

присутствуя на мероприятии. Таким образом, еще в 2014 году компания «Топшоп», производящая женскую одежду, предоставила публике возможность увидеть ее показ на «Неделе моды» в Лондоне, не находясь там, чем привлекла к себе внимание покупателей и СМИ и была удостоена ряда наград, что повлекло за собой повышение продаж, а вследствие и прибыли.

Заключение. Виртуальная и дополненная реальность – прогрессивно развивающиеся маркетинговые инструменты. Успешность использования технологии состоит в эффективности, реалистичности и высокой скорости распространения. Использование виртуальной реальности является одним из определяющих факторов позиционирования компании как высокотехнологичного бизнеса и привлечения целевой аудитории. В Республике Беларусь использование технологий виртуальной и дополненной реальности – перспективная, но ещё малоразвитая сфера.

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HR-MARKETING AS A STRATEGIC COMPONENT OF A MODERN HUMAN RESOURCE MANAGEMENT SYSTEM

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Abstract. *Personnel marketing is a type of management activity aimed at long-term provision of an organization with human resources. These resources form a strategic potential with the help of which it is possible to solve specific target problems. Marketing goals can be both achieving maximum consumption and maximum consumer satisfaction, and providing a wide choice, as well as improving the quality of life of society as a whole.*

Keywords: human resources, strategy, marketing, management, efficiency, labor market.

Personnel marketing means a meaningful expansion of the production marketing function into the area of human resource management. It includes the following conceptual elements:

- 1) marketing as the basic principle of market-oriented management;
- 2) marketing as a method of systematically searching for solutions. Through the use of modern

market research methods, a database is formed for both strategic and operational decisions;

3) marketing as a means of achieving competitive advantage. A needs-based product policy and targeted communication policy solve the strategic task of presenting one's own organization on the market as competitive and attractive.

We conclude that the goal of marketing is to ensure the highest level of consumption by increasing sales and profits using various marketing methods.

Personnel marketing treats the workplace as a product that is sold in the labor market. From this point of view, the conceptual elements of personnel marketing can be presented as follows: it acts as a direction for strategic and operational personnel planning; creates an information base for working with personnel using research methods of the external and internal labor market; aimed at achieving employer attractiveness through communications with target groups (market segments).

In addition, personnel marketing (HR marketing) is interpreted as a type of management activity that is based on the application of marketing methods in the organization's personnel management system and is aimed at creating and developing intellectual capital with the maximum possible consideration of the enterprise's needs for personnel and the situation in the modern labor market. Personnel marketing, when implementing its functions, is based on market thinking, which is fundamentally different from traditional methods and concepts of personnel management.

Currently, in the literature there are various definitions of the concept of "personnel marketing", which scientists have been studying and interpreting since the second half of the 20th century [1].

Analyzing and generalizing the above interpretations of the concept of "personnel marketing", three main approaches can be distinguished:

1. Personnel marketing is a science that develops on the basis of creative market research, deepening the existing marketing concept; labor market ideology; philosophy and strategy of human resource management.

2. Personnel marketing is an activity, a function of the personnel service (HR department); entrepreneurial, operational tool; direction of personnel policy that meets the organization's need for personnel, on the one hand, and the needs of actual and potential employees, on the other hand.

3. Personnel marketing is the marketing of jobs considered in the labor market as a product, as well as all activities to ensure demand for jobs, their attractiveness for employees (brand and image of the employer).

To increase competitiveness and strengthen market positions, enterprises strive to constantly increase the efficiency of individual activities and the activities of the company as a whole. Increased efficiency due to internal reserves must be used first and foremost and get a greater return on investment through an intensive rather than extensive development path. At the same time, an important factor in this direction of development is the ability to assess the level of achieved efficiency [2].

Based on an assessment of the effectiveness of ongoing activities, it will be possible to make informed decisions, identify growth factors, and get the maximum return on investment. By determining the effectiveness of a particular type of business activity, it is possible to identify specific measures and abandon those that do not contribute to progress.

