

**SYNERGY OF MANAGERIAL AND MARKETING STRATEGIES IN THE
CONTEXT OF BUSINESS-EDUCATION INTERACTION**

Kyrylko Natalia Mykolaivna,
Candidate of Economic Sciences,
Senior Lecturer at the Department
of Management and Smart Innovations,
Kyiv National University Technology and Design
Kyiv, Ukraine

This article investigates the synergy between managerial and marketing strategies within the framework of interaction between the business sector and educational institutions. As the global economy increasingly shifts toward knowledge-based systems, the alignment of education with labor market needs becomes vital. The study emphasizes the strategic partnership between businesses and educational providers as a driver for mutual growth and innovation.

Through a comprehensive review of theoretical frameworks and practical case studies, the research highlights how integrated approaches to management and marketing can enhance educational responsiveness, support workforce readiness, and improve institutional competitiveness.

Key areas of focus include the implementation of dual education systems, project-based learning, co-branded academic initiatives, and the role of digital marketing in promoting educational value.

By analyzing Ukrainian and international experiences, the article outlines best practices in aligning curricula with industry standards, engaging stakeholders, and fostering innovation through collaborative governance models.

The study concludes that strategic synergy not only strengthens institutional adaptability but also contributes to long-term socioeconomic development by creating a more agile and skilled labor force.

The findings are relevant for policymakers, educational leaders, and business

executives aiming to establish effective cross-sectoral partnerships in a rapidly evolving global environment.

Keywords: strategy synergy, educational management, educational marketing, business–education partnership, modern business environment, innovation in education, change management, strategic collaboration.

In the context of rapid transformations of the modern economy, the search for new formats of interaction between education and business becomes particularly relevant.

The modern management paradigm is based on the idea of synergy, when the combination of strategies of different entities contributes to the achievement of significantly higher results than each of them can achieve separately. Educational institutions are increasingly positioning themselves as active market participants, and businesses as partners interested in long-term investments in human capital.

In particular, the concept of synergy (from the Greek. Synergia - cooperation, interaction) has become key in modern management and marketing science, especially in the field of interorganizational interaction. In strategic management, synergy is considered as the result of combining resources, competencies and efforts, which exceeds the total efficiency of individual participants. As I. Ansoff notes, a synergistic effect is an increase in value as a result of integration, coordination, or complementarity.

Management synergy manifests itself through: 1) institutional coordination; 2) resource synergy; 3) organizational and cultural synergy.

In the context of marketing, synergy means combining different tools (branding, PR, digital, CRM, partnership promotions) to achieve a single goal: creating added value for the educational product and increasing consumer loyalty (in this case, a student, teacher, or corporate partner).

According to Kotler and Keller, marketing synergy is realized when an organization's communication strategy is fully aligned with its strategic intentions and the reputational capital of its partners [1]. In the field of education, this is

manifested through: co-branding of educational programs; joint events aimed at promoting an innovative culture (hackathons, case championships, career days); social projects, where a higher education institution acts not only as an educational provider, but as an active social agent.

Also, modern management theory distinguishes the concept of synergistic management, which is based on mutual exchange of knowledge, trust, and an adaptive approach to development strategies. This approach is especially relevant in business and education cooperation in conditions of high uncertainty - as is happening in Ukraine as a result of martial law and the transformation of the educational environment.

It should be noted that KROK University is implementing a strategic development program in partnership with IT companies - development of joint educational courses, internships, and speeches by practitioners at lectures. This form of cooperation is an example of both managerial and marketing synergy, as it allows higher education institutions to consolidate their position in the educational market, and companies to ensure strategic recruitment of young talents. Synergy in management is interpreted as the effect of interaction, in which the joint use of resources provides a result that is greater than the simple sum of its components. In marketing, it is interpreted as increasing influence through the combination of communication, brand and value strategies.

