

SECTION 6. MARKETING

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6.1 Trends and contradictions of the development of HR marketing

The success of the organization largely depends on the personnel. In order to fully reveal its potential, it is necessary to manage it intelligently, create optimal conditions for its development, and invest the necessary funds in it. As evidenced not only by foreign, but also by modern domestic experience, it is the personnel that is today becoming a long-term factor in the competitiveness and survival of the organization.

In conditions of frank weakness and underdevelopment of the domestic labor market, one of the most difficult, but at the same time, vital tasks for the organization is to ensure the effective work of HR managers. The modern labor market is changing, new technologies are emerging. There are significant changes in the composition of the workforce, new generations of employees appear, new views on work, workplace, and wages are formed, which necessitates the use of HR marketing.

In this regard, HR specialists are now faced with a huge number of questions to which they cannot always find answers: candidates do not respond to vacancies or respond, but not those that companies need; how to make personnel selection not so long and expensive; why searchers go to competitors. A number of questions can help to solve marketing with the correct and skillful application of its tools in the work with personnel.

Today, the role and importance of HR marketing is becoming obvious. First, a strong employer brand makes it possible to interest and attract the best employees from the labor market. Secondly, the reputation of the best employer is also appreciated by clients, because in such a company the staff works more efficiently and ensures high quality of products (service). Therefore, a successful HR brand attracts not only talent, but also new customers.

The role of HR marketing is transforming along with the business. Previously, at the beginning of the 20th century, representatives of this profession were social

workers, then members of trade unions, who by the middle of the century were transformed into personnel inspectors. And only at the end of the century, the position of HR manager appeared (as a service function), which has now evolved into HR of a business partner (as a function focused on achieving business goals).

Until the mid-2000s, the main attention of managers was focused on the issues of increasing labor productivity, therefore eichars were actively engaged in the development and improvement of personnel motivation systems. This was due to the fact that motivated employees get satisfaction from their activities, therefore they are ready to make more efforts, get sick less often, show initiative more often and achieve high results at work. As a rule, such people share corporate values, accept company goals, which has a very positive effect on labor productivity and the organization as a whole. As a result, the employer has increased profits, improved quality and increased customer loyalty, which leads to dynamic business development.

A new direction is emerging among HR specializations: compensation and benefits specialist. A modern HR-marketer must have knowledge in the field of psychology, management, economics, and law. He must understand the specifics of the activities of various enterprises and the dynamics of the functioning of the labor market.

HR-marketing today plays a leading role in the enterprise management system. It is an integral element in the strategic management system of the enterprise. Therefore, specialists in this field must be highly qualified and knowledgeable not only in the field of personnel management, but also understand the general requirements for the successful functioning of the enterprise as a whole. In turn, constant monitoring of HR-marketing indicators will allow to improve personnel management processes at the enterprise and prevent the occurrence of critical situations related to inefficient use of personnel.

HR marketing can be defined as the activities undertaken by an organization to attract and retain top talent, such as marketing employment opportunities, marketing training programs for internal employees, etc. HR marketing applies marketing

concepts to HR, thus facilitating the recruitment and retention of resources for the organization.

HR marketing is a type of management activity aimed at long-term provision of the organization with human resources. These resources form a strategic potential, with the help of which it is possible to solve specific target problems. Knowledge of the basics of personnel marketing by specialists and company managers is an important condition for the effectiveness of the organization's functioning [258].

First of all, HR is the management of human resources, which are the greatest value of any organization. Based on this, the main task of HR is to attract professionally trained employees to the organization, correctly assess their competences and potential, the ability to analyze and forecast the development of a specific employee, the selection of the best option for professional development, appropriate training and development, maintaining a general comfortable climate in the company.

Literally, HR is translated as human resources. But now more and more disputes arise that people are not resources. Resources are the knowledge, skills, and talents of people in the team. And the main task of HR is to effectively manage these resources.

Human resource management and marketing are considered today as an absolutely necessary condition for the best people to work in the company: without customers, there will be no successful business, but there will be no business without employees either. Personnel specialists will not be able to work properly in the labor market without using all the achievements of marketing. But it is necessary to apply knowledge about people and markets in a complex manner. Today, HR marketers have at their disposal all the methods and practices developed in "simple" marketing, because, by and large, recruiters are "sales managers" working in a certain segment of the labor market with a specific "product" (HR brand).

The HR marketer forms and develops the HR brand. If the employer brand is the construction of the company's image as the best employer in the minds of the target audience, then HR marketing is a tool for conveying the brand to the target audience. The employer brand largely answers the question of what the company gives to current and future employees, what is the company's EVP (employer value proposition), and

HR marketing - how can all this be conveyed to our audience, with the help of which tools?

