.

Funding of education from the private sector: regulations may outline mechanisms for involving the private sector in financing education, such as through partnerships, donations, or tuition fees.

Accounting and reporting: standards are established for accounting practices and reporting requirements to ensure transparency and accountability in the use of funds. This helps stakeholders understand how resources are being utilized and whether they are being allocated efficiently.

Financial support for pupils and students: lastly, regulations may include provisions for providing financial support directly to pupils and students, such as scholarships, grants, or subsidies for educational expenses.

Overall, these financing regulations serve to ensure that educational resources are distributed equitably, efficiently, and transparently, ultimately supporting the delivery of quality education for all. These regulations create a financial framework that promotes equal access to quality education and stimulates the development of the education system.

In Ukraine, there are clear legislative acts, regulations and standards that regulate and ensure the quality of the educational process at all levels. Laws "On Education", "On Higher Education", "On Pedagogical Education" and others define general principles, rules and standards for the functioning of the educational system. In addition, higher education standards and the concept of a national assessment system provide a sustainable mechanism for monitoring and evaluating the quality of learning and student achievement. (Law on education, № 2145-VIII)

These normative documents determine not only the evaluation criteria, but also stimulate the development of the educational system, contribute to the improvement of teaching methods, training of pedagogical personnel and ensuring equal opportunities for obtaining quality education. This approach is defined as an important factor for the creation of a sustainable and competitive education system in Ukraine that meets the modern requirements and needs of society.

CHAPTER 2. HOW TO BUILD ONE OF UKRAINE'S LARGEST ENGLISH-LANGUAGE SCHOOLS BASED ON CONSTANT INNOVATION: CASE STUDY OF GREEN FOREST

2.1 Company Profile: Overview of Green Forest's history, market position, services and competitive advantage

Green Forest Family is a network of private educational institutions that specializes in teaching English as a foreign language (EFL) and has been functioning in Ukraine since 2000. According to the founder Ruslan Nynyk and co-founder Svitlana Hrybenyuk, 35,000-40,000 students come to Green Forest Family every year to learn English, including young professionals, children, state teachers, and corporate managers. The company group includes five English language school brands, an online course marketplace and gift shop. Green Forest is a private enterprise as well as a limited liability company (LLC) with the legal address Drahomyrova Street, 6, Kyiv. The two terms do not have to be mutually exclusive, and many private businesses are registered as LLCs. An LLC is a sort of corporate entity that provides its owners with limited liability. This protects the owners' personal assets from business debts and obligations. Because they are relatively easy to set up and administer, LLCs are a popular choice for enterprises of all kinds in Ukraine. Given that it is owned and operated by individuals, Green Forest is also regarded as a private enterprise. Considering it charges tuition for its courses, the institution is also profit-driven. Meanwhile, the school also has a social goal to make English language education more accessible to everyone, and it provides individual discounts to students as well as military individuals. Ruslan Nynyk and his associates have been building the English language teaching business for the past 23 years. He staked his future on the creation of his own textbooks and the growth of online education. It aided in standing out from competitors, surviving the pandemic, and growing even throughout the (Тріль Марія, 2023, *AIN.Busines*)

By creating its own online book and digitizing all of its items prior to the pandemic, the company was able to go online in 1.5 weeks during the COVID-19

and boost business performance during the period of war. Green Forest, an English-language school chain, entered the educational business sector in 2000. The demand increased gradually, and according to Ruslan, they always responded to it quickly. New branches were opened in the second year of operation, and a few years later, schools were divided by specialization, which is presented in Figure 2.1: Green Forest (GF) - general English for adults, Green Country (GK) - school for children aged 6 to 17, Project 12 (P12) - English with a flexible schedule, but in lower-level categories, Yappi Business - Business English for career, Yappi Corporate - corporate English for companies, Booyya - online market of English courses, Gifty - gift shop. The network's offline schools were presented in Kyiv, Lviv, Kharkiv, Dnipro, and Odessa. (УГНІВ СВІТЛАНА, 2018, *блог NV*)



Fig. 2.1 The family of Green Forest projects

Source: Green Forest website <https://bit.ly/3zmc45S>

The company began work on a textbook in 2015-2016. According to Ruslan, the British Cambridge, London, and Oxford seized the majority of the market at the time, but the team noticed a few drawbacks. The Green Forest team handled both methodological and ideological aspects of the textbooks, as well as design and paper layout (Figure 2.2). The school administration then decided to make the textbook

available online. Each network specialty school has a team that works autonomously yet on the basis of one company. In addition to teachers, there are SMM specialists, copywriters, marketers, managers, methodologists, and school executives. The company also features a department of operators, screenwriters, and editors. A certain amount of the programming was done by an outsourced IT company that still works with Green Forest. The first items were examined for 1.5 years before they were modified. Initially, the online version was a supplement to the paper book, but they gradually exchanged positions. These developments are mobile because the material can be supplemented, changed, or adapted to the world news at any time. Electronic textbooks are customized for the mobile version and uploaded to personal accounts. (Белінська Юлія, 2023, журнал Forbes Ukraine.)



Fig. 2.2 Textbooks 'Notes by Green Forest'

Source: Green Forest website <https://bit.ly/3zmc45S>

Green Forest is one of Ukraine's top and biggest English language schools. Let's consider its advantages:

This institution is a shining example of excellence within the busy educational landscape of Ukraine, attracting over 35,000 students annually from all across the country and abroad.

Students come here in pursuit of education and opportunity, and for good reason – it has received high marks for having committed teachers, a thorough curriculum, and engaging classes. Green Forest Family had about 30 offline

branches on the eve of the full-scale invasion, but almost all of them are shuttered now. With the exception of Lviv, the organization has been compelled to close its physical branches and switch to offering education online. Before the full-scale invasion, all schools had record enrollments, but during the first months, the number of students decreased from 6,500 to 350, and the corporate sector dropped by 80%. Compared to pre-war periods, the Green Forest's current status is stronger, with a steady monthly enrollment of about 7,000 students and monthly course launches. Green Forest Family's income was UAH 150 million in 2023, and 2023 appeared to be much better than pre-war 2021. Ruslan Nynyk, the creator of Green Forest Family, believes that his company is one of the top three English language schools in the market, which he estimates to be worth 8-10 billion UAH.

What sets this school apart is its steady commitment to innovation and adaptability. Embracing cutting-edge hybrid platforms and market trends, it adopts a client-centered approach to education. Practical group lessons, dynamic assessment procedures, and captivating video lectures form the cornerstone of its pedagogical approach, ensuring that students are not just passive recipients of information but active participants in their own learning journey.

One of the Green Forest's standout feature is its pioneering method for retraining teachers, spearheaded by a cadre of high-class specialists. Their expertise ensures that the institution remains at the forefront of educational advancement, driving progress in the lives of countless students each day.

At the heart of its educational range lies the Notes textbook, a testament to the collaborative effort of teachers, methodologists, and school personnel. Designed with learners in mind, it is imbued with unique material and is available in both printed and interactive formats, catering to diverse learning styles and preferences. In keeping with the digital age, the institution offers an electronic application complete with a user's personal account where students have easy access to many learning materials, including tests, homework assignments, and systematic instructions. But it's not just about what happens in the classroom – communication is key. With nine modern methods for language learning, the institution ensures that

students have ample opportunities to engage with the language and master their skills. (Кошляк Алла, 2017, *Hromadske*)

Moreover, Green Forest goes above and beyond, boasting its own publishing house and recording studios dedicated to developing educational video and audio resources. This commitment to multimedia learning enriches the educational experience, offering students a truly immersive and dynamic approach to learning.

2.2 Organizational structure and key departments responsible for managing educational services

Green Forest HR management is in charge of all aspects of the school's human resources. The company currently employs 85 office personnel and approximately 200 teachers.

The primary departments and their responsibilities are outlined below:

1. **Academic Department:** Green Forest features a strong academic department as well as a teacher training center aimed at enhancing personnel qualifications. The company encourages international studies and provides subsidies for CELTA certificates. The teaching staff is graded into senior, leading, teachers, and junior teachers, with senior teachers mentoring and assisting junior teachers.
2. **Customer Service department:** customer service department is managed by team leaders and managers, who report to the department head. They educate, encourage, and support other managers to meet company standards. A standard manager monitors departments and contributes to work improvement. Managers undergo professional training and evaluations to gather data for future modifications.
3. **Department of Events:** hosts various events, parties, quests, and crawls for students to learn English, make new friends, and have fun. Managers can take part as participants or organizers.

