

Svitlana Mishyna<sup>1</sup>  
Oleksandr Mishyn<sup>2</sup>  
Nataliia Parkhomenko<sup>3</sup>

## INNOVATIVE METHODS AND TOOLS FOR PERSONNEL INTERNATIONAL MARKETING DEVELOPMENT

*In the article approaches to the definition of the concept of "personnel marketing" are considered. The essence and definition of concepts "personnel marketing" and "international personnel marketing" are specified. Approaches to the formation of HR marketing mix are considered. The methodical approach to the formation of the system of international personnel marketing in the context of innovative development of personnel technologies is improved. The list of tools for innovative development of personnel marketing at enterprises of international business is substantiated.*

*JEL: M12; M31; O31*

### 1. Introduction

In the conditions of limited financing of personnel programs, reduction of expenses for the performance of functions of personnel management, business entities have difficulties in providing staff with the necessary quantity and qualifications and their maintenance for a long period of time at workplaces. In the international business, this problem is exacerbated, as there are frequent cases of "outflow of the best minds", international headhunting, downshifting. At the same time, the process of creating and promoting HR-brand of the international business entities in the international labor market is more complicated. Due to this, the system of international personnel marketing needs a proper development. A personnel marketing, like any other field of activity, requires innovation. In today's economic environment, the use of innovative development tools is a prerequisite for the successful operation of any business entity, including international business.

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<sup>1</sup> Svitlana Mishyna, Associate Professor, PhD (Economics), Department of Economic and Social Sciences, Simon Kuznets Kharkiv National University of Economics, Ukraine.

<sup>2</sup> Oleksandr Mishyn, Associate Professor, PhD (Economics), Department of International Business and Economic Analysis, Simon Kuznets Kharkiv National University of Economics, Ukraine

<sup>3</sup> Nataliia Parkhomenko, Associate Professor, PhD (Economics), Department of International Business and Economic Analysis, Simon Kuznets Kharkiv National University of Economics, Ukraine, phone: (+38)(050)2533973, e-mail: parkhomenko.na28@gmail.com.

The purpose of the article is to clarify the essence of international personnel marketing and justify the tools for its innovation development.

To achieve the goal, the following tasks were solved:

- to consider existing approaches to defining the concept of "personnel marketing";
- to clarify the essence of the concept of "international personnel marketing";
- to develop a methodical approach to the formation of the system of international personnel marketing on the basis of innovative development;
- to specify the list of tools for innovative development of personnel marketing at international business enterprises.

## 2. Literature Review

The question of the definition of the essence of the concept of "personnel marketing" was reflected in numerous works of such scientists as: Ardzinov V.D. (2003), Belousov A.V. (2001), Kyyan L.P. (1995), Kolpakov V.V. (2006), Kryvoruchko O. M. and Gladka O. I. (2012), Martynenko O. V. (2007), Paschuk L.V. (2011), Povazhny S.F., Larina R.R. and Belousov A.V. (2003), Savchenko V.A. (2009), Sarukhanov E. E. and Sotnikova S.I. (2009), Chulkov A.V. (2007).

Pashchuk L.V. (2011), Tomilov V.V. and Semerkova L.M. (2009), and Toriannik J. I. (2010) in their writings investigate the theoretical foundations of the formation of the personnel marketing system. Consideration of the tools of innovative development of personnel technology took place in the writings of such scientists as: Brich V. Ya. and Borisyak O.V. (2017), Vergun V.A. and Stupnitsky V.I. (2015), Hetman V.V. and Bilodid A.O. (2017), Savenkova T.I. (2013).

Clarification of the essence of international personnel marketing should be based on a critical review of approaches to defining the concept of "personnel marketing". In the literature, there is no single approach to the interpretation of this concept.

Table 1

Interpretation of the definition of "personnel marketing"

Author, Source	Definition	Description of the definition	Approach to definition
1	2	3	4
Martynenko O.V. (2007)	Marketing in the labor market is a system of activity that allows its subjects to assess the state of the labor market, trends in its changes, and to make management decisions in the area of hiring and promoting employment	Employment in the labor market, which is limited to hiring	Functional
Krivoruchko O. M., Gladko O.I. (2012)	Personnel marketing is an activity aimed at providing the necessary personnel with the help of creating, maintaining or changing the behavior of target audiences (existing and	Activities aimed at the selection and development of personnel	

