

# Digitalization of HR Branding: Ways of Development

Olga Isaeva  
Voronezh State University  
Voronezh, Russia  
e-mail: o\_isaeva@mail.ru

**Abstract**—Attention of the article is drawn to the need and new ways of developing the digitalization of HR branding, which will allow companies to win in the competition in the entire global information space of the modern labor market.

**Keywords**— Digitalization, HR branding, development.

## I. POSTCOVID TRENDS OF THE LABOR MARKET AS A CATALYST FOR THE DIGITALIZATION OF HR BRANDING

The SARS-CoV-2 coronavirus pandemic, the devastating consequences of which, incomparable to anything that was observed in the post-war era, affecting all spheres and aspects of business, sets trends in the labor market that it is facing for the first time.

Indeed, the growth in the number of vacancies (employer demand) today is due not only to economic surges. In addition to the pandemic, which resulted in a population decline, this is an outflow of migrants, a lockdown, a transition to remote work, a demographic hole. As a result, we observe an absolute disproportion between supply and demand in the labor market.

Thus, the head of the HeadHunter (HH) research service, Maria Ignatova, notes an increase in the total number of HH vacancies in June 2021 by 77% compared to June 2020 [1]. At the same time, the number of resumes (resumes that were created and updated in the last 60 days) has decreased significantly, and the indicator is even lower than in 2019 [1].

HeadHunter also indicates that the number of offers from applicants has decreased in the capitals and regions of the Southern Federal District [1]. The most active applicants are in the Far East. In addition, as HeadHunter notes, due to the pandemic, there was an outflow of migrants, respectively, a shortage of personnel in the areas where they worked [1].

Thus, according to Rosstat, the migration growth of the Russian population decreased by 179.3 thousand people or by 62.7% in 2020, which occurred, as a result of a decrease in the number of arrivals to the Russian Federation and an increase in those who left it.

The migration growth of the Russian population in January-February 2021 decreased by 0.2 thousand people or 0.9%, which occurred as a result of a decrease in the number of arrivals to the Russian Federation.

At the same time, according to experts, the drop in arrivals of international migrants to Russia occurred in April-May (Table 1), when the indicator dropped sharply.

Table 1. International migration in Russia in January-September 2020 [2]

|  | January-March | April | May   | June  | July  | August | September |
|--|---------------|-------|-------|-------|-------|--------|-----------|
| It has arrived                                   | 152,6         | 30,8  | 38,9  | 50,3  | 55,0  | 52,5   | 53,4      |
| % compared to the indicator of the previous year | 93,9          | 54,8  | 73,9  | 96,0  | 101,7 | 99,6   | 88,3      |
| Dropped out                                      | 106,8         | 37,2  | 39,8  | 39,9  | 38,6  | 48,6   | 40,8      |
| % compared to the indicator of the previous year | 120,4         | 116,5 | 113,4 | 117,9 | 112,7 | 121,7  | 120,3     |
| Migration increase (decrease)                    | 45,8          | -6,4  | -0,9  | 10,4  | 16,4  | 3,8    | 12,5      |

Thus, lockdown, social distancing and self-isolation, remote working hours, personnel shortage have changed the relations between employers and job seekers, forcing them to reconsider approaches to personnel management, as well as HR branding. In the current situation, modern companies have come to a clear understanding of the personnel (current and potential) from the point of view of marketing as real and potential customers.

As a result, the changes in the labor market in the post-crisis period became catalysts that launched all the levers for the development of digitalization of HR branding.

## II. DIGITAL ECONOMY DEVELOPMENT: COUNTRIES, TECHNOLOGIES, KEY PLAYERS

Fundamental changes, the transformation of the world order, called the “fourth industrial revolution” [3], and associated with the development of the digital economy, form not only new rules, but also business practices themselves,

which differ significantly from the existing ones. Rapidly developing data processing capabilities contribute to the same rapid penetration of digital technologies into all spheres of society, identifying as leaders of the country and industry, players with a significant interest in the introduction of digital technological innovations.