The issue of evaluating effectiveness both in enterprise marketing and in personnel marketing (internal marketing) is the most complex and least developed problem. According to a survey of senior executives of Russian companies, about 70 % of them are not satisfied with the system for assessing the company's performance. Among the main problems, managers identify:

- lack of a clear performance assessment system;
- incompleteness, incompatibility and contradictory nature of existing individual performance assessments;
- lack of a clear system of goals, the effectiveness of achieving which needs to be assessed.

The issue of efficiency assessment is one of the most pressing problems today. Market conditions are such that products are becoming increasingly standardized and services are becoming unified, leading to repetitive marketing decisions. Increasingly, the attention of marketing practitioners and theorists is directed not only to the consumer, but also to company employees, as a source of long-term competitive advantage that is difficult to copy. Therefore, the issue of assessing the effectiveness of a company's activities in the field of internal marketing remains

relevant.

Internal marketing is treating the firm's personnel as customers and providing them with a product that satisfies their needs. The goal of internal marketing is to build employee loyalty and satisfaction. Figure 1 shows a system of interrelated enterprise performance indicators.

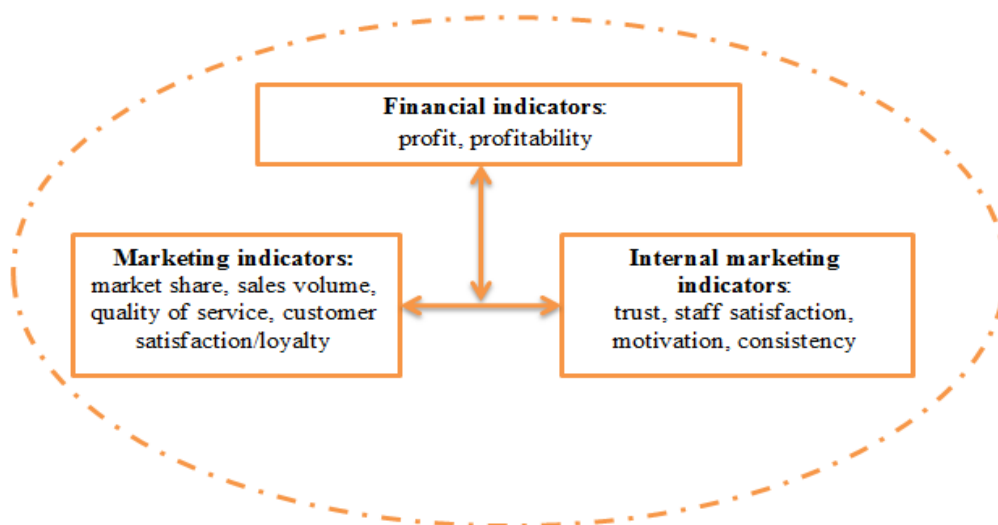


Figure 1 – System of interrelated enterprise performance indicators

Data on the satisfaction of company employees is used as methods for assessing effectiveness. The most common method for assessing employee satisfaction is the importance-performance method for measuring customer satisfaction, adapted for internal marketing.

The effectiveness of personnel marketing consists of two components:

- economic efficiency, which characterizes the achievement of goals through the use of personnel on the principle of economical use of available resources;
- social efficiency, which characterizes the degree to which the needs for products and services of an individual enterprise are satisfied, as well as the interests of employees.

It is not difficult to notice that there is a relationship between the economic and social components, which is observed in the work of the organization system as a whole. At the same time, the issue of optimal selection of factors influencing the effectiveness of personnel marketing and those indicators that must be taken into account in assessing the activities of the enterprise is important, that is:

- the effectiveness of personnel marketing is determined based on the volume, completeness, quality and timeliness of performance of work assigned to personnel;
- taking into account the industry specifics of the activities of an economic entity;
- accurate accounting of the distinctive features of the activities of the personnel of individual departments;
- taking into account the relationship between personnel assessment and planning of personnel costs by time period.

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