

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Name of the faculty **EDUCATION AND RESEARCH INSTITUTE
"KARAZIN BANKING INSTITUTE"**

Name of the department **Management, Business and Professional
Communications**

Specialty: **073 Management**

Educational program: **Management of Organizations and Administration**

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QUALIFYING MASTER'S THESIS

on the topic:

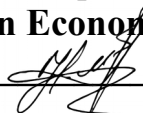
**EMPLOYER BRANDING MANAGEMENT IN MODERN
CONDITIONS**

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The work is accepted for defence in the EC

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V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Li Haifeng

1. Topic of work: "EMPLOYER BRANDING MANAGEMENT IN MODERN CONDITIONS".

Scientific adviser Nadiia Morozova, PhD in Economics, Associate Professor
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

- In Chapter 1: to determine the main characteristics of the employer brand and its key components; to systematize modern theoretical approaches to the development of the employer brand concept; to analyze the essence of an employer brand audit, covering both its internal and external aspects.
- In Chapter 2: to analyze trends in the field of employer branding; to state the organizational and economic characteristics of JSC CB "PrivatBank"; to analyze the brand status of JSC CB "Privatbank" as an employer.
- In Chapter 3: to develop tools for effective employer brand management in wartime conditions; to provide practical recommendations for creating an ambassador program

to promote the employer's brand; to make the case for the relationship between diversity, inclusive culture and employer branding, and to offer advice to employers on implementing inclusion principles in wartime.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL PRINCIPLES OF EMPLOYER BRAND MANAGEMENT
2	RESEARCH OF EMPLOYER BRANDING TRENDS IN UKRAINE AND WORLDWIDE
3	PROSPECTIVE DIRECTIONS OF HR-BRAND DEVELOPMENT DURING THE WAR

5. Date of issue of the task September 25, 2024.

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ABSTRACT

The qualifying master's thesis contains 73 pages, 7 figures, 14 tables, and a list of 44 references.

The object of research is the employer brand management process.

The subject of research includes theoretical, methodological, and practical approaches to managing the employer brand of banking institutions.

The purpose of the master's thesis is to develop and substantiate theoretical, methodological, and practical provisions for effectively managing the employer brand in modern conditions.

Tasks of a qualifying master's thesis include:

- to identify the main characteristics of the employer brand and its key components;
- to systematize modern theoretical approaches to the development of the employer brand concept;
- to analyze the essence of employer brand audits, addressing both internal and external aspects;
- to examine trends in the field of employer branding;
- to provide the organizational and economic characteristics of JSC CB "PrivatBank";
- to analyze the current state of the employer brand at JSC CB "PrivatBank";
- to develop tools for effective employer brand management under wartime conditions;
- to provide practical recommendations for creating an ambassador program to promote the employer brand;
- to substantiate the relationship between diversity, inclusive culture, and the employer brand, offering advice to employers on implementing inclusion principles in the context of war.

The obtained results have significant practical value, as the theoretical provisions and conclusions of the study have been transformed into methodological

developments and practical recommendations that banking institutions can apply to improve their employer brand management systems.

This study emphasizes the strategic importance of employer branding as a tool for gaining a competitive edge in the labor market and ensuring organizational resilience under dynamic conditions. By integrating theoretical insights with practical solutions, it provides a comprehensive framework for effective employer brand management in banking institutions.

Year of completion of the qualifying master's thesis: 2024.

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INTRODUCTION

Employees are an extremely important asset for any company, and their performance largely depends on how loyal they are to their employer. The relevance of employer brand management in wartime becomes extremely important and justified. Military conflicts lead to serious and unpredictable changes in the work environment, which can affect the psychological state and safety of workers. In such conditions, companies must actively work to maintain and strengthen their employer brand to ensure the loyalty and well-being of their staff.

Employer brand management not only helps to attract and retain talented employees, but also helps to improve the company's reputation and increase its competitiveness.

The purpose of the qualifying master's thesis is to develop and substantiate theoretical, methodological and practical provisions regarding the effective management of the employer's brand in modern conditions.

The tasks of the qualifying master's thesis are:

- indetermine the main characteristics of the employer brand and its key components;
- to systematize modern theoretical approaches to the development of the employer brand concept;
- analyze the essence of the employer brand audit, covering both its internal and external aspects;
- analyze trends in the field of employer branding;
- to state the organizational and economic characteristics of JSC CB "PrivatBank";
- to analyze the state of the brand of JSC CB "Privatbank" as an employer;
- pdevelop tools for effective employer brand management in wartime conditions;
- provide practical recommendations for creating an ambassador program to promote the employer's brand;

- to substantiate the relationship between diversity, inclusive culture and employer brand, and to offer advice to employers on implementing the principles of inclusion in the context of war.

The object of the study is the employer brand management process.

The subject of the research is theoretical, methodological and practical approaches to the management of the employer's brand of banking institutions.

To achieve the goal and solve the tasks, the following methods were used in the work: theoretical generalization - to systematize the main approaches to the essence of the employer's brand and its components; structural and comparative analysis - to form the concept of the employer's brand; survey - to determine the attitude of company employees and external candidates to the employer; expert evaluations – to assess the state of the employer's brand; system analysis; graphic and tabular method - for visual illustration of the studied phenomena and processes; abstract logical method - for generalizations and formulation of conclusions.

