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STRATEGIC POSITIONING OF THE COMPANY'S BRAND AS AN EMPLOYER

The transformation of the employer brand into a strategic resource of the company in conditions of uncertainty, dynamism and aggressiveness of competition in the labor market necessitates the strengthening of the validity of decision-making regarding the choice of its development strategy depending on the basic strategic position. To a large extent, the effectiveness of managing the strategic positioning of the company's brand as an employer depends on the development of its methodological principles, which determines the relevance of the research topic.

The purpose of the article is to define the concept of "positioning the company's brand as an employer", identify the features of forming an employer brand strategy in conditions of constant changes in the labor market, and develop a matrix method for choosing the strategic position of the company's brand as an employer.

The article analyzes various approaches to determining the essence of positioning in general and provides the author's definition of the concept "positioning of the company's brand as an employer". The author's vision of using a scenario approach to the process of strategic positioning of the company's brand as an employer is also proposed. In particular, the stages of determining the strategic position are highlighted, and the features of methodological support for their passage are determined. A key place in conducting research belongs to the combination of classical tools for determining the company's strategic position ("directed policy matrix" (Shell/DPM) and the GE/McKinse model) in order to assess the strategic position and choose strategic alternatives for developing the employer's brand. The paper proposes a list of key indicators for assessing the strategic position of the employer's brand in two groups: the significance of the employer's brand for the company and its employees; the competitiveness of the company's brand as an employer in the labor market. In the proposed model, the value of indicators is estimated based on the opinions of experts on a 100-point scale, and when calculating the integral value of the group indicator, the weight coefficients of individual indicators should be additionally taken into account. To confirm the consistency of experts' opinions within the framework of empirical research, the concordance coefficient was calculated, estimated using the Pearson criterion.

Within the framework of the study, in the system of strategic positioning of the company's brand as an employer, the main types of dynamic strategies of employer brand management (active, conservative, compromise, restrictive, anti-crisis) are identified, each of which has its own substrategies. The characteristics of strategies/substrategies of employer brand management are given.

Thus, the results obtained allowed mathematically formalizing the task of strategic positioning of the company's brand as an employer. The proposed methodological approach can be used by company managers to develop and justify strategic management decisions to optimize the dynamic position of the company's brand as an employer in the labor market.

Keywords: *company brand as an employer, strategic positioning, employer brand strategic positioning matrix, dynamic strategy, substrategy.*

Problem statement. The uncertainty and dynamism of the modern labor market, the aggressiveness of competition for highly qualified employees require companies to choose such a strategic direction of competition as differentiation, which is based on the value proposition and positioning of the company's brand as an employer. It is this approach that will increase the company's recognition among potential employees, strengthen the satisfaction of existing employees, create positive associations with the company's brand among its stakeholders and increase the level of its competitiveness.

Strategic positioning of the company's brand as an employer is primarily aimed at identifying the vector of its development, which in turn requires the determination of alternative options for strategic recommendations for employer brand management. Given the versatility of the "employer brand" category and the possibility of creating additional value for the company by using its capabilities, strategic management of the employer brand should be formed at the corporate level. It should also be noted that in a complex, unstable environment, it will be more effective to use a dynamic strategy that involves rapid decision-making that is capable of resolving issues of adaptation to the situation and focused on radical changes.

Literature review. Positioning is one of the key elements of successful business development. It is the reason why it is the subject of research by many foreign and Ukrainian researchers.

The concept of strategic positioning in academic literature is defined as the process of forming a clear and unique image of a product, service, company or brand in the minds of the target audience. It allows a company to stand out among competitors and take an appropriate place in the market and is implemented through a positioning strategy [1].

Studying the essence of positioning as a strategy, J. J. Lambin outlines positioning as the nature of the perception of the firm by target buyers [2].

F. Kotler defines positioning strategy as a set of measures through which, in the minds of target buyers, a given product occupies its own, distinct from other and advantageous place for the company in relation to competing products, a way in which consumers identify a particular product by its most important characteristics, in particular, a positioning strategy by attribute, advantage, use, consumer, competitor, price-quality ratio, product category [3].

An interesting approach to defining the positioning category is expressed by D. Aaker, who interprets this concept as the process of creating an image and value among consumers of the target audience in such a way that they understand why a company or brand exists compared to competitors [4].