Thus, the three leaders of the annual Euler Hermes Index of countries by the level of opportunities for digitalization created in them (Enabling Digitalization Index, EDI) again included the United States, Germany and Denmark (Table 2):

Table 2. Top 40 places in the Index of countries by the level of opportunities for digitalization created in them for 2020 (2020 Enabling Digitalization Index) [4]

| Global ranking | Country        | EDI (end-2019 data) | Ranking Change vs. end-2018 |
|----------------|----------------|---------------------|-----------------------------|
| 1              | US             | 88                  | 0                           |
| 2              | Denmark        | 77                  | 1                           |
| 3              | Germany        | 76                  | -1                          |
| 4              | China          | 73                  | 5                           |
| 5              | UK             | 72                  | 0                           |
| 6              | Singapore      | 72                  | 0                           |
| 7              | Hong Kong      | 72                  | 4                           |
| 8              | Japan          | 71                  | 0                           |
| 9              | Netherlands    | 70                  | -5                          |
| 10             | Switzerland    | 69                  | -3                          |
| 11             | Sweden         | 68                  | -1                          |
| 12             | South Korea    | 67                  | 4                           |
| 13             | Austria        | 67                  | -1                          |
| 14             | New Zealand    | 67                  | 0                           |
| 15             | France         | 67                  | 2                           |
| 16             | Finland        | 66                  | -3                          |
| 17             | Canada         | 65                  | -2                          |
| 18             | Australia      | 65                  | 0                           |
| 19             | Belgium        | 64                  | 0                           |
| 20             | Spain          | 64                  | 4                           |
| 21             | UAE            | 64                  | 2                           |
| 22             | Norway         | 63                  | -2                          |
| 23             | Ireland        | 62                  | -2                          |
| 24             | Iceland        | 60                  | -2                          |
| 25             | Luxembourg     | 60                  | 0                           |
| 26             | Italy          | 59                  | 2                           |
| 27             | Estonia        | 59                  | -1                          |
| 28             | Israel         | 58                  | 1                           |
| 29             | Czech Republic | 58                  | -2                          |
| 30             | Portugal       | 58                  | 0                           |
| 31             | Poland         | 56                  | 1                           |
| 32             | Slovenia       | 56                  | -1                          |
| 33             | Malaysia       | 55                  | 0                           |
| 34             | Hungary        | 53                  | 0                           |
| 35             | Lithuania      | 53                  | 0                           |
| 36             | Qatar          | 52                  | 0                           |
| 37             | Thailand       | 52                  | 3                           |
| 38             | Russia         | 52                  | -1                          |
| 39             | Cyprus         | 52                  | -1                          |
| 40             | Chile          | 50                  | -1                          |

Euler Hermes experts also note the success in the field of digitalization that China has managed to achieve: the country managed to rise in the ranking from 17<sup>th</sup> to 4<sup>th</sup> place in the three years preceding the Covid-19 pandemic [4]. In China, there is an improvement in indicators in all parameters.

Unfortunately as of 2020, Russia was in the 38<sup>th</sup> place out of 115 in the rating, having dropped by one position over the year.

But the rating EDI shows how much a particular country is able to create conditions for the development of digital companies and for the successful use of digital technologies by traditional companies.

Indeed, the ongoing changes and emerging digital trends associated today with the “uberization” of the economy are becoming possible and are being implemented on the basis of special digital platforms and technologies, where the leading ones are:

- The Internet of Things and production automation
- Digital design and modeling
- Virtualization technologies: remote access, remote office, etc.
- Mobile technologies and cross-channel communications [5].

According to the research conducted on global digitalization trends (Fig. 1), Artificial Intelligence and mobile Networks have firmly taken the first places in the rating, providing the opportunity to digitalize most of the business processes of modern companies.

