

FORMATION OF THE COMPETITIVE ADVANTAGES OF THE ENTERPRISE ON THE BASIS OF HR MARKETING

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Marketing personnel technologies are an effective tool in personnel management. They contribute to the formation of a positive HR brand and, in fact, a sustainable positive image employer organization both in the foreign and domestic market. This is the key to the formation of the company's prestige in the eyes of potential employees and those who are already employed.

In modern competitive conditions, enterprises are actively searching for ways increasing the efficiency of the business management system. At the same time, they emphasize the management system personnel management business is the only resource that has deep intellectual potential and is an integral part of the capital of any enterprise. The success of business in general depends on its competent use.

The role of HR-marketing in enterprise management is the subject of special attention of state administration bodies, employers, scientists, and practitioners.

From the standpoint of HR marketing, a workplace in an organization is a product of the labor market. Organization seeks to create such workplaces and such working conditions for employees that can be profitably sold, involving as many qualified specialists as possible. This, in turn, expands the scope of marketing personnel to the type of management activity aimed at attracting, retaining, further developing and motivating highly professional specialists who know how to and want to work high-quality and productively.

From the standpoint of business philosophy, personnel marketing in the organization is implemented by effectively meeting the needs of employees who interact both with each other and with consumers; the organization expands the possibilities of meeting needs and, thereby, turns the latter into its regular customers, ensuring a stable position in the market.

In the broad world, HR marketing is the main philosophy that means strategic management of human resources. The goal of such marketing is: optimal use of human resources to create the most sympathetic minds possible; activation of the human factor; the development in the skin of the skin of a complex of different bones, which means its creation to the creation of material and spiritual benefits, partnership, loyal positioning of the company.

In general, HR marketing is interpreted as a special function of the personnel management service. This function is directly aimed at identifying and satisfying the human resource needs of the enterprise. University personnel involved in marketing understand the specific, separate activity of the personnel management service.

HR marketing can be defined as the activities carried out by an organization to attract and retain the best talent, such as marketing employment opportunities, marketing training programs for internal employees.

HR marketing includes:

- analysis of macro and micro factors of the middle part of the robot seller's business (involvement with the market);
- assessment of personnel needs;
- positioning of the company as an attractive robot seller;
- promoting the company's reputation as a successful robot seller.

HR marketing applies marketing concepts to HR, making it easier to recruit and retain resources for an organization.

Head of HR marketing:

- analysis of the factors of the external environment of the employer-employee;
- analysis of the strengths and weaknesses of the employer;
- positioning and placing the robot seller on the market;
- creating a robot seller that is attractive to the target audience;
- analysis could help staff and find job vacancies;
- significant needs for personnel, ensuring the security of the enterprise's personnel and creating an internal and external personnel reserve.

The policy of HR marketing is aimed at creating offers that meet the needs of existing and potential employees, in exchange to which they, in turn, will offer a certain value of their human capital, which is necessary for the enterprise.

The concept of price in HR marketing includes everything that offers the employee in exchange for receiving the employer's offer, in particular: qualification, specialization, experience, abilities, skills, knowledge, time, health. The distribution of the company's HR products can be done at the expense of third parties organizations (marketing, recruiting, headhunting agencies) or their own by the company's forces. The complex of marketing communications for the promotion of the HR product includes a wide range of means: advertising, public relations (PR), personal selling, sales promotion, direct marketing, participation in exhibitions and employer fairs, sponsorship, integrated marketing communications at points of sale, internal communications system.

HR marketing, like any other enterprise activity, needs timely analysis and evaluation. Criteria evaluations should be indicators that reflect the level of satisfaction enterprises and employees with personnel management policy on him.

The assessment factors are: age, staff structure, personnel turnover, personnel competence, development employees, the ratio of the change in labor productivity to the average change salary.

The principles of HR marketing should be based on the target orientation, individualization, comprehensiveness, partnership, orientation to quality and

sustainability in order to achieve strategic goals. Apart from of this, each organization can develop its own principles, taking into account peculiarities of its business and culture.

The following functions can be distinguished in the HR marketing of the organization:

- information function responsible for collecting information on labor market data and employment services, the internal and external environment of the organization, the reputation of the employer, requirements for positions and workplaces, needs and wishes of specialists;

- an analytical function that allows you to process and analyze this information and to prepare a new one for the purpose of effective personnel planning and the adoption of effective ones management decisions regarding the development and competitiveness of a certain organization;

- a communicative function that establishes contact and is responsible for communication with by labor market subjects to meet personnel needs, that is, with the external labor market (candidates) and with employees of the organization. So often to provide feedback surveys of employees are conducted in order to identify and understand situations or certain ones problems in the organization.