Let's examine the organizational structure of Green Forest as outlined in the Figure 2.3, offering a detailed insight into the company's hierarchy, positions, and duties.

Ruslan Nynyk CEO (founder)	Strategic development Financial axnalysis Crisis manager	Alina Hubar Head of Customer Service department	schedule of semesters and classes, management and formation of students groups
Svitlana Hrybeniuk Deputy director (co-founder)	Opening of new branches Formation of corporate standards of office design, work with clients, administrative logistics Financial results	→ Sales department – team leader Alina Halytska and other managers → Contact Center – Team Lead Tamuna Kwanchiani and other managers → Department of group management: Standard 1+ office in Lviv – team leader Olena Teryokhina and other managers → Department of group management: Standard 2 – team leader Yulia Cherkas and other managers → Department of group management: Intensive 1 – team leader Anna Yarmoshuk and other managers → Department of group management: Intensive 2 – team leader Olena Bludcha and other managers	
→ Tetyana Abibulayeva – Financial auditor → Alyona Vasylenko – Database manager	financial issues, finmap accounting of certificates, accounting of furniture and office equipment, as well as provision of the office/manager	Iryna Omelchenko Standard Manager of Quality Control Department	Establishing and implementing performance criteria Educating managers to adhere to standards Control of managers' work standards compliance (Areas of responsibility: developing standards for all departments, training and quality control of managers' work in the customer support department, working with IP telephony)
Nadiya Dyachuk	Head of Academic Department	Vira Kovalchuk Chief accountant → Accountant – Svitlana Kolodiy	payments, utilities, rent, bills, salary
→ Hiring and Onboarding Department (Head Kateryna Tsymbalyuk) → HR and Development Department (Head Valentina Halytska) → Studying Materials (Head Olha Yankova) → PR and Branding Department (Head Tetyana Myronova) → Senior teachers → Specialist teachers → Junior teachers		Maria Nagayenko Support of IE group 2 → Support of IE group 3– Victoria Perekrest → Supporter of IE from Lviv – Nataliya Khimka	Work with NPEs, work with payments from companies and with Vchasno
Olha Kolomiitseva – organizer of the technical department's work → Developers	fixing of errors or problems on any website or CRM		
Anastasia Rudenko Head of the Digital marketing and Design department		Students' personal accounts, website, advertising, social networks, Google maps, reviews, Google advertising	
→ Targetologist → SMM-manager → Administrator of the YouTube channel → Designers			
Yuliya Kravchenko Event manager in the Department of Events		events, promotions	
Kitasty Yaroslav Head of the SEO department		SEO, content, link building	
→ SEO specialist → Link builder → Content manager → SEO copywriters			
Anastasia Lozovyh Head of the PR department		fixing of errors or problems on any website or CRM	
Yuliana Tyshchenko Head of the media department → Producer → Director on the set → Operator → Editor → Actors		recording of audio, visual, and video content for the company's multiple facilities	
Managers of other projects Green Country – Natalya Lototska Yappi Corporate – Vitaly Vasiliev Project 12 – Yelia Timofieva Englisher – Iryna Omelchenko Gifty – Svitlana Hrybeniuk			

Fig. 2.3 Company structure

Source: Welcome Book

Nadiya Diachuk oversees the entire process of recruiting, training, and developing future teachers at the Teaching Center. The process encompasses various stages, starting with the evaluation of resumes. Prospective teachers are expected to possess a linguistics degree, internship experience, and international credentials such as CAE, TOEFL, IELTS, FCE, TESOL, CELTA, or DELTA.

Following the CV assessment, candidates go through an acquaintance phase and an interview. Successful candidates receive job offers, leading to subsequent phases involving training and collaboration with methodologists to enhance their skills and teaching approaches.

Starting on the journey of becoming a new manager within the company is a structured and comprehensive process, carefully designed to ensure a smooth transition and effective integration into the team. Let's take a closer look at the stages involved. It all begins with the exciting step of receiving a job offer, extending a warm invitation to join the company's ranks. Upon acceptance, new managers embark on a welcome training journey, immersing themselves in the company's culture, policies, and the intricacies of their role. This initial phase sets the tone for their experience ahead, laying a solid foundation for success. As the training progresses, new managers delve into practical sessions, where they gain invaluable hands-on experience and hone the skills necessary to excel in their responsibilities. These sessions provide real-world scenarios and challenges, preparing them to navigate the complexities of their role with confidence. Before assuming their full duties, new managers undergo an exit training phase, where they receive comprehensive knowledge and guidance to ensure a seamless transition. This phase acts as a final preparatory step, equipping them with the tools and insights needed to hit the ground running. Access to essential tools such as CRM and Binotel is provided, empowering managers with the resources they need for effective communication and management. With these tools at their disposal, they are poised to make meaningful contributions to the company's success. Upon successful completion of training, new managers receive confirmation in their positions, marking a significant milestone in their professional journey. Detailed clarification

on various types of registration within the company is provided, ensuring clarity and understanding every step of the way. Two questionnaires are sent to new managers, streamlining the registration process and facilitating inclusion in the employee database. As they transition into their roles, a stipulated payment is made for the internship period, recognizing their dedication and commitment to learning. Finally, new managers proceed to official employment status within the company, embarking on a probationary period of two months. During this time, they receive their full salary while undergoing further assessment and integration into their roles, setting the stage for long-term success and growth within the organization. (Hand Book: Client Service Department)

In essence, the training program for new managers embodies the company's commitment to nurturing talent, fostering growth, and ensuring that every individual has the tools and support needed to thrive in their role. This comprehensive training program ensures that new managers are well-prepared and integrated into their positions with a thorough understanding of the company's operations and expectations.

To collaborate with GF network initiatives, it is mandatory to complete the legal registration of labor relations within five days from the commencement of work. Table 2.1 outlines various forms of collaboration registration to facilitate and document the different modes of collaboration.

Table 2.1 Forms of collaboration

Different forms of collaboration registration		
Individual Entrepreneur (IE)	Employment contract	Civil-law agreement
<ul style="list-style-type: none"> • Group 2 (income from ₦25,000) • Group 3 (income up to ₦25,000) 	<ul style="list-style-type: none"> • full-time or part-time employment and a monthly income greater than the national average • income more than ₦6,500 	<ul style="list-style-type: none"> • a small number of hrs/week, monthly income is less than the national average • income up to ₦6,500
compensation of single tax and single social contribution	19.5% of the total salary is deducted from taxes	19.5% of the total salary is deducted from taxes

Source: Welcome Book <https://bit.ly/3QxANxd>

Green Forest has initiated a loyalty program to appreciate the efforts and dedication of its employees. Under this program, employees can pursue English language courses at the company's expense through a structured process:

1. Course Enrollment: employees can enroll in English language courses, and to secure a place, they are required to pay a deposit of 2,000 UAH.
2. Course Participation: upon payment of the deposit, employees undergo the course, culminating in a final test to achieve a grade of A or B.
3. Deposit Refund: successful completion of the course and achieving the desired test grade makes employees eligible for a full refund of the 2,000 UAH deposit.
4. Discounts for Associates: friends of company employees are entitled to a 10% discount, while close relatives enjoy a more substantial 20% discount when they attend English classes at Green Forest, Yappi.
5. Children's Discount: employees receive a UAH 2,000 discount for their children studying at Green Country once every six months.

This comprehensive loyalty program not only supports employees in their professional development by facilitating English language learning but also extends benefits to their associates and family members, fostering a supportive and engaged community within Green Forest. Biannual employee evaluations are a cornerstone of the company's commitment to fostering growth and excellence within its workforce. The journey begins with surveys focused on assessing the school's overall performance. Employees participate in these surveys, providing valuable insights into various aspects of the company's operations. Following the surveys, employees receive feedback on their performance, meticulously analyzed to provide constructive insights and guidance for improvement. Individual evaluations are then conducted internally with each employee and their respective team leader. These sessions serve as opportunities to discuss performance, acknowledge achievements, and identify areas for growth. Collaboration is key as team meetings are convened to collectively review and discuss individual and team-wide performance. These gatherings foster a sense of friendship and shared accountability among team

members. For deeper insights, individual meetings are scheduled with the head of the Client Service department. Here, specific aspects of job performance are delved into, providing tailored guidance and support. A pivotal meeting with the standard manager consolidates and reviews the results of the evaluations. This step ensures consistency and alignment with company standards and objectives.