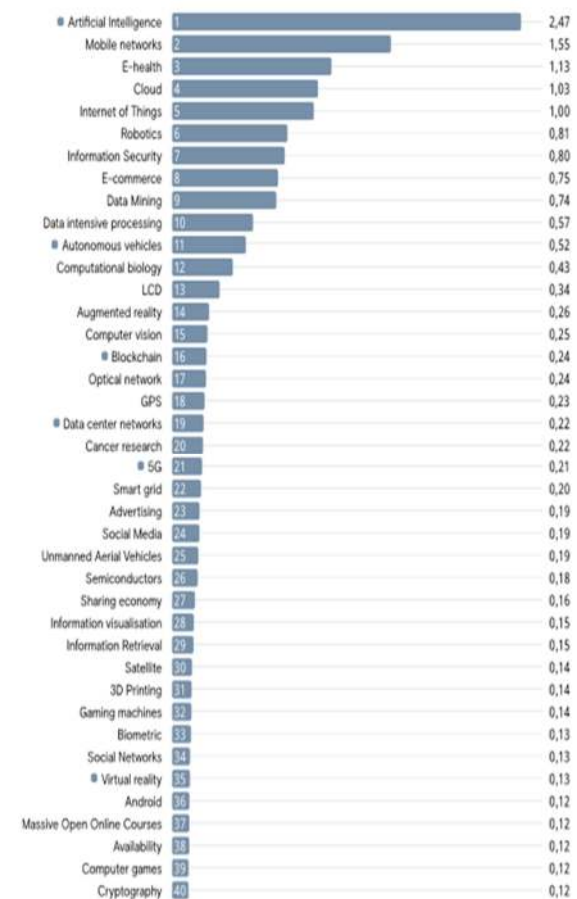


Fig. 1. Overall rating of digitalization trends [6]

The digital transformation of the economy and high investment activity also explains the place of e-commerce.

In such a situation, the role of key players ensuring the development of the digital economy began to be played by IT companies, which became not only the developers of the basics of digitalization, but also its first consumers. At the same time, being participants of one of the fastest growing

segments of the digital economy, IT companies in the conditions of heterogeneity of the development of the entire functionality of domestic HR often began to need effective support and development of their HR brands, requiring the use of specific technologies and tools in the current conditions.

### III. OPPORTUNITIES AND WAYS TO DEVELOP THE DIGITALIZATION OF HR BRANDING

Today, not only IT companies promote their brand on digital information platforms. Market leaders, implementing complex digitalization projects for the promotion of HR brands, use the best global positioning practices in the global information space. It is the leaders who, using the best experience, conduct research among their target audiences, analyze data about employees and candidates, formulate an EVP (employment value proposition), broadcast it using all modern communication channels of the digital world.

Indeed, such domestic monopolistic companies as Russian Railways, reflecting current data for all interested parties in the information space (Fig. 2), separately allocate a section for their clients-employees.

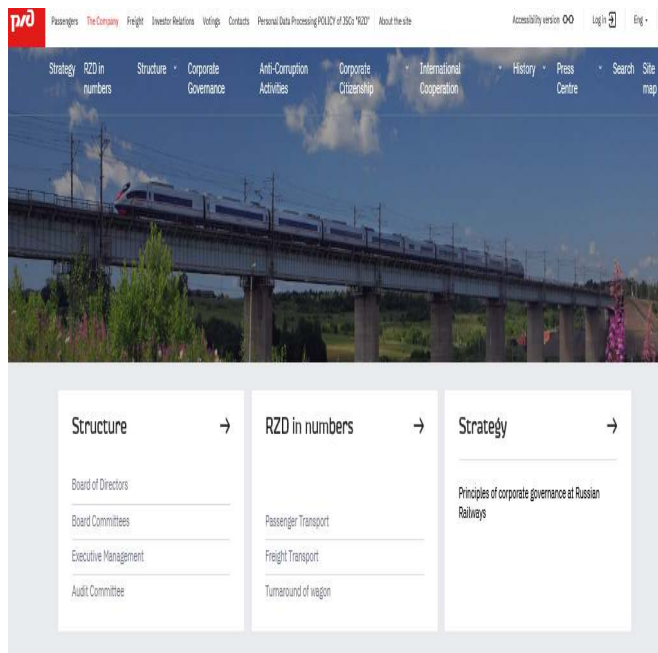


Fig. 2. “The Company” section on the official website of Russian railways holding [7]

As a result, they include in a separate section Corporate citizenship such components as:

- Basic Social Guarantees
- Social support for women
- Health and Wellness
- Labour Protection
- Social Responsibility
- Employee Social Package (Fig. 3).

At the same time, the digitalization of HR branding allows companies not only to visualize their EVP value propositions for different client segments, but also to broadcast all their aspirations and positions.

