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ТЕОРЕТИЧНІ ТА МЕТОДИЧНІ АСПЕКТИ
МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ НА РИНКУ В ПЕРІОД ВОЄННОГО СТАНУ

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EXTERNAL HR MARKETING: CURRENT LABOR MARKET TRENDS

External HR marketing is responsible for creating a positive image of the company as an employer in order to attract and retain talented employees, as well as increase competitiveness in the labor market. This is achieved by forming and promoting the employer brand through various activities that cover the entire employee life cycle – from hiring to maintaining the loyalty of already working professionals.

It should be noted that the labor market is changing, new technologies are emerging, which has a significant impact on the formation of internal HR marketing strategies.

The labor market of Ukraine is in a state of transformation, which is accompanied by negative consequences associated with a decrease in labor efficiency, worsening working conditions, an increase in the proportion of informal or non-standard employment, etc.

Particularly significant are the presence of structural unemployment (professional and qualification imbalance of demand and supply), the increase in the burden on regional labor markets, the increase in the level of unemployment and social tension in the country [1].

The situation on the labor market is associated with the war of the Russian Federation against Ukraine, which significantly affected the financial and economic activities of industrial enterprises.

According to the official website of the State Statistics Service of Ukraine, there has been a decrease in the number of enterprises that were partially or completely forced to cease their activities. Since 2020, there has been a negative trend in the number of employees employed at industrial enterprises, namely in 2023 their number decreased by 494,541 people, compared to 2020 [2].

The basis for HR marketing is the number of permanent population. Analysis of such qualitative characteristics of human resources as the level of education, health, birth rate, mortality, employment, unemployment, etc. provides an opportunity to get an idea of the potential of the population. The study of the number of population and its characteristics helps to identify demographic trends, outline priorities in the field of education, health care and employment, develop effective strategies for the development of labor potential.

During the period of independence of Ukraine, the number of permanent population decreased by more than 10 million people. Over the past ten years (2013–2023), the number of permanent population decreased by 4,242,292 people, while the number of males decreased by 1,642,744 people, and the number of females by 2,599,548 people. These data indicate long-term demographic changes and a significant reduction in the population in Ukraine over the past decades.

Thus, there is a steady trend towards a decrease in the permanent population of Ukraine, which is more than 3 million people every ten years. This phenomenon can have serious consequences for the country, namely:

- an increase in the percentage of the elderly population, which can create challenges for the pension system, healthcare and other social programs;
- a decrease in the population can lead to a reduction in the sales market, a decrease in demand for goods and services, as well as a decrease in the country's production potential;
- a decrease in the number of young people can have an impact on education, the labor market and family dynamics. It may also increase the difficulties in providing care for the elderly and social support;
- a decrease in the population can lead to a loss of human capital, a "brain drain" and a loss of potential innovation and development;
- the emergence of demographic challenges, such as gender imbalance, uneven distribution of the population across regions and an impact on the composition of national culture.

In this context, it is necessary to implement measures aimed at preserving the population, attracting immigrants, stimulating the birth rate, supporting and developing labor potential.

Statistical data as of the beginning of 2024 show an uneven distribution of the population by region. The largest share of the population lives in the Dnipropetrovsk region, the city of Kyiv, Kharkiv, Lviv, Odessa and Kyiv regions. It is also necessary to take into account the distribution between urban and rural population. According to this indicator, the city of Kyiv is in first place, followed by the Dnipropetrovsk region, Kharkiv, Odesa and Zaporizhia regions. For the remaining regions, the specific share of the urban population does not exceed 6%.

The distribution of age groups of the population indicates the predominance of the number of elderly people over the number of children. Such a trend has a negative impact on population reproduction and indicates the aging of the nation. In this regard, fertility support programs are important to ensure population reproduction.

Thus, the current and projected demographic situation in Ukraine is characterized by the aging of the nation and the risk of population extinction. This requires the development of comprehensive programs aimed at supporting an increase in fertility.

Extending the working age to 65 years reduces the demographic burden on the working age, but does not fully correspond to the lower expected life expectancy of Ukrainians compared to other European countries, which may create additional challenges for the health and working capacity of the population in older working age.

The decrease in the population leads to a decrease in the flow of applicants and, accordingly, higher education applicants in higher education institutions (HEIs). The analyzed demographic changes are becoming an important factor affecting various spheres of society, including higher education. Changes in the distribution of the population by age, gender and other demographic factors have a decisive impact on the needs and expectations of higher education applicants, the financial capacity and stability of HEIs and the overall strategy for managing higher education.