Finally, the evaluation process culminates in summarizing the results. Feedback is carefully considered, and areas for development or recognition are identified. This comprehensive approach ensures that employees receive the support and recognition they deserve while also driving continuous improvement and excellence within the organization. In essence, the biannual employee evaluation process embodies the company's dedication to nurturing talent, fostering open communication, and empowering employees to reach their full potential. This thorough biannual evaluation process allows for a thorough examination of individual and team performance, fostering communication and collaboration between employees and their leaders. The multi-step approach ensures a holistic understanding of each employee's contributions and areas for growth within the organization. Green Forest implements an individual motivational bonus system that recognizes outstanding performance at the department or individual level. The company's leaders assess the eligibility for this bonus by considering various factors, including feedback from team members, teachers, and students, as well as the department's expansion and other relevant criteria. Those who demonstrate significant positive jumps and improvements in their work are eligible for this motivational bonus.

The HR management at Green Forest plays a key role in the strategic planning process of the school. By closely monitoring and understanding the school's staff dynamics, HR provides valuable insights and identifies areas for improvement. The HR administration is ultimately tasked with the responsibility of ensuring that the school maintains a qualified and motivated staff, aligning with the overall vision and goals of Green Forest. This strategic approach to HR management underscores its

crucial role in fostering an environment that supports the school's mission and objectives.

2.3 Examination of Green Forest's strategic planning process

Green Forest places significant emphasis on strategic management, considering it a crucial process for designing and executing a plan to fulfill the school's mission and achieve its goals. At Green Forest, strategic management is woven into the fabric of the school's operations, guiding its journey towards excellence through a systematic approach. This process unfolds through a series of meticulously planned steps, each designed to propel the institution forward in alignment with its overarching mission and vision.

It all begins with the foundational step of setting strategic goals. Here, the school's leadership identifies and defines clear, achievable objectives that resonate with its core values and aspirations. These goals serve as beacons, illuminating the path forward and providing a sense of direction for the entire community. With goals in place, the focus shifts to establishing strategies to achieve them. Drawing upon insights into market conditions, competition, and the school's unique strengths and challenges, the leadership develops effective plans of action. These strategies are not mere blueprints but dynamic roadmaps, capable of navigating the ever-changing landscape of education.

Implementation is where the rubber meets the road. Armed with well-defined strategies, the school sets out to execute its plans, translating vision into reality. Every decision, every action taken is a deliberate step towards the attainment of strategic goals, driving the institution closer to its desired future. But the journey doesn't end there. Regular assessment of strategies is essential to ensure their continued effectiveness. Through ongoing evaluation and reflection, the school remains agile and responsive, ready to adapt to evolving needs and conditions. This iterative process of assessment and adjustment ensures that the institution stays on course, even in the face of uncertainty.

Table 2.2 SWOT-analysis

SWOT-ANALYSIS	
INTERNAL	
Strengths	Weaknesses
S1 Experienced and proficient teachers S2 A diverse choice of courses are available to fulfill the needs of students of all ages and abilities. S3 Good reputation in the community: base of enrolled students, positive graduate reviews S4 Commitment to delivering affordable high-quality English education to all Ukrainians S5 Social aims to make English language education more accessible to everyone S6 Infrastructure with cutting-edge technology and IT support	W1 Reliance on a small number of key personnel W2 Challenges in adjusting to educational techniques and technologies that are continually changing W3 Dependence on outside forces, such as the state of the economy
EXTERNAL	
Opportunities	Threats
O1 Growing demand for English language education in Ukraine O2 Online learning is becoming increasingly popular. O3 Offering additional specialized training or certificates to attract more students O4 Possibility of expanding into additional markets such as English camps	T1 Changes in government policies or regulations that have an impact on education T2 Economic downturns have an impact on enrollment and funding T3 Potential rivalry with other educational institutions T4 Threats to cybersecurity and technological disruption

Source: compiled by the author.

At Green Forest, strategic management is not just a bureaucratic exercise; it's a philosophy deeply ingrained in the school's culture. It's about being proactive rather than reactive, about making informed decisions that maximize resources and opportunities, and about staying true to the school's mission and values amidst a sea of change. In the end, strategic management at Green Forest is about realizing potential. It's about unlocking the full capabilities of the institution and its community to create a brighter, more impactful future for generations to come. In summary, Green Forest considers strategic management as a cornerstone for navigating the dynamic landscape of education, allowing the school to chart a purposeful course towards its vision while adapting to external shifts and challenges.

Green Forest employs a SWOT analysis, as outlined in Table 2.2, to systematically evaluate its internal strengths and weaknesses, along with external opportunities and threats. This analysis serves as a foundation for developing strategic initiatives that leverage strengths, address weaknesses, capitalize on

opportunities, and mitigate potential threats. The SWOT analysis is a valuable tool for informed decision-making and strategic planning within the school.

By identifying internal strengths and weaknesses, Green Forest gains insights into areas where it excels and aspects that may require improvement. Simultaneously, analyzing external opportunities and threats enables the school to anticipate and respond effectively to factors in its external environment.

This strategic assessment facilitates the formulation of targeted strategies that align with the school's overarching mission and goals, fostering a proactive and adaptable approach to its educational endeavors. Through ongoing SWOT analyses, Green Forest ensures a dynamic and responsive strategy that enhances its overall effectiveness and resilience in the educational landscape.

The mission of Green Forest is to serve as guides to the world of new knowledge, people, places, and experiences. The school aims to instill confidence, foster imagination, and broaden perspectives. Green Forest positions itself as a facilitator in the realization of vivid dreams, offering an instrument for transformation. The school is committed to assisting individuals in achieving their aspirations and expanding their boundaries, embodying a vision that goes beyond traditional education to encompass personal growth, exploration, and the pursuit of dreams. The slogan of Green Forest is "Dream in English!"

"Green Forest aspires to be Ukraine's largest English-speaking community. Within our community, individuals have the opportunity to engage in continuous learning, meaningful communication, travel experiences, and the expansion of social links and boundaries. This is achieved through participation in numerous master classes, regular meetings, vacations, and vibrant parties." (Welcome Book: Green Forest family network, projects and product)

In the heart of Green Forest lies a set of values that serve as the bedrock of its identity and culture. These principles penetrate the entire organization, shape every interaction, decision, and endeavor undertaken within its walls.

First and foremost is the value of respect. At Green Forest, respect is not just a mere concept; it's a way of life. Here, every individual – be it a student, teacher,

manager, or any member of the community – is honored and valued for their time, aspirations, and objectives. The institution's culture revolves around acknowledging the diverse goals and commitments of its community members, creating an environment where everyone feels seen, heard, and appreciated.

Complementing this is the unwavering commitment to development. Green Forest sees learning and education as more than just academic pursuits; they are integral forms of development that pave the way for growth and advancement. The institution invests tirelessly in the continuous improvement of both itself and its members, recognizing that empowerment and transformation are the cornerstones of progress. By fostering an environment that nurtures development, Green Forest positions itself as a beacon of opportunity, offering pathways for individuals to realize their fullest potential.

In essence, these values of respect and development serve as guiding stars, illuminating the path towards a future where excellence, inclusivity, and endless possibilities abound. At Green Forest, these values aren't just ideals—they're lived experiences, shaping the journey of every student, teacher, and member of the community as they dream, learn, and grow in English every day.

Principles of Green Forest:

- **Technology:** Green Forest embraces technology, incorporating innovative tools such as the interactive online textbook "Notes by Green Forest," a convenient personal student account, and an internal SRM (Student Relationship Management) system for the team. The use of technology is integral to enhancing the learning experience and optimizing internal processes.
- **A Large Mass School:** Green Forest follows a development trajectory as a large-scale educational institution. With approximately 6,000 students studying per semester, a substantial managerial staff, and a presence in both distance learning formats across Ukraine and internationally, as well as offline offices, the school embodies a commitment to providing widespread access to education.
- **Cyclicity:** the school operates on a cyclical model, where each month sees the launch of a new course. This cyclical approach includes preparation for the start of

the semester, course launch, ongoing adjustment of processes, analysis of outcomes, preparation for the next semester, and strategic change planning. This structured cycle ensures continual improvement and adaptability.