A similar approach is followed by V.F. Oberemchuk who notes that brand positioning is defined as the conceptual place that the company wants to occupy in the mind of the target consumer and the benefit that the consumer sees when purchasing the products of this brand [5].

In addition, in our opinion, the statement of a group of domestic scientists Odintsov O.M., Pepchuk S.M. and Bokovny A.O., who note that "the central core of the brand positioning process is the choice of an effective positioning strategy, which is preceded by the selection of target consumer groups and the creation of a value proposition that will differ from the offers of competitors" is quite apt [6].

Summarizing various definitions of the category of "positioning", it is worth highlighting its following main components: idea, strategy, and implementation (a set of certain practical actions).

Unsolved problems and issues. The need to study the problem of positioning a company's brand as an employer has arisen among scientists recently, which is associated with increased competition in the labor market and the search for ways to increase the company's benefits and value through intangible assets. This necessitates the need for further research in the direction of finding ways for companies to adapt to market trends and developing methodological recommendations for determining the strategic position of a company's brand as an employer.

The purpose of the article is to define the essence of the category of "positioning the company's brand as an employer", identify the features of forming an employer brand strategy in conditions of constant changes in the labor market, and develop a matrix method for choosing the strategic position of the company's brand as an employer.

Research methodology. The specificity of the research subject determines the interdisciplinary nature of its methodological platform, which is formed on the principles of theories of personnel management, marketing and strategic management.

First of all, when developing methodological support, it should be taken into account that in the structure of the company's strategic set, depending on various factors, different types of employer brand positioning strategies may be present. It is this approach that is the basis for substantiating the choice of strategic alternatives for developing the company's brand as an employer in this study.

A key area of interdisciplinary research on this problem is the consideration of the possibilities of applying the methodological tools of strategic management in substantiating the strategic position of the company's brand as an employer. In the theory and practice of strategic management, there are a number of classical approaches and tools for determining the strategic position of the company and substantiating the corporate strategy. We propose to take the following tools as the basis for determining the strategy for positioning the company's brand as an employer:

- "Directional Policy Matrix" (Shell/DPM) [7, 8]. The Shell/DPM model is a multifactor model that combines quantitative and qualitative indicators into a single parametric

system. The peculiarity of using this model is that managers can use it both to describe the actual position and to determine possible development strategies in the future.

- the GE/McKinsey model, which was developed by specialists from General Electric Corporation together with the consulting company McKinsey&Co in the early 1970s and implements a multifactorial approach to business positioning and strategy selection [9]. The range of indicator values in the GE/McKinsey model is divided into nine sectors. Based on the competitiveness (horizontal axis) and attractiveness (vertical axis) ratings, the position of the enterprise is determined in a 3x3 matrix format. The vertical axis is divided into three segments corresponding to high (67-100 points) on a 100-point scale, medium (33-67 points) and low (less than 33 points) attractiveness. The horizontal axis of competitiveness is divided into three segments according to a similar principle. The position of each assessment object is recorded on the finished matrix and the zones of strategic positions in which enterprises (or their divisions) find themselves are determined, as well as the corresponding priorities in the orientation of future development strategies.

Empirical research is based on the use of the following methods: observation and generalization - to identify criteria for choosing strategic vectors for the development of the employer brand; analytical and computational method - to evaluate alternative strategies according to previously defined criteria; dynamic approach - to systematize the obtained research results; method of expert assessments and interviews - to determine the importance of the selected criteria.

Therefore, achieving systematic strategic positioning of the company's brand as an employer relies on a broad methodological base, involves the development of its methodological support, in particular, considering the possibilities of adapting the methodological tools of strategic management to the practice of choosing the strategic position of the employer brand.

Results. Considering different approaches to the essence of positioning categories, within the framework of the study we propose the following:

- define the positioning of the company's brand as an employer as the conceptual place that the company wants to occupy in the minds of potential and current employees;
- We propose to understand the strategic positioning of the company's brand as an employer as the process of forming a clear unique image of the company, with the help of which it will interest potential employees and stand out among competitors in the labor market, as well as how it will retain and satisfy existing employees;
- It is important that the employer brand positioning is aimed at a specific group of employees (potential or current). It is the results of the survey of these groups that should become the basis for choosing a positioning strategy and subsequently creating appropriate communication messages based on it.

The objective of our research is to adapt existing strategic analysis tools to address issues related to determining the strategic position of a company's brand as an employer.

