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**THE IMPACT OF PERSONNEL MARKETING
ON THE IMAGE OF CRUISE COMPANY**

The article presents the analysis of relationship between human resources and marketing which creates company's image looking specifically for cruise.

The purpose of this research is to show that considering and addressing the needs of internal customers (employees) and external ones (potential employees, customers for the goods and services) builds a positive image of the company as an employer and is a part of the idea of corporate social responsibility which gives the company more profits and greater competitiveness.

The implementation of the strategic objectives of the organization is very difficult, mainly due to the continuous progress and impact of objective market condition. Effective change management involves people, ideas, opportunities, needs, finance, and marketing. The vision, communication, creativity, teamwork and trust are equally important. Companies that want to survive and meet the demands of today's competitive world must change themselves from within. Some of them would prefer to do it through a gradual process of change. Personnel marketing as a manifestation of incremental changes in the approach to managing people in an organization takes into account the validity of the principles such as cooperation, moral values and the culture of the organization, in achieving business objectives. The advantage of emotional bonds over economic ones and the awareness of the employees' influence on the reputation of the company are characteristic for the concept of personnel marketing. These changes were accompanied by a simultaneous search for social justice in the business term.

Keywords: *personnel marketing, image, cruise company, work team.*

В статье проанализированы отношения между человеческими ресурсами и маркетингом, что создает имидж круизной компании.

Целью данного исследования является показать, что рассмотрение и удовлетворение потребностей внутренних клиентов (сотрудников) и внешних (потенциальных сотрудников, клиентов для товаров и услуг) строит положительный имидж компании в качестве работодателя и является частью идеи корпоративной социальной ответственности, которая дает компании больше прибыли и большую конкурентоспособность.

Ключевые слова: *маркетинг персонала, имидж, круизная компания, трудовой коллектив.*

У статті проаналізовано відносини між людськими ресурсами та маркетингом, що створює імідж круїзної компанії.

Метою даного дослідження є показати, що розгляд та задоволення потреб внутрішніх клієнтів (співробітників) і зовнішніх (потенційних співробітників, клієнтів для товарів і послуг) буде позитивний імідж компанії як роботодавця і є частиною ідеї корпоративної соціальної відповідальності, яка дає компанії більше прибутку і велику конкурентоспроможність.

Ключеві слова: *маркетинг персоналу, імідж, круїзна компанія, робочий колектив.*

Problem statement. XXI century is a century of information. Development of existing and new communication channels had a huge impact on business, companies have been discovering more and more new methods of impact on the target audience. At the same time, globalization and the Internet led to a numerous new entrants on the market, increasing competition. Information about the companies, their products and services is easily available, both for consumers and competitors, investors and other

stakeholder groups. Therefore, image management is a key business objective of every company and organization nowadays.

Analysis of the last research and publications. I have analyzed the key ideas of marketing in research works and papers by Philip Kotler, L. Kevin Keller, Gary Armstrong, John H. Roberts, Pastore A., Vernuccio M., etc., of international marketing research by Robert B. Young, Rajshekhar G. Javalgi, of research directions in tourism marketing by Rodoula Tsiotsou, Vanessa Ratten, marketing communications by Paul Smith, etc. Unfortunately, Ukrainian scientists do not pay much attention to the marketing research, that's why the cruise sector in Ukraine is still at the stage of its forming and needs to be explored.

Tasks of research. The purpose of this research is to show that considering and addressing the needs of internal customers (employees) and external ones (potential employees, customers for the goods and services) builds a positive image of the company as an employer and is a part of the idea of corporate social responsibility which gives the company more profits and greater competitiveness.

Basic material of research. This research is devoted to the impact of personnel marketing on the image of the cruise company. The effectiveness of the cruise company on the cruise market is largely determined by its internal organization and information support.

A good image and high business reputation allow cruise companies to «refrain afloat» during the economic crisis, while the appearance of external and internal problems.

What is an image? This concept can be given different definitions.