- **Academic Department:** Green Forest places a strong emphasis on its academic department, coupled with a dedicated teacher training center. The mission is to consistently enhance the qualifications of personnel, reflecting a commitment to academic excellence. The company actively promotes international studies and offers subsidies to support employees in obtaining the CELTA certificate, reinforcing a culture of continuous learning and professional development.

Beginning the journey of learning English can be daunting due to initial apprehensions about potential challenges. However, at Green Forest, learning a foreign language is made accessible and trouble-free through specially designed and continually improved methods. Regardless of the starting point, modern teaching approaches within the school ensure that learners can succeed.

Green Forest offers group options ranging from Starter to Advanced levels, catering to individuals with different language learning objectives. To facilitate effective placement, it is recommended to assess one's current foreign language proficiency. This is achieved by completing a written online test on the school's website. Subsequently, a school representative contacts the individual for an oral interview to determine the most suitable level-based group.

In each group, comprising no more than 12 students, personalized attention is given, creating an environment where everyone has the opportunity to interact in pairs and small groups during lessons. This approach enhances speaking and listening abilities, fostering a dynamic and engaging learning experience.

For detailed information about study programs, their features, and costs, refer to Table 2.3. This table provides comprehensive details to help individuals make informed decisions about their English language learning journey at Green Forest.

Table 2.3 Study programs

Study programs according to the goals and interests of the students				
Course	Duration	Number of classes per week/semester	Lesson duration (hour)	Price
Standard	4 months	3/50	1:30	8500 UAH
Intensive (weekday)	9 weeks	4/36	1:50	
Intensive (weekend)	9 weeks	2/18	3:40	
Preparation for IELTS	8 weeks	4/32	1:50	

Source: Green Forest website <https://bit.ly/3zmc45S>

In the vibrant halls of Green Forest, innovation and creativity are not just encouraged—they're celebrated. The school adopts a diverse array of innovative methodologies and non-traditional teaching techniques, all aimed at complementing the communicative approach and fostering a dynamic and engaging learning environment. Let's explore some of the methodologies employed at the school:

Guided Discovery Approach: here, learners are encouraged to embark on a journey of exploration and understanding, independently uncovering language concepts and fostering a sense of discovery along the way.

Task-Based Learning: this approach emphasizes learning through the completion of meaningful tasks, placing a premium on practical language application and real-world relevance.

Test-Teach-Test: through pre-assessment, focused teaching of specific skills, and post-assessment, this method ensures a comprehensive understanding of language concepts and measurable learning outcomes.

Engage-Study-Activate: this structured approach involves active engagement, focused study, and the application of language in realistic contexts, ensuring a holistic and immersive learning experience.

Suggestopedia: utilizing positive suggestion and a relaxed atmosphere, this method enhances learning by creating an environment conducive to absorption and retention of language concepts.

Dogme: conversation-driven and student-focused, Dogme lessons prioritize interaction and engagement, often relying on minimal materials to encourage authentic communication.

Audio-Lingual Method: through repetitive drills and audio-based activities, this method hones oral communication skills and reinforces language acquisition through auditory learning.

Grammar Translation: a traditional method focusing on grammar rules and translation exercises, Grammar Translation provides a structured approach to language learning.

Total Physical Response: by incorporating physical movement and gestures, this method reinforces language learning through kinesthetic experiences, engaging both mind and body in the learning process.

At Green Forest, these methodologies are not just tools—they're gateways to exploration, discovery, and transformation, enriching the learning journey of every student and fostering a culture of innovation and excellence. In Green Forest, grammar and vocabulary are not only covered in class but are also practiced through unconventional activities such as tasks, games, competitions, and projects. The use of technology is evident with services like Quizlet Live and Kahoot, as well as mobile apps like Taboo and Alias, which add an interactive and engaging dimension to the learning process. These methods contribute to a holistic language learning experience, promoting not only knowledge acquisition but also practical application and retention.

Green Forest employs a modern and interactive approach to teaching English, incorporating its dedicated textbook and a hybrid platform known as "Notes by

Green Forest." This manual is the result of collaborative efforts from a team of over 30 professionals, including teachers and specialists. The team not only contributed to the content but also played a crucial role in designing both the printed and online versions, determining the layout of the online platform, selecting materials for printing, overseeing the production of numerous copies, and ensuring timely delivery.

"Notes by Green Forest" is crafted based on a communicative approach, with a focus on the innovative methodologies and concepts mentioned earlier. The textbook is organized into two main sections: Communication and Grammar. Notably, it goes beyond traditional English language textbooks by incorporating information on politics and religion, providing a more comprehensive and contextually rich learning experience. The online edition of the textbook is dynamic, updating almost every day and featuring a Hot Topics section that keeps the content relevant and engaging. This hybrid platform seamlessly integrates traditional and digital learning methods, offering a versatile and interactive resource for students. Through "Notes by Green Forest," the school strives to provide a holistic and up-to-date English language learning experience that goes beyond the conventional boundaries of language education. Learners can practice at their convenience, with brief video lectures and easy-to-follow tables facilitating theory comprehension. Practical activities can be accomplished independently, as the system promptly assesses answers and provides corrections.

Moreover, users of the My Green Forest application enjoy access to a personalized account. Within this account, individuals can register for special courses, access their textbook, view schedules, and manage homework assignments. This integrated approach, combining original content creation, automation in learning, and a user-friendly application, reinforces Green Forest's commitment to providing a comprehensive and accessible English language learning experience for its students.

Green Forest goes a step further by owning its recording studio dedicated to producing audio and video content. This initiative ensures that all educational

material is original, directly relevant to Ukrainian students in terms of topics, and tailored to their specific needs in English learning.

Green Forest Family demonstrates significant success in optimizing its operations. Implementation of innovative technologies and systems, such as CRM, helps improve management efficiency and ensure a smooth learning process. A flexible learning model also promotes optimal use of resources.

Green Forest Family's success is measured not only by operational efficiency, but also by student outcomes. The company provides customized study plans that allow students to improve their English language skills. The use of artificial intelligence to adapt educational content helps to achieve high results.

Customer satisfaction plays a key role at Green Forest Family. An interactive platform, personal accounts and the ability to choose special courses create a positive experience for students. Holding conferences and charitable initiatives also promotes interaction and creates a positive impression of the company. Implementation of individualized approaches and use of advanced technologies help Green Forest Family to ensure high quality of education and efficiency of its activities.

CHAPTER 3. INNOVATIVE TECHNOLOGIES IN EDUCATIONAL MARKET FOR STRENGTHENING COMPETITIVENESS, ENHANCING PERFORMANCE AND ACTIVITIES

3.1 Current state of the English language educational services market

The modern market of educational services is determined by the diversity and specific features of each country. Education systems, their structure, funding and regulation can vary greatly from country to country. Higher education is becoming more and more in demand worldwide for a multitude of reasons. Many countries acknowledge the critical significance of higher education in advancing social and economic conditions, fostering innovation, and maintaining national competitiveness. The growing demand for higher education may be a reflection of changes in the structure of the labor market, where highly qualified personnel are becoming increasingly important for modern economies. In a globalized world, higher education is becoming a key element of international competitiveness. Many students are looking for an opportunity to study abroad to expand their opportunities. In some countries, initiatives are underway to make higher education more accessible to a wide range of the population. In order to increase their prospects, many students are searching for the chance to study abroad. There are programs in place in several nations to increase the accessibility of higher education for a broad segment of the populace. This could include financial aid initiatives, scholarship programs, and other student assistance programs. Advances in technology in today's educational process, such as distance learning and online courses, can make higher education more accessible and attractive. The overall increase in demand for higher education is determined by a combination of these factors and can contribute to the development of the education sector and the increase in the level of education in societies around the world. (Горинь Я., 2016, *European journal of economics and management*)

The growing popularity of online education is a notable trend affecting the education sector. According to a Global Industry Analysts e-learning analysis, the

global e-learning market was valued at an estimated \$332.6 billion in 2022 and is projected to rise at a compound annual growth rate (CAGR) of 9.1% to reach \$686.9 billion by 2030. (Educational services market size, share, growth and industry analysis, 2024, *Business Research Insights*)