When conducting a strategic analysis of an employer brand, we will use a whole group of variable indicators that characterize each axis of the matrix:

- **X-axis – the importance of the employer brand for the company and its employees:**
 - B1 – the level of employer brand value for the company and its compliance with the corporate strategy
 - B2 – the level of dynamism of the company's employer brand development
 - B3 – the level of renewal (speed of renewal) of the company's employer brand
 - B4 – the level of employer brand attractiveness for the company's employees
 - B5 – the level of employee satisfaction with the company's employer brand
 - B6 – the level of employee loyalty to its employer brand.
- **Y axis – competitiveness of the company's brand as an employer in the labor market:**
 - C1 – level of recognition of the company's employer brand in the labor market
 - C2 – level of perception by key stakeholders
 - C3 – level of uniqueness of the company's employer brand
 - C4 – level of innovation of the company's employer brand
 - C5 – level of difficulty of imitation of the company's employer brand by competitors
 - C6 – level of stability (invulnerability) of the company's employer brand

In our opinion, this is not a final list of indicators. It can be supplemented and/or changed for the consideration of the company's management and experts depending on the objectives of the study. Among the general list, we have identified the main, in our opinion, indicators. The large number significantly complicates the selection procedure, so we suggest using the 6 most significant ones.

In the proposed model, we propose to evaluate the values of indicators based on expert opinions on a 100-point scale, and when calculating the integral value of the group indicator, the weight coefficients of individual indicators should be additionally taken into account. It should be noted that the sum of the weight coefficients for each group of indicators should be equal to 1.

The importance of the selected indicators in the study was determined by conducting an expert survey. To confirm the consistency of the experts' opinions, the concordance coefficient was calculated, which was subsequently evaluated using the Pearson criterion [10]:

$$w = \frac{\sum_{i=1}^n (S_i - \bar{S})^2}{\frac{1}{12} \cdot m^2 \cdot (n^3 - n) - m \cdot \sum_{j=1}^n T_j}, \quad (1)$$

where, S_i – the sum of the experts' ranking scores for each factor;

\bar{s} – the average sum of ranks for all factors;
 m, n – number of experts and factors, respectively;
 T_j – a value that takes into account the same assessments of different factors by individual experts.

At the same time \bar{s} and T_j are calculated according to the following equations:

$$\bar{S} = 0.5 \cdot m \cdot (n + 1), \quad (2)$$

and

$$T_j = \frac{1}{12} \cdot \sum_{j=1}^u (t_j^3 - t_j), \quad (3)$$

where, u – the number of ranks with the same ratings of the j th expert;

t_j – the number of ratings with the same ranks of the j th expert.

When assessing the significance of these coefficients, it was assumed that the closer the concordance coefficient is to unity, the more consistent the opinions of the experts are. One of the methods for confirming the significance of the concordance coefficient is its assessment using the Pearson χ^2 criterion. If $\chi^2_{\text{pozp.}} > \chi^2_{\text{мабл.}}$, The concordance coefficient is significant at degrees of freedom $f=n-1$ and a given significance level $\alpha=0,01$.

Estimated value χ^2 was determined by the formula:

$$\chi^2_{\text{pozp.}} = w \cdot m \cdot (n - 1), \quad (4)$$

After confirming the significance of the concordance coefficient, the weight of each indicator for the significance and competitiveness group was determined. The weight coefficient was determined by the formula:

$$a_i = \frac{m \cdot n - S_i}{0,5 \cdot m \cdot n \cdot (n - 1)}, \quad (5)$$

The results of expert assessment of indicators, concordance coefficients, Pearson and the weight of each indicator by the group of employer brand importance for the company and its employees are given in Table 1. and by the group of employer brand competitiveness of the company in the labor market - in Table 2. The concordance coefficients were calculated as follows for each indicator:

1) the importance of the employer brand for the company and its employees:

$$w = \frac{2589,5}{\frac{1}{12} \cdot 25^2 \cdot (6^3 - 6) - 25 \cdot 0} = 0,2368$$

2) competitiveness of the company's employer brand in the labor market:

$$w = \frac{1569,5}{\frac{1}{12} \cdot 25^2 \cdot (6^3 - 6) - 25 \cdot 0} = 0,1435$$

Table 1.

