Digital Tools in Personnel Marketing

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ABSTRACT

The article discusses the prospect of using modern digital tools in personnel marketing. The idea of HR-marketing as an approach based on building market relations with candidates and employees is revealed. The stages of development of Big Data technology and electronic recruiting in the marketing staff are presented. The performance indicators of personnel-marketing activities in creating omni-channel when communicating with staff are disclosed.

Keywords

Personnel marketing, human resource management, digital recruiting, digital tools.

1. THE CONCEPT OF PERSONNEL MARKETING

Personnel marketing is a new approach of organizations to form their attractiveness for employed and potential employees.

Depending on the tasks to be solved, HR-marketing can be considered in a narrow and broad sense. In a narrow sense, it is a special function of the personnel management service, which includes the analysis of internal and external factors that determine the direction of the development of personnel-marketing measures to identify and cover staffing needs.

Indeed, personnel marketing is an important condition for attracting workers in the company in the required quantity and with certain qualitative characteristics (professional qualification, socio-demographic, psychological, socio-cultural, etc.), but is not limited to this.

Marketing staff in a broad sense - the philosophy of the organization, the strategy of human resource management, in which the employee is considered as the "client" of the organization. This view is based on the need to consider the relationship of employees and organizations as a market [2].

A marketing approach to personnel management can increase employee satisfaction with work, their loyalty to the organization, reduce staff turnover, etc. To achieve this goal, a whole range of tasks is being solved: needs planning, business assessment, career management, motivation, etc.

The strategic objective of HR-marketing is to increase, firstly, the attractiveness of the organization as an employer in the domestic labor market and, secondly, awareness of it externally.

The advantage of the personnel-marketing approach is the ability to systematize the strategy to retain key employees and hire the necessary in accordance with the goals of the organization, to form a differentiated value proposition (EVP) for different categories of employees and applicants, as well as to increase the speed of work through the use of technological HR-tools.

2. CLASSIFICATION OF DIGITAL TECHNOLOGIES IN HR-MARKETING

Using the classification of Gartner and Headhunter, the technologies used in the marketing of personnel can be divided into five groups according to maturity periods [3].

Its "productivity plateau", having proved itself to be effective, achieved online training programs, landing pages and job search portals.

Remote e-learning (online learning or e-learning) can take place without stopping the workflow, does not imply travel, does not require rental of premises, but allows participants in the educational process to consult online with teachers, access methodological materials, diversify the learning process, making it more fun.

Landing page or career site tells about job vacancies and work in the company, helps to attract new employees and promote the brand of the organization as an employer. Job search sites offer various personnel search services; they have long become a familiar channel for attracting people to the team.

"The slope of enlightenment" is the period when technology adapts to practice and overcomes deficiencies. HR-branding through the formation of a value proposition can be called the tool of this stage. The value proposition is intended to emphasize the advantages of the company as an employer so that at a rational and emotional level they coincide with the values and expectations of candidates and employees. Companies with the best HR-management practices develop EVPs not only for the current target audience, but also for future candidates - university students and schoolchildren.

The development of inbound recruitment marketing has been developed - increasing the brand awareness of an employer through the placement of interesting targeted content. This approach requires an analysis of channels of communication with the target audience, both inside and outside the company, as well as an analysis of the employee journey map, which allows fixing the points of possible interaction of the future applicant with the organization-employer and forming a loyalty loop.

Not all tools are able to reach these stages, many cannot overcome the "abyss of frustration" associated with identifying limitations in the application of technology and getting rid of illusions. So, despite the promising ideas of Big Data, the number of areas of HR-management where it can be used is limited, since the statistics collected only in areas related to personnel management are not enough, relevant data on financial, logistic, marketing and other issues are needed (Table one). In addition, many companies are not ready to introduce systems that allow to accumulate and analyze data in the right amount [1].

Table 1. Stages of Development of Big Data Technology in HR-Marketing

Stage	Characteristics
Subjective decisions	HR-decisions are based on experience gained, expert opinions and conjectures
Use of inside information	collection of Small Data to support their decisions, for example, using spreadsheets
Analytics application	analysis of various metrics that allow to take into account data from related areas within the company

Recommended recruiting is also undergoing transformation. He is no longer limited to referral programs on the domestic labor market, when an employee is offered remuneration in the event that an employee, adopted on his recommendation, works in a company for a certain period of time. Now it

includes the personal, professional circle of the personnel manager, as well as networking (broadening the circle of acquaintances through social networks).

The tendency of the last years is the clean-up of personnel management. The name is associated with the company "Uber", which reformed the taxi service, allowing ordinary drivers to carry out customer orders without the participation of an intermediary in the taxis. Recruitment cleanliness is a virtual platform where companies post information about a vacancy, providing an opportunity for recruiters to compete for the chance of its quick and high-quality closing.

"The peak of high expectations" and heightened public interest are experienced by technologies in the field of application of artificial intelligence in the selection and recruitment, training, evaluation.