Reshetnikova defines image as «a set number of variables with dominant form over content, self-presentation option, which is focused on the best quality, enhances self-esteem and prestige among potential consumers and also as a key to the successful development of public relations». She also notes that the image represents the company's goals and values in the most convenient and pleasant form [4].

Sharkov considers image as a communication tool between the company and the public. He writes that image is a «mean of influencing the mass consciousness». The main task of PR-service of the company is creating a positive picture of the company and its employees. According to Sharkov, the image is as subjective indicator (set of ideas about public organization) and objective factor at the same time, which plays «a significant role in the assessment of any social process or phenomenon» [7].

In addition, the image can also vary with the change of the company's reputation. For example, adverse events associated with the company is likely to change the company's image in the public consciousness for the worse.

Accordingly, the image of the cruise company – it is a kind of image that it sends to society (stakeholders): customers, suppliers, competitors, investors, and state in the form of information flow, which causes any emotions.

Currently matter how coordinated and skilled will be a labor group of any modern enterprise, under the influence of marketing approach, has arisen such a concept as «Personnel Marketing», which should be understood as a marketing system, formed within the enterprise and aimed at the effective training and motivation of company's staff.

This system should be aimed at the creating conditions under which the staff operates as a team, providing the most comprehensive customer satisfaction, improving the image and competitiveness.

Personnel Marketing is a relatively new area of research and practical developments which is not widespread. However, staff motivation and improving the competitiveness of the company through personnel marketing system would be very useful in the work of cruise companies. Composition of elements of personnel marketing system that can be applied by leading cruise companies can be represented as a series of interrelated activities of management, including:

1. Staff training. Formation of market relations provides updated knowledge on a range of subjects: management, marketing, psychology, economics, conflictology. In this context a traditional form of education (direction to study at universities and colleges, in training, etc.) and events organized by the cruise company, trainings, round tables, seminars, meetings and other guidance are equally useful.

2. Motivation and stimulation of employees. Incentives, whether moral or material, promote staff activity only when they correspond with the motives of work activities.

3. Creating optimal conditions for creative work. This is the ergonomic aspects of crew satisfaction by work activities, workplace and its normative characteristics (temperature, light, acoustic isolation, etc.), rational working hours and time off work, favorable moral and psychological climate, constructive style of leadership in the cruise company and liners, availability of progressive facilities. It is important the crew to know their own creative growth prospects, promotion, training or retraining, learning of related trade, etc.

4. Social protection of crew members. In this case, the main focus is health care, preventive medical survey, the allocation of interest-free loans, payment of various bonuses and provision of various benefits, etc.

5. The emotional life of crew. Experience shows that performance of crew members is much higher and its attractiveness for both workers and consumers, the stronger is, the brighter and more saturated team spirit. Conducting joint events, welcoming newcomers to the team and retirement parties, arranging dinners on important occasions for the team by captain – all these and many other things generate kindly spirit, when each team member feels comfortable and being in demand on liner.

Thus, it should be noted that the personnel marketing serves as the most important subsystem of the overall marketing system of the cruise company.

It is a complex of measures aimed at clients of cruise companies, namely the team ensures the enhancing of contacts with external audiences and stimulates promoting services of cruise company, all of which contributes to the realization of the creative potential of the team and the competitiveness of cruise company, and therefore its image.

An important task of the successful functioning of the personnel marketing system is the formation of stable channels of communication within the cruise company and information channels with the external environment. The internal communication affects not only the quality of the work, but also to create a culture of communication between team members, whatever position in the hierarchy they hold. This creates certain standards of behavior for employees, based on the principles of openness and goodwill, both within the cruise company and toward customers that positively affects the development of the competitiveness of the cruise company and its image. The result of these actions is the establishment of a positive social and psychological environment, a sense of a team that facilitate coordination and clear interchangeability of personnel. Internal communications system is formed by certain types of business and communications using different communication channels.

