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Personnel Marketing as a Competitive Advantage of the Innovative Enterprise: Strategic Aspect

The article is devoted to the study of the role of personnel marketing in the formation of the competitive position of the innovative enterprise in the process of strategic management. The terms "personnel marketing" and "compensation policy" are defined. Personnel marketing is defined as a type of management activity aimed at long-term provision of the organization with human resources that form the strategic potential necessary to achieve its specific target priorities. Compensation policy is defined as a system of external incentives that encourage the employee to get a result that satisfies both the employee and the company. The concept of "strategic activity" is also given, which is defined as the ability of staff to implement strategic objectives, the ability to feel an integral part of the innovative enterprise, think analytically, respond quickly to change, effectively and timely decision-making. It is proved that the construction of any approach to personnel marketing in the process of strategic management begins with the formation of the main goals, which must be clear, positive and consistent. It is established that to promote the efficiency of personnel marketing, strengthen the competitive position of the innovative enterprise and the effectiveness of the strategy of the enterprise as a whole, will promote the use of a process approach, the tasks of which include improving quality, improving efficiency and providing new opportunities for development and optimization of the organizational structure of the innovative enterprise. The influence of strategic management and personnel marketing on the formation of competitive advantages of the innovative enterprise is schematically presented. The relevance of further research in the field of personnel marketing in the innovative enterprise is argued.

Keywords: marketing, personnel marketing, motivation, strategy, strategic position, strategic activity, competitiveness, competitive advantage.

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Stating the problem

The key to the successful development of any innovative enterprise is to strengthen its competitive position, which allows the company to maintain performance and efficiency. However, due to the crisis in the country, the question arises of finding new alternatives for development in order to maintain and expand market share. Today's realities of innovative enterprises are those that require the latest methods and forms of doing business, bringing the enterprise management process in line with requirements and standards, as well as emphasizing the formation and development of competitive advantages based on scientific and technical level of production and product, levels of marketing, levels of management, organizational and technical level of production processes, financial and economic level of the enterprise, levels of personnel, etc.

Under such conditions, the risk of weakening the position of innovative enterprises, deteriorating quality of customer service, reducing the investment attractiveness of enterprises and weakening the competitive position in general increases. Accordingly, there is a question of finding new tools to ensure the competitiveness of enterprises and manage their long-term development.

Focusing the modern management paradigm on the result contributes to the creation of new forms and ways to combine the determinants of effective enterprise management to ensure sustainable long-term development of innovative enterprises.

Analysis of recent research and publications

A considerable amount of literature has been published on theory of founding, organization and management competitiveness and personnel marketing. These studies were suggested by Tsimbalyuk S. [7], Petrova I. [8, 9], Reshetnikova I. [10], Dovgan

L. [11], Batenko L. [14], Isaenko T. [14], Tverdushka T. [14], Balabanova L. [12], Didkivska L. [15], Karakay Y. [11], Kholod V. [12], Artemenko L. [11], Oborskaya S. [17], Nalivayko A. [16], Yashkina N. [15], Gordienko P. [15], Shershneva Z. [17] and others. However, despite the presence of a significant scientific and practical base, scientists still continue exploring this field.

Formulation of the goal of the article

The aim of this study is to highlight new approach on theoretical justifications and applied elements that are necessary to ensure the implementation of effective personnel marketing in company's competitiveness.

Main research material

It is believed that the main purpose of enterprise management is to achieve strategic goals of the enterprise and the development of enterprise potential and support its effective operation in an unstable external environment. Today, this is made possible by effective personnel marketing.

Personnel marketing, in general, is a type of management activity aimed at long-term provision of the organization with human resources that form the strategic capacity needed to achieve its specific target priorities. As in any marketing, the task is to meet the needs of the consumer in a particular product, which is the workforce. The main purpose of personnel marketing is to meet the needs of the employer in the workforce of the required quality and reasonable cost. According to the marketing concept of personnel management, the most important condition for business success is the development of marketing strategy, study of supply and demand in the labor market, establishing a system of external and internal communications, advertising activities to attract labor, planning staff costs. It is important to clearly define the requirements for staff, identify the

needs of their lives and development and ensure that these requirements and needs are met in a more efficient way than competitors. Personnel marketing cover both external and internal labor markets. Accordingly, there are external and internal personnel marketing, as well as external and internal communications, which can be considered innovative technologies [13].

