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INTERNAL MARKETING AND TALENT MANAGEMENT AS INTEGRAL ELEMENTS OF EMPLOYER BRANDING STRATEGIES

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The paper presents internal marketing and talent management as key elements determining effective introduction of employer branding strategy. Nowadays tendencies to interdisciplinarity force organizations to search for concepts from different areas of science and combine them for most effective market performance. That is the reason for presentation of two aspects of employer branding – from HRM and marketing perspectives, in the paper. The paper is aimed at presentation and discussion of internal marketing and talent management as elements of overall strategy of organisation in the scope of its competitive advantage gaining.

Keywords: *employer branding, internal marketing, talent management, competitive advantage, HRM.*

Introduction. In the current market situation it is crucial to look closer, predict and fulfill expectations and needs of employers within organisations and try to maintain relations with them at the level satisfactory for both sides. Qualified and satisfied personnel directly determines effectiveness of external marketing strategy introduction. As Zakrzewska indicates everything may be copied now – business strategies, processes, procedures, distribution channels but human intellect, that is the most significant element of creation of competitive advantage, cannot be copied [21]. At the same time Kevin P. Ryan, the Founder and the Chairman of Gilt Groupe, indicates that managing talents is the most important task that managers must face nowadays. It can be assumed, basing on market experience of different enterprises, that not the idea or innovative concept have determined their success but people who have deployed them in force [16]. Consequently the effective process of internal marketing and managing talents should be perceived as key element of modern management strategy.

Management of talents (their acquisition and retention) is indicated by the Deloitte as the one of 5 key HR trends for 2014 [3]. It is strongly argued that creation of an organization as a workplace should be coherent with corporative brand of an organization. Building strong bonds between them should help to retain talents and attract new ones, however it requires introduction of methods in areas of talent management, internal marketing and their communication in effective and consequent way. If performed adequately the potential of a brand may result in attracting talents [5] and influence company's competitive advantage in wider perspective.

The process of employer branding is the concept that require effort and planning from all units of an organization, not only HR units. As indicated above, the strategy of employer branding (EB) should be derived from external brand strategy, that is a result of overall marketing strategy of an organization. This way it may be indicated that crucial role in the process of EB implementation is played by internal marketing strategy that bases on the assumption of perceiving employees as the first customers of an organization, as their satisfaction is determining external marketing effectiveness.

The literature of management presents different approaches towards management of organisation potential located in its employers. The number of approaches and definition causes the situation of misunderstanding their role and meaning for an organisation.

The authors present internal management and talent management concepts and place them within a strategy of employer branding as well as indicate their role in the competitive advantage winning process in changing market environment.

Employer branding in the strategy of image creation

Many definitions of employer brand may be found in the literature. According to Rosethorn its "a two-way deal between an organisation and people", while Randstad indicate that it's a complex concept based on various intangible factors, including perception, image versus identity, and the ability to differentiate between them [5]. The process of employer branding is defined as all the actions that are undertaken by organisation aimed at present and potential employees to create image of an attractive employer to support strategic business goals [9] in wider perspective. According to G.Martin EB is aimed at creation of adequate image of an organisation to attract talented candidates and to make all employees (present and potential ones) identifying themselves with an organisation – its mission, goals and brands to provide an organisation with expected results [8]. Thus employer branding can significantly influence and support process of talent management in an organisation. It also affects the process of organisation's external image creation – not only among key candidates but also among clients and other stakeholders [6]. To sum up the following can be indicated as goals and object of employer branding:

- creation of the image of ideal employer,
- creation of the image of socially responsible and ethical organisation,
- creation of organisation identity,
- attracting the most qualified and desired candidates,
- creation of a climate for employees' identification with an organisation and its goals to increase their involvement in achievement of requested results [8].

Table 1. Goals, tools and links of employer branding concept

	Internal employer branding	External employer branding
Subject	employees	potential candidates; customers; contractors; cooperatives; business partners.
Golas	-creation of friendly work environment; - assuring possibilities of self-development of employees; - creation of organizational involvement*.	- image – increasing and/or building awareness of an organisation in external environment; - recruitment – reaching out ideal candidates and their encouragement to apply for a job**.
Tools	–internal communication; -assuring staff development, managing career paths; - systems of internal and external training adequately planned and introduced; - monitoring of employees' satisfaction; - integration of employees; - financial and non financial motivators; - ethical systems, value systems; - internal CSR actions; - work-life balance; - health services; - outplacement.***	- modern technologies, multimedia tools, social media, employer branding 2.0; - mouth-to-mouth marketing; - ratings of best employers; - interesting job advertisements; - web page – “career” window; - job fairs, workshops, training activities for potential employees, open-days; - programs of apprenticeships and trainings; - cooperation with student organisations; - presentation of offers in career portals, magazines and guides for students, as well as in professional periodic. ****
Relations	internal marketing, internal PR, HRM, talents management.	HRM (recruitment), external marketing, external PR, image creation.

