

FEATURES OF MARKETING OF THE PERSONNEL AT MANAGEMENT OF COMPANIES INTELLECTUAL CAPITAL

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Abstract

In paper, approaches to management of the personnel of the enterprises of business on the basis of the marketing approach are considered. Approaches to concept the intellectual capital of the enterprise are described and principles of its estimation are deduced. The separate attention in article is given to functioning of the mechanism of management by the personnel on the basis of use of an intellectual potential in the conditions of crisis processes in economy of transitive type. One of the major purposes of management of the personnel is creation of the certain educational environment "learning environment" which will include the most suitable elements of formation for the given company. The paper analyzes an existing situation, tendencies of development of the market of the personnel in Ukraine, and internal management of the personnel at the enterprises. Examples of experience in personnel training on world leading enterprises are resulted. Functional problems of marketing are estimated by the personnel. Actually, monetary and social security of the worker is the best method of prompting to work, now. Follows has noticed also that the personnel purposes should be almost completely integrated with the purposes of the employer.

Key words: marketing, personal of enterprises, intellectual capital, management, company, competitiveness, effectiveness.

Classification JEL: M12 Personnel Management

1. Introduction

In present time, one of the major factors of achievement of the purposes of the company is: qualified personnel, with understanding of processes of the company, its primary goals and the purposes. And one of priorities of the activity many companies choose – professional training of the personnel which takes on special significance and becomes the integral condition of successful functioning of any organization.

Considering active development of economy of Ukraine, its orientation to the foreign markets, fast and frequent changes, both external conditions, and internal, it is possible to analyze the following. Namely, development of system of professional training in the organization defines not only success of its development, but also survival rate, helps to adapt new technologies that raises its competitiveness in the market. In it, the high role is played by use of the concept of personal marketing and the intellectual capital (Kotler, 1999, p. 112).

2. Theme actually

Results of professional training of workers are: increase of skills of the personnel, development of labour, maintenance more high efficiency and quality of work at rational use of material resources, motivation increase, sensation of "care" of the company about professional development of the employees and by that trust increase to the employer that leads to return in work, also is formations of good image of the company in the market of employers (Masienko, Y., 2007, p. 17).

Definition of the intellectual capital has enough general character and usually means the sum of that knowledge of all workers of the company which provides its competitiveness. Any reception of technological and organizational advantages over competitors is the basic function of the intellectual capital. This definition has conditional character as it is not connected with such categories of cost of the capital as the price, the rent etc. It is necessary to notice that

communication of concepts “an intellectual product” and “the intellectual capital” has economic sense only in the conditions of market pricing. In the conditions of directive management of the prices the intellectual product has no the cost adequate to its contribution to economy and to speak about its capitalisation as have shown results of technological development in directive economy, it is not necessary.

3. Human resource, training and development

One of the major purposes of management of the personnel is creation of the certain educational environment – “learning environment” which will include the most suitable elements of formation for the given company. These so-called elements are tools of reception, storage, accumulation of knowledge in the organisation. There can be **virtual platforms** (during quickly developing IT technologies, it is necessary to give attention to various virtual platforms which allow to store the information, imparts experience with colleagues inside and out of the company, promote it various social networks where it is possible to find and communicate to professionals from the various companies, the countries (for example Portfeo). There can be the various systems, allowing dialogue in the company, as keepers of the information as CRM systems etc. (Pashchuk, L., 2007, p. 8).

One of the important questions is following – at whom to learn to learn the personnel correctly. Legislators of a fashion in the world business-education – there are the largest international companies with rich history of development human resource of a direction: P&G, HP, KPMG, IBM, Price Water House Cooper. As the large consulting companies, experts in whom are known top-managers of the largest companies and as theorists – of the guru; people who develop concepts which are applied in management, and marketing in strategic planning.