Since the concept of "personnel marketing" should be based on a person, in our opinion, one of the key in the process of personnel marketing is the function of motivating employees, which is associated with the development of a number of motivators that contribute to achieving strategic goals.

In the scientific literature there are many interpretations of the categories "motive", "motivation", "motivator" etc. After analyzing the definitions of leading scientists, we have identified and clarified the concepts that is used in the research process.

In our opinion, the most successful is the commonly used definition that the motive is an internally motivated urge to act [1, 3]. But we propose to clarify the concept of motive. According to the fact that motives are formed from needs, which are feelings of physiological or psychological lack of something, these two concepts are inextricably linked. In our understanding, motive is an inner awareness of the need that motivates action [2].

It should be noted that ensuring the continuous development of the innovative enterprise is impossible without the establishment of a stable competitive position of the enterprise. In order to achieve it, various management mechanisms are formed and function at enterprises. We believe that any company striving for sustainable development should be focused on strategic development, not on achieving a temporary result. Thus, each company must take measures to form a strategic activity, which is possible provided the use of personnel marketing in the strategic management of the innovative enterprise.

Accordingly, we can define the concept of "strategic activity of the

enterprise" as its ability to adapt to changes in the exogenous environment and make the most of all opportunities, avoiding threats [4].

It correlates with the concept of "strategic activity of personnel" which becomes possible with the use of effective staff marketing. This concept can be defined as the ability of personnel to implement strategic objectives, the ability to feel an integral part of the enterprise, think analytically, respond quickly to change, make effective and timely decisions.

Accordingly, the concept of "strategic activity" combines the strategic activity of the innovative enterprise and personnel, because with their effective and efficient relationship there is an increase in performance and efficiency of the enterprise, which indicates high marketing results and implementation of innovative enterprise strategy and gives impetus to further development.

In order to maintain the appropriate level of strategic activity of personnel, the innovative company needs to establish and operate personnel marketing, which will serve as a basis for strategic development.

Summarizing the existing approaches to the formation of personnel marketing, it should be noted that it is important to study the preferences and vision of employees of effective motivators in a particular innovative enterprise. Therefore, it is proposed to carry out constant monitoring, which is relevant for most companies, because such studies are conducted very rarely (in many companies less than once a year). This situation provokes the ineffectiveness of most tangible and intangible motivators, which leads to very low efficiency of personnel marketing by innovative enterprises as a whole [13].

In order to implement effective personnel marketing, all management actions must be performed consistently and in a timely manner. First, there is a list of factors of exogenous and endogenous environment that have a direct impact on employee motivation in the management of the innovative enterprise and influence the forma-

tion of compensation policy, which is a system of external remuneration to the employee for the results of his/her work at the enterprise (salary, allowances, bonuses, social package).

In addition, management should obtain as complete information as possible about the impact of these factors. Next, the information obtained for each impact factor should be evaluated and the magnitude of the potential impact predicted.

Thus, it is possible to identify all the opportunities and threats that affect the personnel marketing in the strategic period, as well as to identify its strengths and weaknesses. As a result, the basis for strategic analysis and identification of alternative strategies that will contribute to the effectiveness of personnel marketing in the innovative enterprise.

Paying attention to the fact that the company does not influence the force of pressure of some factors of the exogenous environment, again the question arises about taking into account the influence of key factors of the endogenous environment, and motivators and demotivators as key in building effective personnel marketing in innovative enterprises management.

Building any approach to personnel marketing in the process of strategic management begins with the formation of the main goals, which must be clear, positive and consistent. Usually, the vision of the future is determined taking into account the dynamics of consumer preferences, industry trends, the possibility of changing the current business model. However, management and employees may assess the situation differently. And in order to avoid possible problems, a common understanding of the main goal must be achieved by both management and operational staff. Practice shows that the main prerequisite for success is the consistency of strategy within the innovative enterprise. Usually, it must be supported by a document, and formulated in the form of mission, goals and principles of the innovative enterprise.

