

**Список використаних джерел:**

1. Lievens F. *Employer branding in the Belgian Army: The importance of instrumental and symbolic beliefs for potential applicants, actual applicants and military employees* / *Human Resource Management*. 2007. Vol. 46, No. 1. P. 51–69.
2. Theurer C., Tumasjan A., Welp I. M., Lievens F. *Employer branding: A brand equity-based literature review and research agenda* / *International Journal of Management Reviews*. 2016. Vol. 20, No. 1. P. 155–179. URL: <https://doi.org/10.1111/ijmr.12121>
3. Backhaus K. *Employer branding revisited* // *Organization Management Journal*. 2016. Vol. 13, No. 4. P. 193–201. URL: <https://doi.org/10.1080/15416518.2016.1245128>
4. Dabirian A., Kietzmann J., Diba H. *A great place to work!? Understanding crowdsourced employer branding* / *Business Horizons*. 2016. Vol. 60, No. 2. P. 197–205. URL: [https://www.researchgate.net/publication/311851574\\_A\\_great\\_place\\_to\\_work\\_Understanding\\_crowdsourced\\_employer\\_branding](https://www.researchgate.net/publication/311851574_A_great_place_to_work_Understanding_crowdsourced_employer_branding)

**Mekheda Anastasiia,**  
higher education student,  
**Zhuk Olena,**

PhD in Economics, Associate Professor,  
Associate Professor of the Department of Economics and Business Finance,  
State University of Trade and Economics, Ukraine

## **DIGITALIZATION OF PERSONNEL RECRUITMENT AND RETENTION TOOLS: A MARKETING APPROACH IN HR MANAGEMENT**

By 2026, the job market has definitely shifted from an “employer’s market” to a “talent market”. According to Deloitte's (2026) Global Human Capital Trends report, more than 70% of companies face a serious problem of skills shortage and high competition for specialists. The situation is complicated not only by migration processes, but also by the rapid “aging” of professional skills: today, the relevance of most skills lasts less than five years[1]. In Ukraine, this challenge is exacerbated by a significant personnel shortage, which forces businesses to look for innovative approaches to attract and retain talented employees[2].

The connection between the marketing and HR exists due to a change in the interaction paradigm: the candidate is no longer a passive seeker, he acts as a demanding consumer of work experience. In such conditions, companies should offer attractive conditions for their team, actively working to improve the employer value

proposition (EVP), and digital transformation is based on borrowing proven marketing technologies that allow you to turn the hiring process into a managed «sales funnel».

One of the key elements of this strategy is the candidate journey mapping (CJM), which involves visualizing all stages of candidate's interaction with the company - from the first viewing of the vacancy to starting work. Data from the Mercer report (2026) show that this method allows you to identify "bottlenecks" that cause losses of up to 30% of potential talent[3]. In particular, this may be due to an excessively complicated application procedure or delays in providing feedback. The use of modern ATS systems significantly simplifies and automates communication, allowing companies to maintain humanity even with large hiring volumes.

Another important tool is the application of effective marketing methods in recruiting - the use of paid advertising and its analytics to search for narrowly specialized workers. Instead of traditional job advertisements, companies use social media algorithms and SEO-optimization of career pages, which allows them to reach an audience of "passive" candidates[2]. These people are not active job seekers, but may be interested in an attractive offer. Targeted advertising allows to increase the quality of received resumes by 12% due to more accurate selection of candidates.

Artificial intelligence and a data-driven approach nowadays play a significant role in modern recruiting. Using AI assistants for resume screening and chatbots for initial interviews helps reduce hiring time by 25–30%[4]. This is critical in the fast-paced world of modern recruitment, where candidates take an average of just 10 days to make a decision.

In addition to fostering engagement, the marketing paradigm emphasizes strategic staff retention through the transformation of internal communication strategies. Within this framework, employees are regarded as "internal clients," whose work experience must align with brand values. A key instrument in this process is the deployment of Learning Management Systems (LMS) equipped with gamification features to streamline onboarding procedures. This approach converts adaptation into an interactive process, which, according to Mercer (2025), enhances newcomer engagement and reduces turnover rates by 15–20% within the first year of employment[3].

Systematic use of marketing tools also involves regular monitoring of the employee loyalty index (eNPS). Real-time data analysis allows management to implement personalized career tracks. Such an individualized approach becomes a decisive factor in retaining talent, especially in the conditions of remote work, where the emotional connection with the company requires constant digital support.

Thus, the integration of marketing tools into the HR management system is a strategic response to the challenges of the modern labor market. Digitalization allows companies to form a sustainable employer brand, optimize costs through big data

analytics, and increase staff loyalty through personalization. The use of marketing funnels and AI solutions provides the enterprise with flexibility and competitive advantage, which is a necessary condition for the sustainable functioning of the business in the digital ecosystem in 2026.

### **References:**

1. *Deloitte Insights*. (2025). 2025 global human capital trends. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>
2. *Work.ua*. (2026). Ринок праці в січні: дефіцит кадрів стає дедалі відчутнішим. <https://www.work.ua/articles/analytics/4063/>
3. *Mercer*. (2025). 2024–2025 global talent trends. <https://www.mercer.com/insights/people-strategy/future-of-work/global-talent-trends/>
4. *LinkedIn Talent Solutions*. (2025). Global talent trends 2025: The next era of talent strategy. <https://business.linkedin.com/talent-solutions/global-talent-trends>

**Навроцька М.М.,**

кандидат педагогічних наук,  
викладач кафедри педагогіки й менеджменту освіти,  
КВНЗ «Херсонська академія неперервної освіти»

## **КОЛАБОРАЦІЯ ЯК УПРАВЛІНСЬКА СТРАТЕГІЯ РОЗВИТКУ ШКОЛИ**

Сучасний заклад загальної середньої освіти функціонує в умовах постійних трансформацій освітнього простору, зростання соціальних викликів та підвищених вимог до якості освітніх послуг. За таких умов традиційні ієрархічні моделі управління дедалі частіше виявляються недостатньо ефективними, що зумовлює необхідність упровадження нових управлінських підходів, орієнтованих на партнерство, взаємодію та спільну відповідальність усіх учасників освітнього процесу.

У цьому контексті колаборація розглядається як одна з перспективних управлінських стратегій розвитку школи. Її актуальність зумовлена потребою консолідації зусиль адміністрації, педагогічного колективу, учнів, батьківської громадськості та соціальних партнерів. Колаборативний підхід сприяє формуванню культури довіри, відкритої комунікації та активної залученості учасників освітнього процесу до управлінських рішень, що позитивно впливає на мотивацію педагогів, психологічний клімат у колективі та ефективність управління закладом освіти.