Author, Source	Definition	Description of the definition	Approach to definition
1	2	3	4
	potential personnel) with respect to this enterprise as an employer, where the creation of behavior, its support and change is achieved by engagement, retention, development, recruitment		
Savenkova T.I. (2013)	Personnel marketing is a kind of managerial activity aimed at covering the needs of staff in a constantly changing environment; planning and collection of all types of activities of the personnel; studying the factors of the external and internal markets that affect the vacancy, the probability and speed of its filling, the terms of approval of the candidature	Activities aimed at selection and planning of personnel	
Saruhanov E.E., Sotnikova S.I. (1995)	Marketing on the labor market is a means of targeting consumers to the product of "labor", where marketers focus on creating conditions for combining the ability to work with capital through all possible types of employment	Labor market activities related to employment provision	
Chulkov A.V. (2007)	Personnel marketing is engaged in questions of long-term maintenance of the enterprise by personnel resources. Personnel marketing regards the workplace as a product that needs to be marketed in the labor market	Activities limited to staff selection	
Kibanov A.Ya. (2007)	Personnel marketing is a complex function of personnel management services of organizations or recruitment agencies that provides for a thorough and comprehensive study of the labor market, labor demand, preferences and needs of the employer, the planning and forecasting of the range of necessary professions, the development of measures to meet the demand for labor, identify potential the needs of employers in rare or scarce occupations, the formation of the buyer's priorities in finding top-not qualified personnel, cooperation with employment services, labor exchanges, education dumb institutions and other sources of workforce, forming an image of the employer	Integrated function of personnel management	Functional
Tomilov V.V., Semerkova L.N. (2009)	Labor market marketing is a kind of activity aimed at achieving the optimal level of correspondence between demand and supply of labor in order to meet the labor demand of all subjects of labor relations	Activities related to the provision of the labor force for a specific purpose	Functional and target
Savchenko V.A. (2009)	Personnel marketing is the philosophy and strategy of human resources management,	Philosophy of management	Structural

*Mishyna, S., Mishyn, O., Parkhomenko, N. (2019). Innovative Methods and Tools for Personnel International Marketing Development.*

Author, Source	Definition	Description of the definition	Approach to definition
1	2	3	4
	which, while focusing on the life and work demands of employees, simultaneously meet the interests of enterprise policy		
Belousov O.V. (2001)	Personnel marketing is a complex system aimed at selection, placement, training and assessment of human resources taking into account production requirements and in order to create a favorable socioeconomic climate in the team, inculcation of employees to the values and norms adopted at the enterprise, enhancement of corporate culture.	A system that includes hiring, evaluation and training of staff	Systemic
Kyyan L.P. (1995)	Marketing in the labor market can be considered as a system of activity that allows its subjects to assess the state of the labor market, its trends and make sound decisions in the field of employment, promote employment and the efficient use of human capital	The system, which includes assessment of the labor market, hiring and promotion of efficient use of personnel	Systemic
Povagniy S.F., Larina R.R., Belousov A.V. (2003)	Personnel marketing is a complex system aimed at the selection, placement, training and assessment of human resources taking into account production requirements and with the aim of forming a favorable social and psychological climate in the team, educating employees of the values and norms adopted at the enterprise, raising the corporate culture	The system is aimed at selection, training and assessment of human resources	
Ardzinov V.D. (2003)	Personnel marketing is the collection and analysis of market data, the study of the situation, the preparation of various forecasts, the receipt of various information on the possible number and structure of the required professions and specialties, and in the further development, conducting advertising activities and stimulating employment	The process of collecting, processing information about the labor market, advertising and stimulating employment	Process
Kolpakov V.M. (2006)	Personnel marketing is a scientific and applied discipline, type of professional work of personnel, management system satisfaction of staffing requirements, strategic and tactical way of thinking, style of behavior, complex of specific functions	Discipline and, at the same time, activity, system and complex of functions related to the selection of personnel	Functional, systemic, structural

Source: Research result, 2018.

The concept of "personnel marketing" in literary sources is used along with such synonymous concepts as "human resources marketing", "labor market marketing", "HR marketing", "personnel marketing". The definitions were listed in tab. 1, according to the

authors; it is advisable to group according to the content characteristics and approaches to the definition. The largest group is the group of authors that define the personnel marketing as a type of activity. However, in each definition, this activity is limited to a certain list of functions. Sarukhanov Ye. E. and Sotnikova S. I. (1995), Martynenko O. V. (2007) and Chulkov A.V. (2007) refer to personnel marketing as activities related only with hiring and selection of personnel. This approach is somewhat limited and does not include such functions as planning, staff allocation and image of the employer. The most complete, based on the functional approach is the definition of Kibanova A. Ya. (2007). However, it is mostly macroeconomic. It is advisable to interpret the personnel marketing from the standpoint of a structural approach, as a set of strategic, tactical techniques, philosophy of management. However, in the definition of Savchenko V. A. (2009), based on the structural approach, the scope of application of these strategic and tactical methods is not specified. Ardsinov V.D. (2003) adheres to the process approach in determining the personnel marketing.