But the methodology of personnel marketing in the process of strategic

management of innovative enterprises must take into account that it will be necessary to increase the number of management staff, increase the number of information links between employees, possible conflicts between them.

Thus, when applying this methodology, emphasis should be placed on the "process" approach to management, which in contrast to the "functional" provides greater efficiency and interest of employees in the end result.

Undoubtedly, this "process" approach is most effectively used with the support of information technology. In modern systems for automation of management it corresponds to the Workflow technique, which provides clear execution of process according to its description. The methodology also includes a business process management mechanism that automates the chain of related operations aimed at achieving a common goal. When implementing and using such a mechanism, the following main tasks are solved [10]:

Improving quality. The rules for performing individual operations and their relationship are formulated and implemented. This allows to significantly reduce and even completely eliminate possible errors. A simple to-do list allows the employee to focus on immediate responsibilities.

Improving efficiency. There is a formalization of organizational activities and the functions of managing the joint work of employees on the program. This saves time.

Providing new opportunities for development and optimization of the organizational structure of the enterprise. Task performance data can be the basis for identifying bottlenecks and hidden resources.

It should be noted that in order to form an algorithm for building effective personnel marketing, it is necessary to analyze and systematize the relationship of strategic management of the innovative enterprise (which affects competitiveness) with the results of its activities. After all, practice shows that the main prerequisite for success

is the consistency of the processes of development and implementation of strategy within the innovative enterprise (Fig. 1).

Thus, the strategic activity of staff, formed through effective personnel marketing, is a key condition for improving the competitiveness of the enterprise formation of its strategic position. This relationship can be represented by a formula:

$$C = SP \times SA, \quad (1)$$

where **C** — competitiveness of the enterprise;

SP — strategic position of the enterprise;

SA — strategic activity of the enterprise.

The strategic position of the enterprise can be determined by the formula and used to monitor its activities:

$$SP = SPE \times EMP \quad (2)$$

where **SPE** — strategic potential of the enterprise;

EMP — personnel marketing efficiency.

In turn, the strategic potential of the innovative enterprise can be defined as a score of the strengths and weaknesses of the enterprise in an endogenous environment. At the same time, strategic activity determines the dynamic behavior of the enterprise in the direction of its development:

$$SA = SD \times SC \quad (3)$$

where **SD** — the degree of mastery of the enterprise tools for strategic development;

SC — strategic actions performed by the enterprise to increase the competitiveness of personnel.

Strategic actions are determined primarily by the strategic activity of personnel and can be calculated by the formula:

$$SC = \sqrt{ECP \times S \text{ act}} \quad (4)$$

where **ECP** — effectiveness of compensation policy.

S act — the effectiveness of measures to stimulate the strategic activity of the enterprise.

This algorithm was built by the author on the basis of determining the competitiveness of the enterprise, proposed by Petrova I. L. and adapted according to the fact that the competitiveness of the innovative enterprise illustrates its strategic and depends on personnel marketing.

Thus, we can conclude that the motivation of strategic activity of staff and the company are inextricably linked and have a significant impact on the activity and efficiency of the innovative enterprise through the use of effective personnel marketing.

Conclusions

Today, many innovative companies are developing serious comprehensive personnel motivation programs. However, these programs do not always work effectively because they do not take into account the characteristics of individual employees and do not link them to the strategic goals of the innovative enterprise.

