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THE EMPLOYER BRANDING STRATEGY DEVELOPMENT

The role and importance of human resources marketing and employer branding for the enterprise development has been proven. The employer brand as a factor of enterprise competitiveness is analyzed. The place of the human resources marketing in the general marketing system is defined. The impact of Industry 4.0, in particular the Big Data analytics, on the employer branding strategy is considered. The use of human resources marketing funnel for external and internal audience is demonstrated. The stages of employer branding strategy development are defined. The specifics of employer value proposition are revealed. The means are suggested to obtain objective and complete input data for the employer branding strategy development.

Keywords: employer branding, marketing, human resources, HR marketing, staff, Industry 4.0

Introduction. Traditional marketing is usually focused on the needs of external customers who are consumers of products or services of the business entity. At the same time, in modern realities, the potential of any enterprise and its competitiveness is also determined by the internal customers quality. Such customers are human resources. Development of modern companies in conditions of high competition on the labour market, lack of qualified specialists, significant staff turnover and low employee loyalty depends on the use of effective employer branding strategy for attracting and retaining the personnel.

Currently, Ukraine is going through the most difficult time in its recent history due to hostilities that have spread over a large territory of the state, intensifying existing economic, social and political problems. A substantial number of highly professional employees are forced to change their place of residence, which leads to a decrease in the labour potential in the eastern and southern regions of Ukraine. The reasons above significantly change the economic reality where both individuals and enterprises have to work. For knowledge-intensive enterprises, especially of highly specialized types of economic activity and unable to switch to remote work, it is currently necessary to prepare for significant difficulties in searching for professional staff in the post-war period. This leads to the relevance to study the ways, methods and strategies of conducting a highly competitive struggle for qualified specialists, i.e. human resources (HR) marketing and employer branding.

Literature review. The peculiarities of HR marketing and employer branding are researched by many domestic and foreign scientists, including Ahmed R., Azam M., Barrow S., Biswas M., Chopra A., Dowling G., Janchikova K., Lozovskiy O., Milichovsky F., Mosley R., Patel G., Pavlenko T., Priyadarshi P., Sahoo C., Suar D., Tsybaliuk S. However, certain issues are not sufficiently worked out. In particular, this refers to the impact of Industry 4.0 on the employer branding strategy development.

Article purpose. The purpose of the study is the authors' vision about the employer branding process in the context of Industry 4.0.

Presentation of the main research data. Employer branding is a communication strategy of the enterprise involving formation its reputation as an employer, ensuring, employee loyalty, providing the staff with required hard and soft skills, as well as carrying out its training, development, motivation and retention to achieve business goals.

Thus, the workplace is considered as a product sold in the labour market, according to the main marketing rules and statements, where the company draws attention to the product, creates the positive image, inducing the product purchase and achieving positive impressions for the client during the product possession and the use. As a result, the company's HR brand is created and developed, assisting the company to attract and retain required specialists. The HR brand is the company image as an employer, formed from the feedback and impressions of current and erstwhile employees [1]. Strong employer brand of the company plays the role of an asset, providing certain competitive advantages in the labour market.

The employer brand associations are images, ideas and thoughts that arise in potential and existing employees when mentioning the company name. For example, those may be high salaries, good development and career growth for the specialist or a unique corporate culture. The loyalty to the brand arises from such associations, motivating first-class specialists to work at the company [2].

The following functions of the employer branding may be distinguished:

- the information, which consists in collecting data on the labor market and internal and external environment of the enterprise, the business reputation, requirements for positions and workplaces, needs and wishes of employees etc.;

- analytical, that provides processing and analysis of the received information and the preparation of new information for effective personnel planning and making balanced management decisions to ensure the enterprise development and competitiveness;

- communicative that aims to communicate with the subjects of the labour market to meet personnel needs, to receive feedback from employees in order to identify certain business problems [3, p. 5].