Source: *[18]; **[10]; ***[1]; ****[7], [10].

As indicated, employer branding includes wide and interdisciplinary range of areas. It relates to: marketing, personal marketing, human resource management (HRM) and public relations (PR). One of the indicated areas, that in the authors, determines effectiveness of employer branding introduction is internal marketing.

Internal marketing in the process of employer branding

„PR begin at home” so creation of an organisation image as an ideal employer should also be started with actions focused on internal part of an organisation. Organization's employees should be treated as first customers of an organisation. The level of their satisfaction from marketing actions should be a base to introduce the strategy externally. This attitude, to treat employees as the first customers of an organization, is called internal marketing (IM).

It can be observed that in Polish and in the world marketing literature the concept of internal marketing have been changing when areas it covers are discussed.

In the first concepts their authors indicated that employees should be treated as internal customers and jobs should be interpreted as offers for that group. In 1991 Berry and Parasuraman stated that “internal marketing is attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs (...) it is the strategy of shaping job-products to fit human needs” [15]. Kozielski described internal marketing as a process of motivating and integrating employees to effective realisation of the corporation’s strategy and its functions aimed at customer satisfaction [8]. Otto indicated that internal marketing results from alternative and integrated way of HR and marketing and its description must be based on assumption that an organisation is a specific market, and so marketing actions are directed inside it, concentrating on internal clients and jobs providers to improve relations in an organisation and in result customer service to increase organisation’s effectiveness [13]. Piercy and Morgan pointed out that external marketing programs should be introduced internally as an adaptation of external programs. Cooper and Cronin though postulated that IM should include motivating and training to perform more effectively. In the latest concepts the opinion that internal marketing bases on the exchange between employees and organisation is presented [6].

Olsztynska, indicated that former definitions of IM had stressed the impact of personnel on customers satisfaction and loyalty as a result of relationship marketing theory recommendations. Nowadays internal marketing is interpreted wider as a tool supporting strategy changes introduction, knowledge management and ways to integrate staff in customer service effort. Another change can be observed in widening possibilities of internal marketing implementation in other sectors, apart from services providers – previously indicated as the only one where IM solutions can be introduced [13].

The internal marketing introduction though requires answering to many questions considering the following issues: responsibility matters, internal marketing range in a organisation, its position in an organisational structure and its results measurement. Very often internal marketing actions are introduced intuitively [14]. To make the IM introduction more effective the following steps should be taken and decisions made considering the following aspects: preparation of efficient internal and external communication systems; creation of organisation culture stimulating employees’ involvement and collaboration; creation of joint responsibility and cooperation in the process of personnel needs satisfying and external customers’ expectations fulfilling; provoking a perception of internal marketing as a complex process; treating external and internal customers as verifying utility of marketing actions [2].

All the mentioned actions are also integral in the strategy of employer branding should be perceived as actions that determine effectiveness of overall strategies,

especially that marketing orientation presumes preparation of strategies basing on needs of addressees, staff in that case.

Talent management in the process of employer branding

Talent management is indicated as one of challenges for modern organisations. This attitude towards the concept can be confirmed by the following tendencies:

- ability to compete in economy based on knowledge depends on quality of skills obtained by talented employees;

- key competences are created by outstanding employees;

- demand for outstanding employees, who can combine professionalism and creativity, is increasing;

- increasing mobility of employees, ability to move from one labour market to another, especially in case of high competence specialists, force organisations to introduce new personal programs adjusted to needs, aspirations and expectations of the staff members;

- costs of obtaining qualified employers are increasing;

- indexes of fluctuation in the groups of qualified employees are increasing[12].