The educational services market is expected to grow significantly in the coming years, with a compound annual growth rate (CAGR) of 7.8%. This growth is attributed to factors such as population growth, government funding initiatives, globalization, demographic shifts, and economic conditions. The market is expected to reach \$4980.51 billion in 2028 at a CAGR of 7.7%. Major trends include microlearning, corporate training for upskilling, AI-driven personalized learning, partnerships with industries, and alternative credentials. Asia-Pacific was the largest region in 2023, followed by Western Europe. The report covers various regions including Asia-Pacific, Western Europe, Eastern Europe, North America, South America, Middle East, and Africa. The flipped classroom teaching model is enhancing the learning experience by fostering interactive environments in classrooms. Students engage with lecture materials or video content as homework before attending class, allowing in-class time for interactive discussions and collaborative activities guided by the teacher. The Flipped Learning Network reports that 71% of teachers who implemented the flipped classroom experienced improved grades and 80% reported enhanced student behavior. (Educational Services Global Market Report, 2024)

Online education allows students to access courses and degrees anywhere in the world. This is especially important for those who cannot physically be on a university campus due to geographic, financial or other constraints. Online courses provide students with the opportunity to manage their time and flexibility in their study schedules. This is especially convenient for those who work or have other commitments. With the spread of Internet technologies and platforms for distance learning, new opportunities arise for interaction, remote communication, and effective learning of the material. Some online courses and programs may be available at affordable prices, making education more accessible to different

categories of students. The emergence of a large number of online educational platforms, such as Coursera, edX, and Udacity, expands the choice of students and allows them to choose courses from leading universities and companies. Online education can be specialized and focused on specific skills or industries that meet the needs of the labor market. (English language learning market size and forecast, 2023, *Verified Market Research*)

Emphasis on the development of specific skills for the labor market is one of the important trends in modern education. Increasing competition in the job market challenges students to develop skills that are most valued in their field or industry. The development of technology leads to changes in the requirements for employees. Skills related to digital literacy, programming, data analysis and others are becoming increasingly important. Growing interest in entrepreneurship and working in start-ups creates a need for skills such as creativity, communication and problem solving. In addition to technical skills, employers also value so-called "soft skills" - communication, leadership, effective collaboration, critical thinking, etc. Specialized knowledge in specific areas (artificial intelligence, biotechnology, digital marketing) is becoming increasingly important. In conditions of rapid changes in the market situation, it is important to have flexibility and the ability to adapt. Increasingly, students are choosing studies aimed at acquiring specific skills that improve their chances for a successful career and ensure their ability to function effectively in today's market environment. Lifelong learning and upskilling have become crucial as professionals seek continuous education to adapt to a rapidly evolving job market. (Sarah Schmidt, 2023, *Market research blog*)

Globalization of education is an important phenomenon that is determined by the growth of international mobility among students and the development of the global market of educational services. The increase in the number of students who choose to receive higher education abroad promotes cultural exchange, the development of international relations, and an international educational environment. Universities and higher education institutions are actively competing for students from different countries, offering a variety of programs, scholarships,

and other benefits for international students. Universities establish partnerships and exchange programs with other educational institutions around the world to ensure that students have the opportunity to experience learning in different cultural and academic environments. Students believe that international study can facilitate their employability in the global labor market as it develops international experience and language skills. The presence of students from different countries promotes cultural diversity on campuses and in study groups, which facilitates the exchange of thoughts and ideas. The development of global educational standards and accreditation processes promotes the recognition of qualifications and degrees obtained in different countries. (Бондар С. Л., Шаповалова, О.О., Бронь Н. Б., 2020, с. 16-19)

These trends indicate that education is becoming increasingly international, providing students with opportunities to choose from a variety of educational programs and global learning environments. The increase in the cost of education is a significant trend in the modern world, and it can have an impact on various aspects of the educational process. The introduction of new technologies, the development of science, and changes in the requirements of the labor market may require the expansion and renewal of educational programs, which leads to an increase in costs. The rising cost of living includes inflation, which can also lead to higher education costs. The implementation of modern technologies in the educational process may require investments in equipment, software, and infrastructure. (Brad Korch, 2023, *Open LMS*)

The increase in the number of students who choose higher education may require additional costs for the construction of new educational facilities and the expansion of personnel potential. Ensuring high-quality education may require additional costs for educational materials, teacher training, and the introduction of innovative methods. In many countries, public finances can be limited, which can cause a lack of funds to spend on education. Rising costs of education can also raise the issue of the affordability of education, as high costs can make access to higher education difficult for socially disadvantaged groups. Such issues require careful

consideration and the development of policies aimed at ensuring equal access to quality education for all segments of the population. (Sas N., Mosiakova I., Zharovska O., Bilyk O., 2023, pp. 454-456)

Increasing focus on outcomes and measuring success is one of the current trends in education. The importance of university rankings and other rankings that assess the quality of education is growing. These ratings may use various criteria, including the quality of teachers, scientific achievements, participation in international projects, etc. There is a strong emphasis on standardized tests and assessments that measure students' academic knowledge and skills. Such tests are often used to assess the level of student preparation. The process of accreditation and obtaining certificates can serve as a mechanism for measuring the quality of education and confirming compliance with certain standards. Universities and educational institutions can use evaluations from students, audits of teachers and classroom programs to measure the quality of education and the effectiveness of the educational process. Monitoring the success of graduates in the labor market, their achievements and contribution to society can serve as one of the criteria for measuring the quality of education. Using analytics and data to measure learning success and identify trends in higher education. (National Action Plan on Ukrainian external higher education quality assurance for 2022-2023 period. *The National Agency for Higher Education Quality Assurance (Ukraine)*)

Focusing on results and measuring success can help ensure a higher standard of educational quality, but it can also raise some issues, such as the emphasis on testing, the need to select quality indicators, and ensure the adequacy of assessments in a complex educational environment. These trends may vary by country and region. It is important to consider that the market of educational services is dynamic and subject to changes in accordance with social, economic and technological transformations. (Плахотнік О.О., 2021, 114-116)

In recent years, English has become extremely popular in Ukraine, not only as a language of communication, but also as a subject of study. Demand for English

language courses at various levels has increased, including preparation for international exams such as IELTS, TOEFL, Cambridge.

The growing interest in learning English is connected with the desire to gain international recognition of knowledge. International tests are important for those who dream of studying or working abroad. The increase in the number of language courses in educational institutions shows that English is recognized as key to education. Individuals are increasingly aware that knowing English can influence their careers, providing opportunities to work in international companies or in labor markets. The convenience of learning English through online resources, mobile applications and interactive platforms also contributes to the popularity of the language. The growing influence of English-speaking culture, music, film and other media contributes to the desire to learn English to better understand and interact with the global community. (Barbara Dexter, 2019)

There are educational institutions in Ukraine that specialize in teaching English and related programs. This can include both universities and language schools that offer intensive courses and certified English learning programs. Here are some examples:

British Council in Ukraine: the British Council is an international organization that operates in Ukraine and offers a variety of English language courses, including individual and group lessons.

Kyiv University "English Planet": this university specializes in providing quality education in the English language. They offer different programs for students of different levels.

American English Center Language School: a private school that provides English courses for various categories of students, including exam preparation, business English and other specialized programs.

Kyiv Linguistic University: specializes in linguistics and the study of foreign languages, including English.

These educational institutions can provide different types of courses, from general English courses to specialized programs for preparing for exams or working

abroad. They play an important role in meeting the growing demand for learning English in Ukraine.

With the popularity of online English language learning in Ukraine and the world, the choice of language courses on the Internet has increased significantly. There are various platforms that provide convenient and affordable opportunities to learn English. Some of the most popular platforms include:

- Duolingo: Duolingo is a free platform that offers a playful approach to learning languages, including English. It is available both on the website and through mobile applications.
- Babbel: Babbel is a paid platform with an emphasis on practical language use in real-world situations. It offers interactive lessons and exercises for learning English and other languages.
- Rosetta Stone: Rosetta Stone is a platform that uses the immersion method to learn languages, including English. It tries to create an environment where language learning happens naturally.
- italki: italki is a platform for finding online English tutors. It allows users to choose teachers with different levels of cost and experience.
- Coursera and edX: These platforms offer courses from the world's leading universities and institutes, including English language courses.