In modern conditions, HR marketing and employer branding should be considered in the context of the Industry 4.0 concept as a tool that supports the competitiveness of the enterprise and its adaptation to the changing environment [4]. In particular, one of the Industry 4.0 technologies for HR marketing is the analytics of large data sets (Big Data) which provides the opportunity to automatically form a portrait of each employee and a candidate for the position, contributing to the necessary changes in both the offer and the communication, as well as in the employer branding strategy of the enterprise [5].

When creating an employer brand development strategy, the HR specialist has to clearly understand if employees are satisfied with their positions and whether they see opportunities for growth and wish it. In the case of accurate assessment of the initial data and correct understanding of the priorities and the significance of certain elements for stakeholders, it will be possible:

- to highlight the strengths and perspectives that the company can take as a basis for the employer branding strategy development;

- to realize the weaknesses and to determine the feasibility of their correction and the level where the further improvement won't be able to bring the necessary effect.

It is advisable to use the following means to obtain objective and complete input data for the purpose of further analysis:

- conducting informal surveys of employees with the involvement of opinion leaders who have high level of trust among the personnel;

- collection of comments and reviews from publicly available sources (mostly online);

- conducting formal, official surveys among interested parties who are not direct current employees of the company.

Surveys can be conducted while participating in highly specialized events, conferences, etc.

As a result, the company is able to create an Employee Value Proposition (EVP). It is a set of tangible and intangible benefits that the company may offer to an employee or a candidate in exchange for his/her skills. An EVP gives a potential employee an understanding of what he/she should get from the job and helps the business grow by attracting and retaining talents.

The first stage of the employer branding strategy is getting acquainted with the brand. It is appropriate to present the following categories of news online:

- business trips of the company employees, away conferences and trainings, which allows sharing experience and positive feedback;

- bright moments from the everyday life of employees;

- highlighting opportunities for development: information about trainings completed at the expense of the company, participation in conferences, received education or scientific publications of employees;

- achievements of the company or individual employees: implementation of projects, awards and distinctions by individual employees or teams, innovations and other achievements.

In this way, the company emphasizes the professional opportunities it provides.

An important step is to organize an internship in order to introduce students to the company and employees, to demonstrate the high quality of work and organization of internal processes, to give a chance to appreciate the high level of care for personnel and the wide range of opportunities provided by the company.

The interns can also be congratulated upon the successful internship at corporate pages in social networks. In addition, it is advisable to conduct a communication session with employees and managers to explain them the future benefits of effective intern training. Since the process of cooperation and education of students brings the greatest professional and emotional load, it is worth considering the mentors' motivation (material or non-material).

The next stage of the funnel is the decision to submit an application for a vacancy. For the HR manager, this stage is marked by the process of active recruitment, or "head hunting". In this case, it is advisable to

provide detailed, clear and fair letter of requirements for the positions, the reward system and opportunities provided by the company. First, in this way, the company optimizes the hiring process, because at the stage of checking vacancies a person can realize whether he/she is suitable for the position and whether the conditions of employment are suitable. This minimizes the use of HR and management resources and frees up time for higher priority tasks. Second, it should increase the duration of the employee life cycle (since hiring till dismissal).

The job creation process can be automated or greatly simplified with the aid of high-quality job descriptions, since a significant part of the data may be obtained from such instructions in a semi-automatic mode.

To streamline the vacancy process, automated responses and an initial task are recommended to be implemented. It is advisable to enhance the interview procedure by providing trainings on its fundamentals to managers across different departments, prioritizing top-level executives.

Once the agreement between the worker and employer is established, the hiring process commences and the new team member undergoes a period of adaptation, which is commonly referred to as onboarding. During this phase the HR manager plays a pivotal role in aiding the employee's socialization, promoting the corporate culture values and acquainting him/her with the primary job responsibilities. The subsequent measures may be advantageous to enhance the onboarding procedures.

The aim is to streamline the employee registration process by ensuring that all required documents and templates are readily available, and to provide efficient material and technical assistance. Thus, by minimizing the new employee's non-productive time, the company decreases costs and also establishes a culture of strong inter-departmental collaboration not only for external projects but also for internal tasks, thereby promoting higher employee dedication.