Scientists and experts such as S. Burrow, M. July, T. Ambler, H. Martin, B. Minchington, R. Mosley, L. S. Mokina, N. Osovytska, K. Punjairsi, L. Pashchuk, I. Primak, O. Sardak, N. Samoliuk, S. Tikoo, L. Hah, S. Harding, S. Hetrick, S. Tsymbalyuk, conducted research in the field of theoretical and practical aspects of employer brand management. However, there is practically no scientific analysis of employer brand management in wartime Ukrainian literature. This gap between the practical use and the theoretical understanding of employer brand management gives rise to an in-depth study of this topic.

The qualifying master's thesis consists of an introduction, three chapters, conclusions, and a list of used sources.

Keywords: employer brand, employer branding, employer brand management, promotion, HR brand audit, ambassador program, inclusive culture, personnel loyalty.

CHAPTER 1

THEORETICAL PRINCIPLES OF EMPLOYER BRAND MANAGEMENT

1.1. Essential characteristics of the employer brand and its components

In modern conditions, significant challenges have arisen for employers due to military conflicts, a global pandemic and the transition to remote work. These circumstances led to an increase in stress, anxiety about the physical and psychological health of employees, as well as to the depletion of their emotional reserves. Today's realities require a new approach to finding and retaining talented professionals. A high degree of development of the employer's brand has an impact on the ability to retain highly qualified personnel in the company and contributes to the growth of loyalty of potential employees.

The concept of employer brand and the term itself became known in the business environment in 1990, in the academic context - in 1996, thanks to an article by Simon Barrow and Tim Ambler published in the magazine "Brand Management" [1].

Before considering the possibility of developing an employer brand concept, you should carefully study the essence of two concepts that are similar in content: "employer brand" and "employer branding".

Analysis of different approaches to understanding the idea of "employer brand" allows us to come to the conclusion that this concept was formed at the junction of marketing, brand management and personnel management.

Let's consider classical and modern theoretical ones approaches of domestic and foreign scientists to the essence of the employer brand concept (Table 1.1).

Table 1.1

Different approaches to the interpretation of the concept of "employer brand"

Author [source]	"employer brand"
foreign approach	
S. Barrow, T. Ambler [1]	a set of functional, psychological and economic advantages provided by the employer and identified with him
B. Minchington [2]	the image of the organization as an "excellent place of work" in the minds of employees and the main interested parties in the foreign market (real and potential candidates, clients, buyers, etc.)
S. Lloyd [3]	it is a combination of the company's efforts to interact with existing and potential employees, which makes it an attractive place to work, as well as active management of the company's image in the eyes of partners and potential employees
Sullivan J. [4]	a targeted, long-term strategy for managing the awareness and perception of employees, potential employees and stakeholders, applied by a specific company.
S.O. Tsymbalyuk [5]	is a stable, emotionally colored image of the enterprise, formed on the basis of the experience of interaction of certain categories of people with the enterprise as an existing or potential place of work, which is determined by a set of characteristics (job advantages), in particular, unique ones that distinguish the enterprise from others, which characterizes the attractiveness of work for employees, existing and potential candidates, as well as the competitiveness of the enterprise on the labor market"
S.M. Mokina [6]	a set of purposefully formed qualities of the company as an employer, which are associated in the target audience with an unambiguously positive and unique set of tangible and intangible advantages of employment conditions that distinguish this organization on the labor market

As a result of the analysis of different views, in our opinion, the definition of the employer brand, which is given by S.M., is the most complete. Mokina as a set of purposefully developed characteristics of the company as an employer, which are associated with a distinctive and positive set of physical and intangible advantages related to working conditions, and make this organization special and unique in the labor market for its target audience.

Thus, the analysis of various approaches to the interpretation of the concept of "employer brand" allows us to identify common features, including the image and image in the minds of stakeholders, a set of unique values and benefits that an employee receives by joining the company, as well as a long-term strategy for managing perception and awareness employees

So, in our opinion, employer brand refers to the overall perception and level of awareness of potential candidates and employees about the company and its value proposition.

It is important to distinguish between the concepts of "employer brand" and "employer branding". Yes, S. Tsymbalyuk considers employer branding as a system of measures aimed at forming an attractive image of the employer to attract and retain highly qualified and talented specialists in order to increase their loyalty, satisfaction and motivation [12, p. 18].

Other scientists have almost the same opinion [5, p. 249], who consider employer branding as a set of measures to create a positive image of the employer in order to attract the best employees.

It can be noted that employer branding helps the company to create an attractive image for both groups - both potential and existing employees, using different methods of promotion.

In order to choose effective methods and tools for brand promotion, it is necessary to understand the main stakeholders on which the company is targeting its brand.

Thus, there are two main target audiences for measures to build a positive employer brand: internal (which includes existing employees of the enterprise) and external (which includes potential employees, former employees, recruiting and training specialists, media representatives, members of professional associations). Separately, former employees of the company should be singled out, who have a deep understanding of the company's activities, and some of them may spread negative or inaccurate information about the company.

In order to better understand the importance of the employer brand, let's consider the main goals of the employer brand depending on the target audience and supplement them with advice for employers during a military conflict (table 1.2)[13, 14].