During the last years role human resource and *training & development (T&D) has considerably grown*, as the companies realise value of the employees and their professional growth and development. In 2004, research of companies KPMG which has answered the major question has been carried out: What will be most expensive product in the market in a current of the next 20 years, and this product-leader, the person with well developed tools, strategic mentality. And on a question why the leader, the majority top-managers have estimated it as a major factor in achievement of a main objective of business – reception of the greatest profit (Borkowski, S., Čorejová, T., 2004, pp. 165-166).

Ukraine to development of direction HR and T&D occurrence big pushes first of all quantity of the international companies which make the big competition for the domestic companies on a labour market, aspirations of an exit on the international markets.

After definition of target audience and needs of the personnel for formation improvement of quality, it is necessary to choose a training format correctly. There is a considerable quantity of the technologies, however many companies try to reduce expenses for education, being content only with training-lecture when the information and as practice shows efficiency of the given training is given only is very small (Khaminich, S. Y., Kasian, S. Y., Zajceva, M. M., 2008, p. 212).

For the first time the term “marketing” was entered by scientist S. McCormic (1809-1884) and has formulated its defining function: firm activity on satisfaction of requirements of buyers. In 30-s years 20-th century began to understand branch of applied economy which studies system of distribution of production as marketing. At the same time the American association of marketing makes such definition: “Marketing is the enterprise activity connected with a direction of a stream of the goods and services from the manufacturer to the consumer”, (Gummesson E., 2002, pp. 286, 312). Marketing activity is the major function in business sphere and urged to provide a proof, competitive condition of the organisation in the market taking with its internal and external environments. This activity provides realisation in the market and use of the

received results for acceptance of administrative decisions. Thus function of marketing of the personnel consists in maintenance of the head or the corresponding hierarchical instances responsible for decision-making, the qualitative information (Zozulov, O. V., 2005, p. 56).

Market relations in Ukraine predetermine necessity of adequate reorganisation of a supply with information. Development prospects in many respects depend on system of accumulation, an exchange, the analysis, change and practical use of the marketing information, for the purpose of achievement of steady balanced development and moral socially significant results of activity of the personnel of the organisations. Therefore near to the general management of the personnel at the enterprises there is a requirement for the marketing approach to questions of management of the personnel. For successful functioning in the market the personnel, the individual, the group, and any organisation should apply principles and the methods focused on market relations. With development of market reforms in our country marketing has received enough wide circulation (Borkowski, S., Ulewicz, R., 2010, p. 64).

Analyzing an existing situation, tendencies of development of the market of the personnel in Ukraine and internal management of the personnel at the enterprises, it is necessary to consider with expediency of application of marketing of the personnel in management of the personnel of organisations. The purpose of given article consists in detection of dependence of a management efficiency by the personnel of the enterprise from timeliness of marketing researches, and also it is necessary to define factors which influence in the greatest image a personnel overall performance, and to define necessity of use of world experience for the Ukrainian economy (Borkowski, S., Stasiak-Betlejewska, R., Kasian, S. Y., 2009, p. 146).

From information sources it is known that only 3% of top-managers of the companies have no information on, whether marketing researches are carried out in their companies. 36 more % do not practise carrying out of researches. And still – 61% of the companies – researches spend the majority, from them the overwhelming majority – 78% of the companies – carry out research by own forces, without of external providers. These percent increase every day, as demand for marketing actions becomes the most actual problem at the modern enterprises (Khaminich, S. Y., Kasian, S. Y., 2008, p. 134).

The main carrier of the intellectual capital is specially picked up and educated personnel of the company. Material measuring instruments of creative potential of the company, sizes of its intellectual resource by analogy to other resources necessary for manufacture of any product, such as the cores and circulating assets, money, work, etc., do not exist. It is difficult to find reliable ways of measurement of collective knowledge of employees of the company, their experience and intuition, the intellectual property acquired by them of the information. In appropriate way organized, concentrated and aimed at a certain field of activity, they allow the company to create new production in aggregate (Shevtsova, O. J, Kasian, S. Y., 2005, p. 42).