Results of ranking indicators by the “the importance of the employer brand for the company and its employees” group

Characteristics	symbol s	Result of expert assessment of indicators					
		B1	B2	B3	B4	B5	B6
Sum of indicator ranks	S_i	107	56	69	116	83	94
Average sum of ranks	\bar{S}	87.5					
Square of deviation	$(\bar{S} - S_i)^2$	380.25	992.25	342.25	812.25	20.25	42.25
Concordance coefficient	w	0.2368					
Pearson criterion	$\chi^2_{\text{поzp.}}$	29.6 > 15.1					
Factor weighting	a_i	0.1147	0.2507	0.216	0.0907	0.1786	0.1493

Table 2.

Indicator ranking results for the “competitiveness of the company's employer brand in the labor market” group

Characteristics	symbol s	Result of expert assessment of indicators					
		31	32	33	34	35	36
Sum of indicator ranks	S_i	72	80	113	92	101	67
Average sum of ranks	\bar{S}	87,5					
Square of deviation	$(\bar{S} - S_i)^2$	240,25	56,25	650,25	20,25	182,25	420,25
Concordance coefficient	w	0,1435					
Pearson criterion	$\chi^2_{\text{поzp.}}$	17,94 > 15,1					
Factor weighting	a_i	0,2079	0,1867	0,0987	0,1547	0,1307	0,2213

Estimated value of Pearson's criterion χ^2 will accordingly be:

1) the importance of the employer brand for the company and its employees:

$$\chi^2_{\text{pozp.}} = 0,2368 \cdot 25 \cdot (6 - 1) = 29,6$$

2) competitiveness of the company's employer brand in the labor market:

$$\chi^2_{\text{pozp.}} = 0,1435 \cdot 25 \cdot (6 - 1) = 17,94$$

As can be seen from the calculations, for both groups of indicators, the obtained values of the Pearson criterion indicate the significance of the concordance coefficients, since, accordingly, the calculated values χ^2 are larger than the tabular values, namely:

$\chi^2_{\text{calculated } 1} = 29,6$, which is greater than the table value $\chi^2_{\text{table}} = 15,1$ for 5 degrees of freedom and significance level $\alpha = 0,01$;

$\chi^2_{\text{calculated } 2} = 17,94$, which is greater than the table value $\chi^2_{\text{table}} = 15,1$ for 5 degrees of freedom and significance level $\alpha = 0,01$;

Thus, based on the expert survey conducted, the opinions of experts on the subject of the study turned out to be consistent, which made it possible to determine the weight of each factor within the groups in terms of significance and competitiveness.

We also consider it advisable to construct a dynamic matrix that will take into account the current P and predicted P* states.

We evaluate each of the identified indicators of importance for the company and employees and competitiveness in the labor market on a 100-point scale and calculate the overall value of the "importance/competitiveness" assessment by multiplying the weighting coefficients by the values of the indicators.

Based on the results of the assessments received, we build a matrix of strategic recommendations for the employer brand and determine its strategic position and the type of strategy for its development (Picture 1).

Competitiveness of the company's employer brand in the labor market	High	Quadrant 7 Stabilization strategy	Quadrant 8 Adaptive strategy	Quadrant 9 Integrated strategy
	Medium	Quadrant 4 Relevant strategy	Quadrant 5 Progressive strategy	Quadrant 6 Dominant strategy
	Low	Quadrant 1 Reduction strategy	Quadrant 2 Degressive strategy	Quadrant 3 Parity strategy
		Low	Medium	High

The importance of employer branding for the company and employees

Picture 1. Matrix for strategic positioning of the company's brand as an employer*

* Developed by Authors

Within the framework of the study, in the system of strategic positioning of the company's brand as an employer, the main types of dynamic employer brand management strategies were identified, each having separate sub-strategies. Characteristics of the company's employer brand management strategies/sub-strategies (developed by the authors based on [11]):

active employer brand management strategy:

- integrated (quadrant 9) – characterized by a high level of importance of the employer brand for the company and its employees, as well as a very favorable competitive position in the labor market, which directs the vector of strategic development towards qualitatively new changes in the current state of management, the introduction of innovative forms of employer brand development and strengthening the company's competitive position in the labor market;
- *progressive (quadrant 5) – characterized by an average level of importance of the employer brand for the company and its employees, and an average level of competitiveness of the employer brand in the labor market; the vector of strategic development is aimed at identifying reserves in employer brand management, timely identification of indicators of external threats and overcoming their negative impact, which will increase the level of competitiveness of the company in the labor market.*

conservative employer brand management strategy:

- *adaptive (quadrant 8) – characterized by a high level of competitiveness of the employer brand in the labor market and an average level of importance of the employer brand for the company and its employees; the vector of strategic development should be aimed at using the full potential of the company's employer brand, which will lead to the stabilization of its activities; the main goal is to identify reserves for improving the employer's own brand, which should ultimately lead to a stable competitive position in the labor market;*
- *relevant (quadrant 4) – characterized by a low level of importance of the employer brand for the company and its employees and an average level of its competitiveness in the labor market; under such conditions, the company should use a comprehensive approach to managing its own employer brand, reorient the resource allocation system, and use new combinations of investment resources, which will allow implementing the principle of systematicity and ensure balanced development of the attributes/components of the employer brand.*

compromise employer brand management strategy:

- *dominant (quadrant 6) – characterized by a high level of importance of the employer brand for the company and its employees and a not very favorable competitive position in the labor market; the main emphasis in employer brand management should be directed at establishing interaction between the internal potential of the employer brand and its manifestations in the labor market; the vector of strategic development is focused on the use of new forms and methods of promoting the employer brand and its adaptation to the competitive external environment;*

- parity (quadrant 3) – characterized by a high level of importance of the employer brand for the company and its employees and an unfavorable competitive position in the labor market; the strategic vector of development is aimed at adapting the external environment through competent management of the employer brand; in this state, by regulating the effectiveness of the use of all local attributes/components of the employer brand, the improvement of the loyalty of the external environment (primarily potential employees) to the development of the company will be activated.

restrictive employer brand management strategy:

- degressive (quadrant 2) – characterized by an average level of importance of the employer brand for the company and its employees and an unfavorable competitive position in the labor market; the vector of strategic development is aimed at intensifying efforts to manage the employer brand, since a strong employer brand is a guarantee of loyalty in the external environment; the search for reserves in managing the employer brand will contribute to the strengthening of all internal processes (improvement of the level of development of attributes/components), which in the future will activate the loyalty of the external environment by reducing pressure from the competitive market;

- reduction (quadrant 1) – characterized by the absence of positive changes in employer brand management, which is dangerous for the company and corresponds to a certain decline (lack of interest in the employer brand on the part of both the company and its employees, as well as an unfavorable competitive position) of the employer brand in the short term, given the low quality of management and unfavorable external environment; the strategic development vector is aimed at conducting a thorough analysis and identifying key factors for further success, the actualization of which will contribute to a new direction of the company's development and increasing the efficiency of its employer brand management.

anti-crisis employer brand management strategy:

- stabilization (quadrant 7) – characterized by a low level of importance of the employer brand for the company and its employees and a very favorable competitive position in the labor market; occurs in the event of a temporary deterioration in the level of development of the attributes/components of the employer brand or in a situation where they are not formed, their structure and effectiveness are disrupted; the vector of strategic development is aimed at identifying problem areas and analyzing the causes of their occurrence, outlining the main ways to solve internal problems with the employer brand and determining a list of stabilization measures; the main goal is to identify problems and activate actions for the rapid development of the employer brand, which should ultimately lead to a stable competitive position of the company in the labor market.

Approbation. We will demonstrate the determination of the strategic position of the company's brand as an employer on a conditional example. Thus, within the framework of the study, an expert survey was conducted and the level of importance of the employer brand for the company and employees was determined (Table 3), and the level of competitiveness of

the employer brand in the labor market (Table 4). This made it possible to determine strategic recommendations for managing the company's employer brand (Fig. 2).

Table 3.