Table 1.2

The main goals of the employer brand

internal-oriented goals stakeholders	goals aimed at external stakeholders
decrease in staff turnover;	increasing the competitiveness of the organization;
increasing the level of satisfaction, loyalty and well-being of the staff;	creation and maintenance of the corporate image and excellent reputation of the company on the labor market;
reduction of costs for onboarding, training, staff development;	attracting talented specialists
reduce costs and deadlines for closing vacancies in the conditions of war careabout the safety of employees and their relatives; assistance with the relocation of staff families to safer cities of the state or abroad;ensure a safe workplace in the office;to provide and participate in volunteer projects "Doing a good deed".	the return of specialists and young people from abroad in the post-war period

Therefore, employer branding goals include creating an attractive and recognizable company image among both potential and current employees. The development of the employer's brand becomes a valuable resource for ensuring the successful functioning of the company in the labor market and ensuring its competitiveness. The employer brand also includes strengthening and improving the internal corporate culture, attracting talented personnel, increasing the level of employee loyalty and effectively managing the company's reputation, especially in the context of various emergency situations, such as military conflicts or other crisis circumstances.

When creating an attractive employer brand, it is important to determine the target audience and the optimal tools to achieve the goals discussed above. First of all, you should decide on the type of employer brand that would correspond to the general strategy of the company's development (Fig. 1.1) [15, p.193].

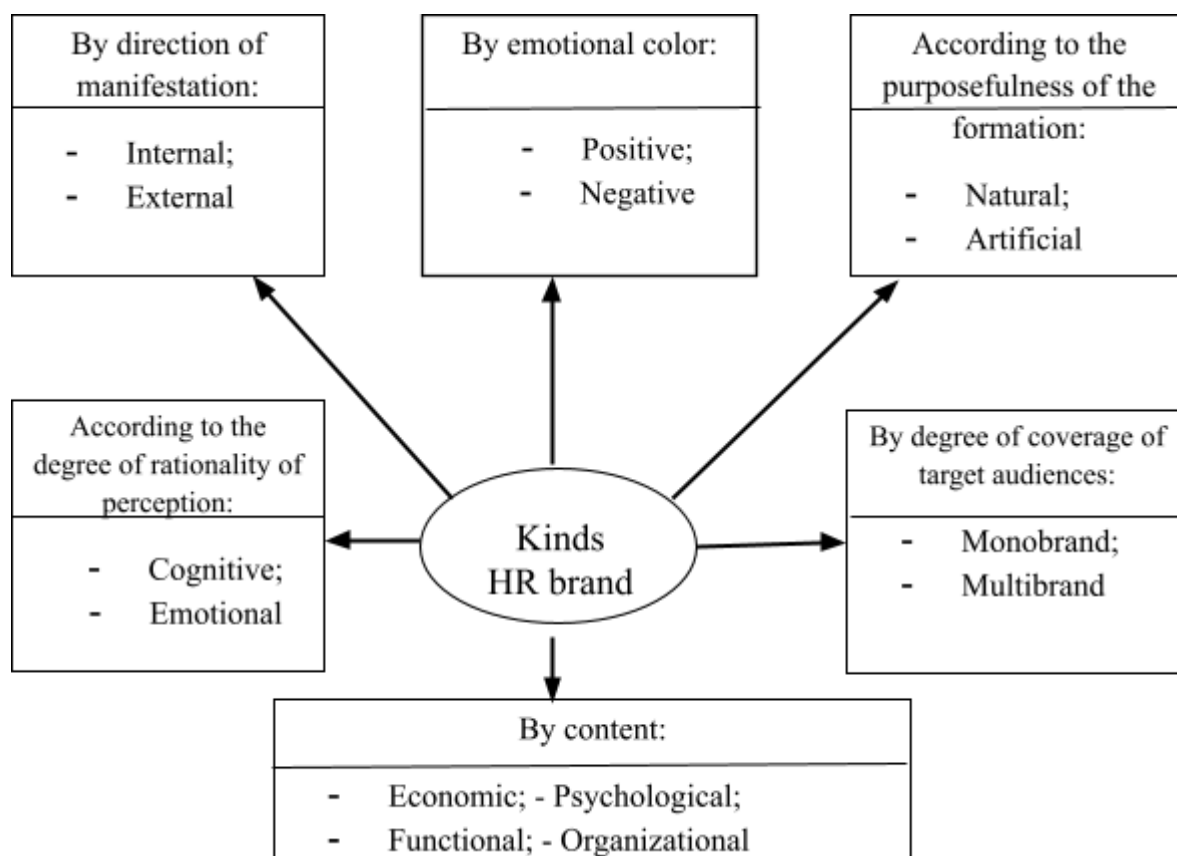


Fig. 1.1. Classification of the employer brand.

Let's consider some of them in more detail, according to the purposefulness of employer brand formation, it can be considered in two aspects: - natural employer branding is formed naturally, without special measures, thanks to the company's practical activity on the labor market;

- artificial employer branding is created with the help of special tools for forming and promoting the image of the company as an employer. Usually, at the initial stages of forming the company's brand as an employer, artificial HR branding prevails, which can embellish the real situation. However, over time, mutual adaptation and convergence of these approaches occurs.