These platforms allow people to learn English in a way that is convenient for them, even if they do not have the opportunity to attend traditional classrooms or schools. Online learning methods are becoming increasingly popular due to their flexibility and affordability. (Future Perfect: a national project to popularize the English language is starting in Ukraine, 2023)

The increasing popularity of international programs taught in English indicates a growing interest in obtaining higher education at the international level. Students realize that a higher education received in another country can give them a competitive advantage in the global labor market. Students find international experience extremely valuable for personal and professional development. Studying in another country allows you to expand your cultural horizons and gain new

perspectives. Since many international programs offer instruction in English, students who already speak the language find it convenient to study in another country. Many Ukrainian universities develop partnerships with foreign universities, which facilitates the exchange of students and the implementation of joint programs. Increasing access to scholarships and other forms of funding makes international programs more accessible to students. These factors contribute to the fact that students are increasingly choosing international programs, and choosing English as an attractive option for those who want to get a quality education and improve their language skills at the same time. (Kremen V.G., Lugovyy V. I., 2017, pp.12-20)

Interest in international language tests is growing, as they become an important component of the admission process to many international educational institutions and provide an objective assessment of the level of English language proficiency. IELTS is one of the most popular language tests and is widely used for admission to many universities and colleges in countries where English is the language of instruction. TOEFL is another widespread language test, especially among those planning to study in the United States or Canada. Cambridge English Exams is a series of language tests developed by the University of Cambridge, including Cambridge English: First (FCE), Cambridge English: Advanced (CAE), and Cambridge English: Proficiency (CPE). PTE Academic (Pearson Test of English Academic) is a computer-based language test widely accepted by many universities and colleges. Although the SAT and ACT tests are better known as entrance tests for students in the United States, their English language sections can be used to confirm the level of speaking competence.

These tests provide students with an international standard for measuring their level of English language proficiency and have become an important step in the admissions process for many universities and higher education institutions around the world. The growing interest in these tests shows the importance of language training for a successful career and study in an international environment.

Given these trends, it is important that education systems are flexible, adaptable to changes in society and the economy, and provide students with the necessary knowledge and skills to succeed in today's world.

3.2 Management practices implemented by Green Forest in leveraging innovative technologies

A distinctive feature of the Green Forest culture is its innovative nature. The company has been actively using the latest learning technologies since the very beginning of its existence. The current restrictions only accelerated this process and stimulated the improvement of teaching methods and training aids for working in a distance format. The company has successfully transferred its activities to the virtual environment, supplementing its arsenal of technologies with the latest tools, raising the level of qualifications of its teachers and methodologists.

The main areas of investment of Green Forest:

Online platform: the student's profile should be filled with the necessary information for ease of use. Students are surveyed several times a year to understand their primary needs which are often implemented during the next semester with the help of the school's IT department.

Online textbook "Notes by Green Forest": the online book is a unique development of methodologists, teachers, programmers and managers of the company's team. Therefore, it is constantly updated and improved, adapting to the needs of customers and the market in general.

CRM: In order for managers to work effectively and continuously, a high-quality program that meets all of their needs is required, therefore the technological base of customers is also continuously being enhanced.

Company personnel: the company, in the person of the standard manager, conducts trainings approximately every 2 months to improve the qualifications of the main staff, i.e. teachers and managers. Qualified experts in psychology,

marketing, sales are often involved. The company also invests in the company's organizational culture, increasing the number of team buildings annually.

Green Forest is committed to fostering educational innovation, as illustrated in several instances in Figure 3.1. Currently, the school is implementing various modern initiatives, including:

- Green Forest operates as a hybrid institution, offering an innovative educational approach. Upon enrollment, students gain access to the unique online platform called "My Green Forest." This platform encompasses an interactive textbook "Notes by Green Forest" and a personalized account. Additionally, students have the opportunity to engage in group studies (up to 12 students). The school provides flexibility by allowing students to choose special courses, and speaking clubs for the week, enabling them to enhance their learning experience without incurring additional costs. Through the platform's interface, students can easily switch between study groups, enroll in special courses, access information about homework assignments or test results, and much more.

- Green Forest is dedicated to the professional development of its educators through opportunities provided at the Teaching Center by Nadiya Dyachuk. This initiative ensures that teachers stay updated on cutting-edge technologies and contemporary teaching methods. An example of this commitment is the recent online conference, "Proud to be a Teacher," held on September 24. During this paid event, teachers engaged in discussions on creating captivating interactive online English classes, explored the role of artificial intelligence in the workplace, and shared insights on effective extracurricular tasks for students. Each participant received a certificate of participation and had the chance to win valuable items from Green Forest Family projects. The conference aimed to equip teachers with practical advances and materials that can be readily applied in classrooms, providing lasting benefits for their teaching endeavors.

- Green Forest employs a communicative methodology grounded in the incorporation of the nine most contemporary approaches to English language instruction.

- Green Forest is dedicated to showing solidarity with Ukraine's Armed Forces and providing assistance to those in need. The school actively engages in charity initiatives as a means to demonstrate its support and contribute positively to the community.

- Recently, the company has introduced the Telegram bot "Genie Forest" (English Events Bot). This bot is designed to keep users informed about new events, aid in selecting the event of the week, and attentively listen to and respond to feelings and wishes.

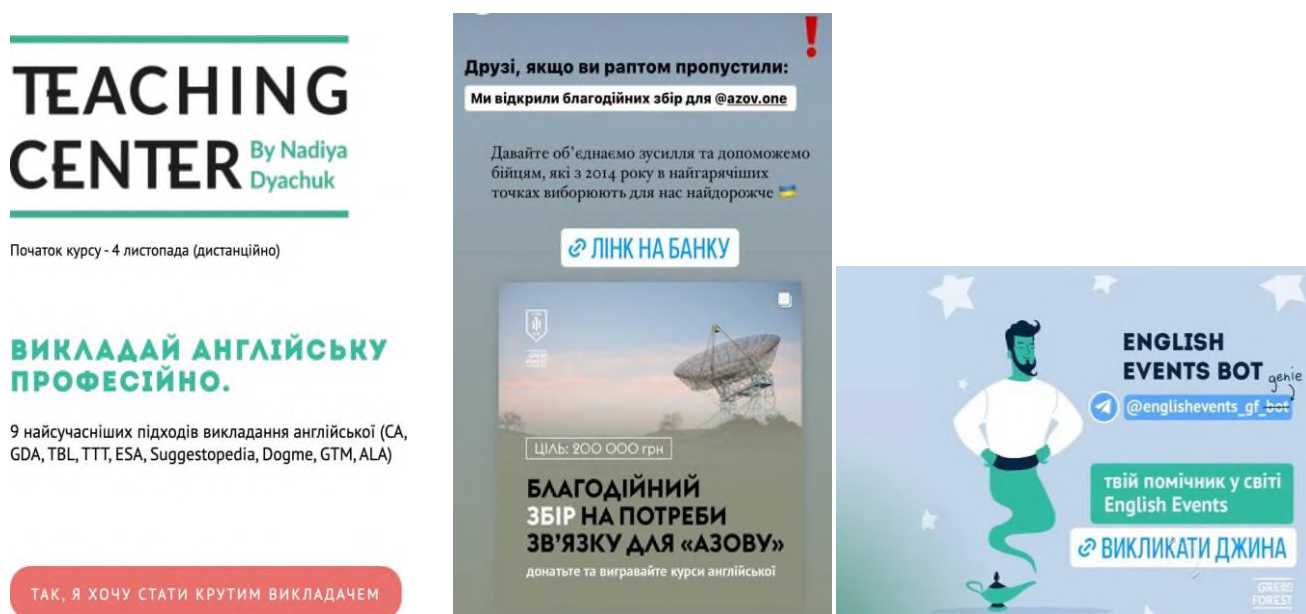


Fig. 3.1 Teaching Center by Nadiya Dyachuk; charity initiatives; Telegram bot

Source:

[instagram.com/greenforest.english?igshid=MWZjMTM2ODFkZg==](https://www.instagram.com/greenforest.english?igshid=MWZjMTM2ODFkZg==)

According to founder Ruslan Nynyk, the future of the entire education business is poised for transformation through artificial intelligence technology. In the coming years, AI is anticipated to revolutionize the landscape of online textbooks and learning platforms, enabling the customization of instructional resources for each individual. Furthermore, it will allow the adjustment of content structure based on individual learning outcomes. The vision for AI in education is maximum individualization, and the company is proactively investing in integrating artificial intelligence with the CRM system to stay ahead of industry developments.