Ensure that new employees are well-versed in the company and departmental operations, while also highlighting the core values and tenets of its corporate culture. It's recommended to create a sole presentation to conserve company resources in conducting individual introductions every time, and minimize the possibility that some information may not be conveyed to the employee due to human error. The most recent method of automated adjustment is exemplified by gamification, which involves implementing team-based competitions and games. This method has a unique characteristic and benefit of enhanced interactivity, active participation of employees in business procedures, and the chance to effortlessly and compellingly review and strengthen acquired information.

Introduce the new employee to colleagues. It is advisable to organize official and semi-official sessions with employees and joint events, for example, gamification. It is also recommended to create a single scheme with all employees, their photos, names, e-mails and basic data about the type of tasks performed by each member. In order to facilitate adaptation and overcome barriers some personal (but non-confidential) information about all team members can be added. That may allow different employees to find common interests and topics for conversation.

If the candidate for the vacancy has successfully passed the probationary period, the company can proceed to the employee retaining. It is the longest and the most expensive stage, since the process of retaining requires constant actions during the entire life cycle of an employee at the enterprise.

It is prudent to consider the following factors to keep skilled and promising employees at the company for an extended duration.

A critical assessment of various methods utilized to motivate workers through monetary rewards. Based on the polls, the majority of individuals regard monetary compensation as the primary factor driving their motivation towards work. As shown by surveys conducted by Glassdoor, nearly half (45%) of those who resigned from their jobs cited insufficient remuneration as the primary reason [6].

The assistance is offered to exceptionally skilled or promising professionals, aimed at optimizing their quality of life or harmonizing their work and personal commitments. One potential benefit for new employees is a loan without interest for acquiring their own residence, as long as they commit to a lengthy period of employment. The implementation of a performance management system, personalized development plans, and talent management matrices can assist in enlightening workers on chances for professional advancement, training schemes, and honing of skills and abilities.

It is suggested to implement a scheme that acknowledges the accomplishments of employees, publicly appreciates them, and offers suitable compensation. When faced with challenging circumstances, an individual's comfort comes from the backing of the manager, the corporation or the group. It is crucial to motivate and endorse this custom, while also highlighting the measures implemented by the organization in ensuring the welfare of its staff. If there is no information system in place, the number of employee requests

to the company will rise and escalate to become demands, which would render any efforts to implement these measures meaningless.

It is impossible to conduct a qualitative analysis of employee engagement or motivation without a transparent feedback system. Thus, it is advisable to involve the opinion leaders of the company for such actions. In addition, a system of automated collection of ideas through online platforms with subsequent rewards for the best proposals may be suggested. It is worth noting that in this way the company not only collects data and ideas, but also satisfies an employee's need for the recognition of his/her contribution to the development of the company.

The employee connections may be enhanced by engaging in cooperative project assignments, shared business visits, commemorating the team's achievements, and organizing formal and informal gatherings for team bonding through regular face-to-face meetings.

The phase of offboarding or dismissal holds a significant position in the lifecycle of an employee. The final impression the employee carries of the organization will greatly determine the feedback he/she provides for the company when working for a new employer. It is important to acknowledge the employee's achievements on projects with the added step of scheduling an appropriate period of time to bid farewell and to present a corporate and/or team-based token of appreciation.

Conclusion. The significance of human resources marketing and employer branding has increased dramatically nowadays, particularly for specialized and niched economic activities. Smart employers should direct their attention towards two significant aspects, such as enhancing internal procedures within the organization in order to sustain the loyalty of the current employees, as well as promoting advantages and perks to potential applicants and other stakeholders. When the company successfully combines these tasks to achieve excellent quality and efficiency, it can compel top-notch professionals to join the team, inspire them to work harder, and reap the financial benefits of their stellar performance. Furthermore, by effectively communicating this information to potential customers, the company can create a synergistic relationship between personnel marketing and product marketing.

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