There is target approach. It is implemented in conjunction with a functional approach in the definition of such authors as Tomilov V.V. and Semerkova L. N. (2009). Scientists who use the system approach in defining the concept of "personnel marketing", Ardsinov V.D. (2003), Kijan L.P. (1995), Povazhny S.F. (2003), is understood by the notion of a predominantly system that regulates hiring, evaluation and development of personnel. In our opinion, it is expedient to include in this system the planning of staffing needs and the formation of the employer's image.

Since the functional, structural, process, system and target approaches to the definition of personnel marketing can exist, then, as the authors think, it is advisable to combine them.

In our opinion, the personnel marketing is: 1) from the standpoint of a functional approach, it is a set of personnel management functions related to planning, selection, development of personnel and maintaining the proper image of the employer; 2) in the context of the structural approach, it is a decision-making on choosing a strategy and tactics of providing the company with personnel, its development and maintaining the proper image of the employer; 3) from the point of view of the process approach, it's the process of gathering information on the labor market, planning, selection, development of personnel and maintaining the proper image of the employer; 4) in the context of the target approach, it is an achievement of goals in the field of optimal qualitative and quantitative composition of personnel formation and development of HR-brand of the employer.

In addition, in literary sources there are no interpretations of international personnel marketing, which have its peculiarities of HR-sphere in the international business. Therefore, based on a combination of functional, process, systemic, structural, target-oriented approaches and taking into account the peculiarities of personnel management in international business enterprises, the authors proposed, under the international marketing of personnel, to understand the functional sphere of personnel management, which includes the sequence of actions for monitoring the international labor market, planning, formation and development professionally qualitative and quantitative composition of personnel in the context of strategic and tactical tasks of the enterprise of international business in order to develop its HP brand.

*To increase employee loyalty to top management and the company as a whole, the formation of an HR brand plays a key role. So, Ambler T. (1996) and Barrow S. (1996) understand HR brand as a set of economic, financial and psychological benefits that an employee can get when he starts working in a company. Minchington B. (2006) defines an employer brand as an organization's image as a great place to work for key stakeholders. The authors, sharing the point of view of the scientists, under the HR-brand understand the set of characteristics that form a positive image of the employer in the labor market.*

### **3. Methodology of the Empirical Research**

The issue of the development of personnel marketing at domestic enterprises in literary sources is given considerable attention. Approaches to defining the essence of the concept of «personnel marketing» were sufficiently highlighted. However, the personnel marketing at international business enterprises has its own specifics, therefore, further research to determine the concept of international marketing of personnel and the formation of an international marketing system for personnel in the context of innovation development is required.

In the article we used such research methods as: analysis and synthesis, induction and deduction, monographic analysis, comparisons, methods of statistical analysis.

### **4. Findings**

International business involves the implementation of business relationships and business transactions by entities of two or more countries in order to profit. Therefore, in our opinion, the formation of the international marketing system should take into account the nature of business relationships between the enterprises of international business, the specifics of the social and labor sphere of different countries, migration processes, norms of international labor legislation and the peculiarities of the relationship between the subjects of the international labor market. As personnel marketing is a sphere of marketing, the basis of the system of international personnel marketing should be elements of marketing mix, adapted to HR-sphere of the enterprise.

The composition of marketing mix in literary sources varies from 4 to 12 elements. Most often scientists used in marketing, as well as in the marketing of personnel, *4 P model*. Thus, Paschuk L.V. (2011) among elements of the personnel marketing complex distinguishes four elements: goods (jobs); the price (wages and expenses of the enterprise for ensuring the work of each individual employee); sales (means of attracting staff); promotion (forming company image and employee loyalty). In our opinion, the most complete list is the 12 elements of marketing mix, but it needs adaptation for personnel marketing. The list of elements of HR-marketing-mix, adapted by the authors, is presented in table 2.

Table 2

The structure of HR-marketing mix "12 P"

Element	Interpretation in the HR-sphere
Product	Workforce
Price	Salary
Place	Vertical and horizontal movement of personnel, rotation
Promotion	Formation of the image of the employer
People	Consumers of marketing information about staff
Personnel	Human Resources for Personnel Marketing
Package	Corporate clothing, symbolism
Purchase	Methods and tools for attracting staff
Public Relations	Public information about staffing policies and staffing programs
Process	Process of marketing personnel
Physical Premises	Social responsibility of business
Profit	Facilitating staff growth in company profits

Source: Research result, 2018.