In the context of business-education partnership, synergy is achieved through:

- *first*, joint planning of human capital development;
- *second*, brand cooperation (for example, joint educational programs with company logos);
- *third*, implementation of dual education;
- *fourth*, creation of innovation centers at universities.

In today's dynamic economic environment and growing competition, educational institutions are faced with the need to transform traditional management models. The following models are actively operating in the world (Table 1).

Table 1

Models of interaction between business and education: international and Ukrainian experience *

Model name	Country, organization name	Comments
Dual education	Germany	Theory + practice at the enterprise
University startup incubators	MIT (USA)	Business creates joint projects with teachers/students викладачами/студентами
Corporate universities	McDonald's University (USA) Chicago	Business trains staff on its own

Developed by the author based on [1-7]

In Ukraine, similar models are only being formed. According to the Ministry of Education and Science, in 2023, over 60% of HEIs had existing memoranda with business structures, but only 15% were implementing joint programs [3].

Cooperation with business is becoming a key factor influencing the effectiveness of the functioning of the educational sphere, defining new vectors of strategic management. Strategic management in partnership with business involves a long-term vision of the development of an educational institution as an active subject of the socio-economic ecosystem. It should take into account the needs of the labor market, technological trends, innovative learning models and students' desire for practical implementation of knowledge. One of the important aspects is the formation of strategic alliances between educational institutions and commercial structures. In this context, higher education acts not only as a supplier of personnel, but also as a generator of knowledge and innovation. Such a partnership requires the adaptation of internal management processes, including:

- market and business needs analysis is an integral part of strategic planning;
- a flexible organizational structure capable of quickly responding to environmental changes;
- institutional transformation aimed at openness to external partnerships;

- investments in human capital development, in particular, improving the qualifications of teachers in working with business partners;
- implementation of KPIs and systems for assessing the effectiveness of cooperation with business.

In addition, effective strategic management involves the integration of marketing strategies aimed at promoting the educational brand, attracting students, expanding the network of stakeholders. Management decisions should take into account both the academic mission and the commercial opportunities of partnerships with business.

The change in the management paradigm - from a closed administrative approach to an open, flexible, innovative model - is a prerequisite for the successful functioning of educational institutions in a market economy. In this context, the synergy between education and business becomes a catalyst for sustainable development, where strategic management plays a key role in ensuring mutually beneficial cooperation. It is worth noting that management strategies that take into account business interests include: diversification of funding sources; adaptation of educational programs to the labor market; strategic human resource planning (joint master's programs, MBA); formation of intersectoral councils (university + business + local government).

According to the sociological research of the Kyiv International Institute of Sociology in 2023, 75% of Ukrainian employers believe that universities are not sufficiently adapted to market needs, and 42% of companies are ready to participate in the development of training programs [2].

In particular, marketing strategies are becoming particularly relevant, as they determine how an educational institution positions itself, communicates with its target audience, and builds long-term relationships with business partners.

Partnership with business opens up new opportunities for educational institutions in promoting their own educational products. It is the synergy of marketing approaches that allows you to create a unique market offer that meets current challenges, professional demands, and expectations of potential education

seekers.

Among the key marketing strategies that are effective in partnership with business, it is worth highlighting:

Co-branding – creating a joint educational brand based on partnership: for example, "IT Management Program in collaboration with Eram Systems". This approach strengthens trust in the educational service and creates an emotional connection with the audience through the reputation of the business partner.

Content marketing with a practical bias – active use of cases, graduate success stories, joint projects with businesses to create valuable content. These can be video interviews with employers, internship reviews, and demonstration of joint research results.

Microtargeting and personalized advertising – using digital tools to precisely identify and reach target groups, for example: school graduates with high external assessment scores, young professionals who want to retrain, employees of partner companies, etc.

Business participation in promotion – joint information campaigns where company representatives act as program ambassadors, advertise training courses on their platforms, or even provide funding for scholarships.

Integrating a marketing strategy with a partner's HR brand – when a company presents educational cooperation as part of its corporate social responsibility or personnel development program, which helps attract the target audience.