It can be assumed that the process of attracting and maintaining relations with most talented employees is more and more demanding. That situation results also from changes that has been occurring in demands of employees, especially the ones from the Y generation. The group of employees who are entering the labour market are highly demanding towards employers. They are strongly concentrated on their own development, aimed at professionalism in their work environment, aware of their potential and self-conscious. As employees they are highly literate in new technological solutions and they can use them at their work. They are mobile, speaking foreign languages and not loyal – frequent changes of employers are not problematic to them. They are focused at permanent education and vocational development. They are strongly orientated on keeping the balance between private and professional life. People from the Y generation appreciate friendly atmosphere at work, they like feeling of appreciation and being praised. If employers do not meet that expectations they do not hesitate to consider changing the job [9].

Considering: demographic changes, ageing society, economy development in directions in which the lack of talents may be observed (IT for example) the assumption that employers should begin to search for adequate candidates, recognising and fulfilling their expectations is reasonable. Introduction of talent management is a key issue when attracting and keeping ideal employees is considered. Also employer branding activities may be useful in that aspect, especially the ones aimed at communicating different initiatives undertaken by organisation towards present and potential employees.

Employer branding process that completes the process of talent management requires introduction of following actions:

1. Image creation efforts placed where ideal, qualified and talented employees may be found – maintain relations with universities, research centers, alumni associations, career centers, professional associations, and organizing trainings and apprentices.

2. Attracting talents by activities aimed at implementing image of an organisation as employer. Informing public opinion about introduction of talent management strategy. Constant communication with stakeholders – potential employees. Involving employees (by usage of new technologies, social media, chats, video conferences, etc.). Video transmissions to present production processes, etc. to make stakeholders aware of technologies used within organisation to create image of open, innovative and sustainable organisation, also among potential employees. Organisation of meetings in organisation's premises for students, graduates, members of professional association, etc.

3. Encourage outstanding talents to participate in recruitment and selection as a key goal of employer branding. The process of creation the image of employer may meet that goal. Nevertheless implementation of recruitment and selection may also support employer branding activities aimed at creation of employer image since the way organizations conduct the procedures in this area may influence and even create their perception among candidates. The way the candidates are treated during the process (respectful or not attitude, keeping promises concerning feedback from the process, etc.) may result in positive or negative opinions about employer that they will spread among other people in their environment.

4. Maintain talents is important also in the aspect of managing employers. It supports work friendly atmosphere that influences effectiveness, creativity, satisfaction and involvement. It can be obtained by effective internal communication. Each employer should know what are the expectations towards him/her and should be aware of organisation goals. Feedback and freedom definitely affect relations with superiors (immediate supervisors may reveal potential of subordinates or, oppositely, eliminate it). Employers satisfaction, including talents retain, may also be affected by motivation system, team spirit building, career planning and others (indicated in table 1). Each activity should be elaborated basing on goals and expectations of employees). All actions aimed at retaining of satisfied talents affect creation of organisation's identity as an employer.

5. Managing retreatment and contacts with talents (monitoring of satisfaction level) and outplacement since high level of staff fluctuation and unfair dismissals influence internal and external image of an organization. The way organisations cooperate with their employers may be perceived as a type of exam of its corporate culture. Looking after dismissed employers should not be considered only in ethical

dimension but also as a kind of investment in image and an organisation's market position and motivations of employers [7]. Therefore outplacement may affect image of an employer significantly and its perception by employers (supporting their sense of security, creation of atmosphere of respect and trust), among dismissed employers who may affect perception of an organization outside (as organization that looks after employers, even in case they are dismissed, or organization that careless about its employers) as well as other stakeholder (information that an organization looks after employers even in situation of their dismissal causes its more positive perception in the uncomfortable situation).

Talent management affects image of an organisation significantly. It may be perceived as employer that is worth to cooperate with as well as ethical and fulfilling its duties enterprise that influence its environment (through affecting local societies). That all elements compose the holistic image of an organization among its internal and external stakeholders.

Employer branding and internal marketing in Poland

Baruk [2] indicates that Polish entrepreneurs are not very eager to introduce internal marketing because of two main reasons. She claims that the first cause may be found in the economical situation for many years price was a main tool of competitiveness in Poland because of limited incomes of customers but at the end of 90s in the 20th century changes could be observed in Polish customer' behaviour including needs differentiations. At this point more sophisticated marketing actions were invested in. As in the last few years economic slowdown took place, also entrepreneurs reacted by aiming at price strategies again. Baruk reckons lack of adequate theoretical and practical knowledge as the second cause of limited usage of internal marketing concept in Polish enterprises – interdisciplinary character of IM requires specialist knowledge covering issues as sociology, marketing, HR, management and the theory of organisations.