In literary sources, there are different approaches to the interpretation and definition of the structure of the personnel marketing system. Yes, Pashchuk L.V. (2009) defines a system of personnel marketing as a set of interrelated and interacting analytical, organizational, managerial and control subsystems aimed at achieving and mutually matching the interests of the staff and the employer, taking into account the influence of factors of the macro-, micro-marketing and internal environment of the enterprise. In the above definition, the purpose of the marketing of personnel is to ensure the simultaneous satisfaction of the interests of staff and as owners. This goal does not reflect the nature and purpose of personnel marketing.

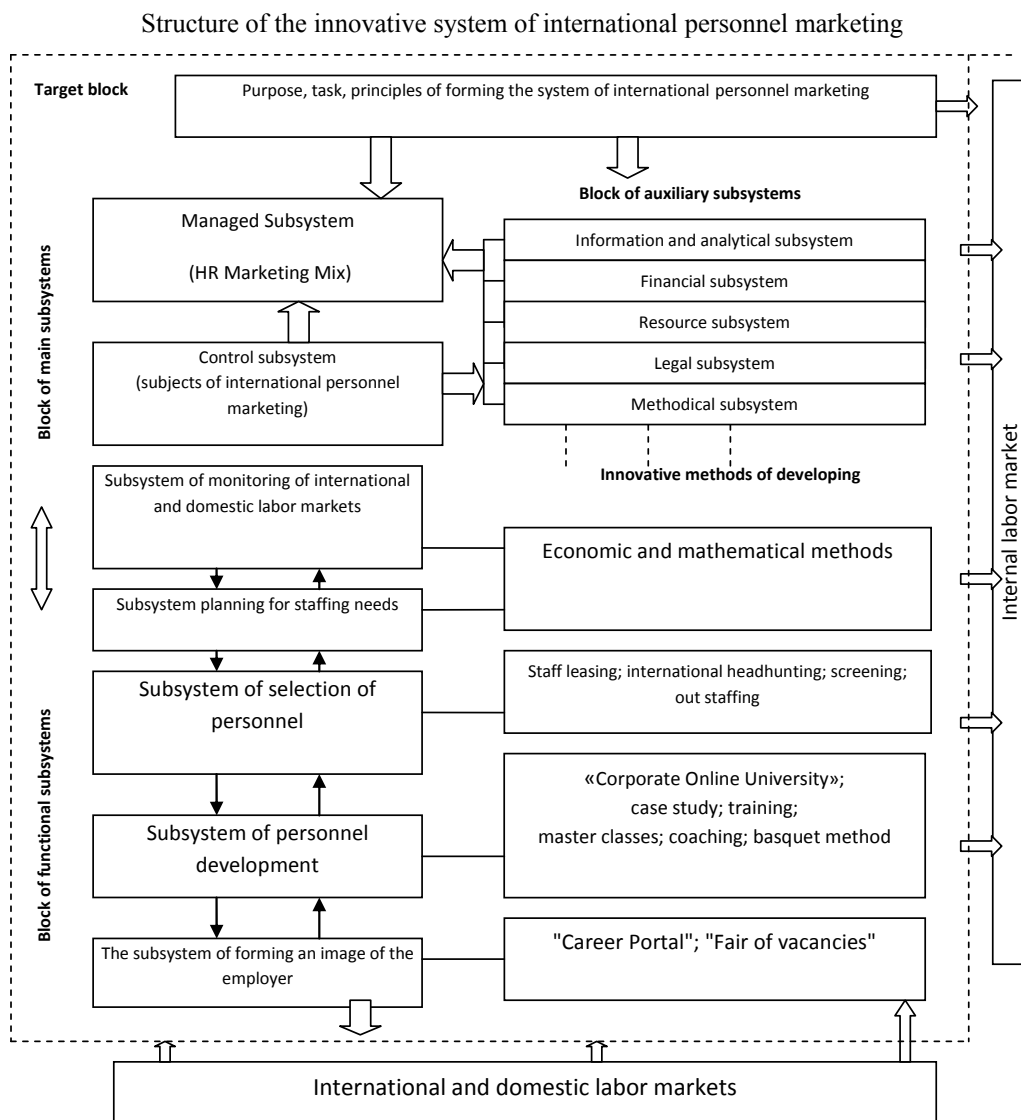
Thus, Tomilov V.V. and Semerkova L.N. (2009) argue that the personnel marketing is a combination of two subsystems: the manager (the personnel of the marketing of personnel) and the managed (objects of personnel marketing). In our opinion, such a structure is appropriate, but requires the introduction of additional subsystems, which would ensure the operation of control and managed subsystems.