According to the content, the employer brand is divided into:

- economic, which includes high wages, a system of bonuses and bonuses, stable employment guarantees and flexible working hours;

- psychological, where a strong corporate culture, management's attitude towards employees, a healthy psychological climate, objectivity in the internal assessment of work are important;
- functional, which includes the nature of work, learning opportunities, career growth prospects;
- organizational, which includes market leadership, international nature of activity, company history, popularity of consumer brands, reputation of company managers, leadership style.

According to the degree of coverage of target audiences, the following are distinguished: monobrand, where a stable and uniform image of an attractive employer is created for all target audiences, which reflects the overall image concept of the company, and multibrand, where different aspects of the employer brand are developed for different segments of the target audience, but all of them are synchronized according to the general concept.

There should be a close functional interaction between the external and internal HR brands, as the difference between them can create mistrust of the organization and its perception as an employer.

Next, we will consider in more detail the approaches of scientists regarding the components of the employer brand (Table 1.3)[16, 17].

Table 1.3

Models and components of the employer brand

Name and author of the HR brand model	Components of the HR brand
"4D brand plane", Thomas Head	functional HR measurement; social HR dimension; mental HR dimension; spiritual HR dimension
"Employer Brand Ecosystem", Brett Minchington	employer brand values, key employer brand tools, brand equity, global trends, industry players, employee lifecycle management
"Employer Brand Pyramid", Penny Bourke	attributes, functional benefits, emotional benefits, values, personalization
"A conceptual model of understanding the employer brand", K. Buckhouse and S. Tikoo	brand associations, employer image, employee engagement; organizational identity and organizational culture, brand loyalty, labor productivity

"Employer Brand Concept", Aggerholm H., Andersen S., Thomsen K	branding strategy and policy; values; stable relations between the employer and the employee; branding; corporate social responsibility; personnel management
"Employer Brand Predictive Model", I. Botha, M. Bussin and L. Swardt	needs of the target audience; differentiation of the value offer to the employee; personnel management strategy; brand consistency; employer brand communications; employer brand measurement
Employer brand model developed by Universum	employer brand identity; employer brand image; employer brand profile

Analyzing the models of employer brand formation, we can conclude that each of them has its advantages and disadvantages. When creating a brand concept, it is important to consider the factors that make the company attractive to each individual target audience.

In our opinion, the "Employer Brand Ecosystem" model seems to be the most complete among all the considered models, as it includes not only tools for creating an employer brand, but also takes into account external trends and factors that affect this brand. This model is based on the idea that the success of the employer brand depends not only on the company itself, but also on all interacting factors and stakeholders in its environment, namely:

- employer brand values: the importance of defining employer brand values and identity that align with company culture and attract talented employees;
- the main tools of employer branding: the various tools, such as recruiting, advertising, communications and incentives, used to create and maintain a positive employer brand;
- brand equity: a positive employer brand can lead to an increase in the company's brand equity and the attraction of highly qualified employees;
- global trends: global trends, such as the development of technology and changes in work culture, affect the creation and management of the employer brand;
- industry participants: different industries may have their own peculiarities in the formation of the employer brand, and they should take these peculiarities into account;

- employee life cycle management: the importance of creating an employee life cycle management strategy for attracting, retaining and developing staff.

The employer brand consists of the following elements:

- values and mission of the company;
- corporate style and communication style;
- public resources (official website, social networks);
- corporate culture;
- reviews of existing and former employees;
- reputation.

So, a developed employer brand is popular, which has a positive effect on the company's financial performance and reputation. External circumstances, such as the COVID-19 pandemic and military events, are changing the nature of the HR brand, which requires a new approach to creating an employer brand concept.

1.2. Formation of the employer brand concept

The process of forming an employer brand is a consistent set of actions and strategic measures aimed at creating and maintaining a positive image of the company as an attractive place to work for potential and current employees. The main goal of this process is to create an impression about the company that attracts talented employees and stimulates them to join the organization and develop their career in it.

Based on the results of research [12, 18] in the field of brand management, it was established that the key steps in the formation and implementation of an employer brand development strategy can be presented in the form of a certain model, which includes the following components: defining the goals of forming a positive HR brand; formation of a team of specialists engaged in HR branding; formation of the target audience; identifying the needs of the target audience; research on the positions of competing enterprises on the labor market; research of the HR brand at the enterprise; formation of the HR brand concept; value proposition; development and implementation of measures

to create a positive HR brand; monitoring and evaluation of the effectiveness of measures to create a positive HR brand; making changes to the HR brand concept.

Pavlenko T.V. highlights the following stages of employer brand formation include the following steps: defining goals, taking into account the strategy of human resources management; identification of target audiences; creating a working group, assigning a budget and allocating resources; assessment of the employer's image using internal and external research to identify strengths and weaknesses; development of the proposal for employees (EVP) and its testing for different target audiences; positioning of the brand of the employer enterprise; development of a communication strategy and use of key channels for promotion; external communication and events; internal communication and events; assessment of results and efficiency [19].

Creating an employer brand includes ten sequential steps, which have been supplemented in our opinion and shown in Figure 1.2.