Educational marketing through events – joint holding of hackathons, career fairs, seminars, and business forums, where the educational institution acts not only as a participant, but as a full co-organizer, thus strengthening the image and brand recognition.

Such approaches allow you to form an emotional value proposition in which knowledge is not only theoretical, but also practically tested in a real business environment. This is what creates the competitive advantage of an educational institution in the eyes of applicants and employers.

Successful implementation of marketing strategies in partnership with business

also requires updating the management culture in the educational institution itself: transparency, openness to dialogue, flexibility in adapting programs, and the ability to act as a full-fledged player in the educational services market.

Thus, marketing in education has long gone beyond the banal “attracting students.” It has become a powerful tool for building a strategy for long-term partnerships with business, creating value for all participants in the educational process, and shaping the image of an innovative, modern educational ecosystem (Table 2).

Table 2

Applying marketing strategies in education and business partnerships **

<i>Ukrainian cases</i>		<i>International cases</i>	
<i>Name</i>	<i>Content</i>	<i>Name</i>	<i>Content</i>
1. BAS ERP program at Igor Sikorsky Kyiv Polytechnic Institute (cooperation with the company "Intellect-Service")	Kyiv Polytechnic Institute actively cooperates with the software development company BAS (Business Automation Software). Within the framework of the partnership, educational programs on ERP systems have been created, trainings and certification of students are conducted. This program helps to increase the competitiveness of graduates in the labor market and at the same time promotes BAS products in the professional environment.	1. Google Career Certificates (USA, globally)	Launch of a series of online certification courses on the Coursera platform aimed at developing in-demand digital skills. US universities (Arizona State University) have integrated these certificates into their educational system. Coursera platform promotes the programs together with Google through global marketing campaigns, including videos, partner media and profile platforms.
2. Educational hub "GEN.CAMP" - partnership with IT companies in Lviv	The GEN.CAMP project has been implemented in Lviv - a new generation educational hub that combines modern educational formats with the active participation of local IT businesses (SoftServe, ELEKS, N-iX). Companies not only support training courses, but also act as event co-organizers, teachers, mentors, and employers. Their HR marketing is integrated with the promotion of training programs.	2. Siemens Technik Akademie (Germany)	Siemens has its own technical academy, where it cooperates with universities throughout Europe within the framework of dual education. The programs are actively promoted through joint events, open days, career websites and participation in exhibitions. Graduates of the academy receive a high competitive advantage in the labor market, which is both Siemens' HR strategy and marketing of the educational product.
3. Faculty of Agronomy of the NUBiP of Ukraine and the agricultural holding "Kernel"	A joint internship and dual training program with real access for students to the company's equipment, land resources, and business processes. To promote the program, a series of videos, landing pages, and participation in specialized exhibitions were created - an effective combination of education marketing and business branding.	3. McDonald's & Hamburger University (глобально)	McDonald's has created an educational institution for its managers, Hamburger University, which is also open to partnerships with academic institutions. They actively use the employer branding strategy: training in this program becomes a prestigious step in career growth. McDonald's partner educational initiatives are widely covered in the media and social networks.

**** Developed by the author based on [8-16]**

The application of marketing strategies in partnership with business not only contributes to the promotion of educational services, but also forms a new quality of higher education – flexible, relevant, focused on practical skills and real market needs. Practical cases, both Ukrainian and international, demonstrate that such interaction can become the basis for the sustainable development of educational institutions in the 21st century.

Despite the obvious advantages of interaction between education and business, the process of synergy of management and marketing strategies is accompanied by a number of risks and challenges that can nullify the expected results or even damage the reputation of both parties. Analysis of these risks is an important element of strategic planning and ensuring the sustainable development of the partnership.

In particular, the key risks are:

First, the mismatch between goals and expectations. Educational institutions are usually focused on long-term social impact, personal development, academic autonomy. Businesses often seek short-term returns, personnel reserves or image dividends. This can lead to conflicts of interest, unrealistic expectations or superficial cooperation.