At the same time research revealed that Polish organisations perceive employer branding as important element of their strategies. The report prepared by HRM Institute in 2013 contains results of research conducted among 145 Polish companies (representing mainly: FMCG sector – 11%, production – 11%, IT – 11%, consulting – 10%). They perceive upcoming years as challenging for employers and indicate economy factors (32%), lack of talents (17%), as well as technological issues and skills of employers, as forces influencing their situation in near future. They have problems with attracting experienced and skilled candidates (39%), people who are involved in their work (22%), candidates who fit in organisation's culture (20%) and who are willing cooperate longer with their organisations (16%). Moreover when asked if a company may lose market shares if does not employ appropriate people –

most of respondent (55%) confirmed the statement, at the same time 30% contradicted it [4].

Indicated problems, as well as increasing awareness of the need for talent management, and internal marketing and in result employer branding cause augmented demand for knowledge and good practices examples. In the quoted research 24% declared disposal of clear EB strategy that is the number more than 100% higher than a year earlier. 30% have a strategy under reconstruction and development, 25% is preparing the strategy. Employer branding strategies are mainly placed in competences of HR department (54%) or marketing departments (18%), at the same time in some organizations new departments dedicated to employer branding and talent management are established more and more often.

Polish employers perceive employer branding as strongly beneficially for organizations, especially in the following aspects (indicated by their significance): abilities to attract talents, unified communication system, higher level of employers involvement, lowering costs of recruitment, lower staff rotation, better adjustment of candidates to corporate culture, perception as an ideal employer, enhancement of market of talents awareness.

Conclusions

Reputation of an organisation is one of its most valuable sources. There are many factors that affect it. One of them is its perception as an employer. As research indicate customers expect that providers of products they purchase create new jobs and treat their employees respectfully and fair [17].

Employer branding is a strategy that can affect functioning of an organization as a whole as it involves actions qualifies as talent management, internal marketing, PR, CSR and other elements of marketing and communication. This multidisciplinary attitude of employer branding require combining different efforts undertaken by organization – not only HRM but also marketing. Only well planned and unified strategies implemented in the indicated areas may support employer branding and competitive advantage gaining.

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**ВНУТРІШНІЙ МАРКЕТИНГ І УПРАВЛІННЯ ТАЛАНТАМИ ЯК НЕВІД'ЄМНІ
ЕЛЕМЕНТИ СТРАТЕГІЇ БРЕНДИНГА РОБОТОДАВЦЯ**

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У статті внутрішній маркетинг і управління талантами розглядаються як ключові елементи, що визначають ефективне впровадження стратегії брендингу роботодавця. У наш час міждисциплінарні тенденції стимулюють організації до пошуку інструментів з різних галузей науки та їх об'єднання для найбільш ефективного функціонування ринку. Саме з цієї причини для подання брендинга роботодавця в роботі розглядається два аспекти - HRM і маркетингові перспективи. Робота спрямована на подання та обговорення внутрішнього маркетингу та управління талантами як елементів загальної стратегії організації в рамках створення її конкурентних переваг.

Ключові слова: *брендинг роботодавця, внутрішній маркетинг, управління талантами, конкурентна перевага, HRM.*

**ВНУТРЕННИЙ МАРКЕТИНГ И УПРАВЛЕНИЕ ТАЛАНТАМИ КАК
НЕОТЪЕМЛЕМЫЕ ЭЛЕМЕНТЫ СТРАТЕГИИ БРЕНДИНГА РАБОТОДАТЕЛЯ**

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В статье внутренний маркетинг и управление талантами рассматриваются как ключевые элементы, определяющие эффективное внедрение стратегии брендинга работодателя. В настоящее время междисциплинарные тенденции стимулируют организации к поиску инструментов из различных областей науки и их объединения для наиболее эффективного функционирования рынка. Именно по этой причине для представления брендинга работодателя в работе рассматривается два аспекта – HRM и маркетинговые перспективы. Работа направлена на представление и обсуждение внутреннего маркетинга и управления талантами в качестве элементов общей стратегии организации в рамках создания ее конкурентных преимуществ.

Ключевые слова: *брендинг работодателя, внутренний маркетинг, управление талантами, конкурентное преимущество, HRM.*