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## NATIONAL STRATEGY FOR PROMOTION OF RUSSIAN UNIVERSITIES IN THE WORLD MARKET OF EDUCATION SERVICES

Natalia Mushketova, Elizaveta Bydanova, Gilles Rouet, (2018) "National strategy for promotion of Russian universities in the world market of education services", International Journal of Educational Management, Vol. 32 Issue: 1, pp.46-56

## **Purpose**

The export of Russian educational services worldwide was not considered by the Russian Government as a full-fledged economic sector until recently. However, the situation has changed since the early 2000s, when in 2002, the Russian Government approved the national strategy for higher education promotion abroad and since then has been actively working on development of incentives and measures to support Russian universities to better market themselves in a global competitive market place of higher education. The paper aims to discuss these issues.

## **Design/methodology/approach**

In this paper, the authors use a systematic approach to analyze different instruments for promoting higher education services abroad, consider the current state of this issue in Russia and look at what difficulties may arise at various levels when the state attempts to implement its strategy.

## **Findings**

They are formulated as a set of marketing activities at different levels (national, regional and institutional), allowing a more advantage positioning of Russian universities in the global environment.

## **Practical implications**

This paper focuses on the development of a marketing strategy for universities in a dynamic setting. The urgency of the problem is determined by the fact that today universities have to deal with a number of challenges: the reduced funding; increased competition at the regional, national and global markets; the growth of the importance of international and national rankings; and demographic and social challenges. Effective positioning in the global market place can be viewed as a source of new opportunities, as well as a challenge, not easy to master in some cases.

## **Originality/value**

The paper scrutinizes strategies for the promotion of Russian universities to increase effectiveness of their positioning and create for them comfortable conditions for development in the world markets of educational services. The topic of marketing of educational services worldwide for a post-Soviet country is not an issue commonly addressed in the literature today.

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