Secondly, the commercialization of education. There is a risk that in the pursuit of marketing goals and funding, educational institutions will begin to sacrifice academic quality, adapting programs exclusively to business orders. This threatens to lose critical thinking, the humanitarian component, and the fundamental nature of education.

Third, assessing the effectiveness of the partnership. The lack of clear success criteria or disagreement in assessment methods can complicate the analysis of cooperation results. The risk of "partnership imitation", when projects remain declarative and do not bring real benefits.

Fourth, reputational risks. Partnering with a company that later finds itself at the center of a scandal or misconduct can negatively impact an educational institution's image. Similarly, a business can suffer from associations with an uncompetitive or passive educational institution.

*Fifth, **organizational inertia**.* Many Ukrainian educational institutions have a complex bureaucratic structure, which makes it difficult to make quick decisions and flexibly interact with business. This can repel business partners who expect dynamics and adaptability.

*Sixth, **legal and ethical challenges**.* Insufficient regulation of cooperation, lack of transparent contracts, unclear distribution of rights to the results of intellectual activity – all this creates risks of legal disputes and ethical disputes.

To overcome the risks and challenges of synergy, the following recommendations are offered: 1) *development of joint strategic documents*, namely memoranda, partnership agreements, roadmaps with a clear outline of expectations, goals, responsibilities and performance indicators – this is the foundation of long-term interaction; 2) *formation of bilateral expert councils*. Involving business representatives in academic councils, and teachers in business forums and working groups allows for mutual understanding and reduces information barriers; 3) *balance between academic and applied components*. Educational programs should include both fundamental disciplines and practical modules developed together with business, without sacrificing academic depth; 4) *creation of joint centers of competence*. Innovation hubs, R&D centers, career centers – these are institutionalized forms of partnership that help avoid superficial cooperation; 5) *marketing with a focus on shared values*. Promotion campaigns should be based not only on benefits, but also on a common mission: developing society, improving the quality of education, promoting innovation. 6) *regular monitoring and feedback*. Analytics, surveys, and reports on the results of cooperation should become a regular practice for both parties.

Synergy between business and education is not only an opportunity, but also a responsibility. In order for it to become a source of sustainable development, rather than a point of tension, it is necessary to take risks into account, act proactively, and build interaction based on trust, transparency, and a shared vision of the future. Only then will such cooperation become a true resource for the transformation of Ukrainian education in the face of global changes.

As a result of the analysis, it can be argued that the synergy of management and marketing strategies in partnership between business and educational institutions is a necessary condition for the successful transformation of the modern education system. In the context of rapid changes in the labor market, digitalization, globalization, and the growing role of the competency-based approach to learning, such interaction becomes not just useful, but strategically important.

On the one hand, educational institutions gain the opportunity to update the content of programs, increase the attractiveness of their educational products, attract additional resources, and strengthen the competitiveness of graduates. On the other hand, business finds a reliable partner in forming a human resource pool, creating innovative products, and increasing its social responsibility. Joint strategic management allows you to achieve goals more effectively, faster, and on a long-term basis.

An important role in this process is played by the marketing of educational services, which, in cooperation with business, is taking on new forms – from co-branding to integrated communications using digital platforms, personalized campaigns, and public demonstration of the results of cooperation. However, along with the opportunities, there are also serious challenges – from unbalanced expectations and the risks of commercialization of education to problems of academic autonomy and reputational losses. Effective synergy requires not only strategic planning, but also a high management culture, clear regulatory frameworks, transparent evaluation mechanisms, and constant monitoring of partnership performance.

Thus, modern education-business interaction is a multidimensional phenomenon that requires an integrated approach. It is the combination of strategic management and marketing that allows creating new educational products, forming social capital, and promoting the development of an innovative economy. Successful synergy is not a temporary alliance, but a new type of ecosystem thinking that unites the interests of the educational, professional, and social environments for shared progress.

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