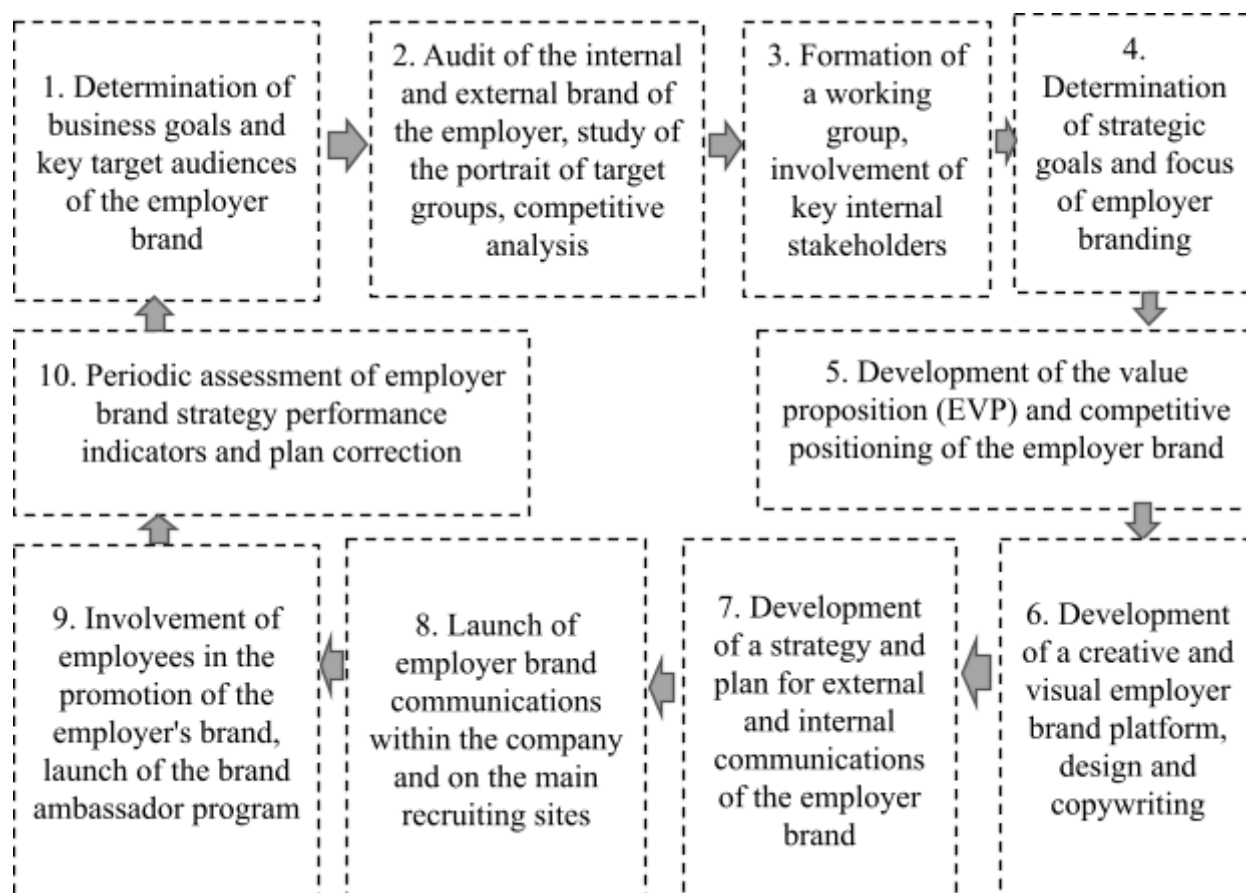


Fig. 1.2. Stages of employer brand formation.

Internal and external employer brand audit, study of the portrait of target groups, competitive analysis.

Determination of strategic goals and focus of employer branding.

Development of the value proposition (EVP) and competitive positioning of the employer brand. Development of a visual platform of the employer brand and communication strategy, Involvement of employees in the promotion of the employer brand, launch of the brand ambassador program Periodic assessment of employer brand strategy performance indicators and plan correction

Let's take a closer look at the essence of each stage of employer brand formation:

The first stage: defining business goals means specifying what the company wants to achieve in the future, what results and achievements are important to it. Key target audiences are groups of people to whom the company directs its efforts and resources because they have the greatest impact on achieving these goals. In terms of employer branding, these can be potential employees, existing employees, and other stakeholders that influence the company's reputation as an employer. One of the main tasks of defining goals and target audiences is creating a strategy that will help the company attract, retain and develop highly qualified employees and maintain its competitive advantage in the labor market.

The second stage: employer brand audit involves the process of evaluating and analyzing various aspects that determine the perception of the company as an attractive employer for both existing and potential employees. The essence of the audit is to identify the strengths and weaknesses of the employer brand, as well as the opportunities and threats affecting its reputation and ability to attract talented personnel.

An audit of the employer's internal brand involves:

- assessment of organizational culture, which includes an analysis of the company's values, structure and spirit, as well as studying how they are reflected in the working environment;
- analysis of the level of satisfaction, involvement and loyalty of employees;

- evaluation of communication tools, that is, analysis of the effectiveness of communication in the company, including internal notifications, newsletters, Internet portals, etc.

- an evaluation of employee benefits and programs, i.e. an analysis of existing programs to improve the quality of life and development of employees, such as health insurance, training and career development.