Torianik J. I. (2010) considers the concept of personnel management on the basis of marketing, which is understood by the process of development, implementation and control of marketing programs in the field of personnel management, aimed at ensuring stability and satisfaction of the enterprise team and achieving on this basis the long-term goals of the enterprise. In this definition, the management of personnel marketing is limited to the process of development, implementation and control of marketing programs. Such an interpretation, as in our view is not good.

On the basis of analysis and generalization of literary sources, the authors suggest that the system of international personnel marketing is understood to mean a set of interconnected and interacting main and auxiliary subsystems, the functioning of which contributes to the formation of the appropriate quantitative and qualitative composition of the personnel of its development in the context of the strategic and tactical tasks of the enterprise in order to develop the image of the employer. The structure of the international personnel marketing

system is presented in fig. 1. In our opinion, it is expedient to allocate the target block, the main subsystems (*managed and control*), functional and auxiliary subsystems, which ensure the normal operation of the main subsystems, in the structure of the system of international marketing of the personnel.

Figure 1



Source: Research result, 2018



The purpose of forming the system of international personnel marketing is to promote the development of the HR brand of the international business enterprise, the tasks are: implementation of the system of monitoring of the international and domestic labor markets; increasing the effectiveness of personnel selection and development. The system of international personnel marketing, in our opinion, should be based on the principles of scientific, systematic, efficient, adaptive and substantiated. Based on the concept of "international personnel marketing" to the functional subsystems should include subsystems of monitoring of international and domestic labor markets, planning of staffing needs, personnel selection, personnel development and image of the employer. It is expedient to include in the auxiliary: information and analytical, resource, financial, legal and methodical subsystems.

Characteristics of auxiliary subsystems of international personnel marketing are presented in Table 3.

Table 3  
Characteristics of auxiliary subsystems of international personnel marketing

Title of the subsystem	Feature
Information and analytical	Subsystem of information gathering about the domestic and international labor market, their analysis and evaluation of the labor resource situation
Resource	Subsystem aimed at providing marketers, HR managers with the necessary qualifications, material resources, software products necessary for the operation of the international personnel marketing system
Financial	Subsystem involves the development of budgets to finance marketing programs
Legal	Subsystem, which includes the base of normative-legal support of personnel work and legal support of social-labor relations of the enterprise
Methodical	Subsystem that is a set of methods of monitoring the labor market, planning and analyzing the quantitative and qualitative composition of personnel, as well as innovative tools and tools for the development of international personnel marketing

Source: Research result, 2018

A prerequisite for the effective functioning of the innovative system of international personnel marketing should be the monitoring of the labor market. Because the results of the labor market monitoring are the initial basis for planning the need for personnel and searching for the optimal sources of its satisfaction with the specifics of the development and functioning of national and international labor markets. The dynamics of unemployment rates in the world is presented in Table 4.

Ones of the leaders of unemployment are South Africa, Macedonia and Greece. In these countries, almost one-third of the economically active population aged 15-70 do not work, are looking for work and are ready to go to it within the next two weeks.

Table 4

The dynamics of unemployment in the countries of the world

Country	Unemployment rate, %			Country	Unemployment rate, %		
	2016 year	2017 year	Absolute deviation		2016 year	2017 year	Absolute deviation
South Africa	26.7	27.7	1.0	Sweden	7.0	6.8	-0.2
Macedonia	23.6	23.0	-0.6	Estonia	6.9	6.8	-0.1
Greece	23.8	21.4	-2.4	Canada	7.0	6.4	-0.6
Spain	19.6	17.4	-2.2	Bulgaria	7.7	6.3	-1.4
Armenia	18.8	18.2	-0.6	Australia	5.7	5.7	0.0
Croatia	15.0	10.8	-4.2	Austria	6.1	5.5	-0.6
Tunisia	14.0	15.2	1.2	Russia	5.5	5.2	-0.3
Iran	12.5	13.1	0.6	Switzerland	3.3	4.8	1.5
Brazil	11.3	12.9	1.6	China	4.0	4.7	0.7
Egypt	12.7	12.1	-0.6	USA	4.9	4.4	-0.5
Italy	11.7	11.3	-0.4	United Kingdom	4.9	4.3	-0.6
Turkey	10.8	11.3	0.5	South Korea	3.7	3.8	0.1
France	10.0	9.7	-0.3	Germany	4.2	3.7	-0.5
Ukraine	8.8	9.5	0.7	Japan	3.1	2.8	-0.3
Latvia	9.6	9.1	-0.5	Singapore	2.1	2.0	-0.1
Venezuela	21.2	8.1	-13.1	Belarus	1.0	0.5	-0.5
Lithuania	7.9	7.1	-0.8	Thailand	0.8	1.1	0.3