4. The reasons of evolution of marketing of the personnel

Experts in marketing consider that marketing evolution is connected with evolution of development of the administrative concept which has taken place such stages:

- the industrial concept (increase of a production efficiency and improvement of distributive system);
- the grocery concept (constant perfection of consumer properties of production);
- sale concepts (the offer of production and services of non-commercial activity);
- marketing concepts (studying of inquiries of consumers and their more effective satisfaction, than competitors);
- concepts of socially-ethical marketing (not only full satisfaction of the found out inquiries of consumers, but also maintenance and improvement of well-being of a society, as a whole), (Kasian, S. Y., Sytnik, T. O., 2007, p. 98).

Functional problems of marketing of the personnel

The problem of management of the personnel is the major in system of marketing researches because the personnel plays the major role in work of business structures. The success of all enterprise which is a priority to business depends on a personnel overall performance.

The estimation of a management efficiency the personnel is the regular, accurately formalized process directed on definition of expenses: the benefit connected with performance of actions and plans of personnel activity for comparison of their results with results of work and the purposes of the enterprise in the past, and also results of other enterprises. The estimation of efficiency of separate plans and programs of the personnel management is based on definition of level of achievement of the organization purposes and performance of corresponding tasks. The estimation focuses attention to solving aspects: quality of performance of work, satisfaction of workers.

Personnel management efficiency

The purpose of marketing of the personnel is to research a situation on a labour market, providing satisfaction of requirement for the personnel. Marketing activity can be presented in the form of consistently realised standard stages (the plan, the program, the project, personnel marketing) – see Figure 1. The initial information for create standard documents of this activity receive on the basis of the analysis of external and internal factors (Shevtsova, O. J., 2007, p. 98).

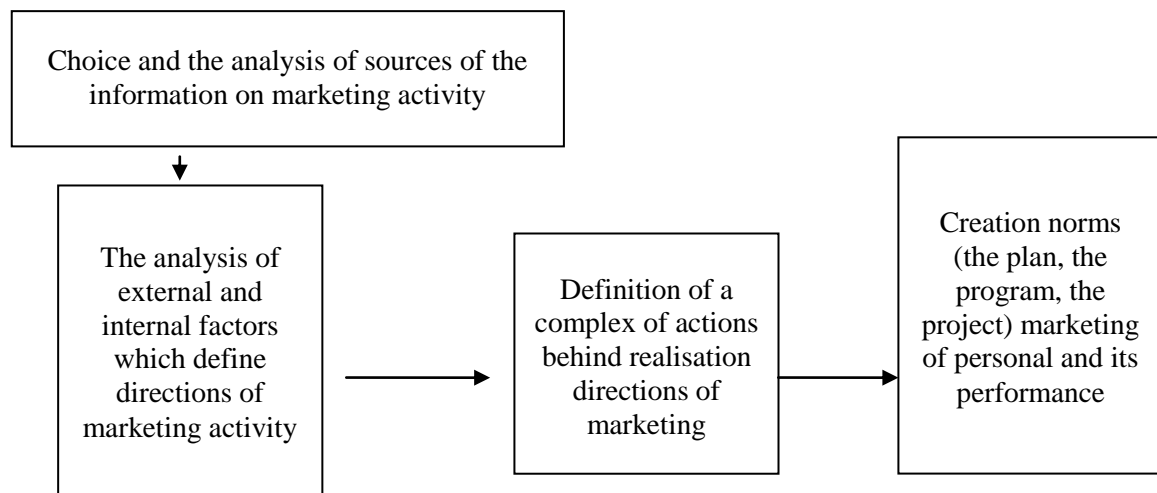


Figure 1: Stages of marketing activity in personnel branch

Source: own

The given parameter, testified as the size of realized production isolated except for ecological charges, carries out the reference owing to the sum which is corrected also on ecological charges. Further this parameter should be compared to value of the leader in the market. In conditions of a competition, the establishment of optimum methods of management of the capital in the chemical industry is topical. The important element of formation of the complex approach is researches of ecological aspects of managing with a working capital which is carried out owing to diagnostics of toxicity of material resources and products.