The strategic goal of marketing in HR is to create a good reputation for the company, as well as the formation of employee loyalty. 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.

The tasks of HR specialists in different companies may differ. It all depends on the goals of the business and the stage of its development. But regardless of these factors, HR builds its activities on the basis of the employee's life cycle in the organization. The tasks of an HR marketer are focused on increasing brand awareness, disseminating information about companies, attracting new talent, developing advertising campaigns, and creating an HR brand for candidates. In order for the specialist and the employer to benefit from joint cooperation, the HR marketer develops a strategy for building the company's image, studies the needs of candidates and tries to meet them.

An HR marketer is a specialist who is responsible for the formation and development of the company's HR brand. In Western countries, the profession of "marketer-anthropologist" is very widespread, but in Ukraine there are still very few such specialists. Under the current demographic situation, those domestic companies that want to look to the future with confidence should think about introducing the position of HR marketer or even about creating an HR marketing department, if we are talking about a large business. This is especially important for organizations where employees are the highest value, and their knowledge is the main capital. Among HR marketing specialists, the following stand out:

- specialists in corporate communications;
- PR specialists;
- web marketing and branding specialists.

This specialist is engaged in shaping the company's image, promoting the employer's brand and attracting new candidates. The employer brand lets employees and recruiters understand what EVP (Employee Value Proposition) the company offers, and marketing approaches convey this information [259]. A system of KPI's (Key Performance Indicators) and KRA's (Key Results Area) is being developed for each employee of the company, including HR service employees. For excellent work, the HR marketer receives a rate (permanent part of the salary) and a bonus (bonus). Training and development programs are part of our intangible motivation system. It is planned to hold trainings, seminars, conferences. For all positions, a separate "Career Map" is developed - a plan that must be followed in order to achieve the set goal.

In essence, an HR marketer is a complex profession. Having worked in the HR-marketing department, a person acquires good organizational skills and project management experience, so he can later successfully work in the HR department, in the marketing or sales department, in the PR department. HR marketer works in two directions: with current employees and with potential ones. Candidates and employees are the main target audience of a HR specialist. The target audience is segmented by age, place of residence, profession, interests, work needs, etc. This distribution will help you create a portrait of the ideal candidate. Communication with potential candidates through communication channels.

Communication channels are resources from which candidates come to you: social networks, job portals, job fairs. Candidates can also come from conferences, presentations, outdoor advertising - leaflets, banners. To reach the maximum number of potential candidates, do not limit yourself to one communication channel. A combination of several resources will bring a more tangible result.

The main functions of an HR marketer include:

- creation of tone of voice of the company;
- development of a strategy for retaining current employees and attracting new ones;
- formation of a strategy for promoting the employer's brand;
- analysis of the labor market and competing companies;

– creating an employee value proposition (EVP).

The performance indicators of the HR marketer depend on the goals, and the main ones, of course, consist in reducing staff turnover, increasing the number of applicants for vacancies, shortening the deadlines for closing vacancies, reducing costs for the selection and adaptation of employees, increasing the productivity of staff, improving the psychological climate among employees.

HR-marketing has two global functions - informational and communicative. The information function is responsible for collecting information. The communication function is responsible for communication of HR with candidates and existing employees. To implement this function, you need to study labor market statistics, programs of higher education institutions that interest you, data from employment services and sociological research.

In addition, useful information can be obtained during the interview, when the candidate talks about his needs, desires, what he found/did not find in your competitors (if he worked for them).

An HR specialist cooperates with educational institutions, selects the best graduates for himself, broadcasts the employer's brand not only to specific individuals, but also to the entire market.

At the stage of the communication function, one cannot forget about the employees who work in the company in order to increase their loyalty, work efficiency, and reduce staff turnover. You can conduct surveys and interviews with employees to understand the situation and problems in the company.

Analyzing statistics and received information, you can prepare a report on the market situation for management. What are the specialists, what are their needs, how much should they be paid and what results can be expected.