Successful HR marketing requires cooperation and coordination of all participants, as well as constant improvement and analysis of results. Attracting the right participants and implementing the principles of personnel marketing will help the company to attract and retain talent, and to increase work efficiency and market competitiveness.

The HR marketing environment is a complex of external and internal factors that influence supply and demand in the labor market, and which are influenced by the organization itself. External factors include:

1. Economic environment - conditions of labor market development, state economy, employment level, wage level, etc.
2. Demographic and social factors - composition of the population, trends in the world, health and culture.
3. Technological progress - the impact of new technologies on the labor market and on the requirements for the qualifications of employees.
4. Political and legal environment - legislation regarding employment, rights of employees and employers, level of corruption and business climate.
5. Competitive environment - other companies operating in the same sector and on the same labor market.

The internal factors affecting personnel marketing include:

- organizational culture - values, beliefs and approaches to work that shape employees and determine the nature of interaction in the organization;

- the reputation of the organization - the attitude of the public, clients and potential employees towards the organization.

- personnel management system - the company's policies and approaches to recruitment, retention, development and evaluation of personnel.

- personnel - the level of qualification and motivation of personnel;
- financial stability of the organization - the state of the financial resources of the organization and its ability to pay employees at a decent level;
- communication policy - the way the organization communicates with its employees, clients and the public;
- development opportunities - availability of opportunities for development and career growth in the organization.
- risk level - the level of risk associated with work in the organization and the company's attitude to the safety and health of employees.

Personnel departments aim to ensure optimal use of company resources and maintain a high level of employee satisfaction. They perform the tasks of selecting candidates, organizing training, monitoring compliance with safety, health and occupational health and safety regulations. Heads of departments are responsible for the development of strategy and the implementation of the tasks of their departments, as well as for monitoring the results of the work of subordinates.

The primary responsibilities of an HR specialist include targeting business results, not just closing vacancies; orientation to future, not only current needs; creation of competitive advantages; work not only with an active, but also with a passive target audience, expertise in the field of marketing [1].

In the personnel marketing system, managers can be human resources managers, HR specialists, employment departments, as well as higher level enterprise management. They are responsible for planning, development and implementation of the strategy of recruitment, retention and development of personnel, as well as for ensuring effective communication between all stakeholders. Heads of divisions are responsible for strategy development and execution tasks of their units, as well as for control over work results subordinates. Sales and marketing managers are responsible for advertising and promoting the product on the market, as well as attracting and retaining customers.

They play an important role in the development of the company's brand and its promotion competitiveness. The HR specialist is focused on the company's internal processes. He is engaged in studying the requests and needs of employees, collecting data, creating an attractive employer brand for employees to stimulate professional growth within the company. In their work, HR specialists use marketing strategies aimed at improving the employer's brand. They position their company as the best place to work to attract new talent and retain the best employees. HR and marketing have a lot in common: they are focused on influencing and motivating people. Also, both there and there, you need to understand people and their psychology. But, despite this, the tasks of an HR specialist and an HR marketer are different.

The HR marketing strategy can have several goals: increasing the competition for vacancies, reducing staff turnover, changing the position of the HR brand in the employers' rating. In order for a marketing campaign to be successful, it must be created and directed at a specific addressee, taking into account his social status, tastes, interests and desires.

As marketing implies orientation to the consumer, then this means that the evaluation criterion of hr-marketing should be the satisfaction of its consumers is the enterprise itself and its staff [2].

The use of HR marketing tools will make it possible to promote the effectiveness of their effectiveness and will significantly improve the results of business activities in general and improve its competitive position in the market, so Overall, the image of the company as a reliable employer is acceptable.

It is necessary to note the trend of integration of the HR department and the PR service to achieve the goals of HR marketing. This once again proves the need for interaction between PR and HR departments in HR marketing. They can jointly form budgets, develop a strategy for working with personnel, elements of corporate culture. Importantly, PR departments, in turn, help HR marketing with their non-advertising methods, approaches and tools, sometimes even more effectively [3].

Communication strategy is an important element of personnel management marketing and should be aimed at achieving the company's goals in the field of attraction and retention of talented employees. Cooperation with employees involves active interaction with employees. This can be very useful in identifying the qualities and characteristics that make an organization attractive to employees. It is also necessary to take into account innovations and trends: it is important to be aware of trends and innovations in the field of personnel marketing and use them to improve the communication strategy and attract the best talents. The organization of personnel marketing management should be aimed at developing and implementing a strategy that will ensure optimal use of the labor potential of the organization's employees.

Thus, an organization that uses HR marketing tools in its activities acquires a number of advantages. A strong employer brand allows for interest and attract the best workers to the labor market. The reputation of the best employer is also valued by clients, which contributes to an increase in the number of new clients and sales growth. Internal communications and staff loyalty are improving, effective personnel selection, optimization of the HR budget.

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