- internal PR - assessment of how the company promotes its culture and values among employees.

An audit of the employer's external brand includes:

- assessment of the company's reputation on the labor market (reaction to announcements, feedback from employees and candidates);

- analysis of advertising campaigns, strategies and activities in the field of HR-marketing used to attract potential candidates;

- assessment of the competitive environment, including comparing the company with other employers in terms of their attractiveness to employees;

- attracting talented candidates, which is evaluated from the point of view of the company's effectiveness in attracting and retaining candidates with a high level of competence and potential.

At this stage, various marketing tools are used, as it is necessary to assess employee satisfaction with various components of the employer's brand. These can be surveys and in-depth interviews of company employees, candidates for vacant positions; analysis of information and feedback about the company in the mass media, on career sites and in social networks; analysis of candidate application statistics for vacant positions; interviews with employees who are leaving; studying information about employer ratings.

Internal and external audits aim to help the company determine how it is perceived as an employer and what measures need to be taken to improve its reputation and competitiveness in the labor market.

Studying the portrait of target groups and competitive analysis of the employer brand are key stages in the development of an HR brand strategy. Portrait of target

groups includes detailed research and analysis of the audience that is the target of the company, both potential and existing employees. This analysis includes the following aspects: demographic data (age, gender, education, place of residence, marital status); professional characteristics (qualification, work experience, field of activity, specialization); values and motivations; communication channels; needs and expectations from the employer.

A competitive employer brand analysis is an assessment of how the company compares to other employers in its industry. The main aspects of this analysis include: studying competitors; strengths and weaknesses of competitors; uniqueness of offers for employees; methods of attracting and retaining employees.

The next important step in the development of an employer brand strategy is the formation of a working group and the involvement of key internal stakeholders who contribute to the creation of a strong and attractive image of the company for potential and existing employees. It is necessary to determine who exactly will be part of the working group and elect a group leader who will be responsible for coordinating and managing the employer brand formation process. This can be the HR team, marketing specialists, department heads, internal communications representatives and other stakeholders who have an important contribution to the development of the employer brand.

In addition, the involvement of key internal stakeholders, including:

- top management of the company (the involvement of top management is critical, as they define strategic goals and support initiatives aimed at developing the employer brand);
- representatives of different departments (inclusion of representatives from different departments and teams helps to get diverse perspectives and contributions to the formation of the brand, and also involves the whole team in this process).
- employees (it is important to take into account the opinions and feedback of employees, as they are key representatives and ambassadors of the employer's brand).

Determining the strategic goals and focus of employer branding is the fourth stage in the development of the employer brand, which includes determining the

purpose and direction the employer brand should move to achieve its goals. When building an employer brand, strategic goals can be formulated taking into account the specifics of the company and its target audience. Here are some examples of HR brand strategic goals:

1) attraction of highly qualified and talented employees. For example: "Attract 15% of highly qualified candidates within the next year."

2) improvement of the employer's reputation. For example: "Reduce the percentage of negative company reviews on employer review sites by 25% over the next year."

3) increasing loyalty and attracting internal ambassadors. The goal may be to create a supportive environment in which employees actively support the company's brand and recommend it as a place to work. For example: "Increase by 20% the number of employees who actively join the brand ambassador program during the next year."

4) development of the working environment and corporate culture. The goal may be to create an attractive and stimulating work environment that attracts employees and promotes their development. For example: "Implement an employee development and training program covering 100% of staff by the end of next quarter."

- increasing the level of employee satisfaction. For example: "Increase employee satisfaction by 10% over the next year."

The fifth stage "Development of the value proposition (EVP) and competitive positioning of the employer brand" is key in building an effective employer brand. This stage determines why the company is attractive to potential employees and how it stands out from the competition.

A clear and attractive value proposition (EVP), such as attractive financial rewards, career opportunities growth, working environment conditions, corporate culture, benefits and other aspects.

So, an employer's value proposition, or EVP, is a set of benefits that a company offers to its potential and current employees and helps professionals see their work not only as a means of earning money, but also as an opportunity to realize their ideas and develop their potential. It also reflects corporate culture, internal atmosphere and

attitude towards employees. When creating a quality value proposition, it is important to follow several basic rules: the EVP should correspond to the company's business strategy and be unique; it is important to present only the real benefits that work in the company offers; use clear and understandable wording; include emotional components in EVP.

The EVP can change over time according to changes in the needs of the audience and the company's internal resources, and it is important to regularly update and improve it.

Creating an effective value proposition helps companies attract and retain the best employees and create a strong employer brand image in the labor market.

The study and systematization of the components of the value proposition of the HR brand allows establishing parallels and revealing the connection between the components of personnel well-being, namely: mental, social, physical and financial well-being [22].

Corporate wellness was previously limited mainly to the physical health of employees and their safety. In modern conditions, it is advisable to take into account such aspects as the financial well-being of the employee's family, mental health, proper nutrition, managing stress and emotional intelligence, maintaining physical fitness. This causes changes in the corporate culture and behavior patterns of the company's management.