The digitalization of recruiting has already made its own adjustments to the rules for creating a resume, which is probably not the personnel manager who is able to evaluate creativity, but the "machine" based on the compliance of these skills with the requirements of the vacancy. Stages of development of digital recruitment are presented in Table 2.

Table 2. Stages of Digital Recruiting

Period	Characteristic
1996-2004	The job search strategy is changing, as Internet portals appear with job postings.
2004-2011	Active ways of finding a job are developing, including through social networks.
2012-2016	The problem of working with negative reviews about the company on specialized specialized sites is being updated. The beginning of the formation of targeted EVP for the formation of a brand of the employer and attracting candidates for hiring.
2017-2019	Increasing the role of artificial intelligence in recruiting.

The use of chat bots also opens up attractive prospects, since it excludes time-consuming or routine tasks from the responsibility of the personnel manager. The search bot-recruiter reveals active and hidden candidates on work sites and social networks, conducts telephone interviews and communicates via instant messengers, answers frequently asked questions [5].

Many Russian employers (Ankor, Krok, Sberbank, etc.) are already paying attention to the development of intellectual education, which makes it possible to fine-tune the educational schedule for the technological process, and educational content.

At the initial stages of development, mobile applications ensure the implementation of standard tasks in personnel management (for example, time tracking, adaptation of a new employee, internal communications, research in the field of motivation and involvement, etc.). This group includes predictive analytics - a forecast of possible scenarios of employee behavior, based on the analysis of a large amount of data and identified unobvious dependencies.

Despite the prevalence of digital technologies, their application in many companies is difficult. Thus, a number of enterprises prohibit the use of instant messengers (Whatsapp, Viber, Telegram, Slack, etc.) for business correspondence, limiting it to corporate mail, which does not always have a positive effect on the speed of decision making and involvement in the workflow. Increasingly, in modern companies, there is an idea of the need for omni-channelity in working with staff.

3. EVALUATION OF THE EFFECTIVENESS OF COMMUNICATION CHANNELS IN THE HR-MARKETING

It is impossible to judge the effectiveness of personnel marketing activities without examining many labor and behavioral indicators, which allow assessing how much the attractiveness of positions and jobs for real and potential employees has increased and whether the applied technologies contribute to their "sale". Table 3 shows some indicators of the effectiveness of communication channels.

Table 3. Metrics of the Effectiveness of Communication Channels in the Marketing Staff

Field of activity	Metrics
External labor market (external HR-brand)	
Social networks and online communities Section "Career" on the external site Branded HH.ru page EVP Employer Competitions Universities External conferences Publications on specialized sites and periodicals Representative polygraphy Office space Questionnaire of applicants	Quantitative and qualitative presence in social networks and specialized Internet communities Analysis of the employer's reputation The number of mentions of employees about the company and work in it in the social. networks Monitoring sites with employer reviews Content Analysis by Surveys
Domestic Labor Market (Domestic Brand)	
Transmission of corporate values Loyalty programs Near-work and non-working activities Welcome course for beginners Corporate holidays Promotion of the brand and ideology at all conferences and seminars (design) Branded goods Engagement surveys	Analysis of survey results by various sections Analysis of the interview with the dismissal Monitoring the demand for branded goods Level of involvement in internal events Employee feedback on the event
Communications	
Internal portal Online news feed Interactive sites Corporate and thematic internal seminars Periodic corporate online / print editions Provision with fast and accessible information Online Advertising Banners Informational support for domestic events Corporate social / professional network Forum Communication master classes Regular CEO Lync Conference	Employee opinion polls on topics Comments and posts on the forum, portal, interactive sites Statistics of visits, likes, views, comments Feedback
Recruiting	
Search and selection of candidates Placing and advertising vacancies Recruiting shares Work with students Referral programs Internal recruiting	Number of employees accepted The number of candidates rejected the proposal Number of laid-off employees (on probation, in the first year) The number of employees transferred through internal recruiting Quality selection Terms of closing vacancies (average, median) Load on recruiter Referral Program Conversion Salary statistics Cost of selection

One of the problems of digitalization in personnel management lies in the fact that numerous suppliers offering digital solutions to HR-problems do not always understand the

essence of the day-to-day activities of a personnel manager and are not familiar with the specifics of implementing business processes in an organization. The second is that human resources specialists often lack knowledge and understanding of new digital technologies. The solution to this contradiction lies in the further training of specialists in the field of HR-management, which, together with the introduction of digital marketing processes for staff, can be very expensive.

Effective implementation of personnel marketing functions (research, communication, information) is possible through less technologically advanced, but valuable tools, such as a new employee leaflet, broadcasting corporate values and ideologies through posters, and holding regular strategic sessions. The use of digital tools does not always mean the competitive advantage of an organization in the struggle for valuable personnel, but it greatly facilitates the work of achieving the basic tasks of personnel management. The emergence of new technologies erodes the specifics of the personnel-marketing approach, turning it into a daily managerial routine.

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