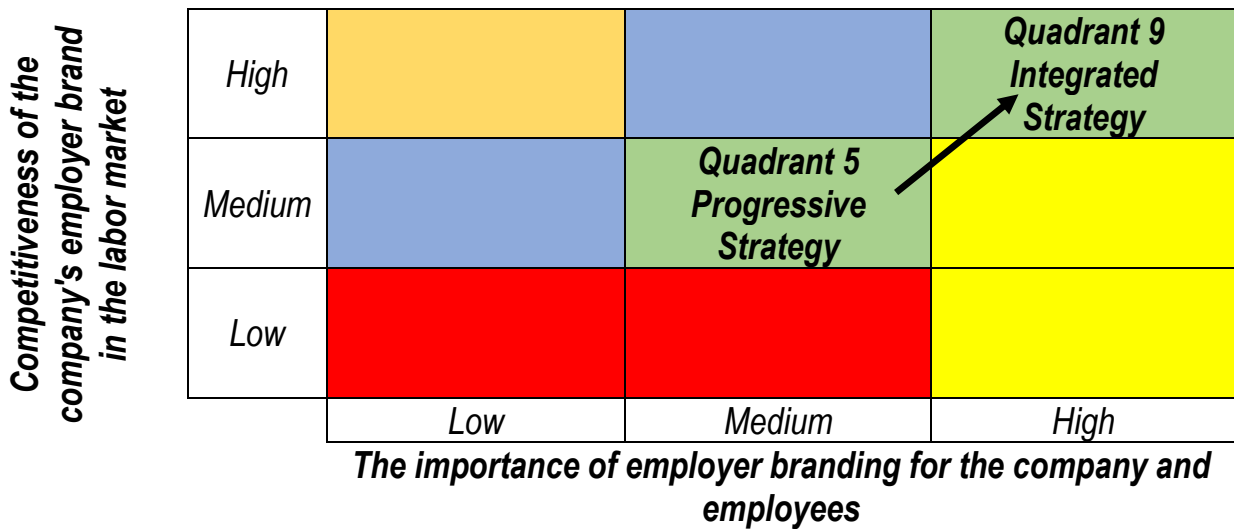
Results of the evaluation of the employer brand importance indicators for the company and employees

№ p/p	Indicators	Validity	Φ_K^i		$a_i \times \Phi_K^i$	
			P	P*	P	P*
B1	the level of employer brand value for the company and its alignment with corporate strategy	0,1147	65,5	75	7,51	8,60
B2	the level of dynamism of the company's employer brand development	0,2507	52,5	85	13,16	21,31
B3	the level of recovery (speed of recovery) of the company's employer brand	0,2160	67,0	83	14,47	17,93
B4	the level of attractiveness of the employer brand for the company's employees	0,0907	75,5	87	6,85	7,89
B5	employee satisfaction level with the company's employer brand	0,1786	78,5	93	14,02	16,61
B6	the level of loyalty of the company's employees to its employer brand	0,1493	68,5	78	10,23	11,65
The importance of employer branding for the company and employees $\Pi = \sum_{i=1}^m a_i \times \Phi_K^i$					66,24	83,99

Table 4.

Results of the evaluation of the competitiveness indicators of the company's employer brand in the labor market

№ p/p	Indicators	Validity	Φ_K^i		$a_i \times \Phi_K^i$	
			P	P*	P	P*
31	the level of recognition of the company's employer brand in the labor market	0,2079	75,0	85,0	15,59	17,67
32	level of perception by key stakeholders	0,1867	68,5	80,0	12,79	14,94
33	the level of uniqueness of the company's employer brand	0,0987	56,0	75,0	5,53	7,40
34	the level of innovation of the company's employer brand	0,1547	54,0	65,0	8,35	10,06
35	the level of difficulty of imitating the company's employer brand by competitors	0,1307	68,5	78,5	8,95	10,26
36	the level of stability (invulnerability) of the company's employer brand	0,2213	55,0	78,5	12,17	17,37
Competitiveness of the company's employer brand in the labor market $P = \sum_{i=1}^m a_i \times \Phi_K^i$					63,38	77,70



Picture. 2. **Matrix of strategic recommendations for managing a company's employer brand**

So, according to the results of expert assessments, nowadays the company's employer brand is in quadrant 5 "progressive strategy", which indicates that the company's employer brand occupies an average position in the labor market and has an average strategic importance for the company and its employees. The company lacks clearly expressed strong attributes/components of the employer brand and opportunities to obtain them due to its current position in the labor market.

The predicted changes in employer brand management and changes in the labor market will allow the company to move into quadrant 9 "integrated strategy" in the future and will require the following actions from management: if the company is able to fight for leading positions, it is necessary to continue investing in the development of the attributes/components of the company's employer brand in order to protect its own positions; if the company feels that it lacks competitive advantages in terms of the employer brand, it is necessary to focus on maintaining the existing position.

Conclusions. The Ukrainian labor market, like the labor markets of many countries, is currently characterized by an increased level of competition for highly qualified employees. Of course, in order to succeed in such a competitive struggle, companies must actively engage in issues of managing their employer brand at the strategic corporate level. In this matter, company leaders must be quite mobile. On the one hand, they must focus on their unique employer brand components, and on the other hand, they must monitor the constantly changing needs of potential and existing employees.