Next, based on the analysis of competitors and the uniqueness of the company, a positioning strategy is created that helps occupy a defined niche in the labor market. The positioning strategy defines how the company wants to be perceived in the labor market and what main advantages or uniqueness it offers to its employees and potential candidates. It determines how the company wants to stand out among competitors and how to create a favorable image atmosphere that attracts talented employees. This strategy helps the company separate itself from other players in the market and define its unique character and the values it provides to its employees.

At the "Development of a creative and visual employer brand platform, design and copywriting" stage, the identity and image of the company as an employer is

created. At this stage, a unique style and approaches are formed that reflect the characteristics and values of the company through the creation of slogans, key messages, concepts and ideas. A visual platform involves developing a logo, color palette, graphic elements and design that reflect the employer brand. Visual identity plays an important role in creating brand recognition and perception. The visual style and design should be modern and attractive to the target audience.

Copywriting conveys brand values and messages and includes writing copy for websites, promotional materials, job descriptions that attract candidates' attention and convince them to apply. Copywriters must be able to convey not only the requirements for the position, but also the attractiveness of the employer and its corporate culture.

Consistency of informational and visual content is important to create a consistent image of the employer brand and reproduce its values and messages. Careful planning and a creative approach at this stage help to create a strong and recognizable HR brand that attracts talented employees and maintains a positive perception of the company.

Developing a strategy and plan for external and internal communications of the employer brand is the next stage in the process of creating and maintaining the company's HR brand.

Development of a clear promotion strategy, which should define the goals and objectives of the communication process, taking into account the values of the target audience, the uniqueness of the employer's brand and the message.

The formation of a detailed plan determines exactly which communication channels and tools will be used to achieve the set goals. The plan also includes a schedule and budget for communication activities.

Communication tools, taking into account the needs of the internal and external audience, are shown in Figure 1.3.

Evaluation and constant monitoring of the effectiveness of the use of various communication measures helps to identify successes and mistakes in time, to adjust the communication strategy to achieve the best results.

Therefore, the development and implementation of an effective strategy and communication plan helps to ensure the constant presence of the employer brand in the

labor market, maintain an attractive image of the company among potential and current employees, as well as attract talented candidates and maintain the involvement of its own employees.

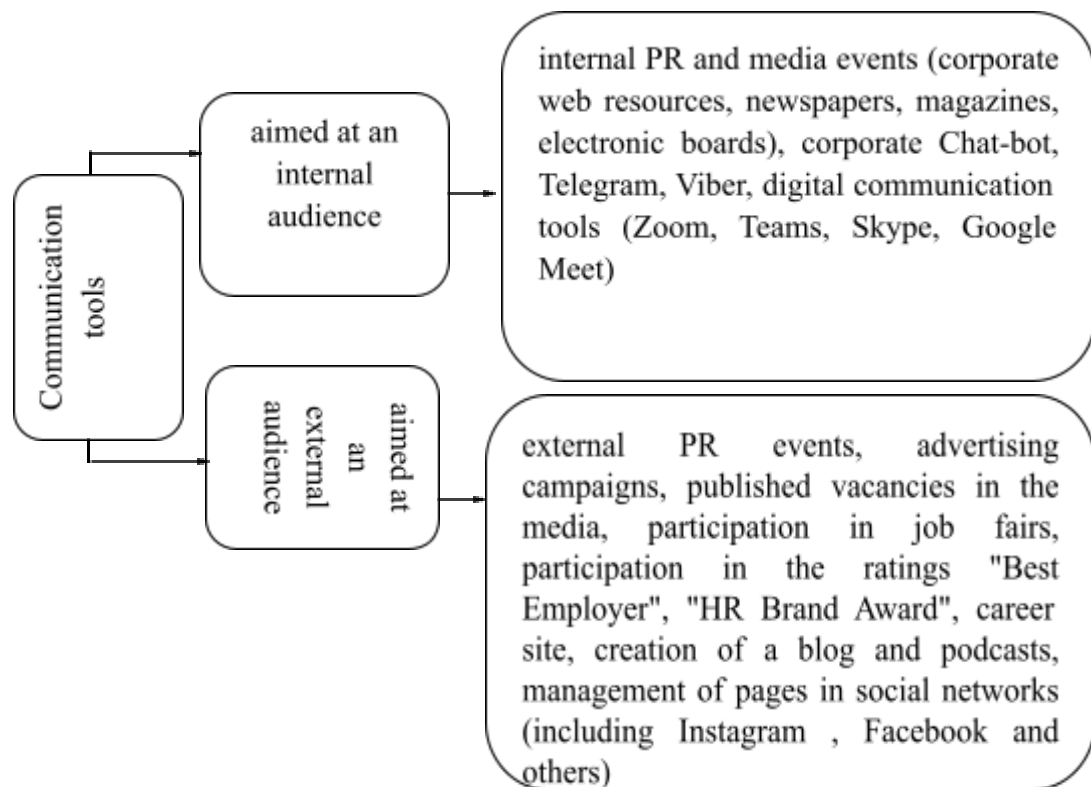


Fig. 1.3. Employer brand communication tools.

Next, in the eighth stage, the company begins to implement its communication strategy of the employer brand in the middle of the organization and on the main recruiting platforms, namely:

1. The company can create or maintain its own internal website or portal where employees can find information about the employer's brand concept, benefits of working for the company, corporate news and other useful information.
2. Employees can be involved in social media communities where employer brand issues are discussed and opinions, success stories and feedback are shared.
3. Implementation of trainings for employees in order to support the employer's brand, disclosure of values, advantages, labor quality standards.