One of the first HR Marketing tools is the employer's company website for candidates. With the help of marketing, you can influence the employer brand. First, you need to determine the channels you will work with. The choice of promotion channels depends on the goals and specifics of the company. Usually they include:

- the company's official website (it contains all the information about what the company does, which clients it works with, its principles, terms of compensation, vacancies. This can be a separate resource or the "About Us" section on the company's website);

- job portals on which you post company vacancies (this is still a powerful job search channel. It is important for an HR marketer to influence how vacancies look on such sites – what is written on them, how they are designed, how the company page on the site looks);

- social networks of the company;

- email newsletters from the company and partners (If the company has been recruiting for more than a year, it has a database of contacts of those who worked for you or left resumes. If they agreed to receive newsletters, you can write to them about vacancies, send useful content, announcements events and discounts at conferences);

- offline events;

- advertising in digital. Contextual advertising in Google, advertising in social networks, banners on other platforms;

- events. Events held or in which the company participates - job fairs, company days at the university, open days;

- brand ambassador. Loyal employees who talk about good experience of working in the company at events and in social networks;

- personal brands of management representatives. The best candidates want to work with people they like and whose ideas they share.

It is necessary to analyze which people need to be involved and establish which of the channels will be the most effective. It will be better to focus on one or two resources. After that, depending on the selected portal, a strategy for promoting the employer's brand is developed.

To strengthen the HR brand, you need:

- formulate the mission, goals and values of the company. In order to attract people, you must first understand what the company's goals are and what values it carries globally;

– work with feedback from employees and candidates. This applies to both regular 1:1 meetings and Exit interviews and even reviews on various portals. The negative should be used to identify areas of growth for the company. The HR system or survey services will help collect feedback within the company. Candidate reviews can be viewed on various external resources;

– use modern tools and approaches. It is very difficult to determine what will be the last argument for a candidate to choose your company. Maybe it will be paid English courses, or maybe the opportunity to work remotely;

– work with internal processes. Before implementing marketing strategies to attract new employees, it is necessary to make sure that everything is in order inside the company;

– "humanize" the employer's brand. If you choose to promote a social network, you must post photos from the office and real stories. In this way, real office life will be shown, and those employees who like this atmosphere will be involved.

Marketing brings new tools to HR brand promotion and allows you to look at it from a different angle. For example, if you consider hiring through the sales funnel, you can qualitatively improve it and start attracting those who will really make it to the end, being among your employees. It is necessary to evaluate the effectiveness of marketing strategies in the field of personnel management in the long term. If, after the introduction of certain tools, turnover in the company decreases, relevant candidates come and employees start recommending the employer to their friends, then HR-marketing is giving results.

An HR marketer is engaged in shaping the company's image, promoting the employer's brand and attracting new candidates. Employer branding lets employees and recruiters understand what EVP (Employee Value Proposition) the company offers, and marketing approaches convey this information. The person who is best suited for the position of HR marketer is: active; result-oriented; able to work on several projects in parallel; creative; stress resistant; has organizational skills and good communication skills; knows how to work in a team.

So far, there is no specialized training for HR marketers in our country, so you have to master the profession directly at the workplace, as well as independently. When hiring, preference is given to those candidates who have work experience in marketing, personnel management, and journalism.

Unfortunately, there are still no proposals for training HR marketers on the Ukrainian market.

HR goals:

- support the company in achieving its goals through the implementation of the HR strategy (which is built on the basis of the business strategy);
- participate in creating a culture of high efficiency;
- to create positive relations between employees and managers;
- to build an atmosphere of mutual trust and constant feedback.

HR marketing is influenced by external and internal factors. The situation on the labor market, changes in the economy and professions, labor legislation, the needs of candidates are external factors. The company's values, goals and development strategy, financial condition, personnel potential and reserve are internal. With the correct use of HR-marketing tools, you will be able to easily adapt to the factors that affect it.

The HR Marketing department is part of the HR department along with other departments:

- personnel department (Employee Records Management);
- the department is responsible for the professional and career growth of employees (Employee Performance Management);
- Recruiting department.

The main areas of work of the HR-marketing department:

- marketing and public relations;
- internal communications;
- external and internal event management.

A recognized expert in the field of HR marketing is George Kintcher, whose articles have been actively translated and published in recent years. As J. Kintcher notes, building a strong HR brand is one of the most important tasks of HR marketing.

A strong HR brand attracts attention to the organization, makes it attractive in the eyes of employees, and people have a desire to work for this company [260].

HR acts as a strategic business partner. In today's conditions, the image of the company is important to clients and customers not only as a manufacturer or service provider, but also as an employer that cares about its employees. At the same time, the role of HR is important. After all, it is the HR department that must create the appropriate employer brand. So, we can conclude that the role of HR and the implementation of relevant HR processes are an integral part of a successful modern company. The role of internal marketing is the integration of marketing and personnel policies, while personnel are considered as a potential resource for the implementation of marketing functions.