Source: Research result, 2018 (according to the data "Unemployment in the countries of the world in the years 1980-2016" (2016) and "Unemployment rate" (2017)

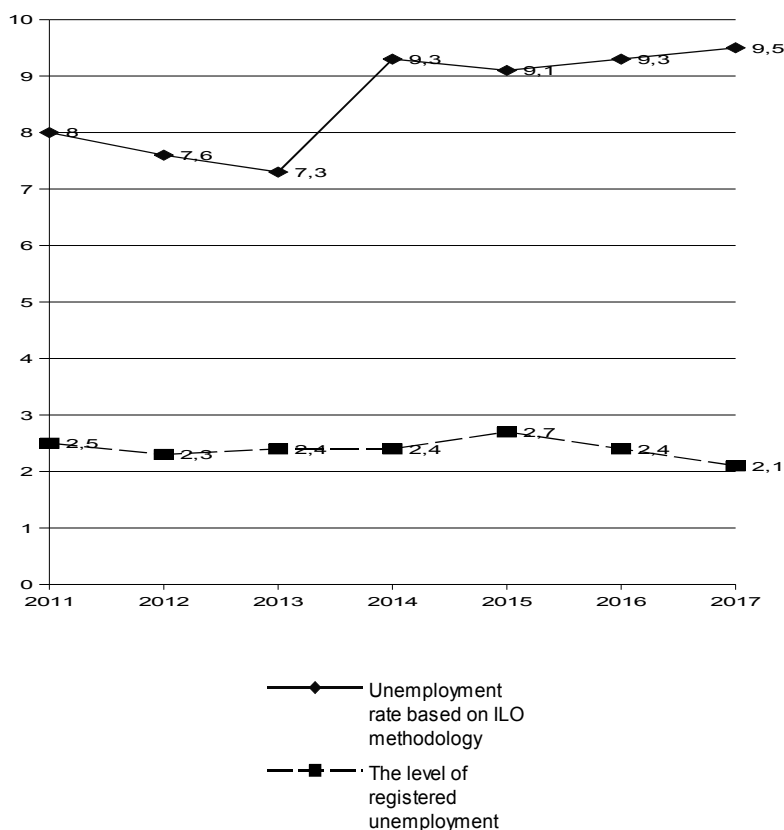
The unemployment rate according to the methodology of the ILO is higher than 5-6% in countries such as Spain, Armenia, Croatia, Tunisia, Iran, Brazil, Egypt, Italy, France, Ukraine, Latvia, Lithuania, Venezuela, Sweden, Estonia, Canada, and Bulgaria. These countries are not attractive in terms of employment prospects for both the local population and migrant workers. The most significant drop in unemployment was in Venezuela.

In Ukraine, the level of employment and unemployment, calculated according to the methodology of the International Labor Organization and according to the methodology of the State Statistics Service of Ukraine differ significantly (Fig. 2).

The reason for the significant differences in the level of unemployment, calculated by the International Labor Organization (ILO) and the State Statistics Service, is the methodology for calculating these indicators.

According to the ILO methodology, the level of unemployment is defined as the ratio of the number of unemployed people aged 15-70 to the number of economically active population aged 15-70 years. The level of registered unemployment is calculated in Ukraine as the ratio of the number of registered unemployed employment services to the number of economically active working-age population (16-60 years).

Figure 2  
Dynamics of unemployment in Ukraine (according to the official website of the State Statistics Service of Ukraine (2018))



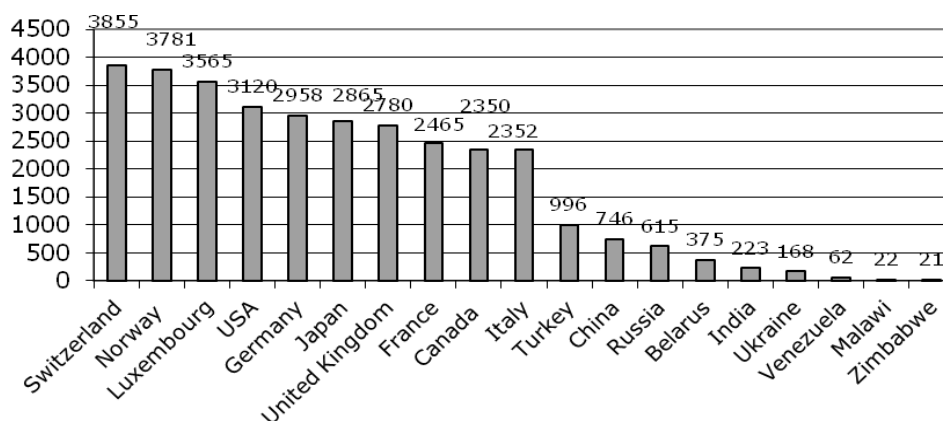
The International Labor Organization determines the number of unemployed on the basis of a survey of households in Ukraine, and the State Statistics Service of Ukraine as the number of only those unemployed who have official status. To monitor the labor market, it is expedient to use the information of the ILO. The registered unemployment rate can only be used to assess the performance of the State Employment Service and the planning of unemployment benefit costs.