It is the implementation of a company's strategic positioning model based on its employer brand that allows it to determine its competitive advantages in the labor market. Such

positioning outlines the strategic recommendations and nature of the company's relationship with potential and existing employees.

Adherence to the approach presented in the study to developing a model of strategic positioning of the company's brand as an employer will create opportunities for the development and strengthening of the company's competitive position in the labor market. It should be emphasized the importance of constant monitoring and strengthening the level of development of the attributes/components of the employer's brand depending on the defined strategic position. It is worth noting that the use of the proposed tool will allow company managers to reasonably (rather than intuitively) determine strategic priorities, which in turn will provide an opportunity to maintain their own position in the labor market and increase the level of attractiveness of the company as an employer.

Future research. The task of increasing the weightiness of determining strategic positions and strategic development prospects within the framework of this study is solved using several matrix methods, without covering the entire possible range of relevant methodological tools. The directions of further research outline the issues of testing the use of other matrix methods for the employer brand; determining criterion restrictions; integrating different approaches to evaluating strategic alternatives. It is also relevant to consider the issues of applying multi-criteria analysis methods to the company's brand as an employer. Focusing on the study of these issues can open up new vectors of scientific exploration.

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СТРАТЕГІЧНЕ ПОЗИЦІОНУВАННЯ БРЕНДУ КОМПАНІЇ ЯК РОБОТОДАВЦЯ

Перетворення бренду роботодавця у стратегічний ресурс компанії в умовах невизначеності, динамічності та агресивності конкурентної боротьби на ринку праці обумовлює необхідність

посилення обґрунтованості прийняття рішень щодо вибору стратегії його розвитку залежно від базової стратегічної позиції. Значною мірою ефективність управління стратегічним позиціонуванням бренду компанії як роботодавця залежить від розбудови його методичних засад, що й обумовлює актуальність теми дослідження.

Метою статті є визначення сутності категорії «позиціонування бренду компанії як роботодавця», виявлення особливостей формування стратегії бренду роботодавця в умовах постійних змін на ринку праці, а також розробка матричного методу вибору стратегічної позиції бренду компанії як роботодавця.

У статті проаналізовано різні підходи до визначення сутності позиціонування в цілому та наведено авторське визначення категорії «позиціонування бренду компанії як роботодавця». Також запропоновано авторське бачення використання сценарного підходу до процесу стратегічного позиціонування бренду компанії як роботодавця. Зокрема, виокремлено етапи визначення стратегічної позиції, визначені особливості методичного забезпечення їх проходження. Ключове місце при проведенні досліджень належить поєднанню класичних інструментів визначення стратегічної позиції компанії, («матриця спрямованої політики» (Shell/DPM) та модель GE/McKinse) з метою оцінювання стратегічної позиції та вибору стратегічних альтернатив розвитку бренду роботодавця. У роботі запропоновано перелік ключових показників оцінювання стратегічної позиції бренду роботодавця за двома групами: значимість бренду роботодавця для компанії та її працівників; конкурентоспроможність бренду компанії як роботодавця на ринку праці. У запропонованій моделі значення показників оцінюється на основі думок експертів за 100-бальною шкалою, а при розрахунку інтегрального значення показника групи слід додатково враховувати вагові коефіцієнти одиничних показників. Для підтвердження узгодженості думок експертів в рамках емпіричних досліджень розраховувався коефіцієнт конкордації, оцінений за критерієм Пірсона.

В межах дослідження, в системі стратегічного позиціонування бренду компанії як роботодавця виділено основні типи динамічних стратегій управління брендом роботодавця (активна, консервативна, компромісна, обмежувальна, антикризова), кожен з яких має виділені субстратегії. Наведено характеристику стратегій/субстратегій управління брендом компанії як роботодавця.

Отже, отримані результати дозволили математично формалізувати задачу стратегічного позиціонування бренду компанії як роботодавця. Запропонований методичний підхід може бути використаний керівниками компаній для розробки та обґрунтування стратегічних управлінських рішень щодо оптимізації динамічної позиції бренду компанії як роботодавця на ринку праці.

Ключові слова: бренд компанії як роботодавця, стратегічне позиціонування, матриця стратегічного позиціонування бренду роботодавця, динамічна стратегія, субстратегія.