As optimum conditions logistics are accepted potential conditions of that seller where they will be minimal. Also the information on tendencies of management by the industry in the world

is formed. It is necessary to investigate characteristics by **following criteria**: rates of change of market concentration, sales volumes and profitableness. It is offered to count a parameter of feedback of turnaround actives of the enterprises of branch:

$$\kappa_d^{tur.A} = \frac{TR}{A_{tur}} \quad (1)$$

where:

TR – size of volume of sale of the enterprise for the considered period, monetary units;

A_{tur} – the sum of turnaround actives, monetary units.

Let's specify that the increase in a parameter of feedback of turnaround actives leads to growth danger business which represents function of probability of approach of a negative financial condition:

$$P_t = f\{\kappa_{tur}, \kappa_{lik}, R(\min)\} \quad (2)$$

where:

κ_{tur} – factor turnover a working capital, turns/periods,

κ_{lik} – separated from factors of group of liquidity, shares of unit,

R – separated from factors of profitability, shares of unit.

External factors, i.e. motive forces and the reasons that create conditions which have to be considered in marketing activity are presented in Table 1.

Table 1: External factors which define directions of marketing of the personal

Factors	The factor characteristic
1. Situation on a labour market	It is defined economic, demographic processes, a rate of unemployment in a certain time interval, structure of reserve army of work and so forth. Noted characteristics of a situation on a labour market form two basic concepts which actual expression is an analysis subject in personnel marketing: Demand for the personnel, its quantitative structure; the offer in personnel branch (a situation in sphere of educational institutions, the centres of a professional training, institutes of maintenance of employment, fires from the organisations and so forth).
2. Technology development	Defines change of character and the maintenance of work, its subject orientation that, in turn, forms changes of requirements to specialities and workplaces, preparation and personnel retraining.
3. Features of social requirements	Gives the chance to create structure of a motivational centre of potential employees of the organisations, predetermined by character existing public, relations of production.
4. Legislation development	Solving marketing of personal question, it is necessary to consider the labour legislation, its possible changes in the period of time accessible to the review, feature of the legislation, in sphere of a labour safety, employment, and so forth.
5. Personnel selection of the organisations-competitors	Research of forms and methods of work with shots in the organisations-competitors for the purpose of the development of own strategy of behaviour directed on change of personnel selection.
6. Features of social requirements	Gives the chance to present structure of a motivational centre of potential employees of the organisations, predetermined by character public and relations of production.

Source: Gummesson, E., 2002, p. 112

The intellectual capital expands not addition of three its listed separate parts (human, structural and consumer), it develops on the basis of their interaction and synergetic effects.

5. Introduction of systems of the relation with the clients

The charges on attraction of the new client on the average five times are more, than on deduction existing. The satisfied client will tell about successful purchase on the average 5 familiar, dissatisfied – a minimum 10. The most part of the clients pays off only in year of work with them (accordingly, if the client has ceased to use of this company to this term, it has brought damage). The increase of percent of deduction of the clients increases by 5% profit of the company on 50-100%. About 50% of the existing clients of the company are not profitable through inefficient interaction with them. On the average, company contacts 4 times per one year to the existing client and 6 times per one year with potential (www.celemi.com). **Customer relations management** (CRM) includes all aspects and processes which are by and large connected to the clients. The decision of customer relations management is focused on the client and optimizes planning, marketing, sales, performance of the order, delivery and service.

Frequency of contacts of the manager with V.I.P. the clients or speed of reaction of a service on inquiries of the client are elements of the rules of work with the customers. Such rules are a basis for management of the relations with the clients (customer relations management).