Among the elements that make up the personnel marketing system, corporate culture is one of the most important. There are numerous definitions of this concept in the academic and scientific literature. Meanwhile, none of them is comprehensive, and usually draws attention to one of its most important characteristics. Analysis of the concept of «corporate culture» can form a synthesized approach to this category in relation to the need for development of personnel marketing in the cruise companies.

Corporate culture is a value system of relationships prevailing in the cruise company on the achievement and maintenance of a leading, competitive position in the cruise market, ensuring the unity of the needs of producers and consumers of cruise services which are

at the level of consciousness, communication and professional team behavior.

Presented above definition helps to explain the mechanism of functioning of corporate culture:

- corporate culture is a system factor of personnel management of the cruise company, ensuring its competitiveness and favorable image;
- corporate culture provides the comprehensive development of the cruise company as a functioning on a cruise market subject and ensures the achievement of the objectives of marketing activities;
- corporate culture has a positive impact on the performance of the cruise company and achieving social goals by the driving force of its component principles;
- principles of corporate culture come into effect on condition of organizational and economic support implementation of needs of producers and consumers of cruise services.

If in the formation and maintenance of corporate culture even one of the links of its mechanism is missed, its effectiveness will be either partially or completely lost.

Corporate culture is inseparably linked to the organizational structure of cruise company, its quality condition and humanistic orientation of activities, structure must provide for satisfaction of the personal needs and interests of the team, not just hierarchical order and profit.

In this connection it is worth mentioning the Japanese experience and move it to the activities of cruise companies. Japanese businesses have known not only the mechanism of action and the importance of personal (spiritual) significance of employees – the ability to «work» in the interests of the company. The Japanese have also realized that energy conversion of «personally significant» employee in the business functioning is carried out through appropriate organizational support. In this case it is «grounded» in the best traditions and values of society and therefore consonant with the mentality of the ordinary worker.

The following factors that determine the effectiveness of the personnel marketing system and its most important component – the corporate culture should be highlighted: management style, personality traits of leader, values and ideals, rituals and traditions, ethics, professional behavior, motivation, team relationship vertically and horizontally, the level of competition in teams of cruise company.

For example, development of motivation system must come from the fact that each team member has a different life priorities, needs, goals, that form respective motives and incentives. Therefore, the process of forming the motivational system of cruise company must assume:

- analysis of skills and degree of motivation of each team member;
- effectiveness determination of various motives and incentives for different teams developed by crew members list;
- categorization of groups of motives and incentives suitable for each team.

Thus, through the formation and implementation of the personnel marketing system the formation and development of the creative potential of the team is carried out, which has a direct impact on improving the competitiveness of managerial staff team, providing the improving of the competitiveness of the cruise company and its favorable image.

Conclusion. The number of companies in the cruise sector has been growing constantly in the last several years. The appropriate use of staff and professional customer service by employees is possible if the company meets the expectations of employees. Companies pay more attention to the development of such an internal environment that fosters employee satisfaction. This forms a new dimension of the identity of the company, in which ethical norms and values play a crucial role.

The implementation of the strategic objectives of the organization is very difficult, mainly due to the continuous progress and impact of objective market condition. Effective change

management involves people, ideas, opportunities, needs, finance, and marketing. The vision, communication, creativity, teamwork and trust are equally important. Companies that want to survive and meet the demands of today's competitive world must change themselves from within. Some of them would prefer to do it through a gradual process of change. Personnel marketing as a manifestation of incremental changes in the approach to managing people in an organization takes into account the validity of the principles such as cooperation, moral values and the culture of the organization, in achieving business objectives. The advantage of emotional bonds over economic ones and the awareness of the employees' influence on the reputation of the company are characteristic for the concept of personnel marketing. These changes were accompanied by a simultaneous search for social justice in the business term.

It all together brought traditional marketing and personnel marketing with the identity of the company, on the level of not only values and aspirations, but also spirituality. Considering and addressing the needs of internal customers (employees) and external ones (potential employees, customers for the goods and services) is building a positive image of the company as an employer and is a part of the idea of corporate social responsibility. This gives the company more profits and greater competitiveness.

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