An integral part of marketing personnel is the analysis of wages at the domestic and international labor markets.

The level of wages in some countries of the world is presented in Fig. 3.

Figure 3

Wages in the countries of the world (according to the site Investor's School (2017))



High-wage countries are the most attractive employment destination for migrant workers. Low-wage countries, including Ukraine and Venezuela, need to apply innovative methods of personnel marketing. This is due to the limited funding of human resources programs.

In our opinion, the introduction of innovative methods and tools into the system of international personnel marketing should be carried out using a methodical approach, which should include the sequence of stages:

- 1) analysis of the quantitative and qualitative composition of personnel and the identification of imbalances in the structure of staff;
- 2) diagnostics of the level of development of the existing system of personnel marketing to identify problem functional areas;
- 3) planning of innovative measures in the problem functional areas of the international personnel marketing system;
- 4) determination of conditions, organizational principles, resource and financial support necessary for the introduction of innovations;
- 5) development of the motivational mechanism necessary for the implementation of innovations;
- 6) determining the expected social, economic and organizational efficiency from the implementation of innovative measures;
- 7) phased introduction of innovative measures, methods and tools for international personnel marketing;
- 8) control for the implementation of innovative methods of international personnel marketing;

9) assessment and analysis of the results of the implementation of innovative measures.

Necessary prerequisites for innovation development of personnel marketing are: work with highly qualified personnel; availability of personnel creative abilities; development of creative thinking in the personnel; suitably organized recruitment system; presence of a motivational mechanism for the introduction of innovations.

Innovations can be: grocery (new products, services); technological (newest production technologies) and managerial (the newest methods, methods and tools of management influence).

## **5. Discussion**

In literary sources, managerial innovations in terms of personnel management are viewed as a whole without a division between staffing functions. Thus, Vergun V.A., Stupnitsky V.I. (2015) among the innovative methods of personnel management distinguish such as: "Corporate University", "Career Portal", "Virtual School", "Employee Social Card", gameplay. These innovative HR practices can also be applied to the international personnel marketing system. Hetman V.V. and Bilodid A.O. (2017) among the innovative methods of personnel development are distinguished: video training, distance learning, modular training, case studies, trainings, brainstorming, behavioral modeling, stoelting (motivational story), action training, coaching, master classes, basket-type, shadowing, secondment (a kind of "business trip"), buddying. The last four methods relate to an adaptation process. Among the innovative methods of providing business entities, the personnel distinguishes: headhunting, outstaffing, leasing, outsourcing, temporary staffing. These methods can also be applied to the system of international personnel marketing. On the basis of the analysis of literary sources, a list of innovative methods and tools that can be applied in the international personnel marketing system is systematized (Table 5).

The most important functional component of personnel marketing is the formation of qualitative and quantitative staffing (recruitment). In the field of providing international business with qualified personnel, it is proposed to use next innovative methods as: international headhunting, outstaffing, leasing, outsourcing, temporary staffing (temporary staffing). These methods can be applied in any international company, but the scope of their application may be limited the size of the enterprise, the field of activity, the availability of sources of funding necessary for the introduction of innovative methods of personnel marketing.

Table 5

Characteristics of innovative methods and tools for the development of international personnel marketing

Functional subsystems of international personnel marketing	Methods and tools for innovation development	Characteristics of methods and tools of innovation development
International Labor Market Monitoring and Staffing Planning	Economic and mathematical methods	Analysis of the influence of factors on the level of employment, unemployment, economic activity and forecasting trends in the development of domestic and international labor markets
	Trendspotting	Monitoring of new trends in the development of national and international labor markets
Selection of personnel (formation of qualitative and quantitative personnel)	International Headhunting	Qualitative selection of personnel by rewarding the specialists of the necessary qualification in other subjects of international business
	Staff leasing	Specific form of recruitment of personnel, which is to temporarily involve personnel of the enterprise-provider in the enterprise in order to eliminate inconsistencies between existing and necessary personnel.
	Outstaffing	Procedure for the removal of staff for the state of the customer-company and registration to the state of the enterprise-provider in order to reduce the costs of maintaining the staffing of the enterprise
	Screening	"Floor selection", which is carried out by recruiting agencies on formal grounds based on the resume
	On-line recruitment	Organization of preliminary recruitment and interviews online
	Temporary staffing	Selection of temporary staff for 1-3 months of employment. Sources of Search: Resume Database, Mass Media, Internet, Educational Institutions
	Freelance	Involvement of specialists from different countries on the conditions of free employment
	Co-working	Involvement of employees from different branches, representative offices, subsidiaries of international corporations to perform project tasks in a common territory or in one office.
Staff development	Networking	Formation of a network of partners and colleagues from among the employees of different branches, representations of international corporations to perform common tasks
	"Corporate Online University"	On-line education system, which includes distance learning, knowledge use, developments, work practices, instructions, advanced company experience, distance learning programs for business schools, centers
	Case study	Consideration of practical situations, modeling work on their solution, analysis of the results of solving problem situations
	Training	Actualization of theoretical knowledge and development of practical competences with the use of games, exercises,