(Лебедева Альона, 2023, MC.today)

Green Forest Family utilizes ChatGPT, an AI model, to assist content managers in creating training materials. The next phase involves crafting unique study plans for each student, taking into account their individual abilities and progress. Additionally, there are plans to leverage artificial intelligence for the training of new employees. The founder envisions a future where the company operates primarily in the digital realm, emphasizing that the digital world offers a significantly broader reach. Green Forest's mission is to extend English language education to Ukrainians worldwide.

3.3 Green Forest's potential for growth, expansion into new markets, and diversification of its educational services

Green Forest's potential for growth, expansion into new markets and diversification of educational services could be significant, especially given their active involvement in innovation and use of the latest technologies. The business may consider expanding its operations into new geographic markets where the demand for English language learning is significant. This may include the creation of new branches or partnerships with other educational institutions. The introduction of new educational formats, courses and programs can allow a company to attract different audiences and meet the diverse needs of students. Continued integration of innovation and artificial intelligence into the educational process can improve the quality of education and create a more individualized approach for each student. This may include the development of personalized learning plans and the use of intelligent systems to analyze and support learning.

Since Green Forest is actively using online platforms, considering opportunities to provide its educational services outside of Ukraine can help to achieve greater audience coverage and develop its activities at the international level. Continued participation in charitable initiatives and interaction with the public

can strengthen the positive influence of the company and attract the attention of new students.

Overall, Green Forest has the opportunity to use its innovative approaches and technologies for dynamic development, expansion and diversification of its activities in the education sector.

Designing a blueprint for improving Green Forest's performance necessitates a strategic approach that takes into account all aspects of the institution's operations as well as its long-term goals and may help to increase student enrollment by 10-15% and improve student satisfaction by 5% in the next year.

. The blueprint for enhancement of performance of the enterprise is focused on the following areas:

- Keep making investments to develop the school's operations and services.
- Concentrate on boosting efficiency and cutting costs.
- Maintain efforts to recruit, train, and retain qualified employees.
- Continue investing funds on marketing and logistics to draw in new students while strengthening the school's reputation.
- Maintain the use of technology to assist the administrative and educational functions of the institution.
- Sustain attention on ensuring that financial records are accurate and complete and on giving management the financial data they need to make wise business decisions.

To offer precise and substantiated changes for Green Forest's development, I will concentrate on important parts that are critical for the growth and enhancement of an educational institution. These recommendations are intended to accord with the mission and vision of the school while addressing potential areas for improvement:

1. Course offerings diversification: introduce new courses or programs that are in line with market demand and industry developments. These could include more specialized English language classes, TOEFL preparation programs, or courses in developing areas such as artificial intelligence or sustainability.

2. Sustainable practices: implement eco-friendly practices and sustainability initiatives, such as waste reduction, energy-efficient infrastructure, and curriculum-integrated environmental education. Sustainability activities not only lower the environmental impact of the school, but they also instill key values in students, preparing them for a more ecologically sensitive future. Installing solar panels, energy-efficient appliances, and other environmentally friendly facilities could help make offices more ecologically friendly.

3. Enhanced student support services: provide holistic support for students' personal and academic growth by expanding student support services such as counseling, career advising, and academic assistance. Comprehensive support services foster a more embracing and inclusive learning environment, assuring academic and emotional success for students.

4. Collaboration with other educational institutions and industries to provide new programs and services. For instance, the school could collaborate with a nearby university to offer dual enrollment programs for high school students. Alternatively, the school could collaborate with a local business to provide English language training to employees.

By developing and implementing a strategic plan, Green Forest can ensure that it is well-positioned to achieve its mission and goals in the years to come.

Based on my experiences as a Contact Manager at Green Forest, I propose the following recommendations for the company's consideration:

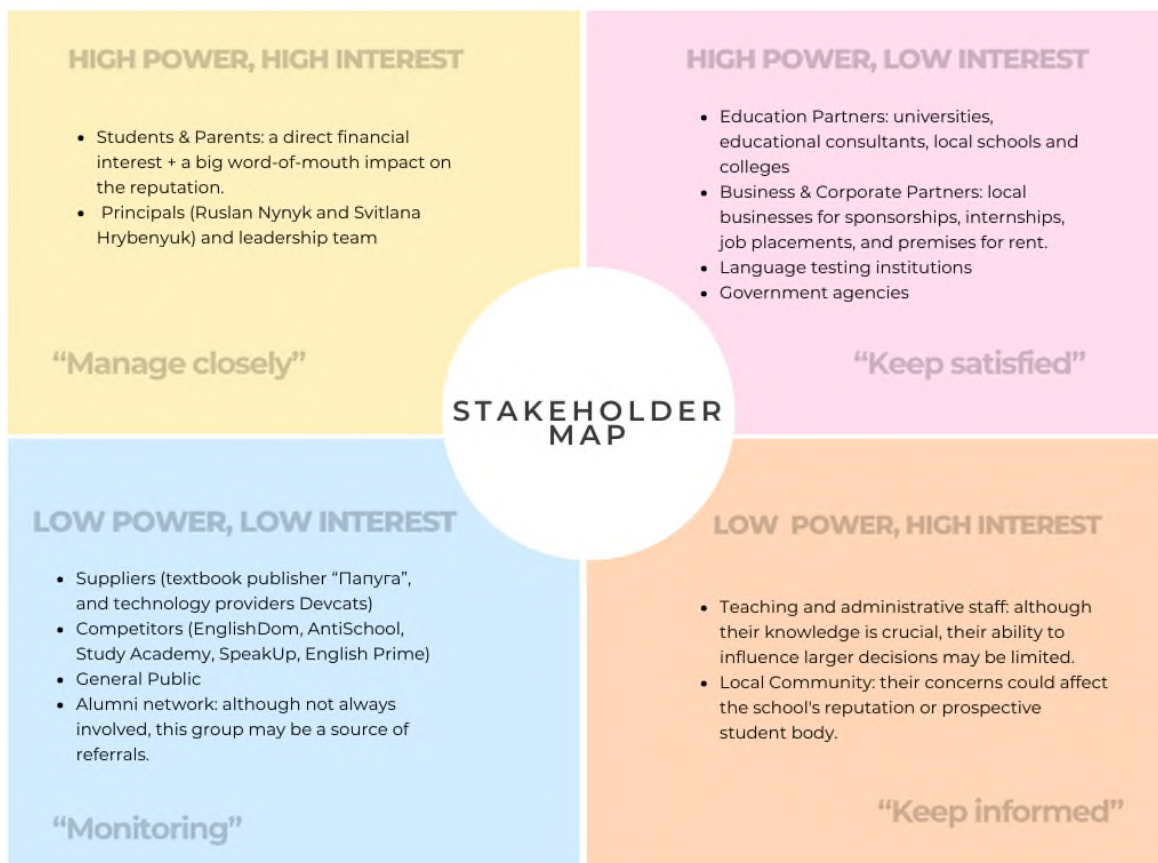
1. Employee training and development: invest in continuing employee training and development initiatives, particularly for those in customer-facing roles. This will enable the staff to provide great customer service and establish long-term client relationships.

2. Improve digital marketing strategy: increase social media presence on YouTube and Instagram by working with influencers, reaching a broader audience, and generating leads. Raise the amount of video material on social media and use data analytics to evaluate the success of marketing initiatives and make data-driven decisions.

3. Strategic partnerships: exploring potential cooperation with comparable companies or organizations can help reach a wider market and establish cooperative relationships that benefit both parties.

To assist in identifying and evaluating the significant stakeholders involved in the business, I created a visual representation in the form of a stakeholder map utilizing the Method of Four categories. A stakeholder map in Figure 3.2 was made for Green Forest English School in order to identify and comprehend the different individuals, organizations, and groups that are involved in or have an impact on the school's performance. To examine every stakeholder, I applied two categories: the degree of influence/power and the degree of interest.

Fig. 3.2 Stakeholder map



Source: compiled by the author.