Since all existing mechanisms, including personnel marketing, are de-

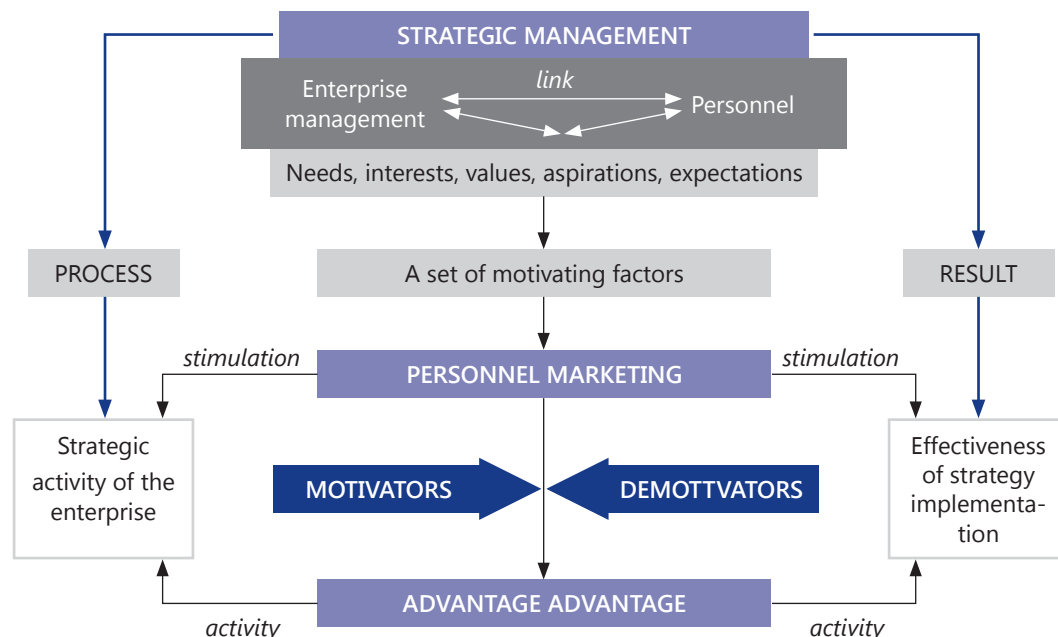


Fig. 1. The influence of strategic management and personnel marketing on the formation of competitive advantages of the innovative enterprise (Source: compiled by the author)

veloped and implemented in line with the overall strategy of the innovative enterprise, it is important to emphasize that the strategy itself is implemented in specific jobs. A balance is needed between the interests of the innovative enterprise as a whole and individual employee. Therefore, personnel marketing must be adjusted and communicated to each employee. It depends on whether personnel marketing will be a factor that will ensure the competitive advantages of the innovative enterprise.

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Список використаних джерел

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Маркетинг персоналу як конкурентна перевага інноваційного підприємства: стратегічний аспект

Стаття присвячена дослідженню ролі маркетингу персоналу в формуванні конкурентної позиції інноваційного підприємства в процесі стратегічного управління. Дано визначення термінів "маркетинг персоналу" та "компенсаційна політика". Маркетинг персоналу визначено як вид управлінської діяльності, спрямованої на довгострокове забезпечення організації людськими ресурсами, що утворюють стратегічний потенціал, необхідний для досягнення її конкретних цільових пріоритетів. Компенсаційна політика визначена як система зовнішніх стимулів, що стимулюють працівника на отримання результату, що задовольняє як працівника, так і підприємство. Також наведено поняття "стратегічна активність", яке визначено як здатність персоналу до реалізації стратегічних завдань, здатність відчувати себе невід'ємною частиною діяльності інноваційного підприємства, аналітично мислити, швидко реагувати на зміни, ефективно і своєчасно приймати рішення. Доведено, що побудова будь-якого підходу до маркетингу персоналу в процесі стратегічного управління починається з формування головних цілей, які мають бути чіткими, позитивними й несутеречливими. Встановлено, що сприяння підвищенню ефективності використання маркетингу персоналу, посиленню конкурентної позиції підприємства та ефективності реалізації стратегії інноваційного підприємства в цілому, сприятиме використанню процесного підходу, до завдань якого відносяться підвищення якості, підвищення ефективності та забезпечення нових можливостей для розвитку та оптимізації організаційної структури інноваційного підприємства. Схематично представлено вплив стратегічного управління та маркетингу персоналу на формування конкурентних переваг інноваційного підприємства. Аргументовано актуальність подальших досліджень у сфері маркетингу персоналу в діяльності інноваційного підприємства.

Ключові слова: маркетинг, маркетинг персоналу, мотивування, стратегія, стратегічна позиція, стратегічна активність, конкурентоспроможність, конкурентна перевага.