		moderation
	Master classes	Form of professionally active education, during which a specialist in a certain field transmits the experience of applying in practice new technologies or new methods of work
	Coaching	Technology of psychological support of a career in personnel, which is to assist in the formulation and achievement of professional goals
	Basket method	Simulation of management situations in which staff from the human resource reserve serve as manager
	Gameplay (gamestorming)	The use of gaming techniques in work activities in order to develop the professional qualities of staff, the generation of new ideas
Formation of the image of the employer	Career Portal	Internet resource, which is a professional community integrated with social networks. The portal enables potential candidates for vacant positions to try themselves in web-based tests and web-based games. Get Employer Information. The employer is able to promote the development of HR-brand
	Job Fair	Participation in employer image events, demonstration of competitive advantages of the employer in the social and labor sphere at the offer of attractive vacancies

Source: Research result, 2018.

In our opinion, it is expedient to use the online recruitment as a preliminary stage of the interview with candidates for vacancies in international corporations with unbalanced branches, branches in the state of which there is no staff manager. Headhunting is a more costly method for searching staff, so its use is appropriate in attracting highly skilled professionals with their own portfolio in a particular area or extensive customer base. Temporary staffing should be used at enterprises with a seasonal nature of work. Staff leasing and outstaffing are applied in the absence of employers' ability to retain state staff and develop staff performing job functions that require occasional need.

With regard to the development of staff can be applied quite a large group of innovative methods. In our opinion, the most expedient to use are: "Corporate online university", case study, training, master classes, coaching, and basket-method gaming (game storming). Coaching, as a method of psychological support for the career development of an employee, is highly effective, but requires significant financial costs. In the international business of employers, it is convenient to use a tool such as "Corporate Online University" for staff development, especially when it comes to organizing training for staff in different affiliates and representative offices of international companies. Such a modern method of personnel development as game storming allows carrying out the labor process in the form of a game, stimulates the development of the creative potential of the personnel, avoids the monotony of work, and forms an atmosphere of healthy competition in the team.

In Ukraine, unlike Europe, the functions of forming an employer's image and managing a business career are usually not given attention. Ukrainian employers agree to perform these functions only at a low cost. In our opinion, it is advisable to use the "Career Portal" and

"Vacancies Fair" among innovative financially unprofitable methods and tools for forming the employer's image. The application of these innovative career management tools in international business will increase the awareness of staff about possible vacancies, career prospects, and requirements that need to be fulfilled to occupy a particular position. Effective career management is the key to increasing staff loyalty to the firm, improving the socio-psychological climate in the team, transparency of the career process, staff satisfaction with their own professional careers and work. All these benefits of effective business career management form a positive image of the employer in the international labor market.

Therefore, in the context of the crisis in the economy of a country or a subject of international business, in our opinion, it is expedient to apply low-budget innovative methods of personnel marketing. The use of cost-effective methods of personnel marketing should be justified and economically feasible.

The application of innovative methods and tools for personnel marketing allows for effective monitoring of the international labor market, the selection and development of personnel, the formation of the employer's business image, which will contribute to the formation of an optimal staffing and to increase its satisfaction with its own career and work in the enterprise.

## **6. Conclusions**

Thus, the scientific novelty of this study is:

- 1) clarification of the definition of the concept of "international personnel marketing" through the combination of functional, structural, target, process, systemic approaches and taking into account the peculiarities of the development of the social and labor sphere of enterprises of international business;
- 2) improvement of the approach to the formation of the system of international personnel marketing due to its construction in the context of innovative development of technology personnel and the allocation of basic, auxiliary and functional subsystems.

The prospect of further scientific research in this area is the possibility of forming an organizational and economic mechanism for managing personnel marketing at international business enterprises.

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