Technologies offered the CRM-decisions, today in the best way use on technology of work with the clients. However except for crediting CRM-system effective in operations of warranting of payments, realization payments, financing the agreements; granting of services and services at realization of the international agreements, and also number of others. In the market of the software for the decision of tasks of management of mutual relation with the clients the classical CRM-systems for automation of workplaces clients of the managers and integrated decisions are offered.

The system of customer relations management has a rich palette of tools for conducting contacts and becomes the irreplaceable tool of the manager. But or the task of management clients by base in frameworks of structure can *classical CRM-system* decide: To receive data on clients and their accounts which serve at once in several branches to see in what relations there are clients of different branches, to receive the corporate and regulated reports on the clients of all bank? For these purposes the Ukrainian suppliers of the software offer the modern high-efficiency integrated decisions on the basis of Storehouse of the data. The integrated decisions do not cancel CRM-systems, used in bank, they develop an existing IT-infrastructure, permitting to create the uniform analytical centre of the given management of the clients, in it will accumulate and up to one format the data from all corporate sources is resulted. In structure of the integrated decisions the modern means of the analysis of the data and preparation of the reporting are offered.

IT-infrastructure of bank or bank group, as a rule, heterogeneous, in branches can function different programs for the operational account and system of the administrative account. For such establishments, the major requirement at realization of the CRM-decisions means maintenance of integration and coordination of the data on the clients from existing systems. The task of reception of the uniform not inconsistent register of the clients decides Storehouse of the data, giving ready technology of data gathering about the clients and actual information on operations with the clients from diverse sources. The data on the clients, which act from program of branches and affiliated banks, are exposed it: there is a duplication of the clients in one branch, it appear and the data of the identical clients in different branches communicate, it appear and the branches of service of the client communicate, the mistakes in the data are automatically eliminated.

D. Tobin, the Nobel prize winner in the field of economy, has offered more reliable **indicator of intellectuality** of the company, rather than a difference between market capitalisation and residual cost of a fixed capital. So-called “the indicator of Tobin”, “q” is the relation of a market project cost to cost of its replacement: if $q = 1$ that is the object costs more cheaply, than its replacement, the company is not present sense to invest in similar object. And on the contrary, it is more favourable to buy new object if it is buying the companies more cheaply. Law is noticed: high value of indicator q and considerable size IK reflect value of investments in technology and the human capital. The indicator q, besides other, can characterise degree of equivalence of a commodity exchange of the company, degree of its advantage for the company.

6. Conclusions and prospects of the further researches

If the anti-recessionary manager can analyze own possibilities and results, advantages, and errors, in a concrete situation it in the future if necessary can change own tactics of behaviour which will allow to reach more favourable results for shorter period. Thus, efficiency of use of the capital at the enterprises raises, it means the reference of means is accelerated, the volume and speed of realization increases. For this reason, it is necessary to develop the marketing approach concerning management of the capital as it will assist in system consideration to improvement of quality of managing of industrial sector of economy (<http://www.leancor.ru/search.phtml>).

From crisis, the organisation is went first of all by outstanding personalities and **brilliant professionals** who are capable to solve the most difficult tasks which are able to work in an uncertain situation, to carry out the effective analysis, correctly to put the purpose and to define different ways of their achievement. After all, as it is known, thanks to professionalism of the anti-recessionary manager the majority of the enterprises bankruptcy can avoid.

Thus, it is possible to draw a conclusion that well constructed control system of the personnel raises professionalism of the head and a command as a whole, competitiveness of the organisation, and also will allow in the end not only to avoid bankruptcy, but also to be ahead of the competitors.

World experience gives a basis for marketing development in Ukraine. Modern Ukrainian experts in marketing should use it, but it is necessary to consider also mentality of the Ukrainian society and a condition of development of the Ukrainian economy. Actually, **monetary and social security** of the worker is the best method of prompting to work, now. Follows has noticed also that the personnel purposes should be almost completely integrated with the purposes of the employer. It also is one of the main conditions of efficiency of marketing of the personnel at the enterprises.

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