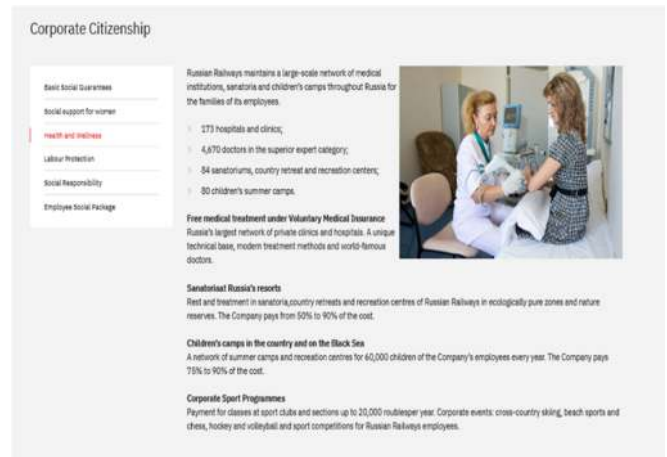


Fig. 3. The “Corporate citizenship” section on the official website of Russian railways holding [7]

Thus, the generally recognized leader-the British-Dutch oil and gas company Royal Dutch Shell, having introduced visitors to its history and the history of the brand (fig.4), openly demonstrates its future aspirations (fig.5):



Fig. 4. Royal Dutch Shell – Heritage Hub [8]

## FEATURED CONTENT

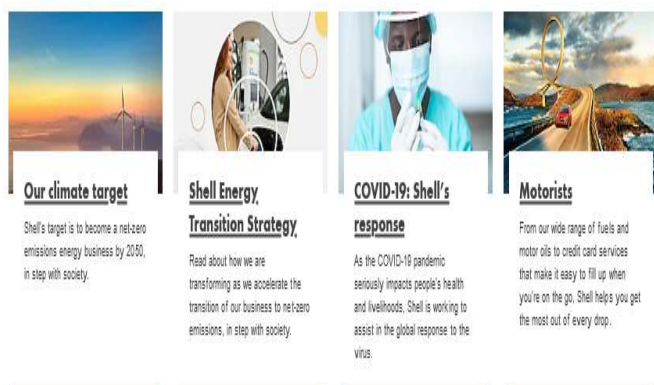


Fig. 5. Royal Dutch Shell – Future content [8]

By demonstrating the generally accepted training program (shell-graduate-program) and values on the global website (Fig. 6), the company in each country takes into account and demonstrates the specifics of its career proposals (Fig.7).



Fig. 6. Royal Dutch Shell – Graduate-program [8]



Fig. 7. Royal Dutch Shell – Career, USA [8]

As a result, in the context of a pandemic, the digitalization of HR branding contributes to strengthening a positive opinion about the company both in the external and internal environment. The possibilities of digitalization, the translation of the positioning and promotion of the HR brand of companies (external and internal) into social networks, online conferences, communication in messengers allows them to compete with all companies in the global information space in the fight for their main customers - potential and existing employees.

## REFERENCES

- [1] A. Bogdanova, "These people will be needed: what is happening on the labor market in the second year of the pandemic and who will get a salary increase". [Online]. Available: <https://ngs.ru/text/job/2021/07/16/70025051/>
- [2] Yu. F. Florinskaya, N. V. Mkrtychyan, "Migration to Russia: the lowest level in a decade". [Online]. Available: <https://www.iep.ru>
- [3] K. Schwab, *The Fourth Industrial Revolution*, Publishing house "E", Moscow, 2017.
- [4] "DIGITAL-ENABLING COUNTRIES PROVED MORE RESILIENT TO THE COVID-19 ECONOMIC SHOCK". [Online]. Available: [https://www.eulerhermes.com/ru\\_RU/latest-news/ehru\\_tsifrovizatsia\\_pri\\_covid19.html](https://www.eulerhermes.com/ru_RU/latest-news/ehru_tsifrovizatsia_pri_covid19.html)
- [5] "Digital economy: global trends and practice of Russian business. Analytical report of the HSE Institute of Innovation Management. [Online]. Available: <https://imi.hse.ru/data/2017/10/07/1159564192/!Цифровая%20экономика%20-%20глобальные%20тренды%20и%20практика%20российского%20бизнеса.pdf>
- [6] "Monitoring of global digitalization trends 2020. Rostelecom". [Online]. Available: [https://www.company.rt.ru/upload/iblock/6e0/ROSTELECOM\\_TRE\\_NDS2020\\_INTERACTIVE\\_FINAL.pdf](https://www.company.rt.ru/upload/iblock/6e0/ROSTELECOM_TRE_NDS2020_INTERACTIVE_FINAL.pdf)
- [7] The official website of the company "Russian railways holding". [Online]. Available: <https://social.rzd.ru>
- [8] The official website of the company "Royal Dutch Shell". [Online]. Available: <https://www.shell.com>