Green Forest can focus its efforts in the following directions using the stakeholders' map:

- To improve the online learning experience, expand collaborations with language learning technology suppliers.
- To guarantee top-notch learning resources, work together with providers of instructional content and materials.
- Establish partnerships with testing organizations to help students get ready for language competency exams.
- Build relations with local businesses for possible sponsorships, internships, and job placements.
- Prioritize student participation and satisfaction to keep current clients and improve the school's standing.
- Observe the guidelines established by the Ministry of Education.
- To remain competitive in the market, keep an eye on and evaluate the offerings and strategies of rival companies.

Considering the Russian-Ukrainian war conditions, Green Forest administration should ensure safety and provide for both staff and students. Here are some recommendations to follow when it comes to running this institution at such a time:

1. Enforce protection rules: Establish clear protocols for security maintenance which should be made known to all employees. They may involve evacuation procedures, channels of communication as well as emergency response plans.
2. Financial aid: A comprehensive system of financial assistance ought to be developed in order to cater for medical bills rehabilitation among other supports needed by injured workers during their recovery process.

3. Emotional support: Create an environment within the school community where employees can access counseling services or take part in support groups that will help them handle psychological and emotional effects.
4. Assess and improve current bomb shelters: Where needed, make investments in upgrading them. This may involve strengthening the buildings, changing ventilation systems as well as illumination, and equipping them with things like medical kits, food items.

Green Forest English School is a flourishing enterprise with a solid reputation for providing high-quality education in English. The institution has a well-developed management system and is dedicated to innovation. Green Forest in my estimation, has a promising future. The school is well-positioned to capitalize on Ukraine's increasing demand for English language education. I'm looking forward to staying in touch with Green Forest and seeing how these suggested activities will benefit the community.

In the context of the study of Green Forest Family, several key aspects were revealed, which testify to the importance and perspective of the company in the field of education and language training. It is noted for its active use of innovations and modern technologies in the educational process. The integration of artificial intelligence and online platforms allows it to create individualized curriculum and improve the quality of education. Green Forest's hybrid model, which combines traditional lessons and interactive online resources, creates a flexible environment for students. The ability to choose special courses of the week allows students to enhance their learning experience. Providing teachers with opportunities for professional development at the Teaching Center by Nadiya Dyachuk shows the company's commitment to maintaining a high level of qualification of its staff. With active use of online platforms, Green Forest has the potential for global expansion, offering its educational services to students worldwide. Encouraging charitable initiatives and interacting with the public strengthens Green Forest's positive impact on the environment and helps attract new students. The general trend is the

company's strategic approach to development, emphasis on the quality of education and the use of advanced technologies. Green Forest Family seems poised for further growth and expansion, establishing its place in the global educational arena.

CONCLUSIONS AND PROPOSALS

The qualification work synthesizes theoretical aspects and develops practical recommendations for the development and implementation of strategies in the education enterprise. At the beginning, it outlines key concepts and guiding principles that are fundamental to effective management in the education services sector. But it goes beyond just the theories – the paper also unpacks practical methodologies for optimizing business operations, boosting efficiency, and ultimately, achieving those crucial organizational goals. What makes this work particularly insightful is its focus on tailored methodologies that cater to the unique nature of educational services. Things like curriculum design, fostering student engagement, and maintaining top-notch quality assurance standards. These are areas that demand specialized strategies and techniques. Additionally, in the first chapter, the paper tackles the often complex realm of regulatory compliance, quality control, and the legal landscape surrounding the education industry. It emphasizes the importance of adhering to industry regulations and best practice guidelines - for the persistent pursuit of delivering a high-quality experience.

Afterwords, this paper has provided a comprehensive overview of Green Forest's operations, management, and potential areas for growth and improvement. It serves as a testament to the rich and diverse experiences I have gained during my time at Green Forest. The internship has been instrumental in providing me with hands-on experience, offering valuable insights into the school's operations and the challenges it faces. My primary responsibilities during the internship have included engaging in oral communication with potential students, utilizing messenger platforms for chat interactions, assessing clients' English language proficiency, understanding and applying corporate norms and customer service standards, completing tasks within my assigned area of responsibility according to the schedule, honing my English language skills, and working with the CRM system and IP telephony. This experience has equipped me with practical skills and strategies that I can apply in the business world. I would like to express my sincere gratitude to Green Forest for equipping me with this invaluable opportunity. I am

thankful for the unwavering support and guidance I have received from my mentors, colleagues, and supervisor throughout this transformative journey. The experience gained at Green Forest has been instrumental in my professional development, and I am eager to apply the skills and knowledge acquired in my future endeavors.

This bachelor's work delves into the intricate realm of strategic management, taking an in-depth look at a company operating in the education services sector, focusing on the case study of Green Forest. It meticulously explores the theoretical underpinnings, methodical approaches, and the regulatory landscape governing the management of educational establishments. Through a comprehensive analysis, the paper examines Green Forest's organizational framework, the strategic planning processes it employs, and its adept utilization of innovative technologies to bolster its competitive edge. A key finding that emerges is Green Forest's substantial potential for growth, which can be realized through an expansion into untapped markets and diversification of its educational offerings. The company's active embrace of innovation, artificial intelligence, and online platforms strategically positions it for global expansion, enabling it to provide educational services on a worldwide scale. Notably, the thesis underscores the paramount importance of continuous investment in operational capabilities, efficiency enhancements, and adherence to the guidelines set forth by the governmental agencies, as these factors are crucial to maintaining a competitive advantage.

Furthermore, the study accentuates Green Forest's steady commitment to delivering high-quality education, nurturing the professional development of its staff, and fostering community engagement through philanthropic initiatives. It identifies the company's overarching strategic approach to development, its keen emphasis on technological integration, and its promising prospects for further growth and expansion within the global educational arena. The paper culminates by providing practical recommendations to refine strategy formulation, adapt to evolving market dynamics, and elevate overall performance within the dynamic education industry. It puts forth several pivotal recommendations to propel Green Forest's continued development and success. Especially, it underscores the

importance of investment in comprehensive employee training and professional development initiatives. By cultivating a workforce endowed with specialized expertise and up-to-date knowledge, the company can fortify its competitive edge within the industry. Moreover, the implementation of an adept digital marketing strategy emerges as a critical imperative, aimed at bolstering Green Forest's online presence. In today's digital age, a robust online footprint is essential to amplifying visibility and attracting prospective clients. It also illuminates the potential rewards of exploring strategic partnerships with other corporations or organizations operating within the educational sphere. Such collaborative alliances could enable Green Forest to tap into previously unexplored markets, thereby broadening its customers and consolidating its position within the industry.

Based on the conducted research, conclusions and proposals were formulated, which have practical significance and are aimed at addressing the main tasks of the thesis in accordance with the stated goal:

1. Due to the events of 2020, specifically the COVID-19 pandemic and the war in Ukraine, there has been a shift in the perception of the concept of "competitive corporate strategy" since February 24, 2022. Whereas companies previously focused on offering a unique product that would best satisfy customers, the emphasis has now shifted to understanding the feasibility of maintaining a presence in the market.
2. In the work, methods for enhancing the efficiency of the strategy formulation process were considered, specifically: adapting to the specific requirements of individual consumers and target markets. The higher the uniqueness of the company's product and the better it satisfies consumer needs, the higher the competitiveness of the organization as a whole. Additionally, the development and testing of products with new unique characteristics can entirely take place using the company's own resources.
3. During the research process, the activities of the Ukrainian enterprise, the language school "Green Forest," were thoroughly investigated. The study

identified its strengths and weaknesses, as well as the characteristics of its innovation-investment and personnel policies.

4. Based on a detailed analysis of the activities of "Green Forest" private enterprise, its current strategy was identified, and ways to improve the process of its formulation were determined.
5. Ways to improve the process of formulating the strategy for "Green Forest" private enterprise were identified. Specifically, it is proposed to conduct this work based on certain managerial actions and principles. The introduction of new brands, intensification of marketing activities, a personalized approach to clients, the creation of a board of directors, investments in employee education, and the digitization of business processes were substantiated as key measures.

In its entirety, this paper offers invaluable insights into the strategic management practices prevalent in the education sector, utilizing the Green Forest case study as a lens to explore innovation, growth opportunities, and strategic decision-making processes for educational service providers.

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