Thus, the current state of the labor market necessitates the use of a marketing approach to personnel management, on the basis of which there is a real opportunity to achieve quality of work and production efficiency without attracting additional resources. For this, it is necessary to deepen the conceptual foundations of personnel marketing and improve marketing methods for personnel assessment.

Traditional HR management strategies are ineffective. In such conditions, HR marketing can help businesses adapt to new market conditions. Proper implementation of marketing strategies in HR will help create a successful employer brand to attract the best specialists and retain key employees.

In this regard, HR specialists are faced with a huge number of issues that arise when selecting candidates. HR marketing can help solve these issues with the correct and skillful use of its tools in working with personnel.

An HR specialist is focused on internal processes and 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 enterprise.

HR processes are aimed at adaptation, stimulation, training and development. These processes are designed based on new approaches, such as: design thinking, behavioral economics, HR analytics. HR processes must be studied from the point of view of creating value for the employee, the possibility of redesigning and implementing processes.

One of the modern trends in marketing is the digitalization and automation of HR processes. Digitalization has also affected HR processes. Digitalization of HR processes, automation of routine tasks allow HR teams to free up time to participate in strategically important projects that have value for the business. It should also be noted the trend of integrating the HR department and PR service to achieve HR marketing goals. This necessitates the need for interaction between PR and HR departments in HR marketing.

New jobs offer workers certain benefits, such as more flexible work schedules, and may lead to a new wave of innovation in the labor market. One of the risks of change is the increase in technological unemployment, driven by increased automation and a reduction in the need for manual workers. Therefore, investment in personnel, training, and development must increase, as must employee engagement in the integration processes of digital technologies.

List of sources used:

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УДОСКОНАЛЕННЯ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА В УМОВАХ КОНКУРЕНТНИХ ЗМІН ЦІЛЮВИХ РИНКІВ

У сучасних умовах ринкової економіки підприємства стикаються з постійними змінами у поведінці споживачів, появою нових конкурентів, інноваціями в галузях, коливаннями попиту та трансформацією цільових ринків під впливом глобальних і локальних чинників. Ринок стає більш динамічним, насиченим і непередбачуваним, що посилює потребу підприємств в оновленні та удосконаленні своєї маркетингової діяльності. Маркетинг виступає ключовим механізмом адаптації бізнесу до сучасних викликів, забезпечує ефективну взаємодію з аудиторією та формування стабільної конкурентної позиції, тому питання вдосконалення маркетингових стратегій та інструментів є надзвичайно важливим.

Удосконалення маркетингової діяльності підприємства в умовах конкурентних змін цільових ринків передбачає глибоке розуміння динаміки ринкових процесів, систематичне відстеження конкурентного середовища та здатність підприємства адаптувати власну політику відповідно до змін у структурі попиту. Сучасні ринки характеризуються швидкою зміною трендів, розвитком цифрових каналів комунікації, підвищенням ролі персоналізації та зростанням вимог споживачів до якості товарів і сервісу. Для підприємств важливо не лише реагувати на зміни, але й проактивно формувати власні конкурентні переваги, спираючись на стратегічний аналіз, інноваційні інструменти та сучасні маркетингові технології.

Одним із важливих аспектів удосконалення маркетингової діяльності є регулярний аналіз конкурентного середовища. Систематичний моніторинг дає змогу виявляти зміни у стратегіях конкурентів, оцінювати їхню рекламну політику, інновації у товарних пропозиціях, рівень сервісу, цінові рішення та канали збуту. Використання таких інструментів, як SWOT-аналіз, PESTEL-аналіз, модель п'яти сил Портера, дозволяє підприємству об'єктивно оцінити власні можливості та загрози, виявити перспективні напрями для розвитку та сформувати конкурентоспроможну маркетингову стратегію [1].

Удосконалення маркетингової діяльності також вимагає підвищення рівня орієнтації на потреби споживачів. Сучасний покупець очікує персоналізованих рішень, гнучкості, швидкого обслуговування та максимальної зручності взаємодії з брендом. Підприємства повинні активно використовувати маркетингові дослідження, аналіз поведінкових даних, інструменти digital-аналітики, соціальні мережі та інші джерела інформації, щоб своєчасно виявляти зміни у споживчих