4. Cooperation with top management, as they can play an important role in maintaining and spreading brand values.

5. Regularly evaluate and adjust the strategy after the launch of employer brand communications.

Involving employees in the promotion of the employer brand and launching the brand ambassador program is the next stage, where the organization creates a special program that promotes the involvement of its employees in the active promotion of the employer brand. The main idea is that the employees become "ambassadors" of the brand and spread positive information about the company in various social and professional contexts. Creating an ambassador program involves defining the strategy and purpose of the ambassador program, as well as creating the rules and conditions of participation (training, instructions and resources for ambassadors). Next, there is a selection of employee ambassadors who have shown interest and loyalty to the company and are ready to actively participate in the program. Chosen ambassadors should be positive, open and communicative individuals. Ambassadors are trained and trained to effectively promote the employer brand. This includes training in communication, use of social media, instruction on content creation and interaction with employees and other stakeholders. Ambassadors generate and distribute content that reflects their positive experiences and impressions of working for the company (videos, articles, blogs, photos, etc.). The company supports ambassadors by providing them with access to resources, answering questions and facilitating their interaction with colleagues and external audiences and analyzing the results of the ambassador program. This stage helps create a vivid and authentic image of the company through the views and experiences of its own employees, making the employer brand more attractive.

Periodic assessment of employer brand strategy performance indicators and plan correction is the last stage in the employer brand management process, which allows the company to analyze the results of its strategy and make the necessary changes to achieve the set goals.

First, the company analyzes the key performance indicators of its employer brand strategy. This can include measuring the level of brand recognition among the target

audience, the level of employee satisfaction, the number of quality candidates for vacancies, recruitment costs, reputation indicators, etc. Next, you need to compare the assessment results with the set strategic goals of the employer brand. This helps to determine whether the planned indicators are being achieved and whether corrections are needed. The analysis of the results allows you to identify weaknesses and problems in the employer brand strategy, as well as identify opportunities for improving the HR brand, and based on this analysis, the company develops a corrective plan that includes specific measures and tools to correct problems and use opportunities. The corrective plan is implemented and the company must remain open to change and improve its strategy according to current needs and market reaction.

Therefore, the employer brand management process is important and continuous, helping companies not only to keep their HR brand relevant, but also to constantly improve their approaches and strategies for attracting and retaining employees. By approaching this process systematically and carefully analyzing the results, companies can achieve high standards in employer brand management, providing their organization with a competitive advantage in the labor market and ensuring the company's success in the long term.

1.3. Internal and external employer brand audit

The start of work on the formation of the employer's brand involves conducting an audit of the internal and external HR brand. During the audit, it is first of all important to determine the company's competitive advantages in the labor market, which will be the basis for positioning and value proposition, as well as to identify shortcomings that may become an obstacle in attracting quality candidates.

Employer brand audit is a complex research and analysis process aimed at evaluating and improving the company's reputation as an attractive employer on the labor market.

The internal employer brand is an important aspect of evaluating and managing the

company's reputation among its employees. It is the impression they get from working in the organization and how they perceive that work environment. In addition, this is exactly what they tell their friends and acquaintances about their work.

An audit of the internal HR brand helps to understand in detail how employees perceive the company and its values. Their motivation, commitment, job satisfaction and desire to jointly develop the employer brand depend on this perception. It is also important to consider that a positive internal brand can be a key factor in attracting new talent to the company, as satisfied employees make the company more attractive to potential candidates.

During the audit of the internal brand, it is important to determine what factors shape the perception and attitude of employees towards the employer, namely [23]:

1) Study of values, norms, traditions and psychological atmosphere within the company. It is necessary to find out to what extent employees identify with the company's values, whether they are inspired by the company's mission and strategic goals. To study how employees perceive the atmosphere in the team: whether it is positive and friendly, or negative and hostile, whether it contributes to more productive work or, on the contrary, demotivates, whether different points of view are respected in the company, whether it is customary to deny the management, the presence or absence mobbing;

2) An assessment of the level of satisfaction and involvement of employees in their work and the company in general, analysis of factors affecting morale and productivity of employees, study of the needs of employees (working conditions, characteristics of the work process, interpersonal relations with colleagues and management, recognition of own achievements, opportunities for personal growth and professional career);

3) In order to effectively promote the employer's brand within the company, internal communication channels are used. Therefore, during the audit, it is important to find out which channels are used by the target groups, which of them are the most convenient and accessible depending on the age and personal preferences of the audience. They also assess employee satisfaction with internal communication channels, i.e. do they receive important information on time and in full, do they understand the

content, is there feedback from the company management on employee requests, if not, changes need to be made;

4) Form a clear positioning of the company as an attractive employer and convey it to the target audience. Conduct ongoing research on employee satisfaction and loyalty using a questionnaire (Employees Net Promoter Score). Ask your employees what associations or words they would use to describe your company in an informal conversation and ask them to compare it to competitors in the market. When evaluating eNPS, it is important to find out what measures the company can implement to get more positive recommendations, that is, to pay attention to the reviews of "critics" (people who gave 1-6 points out of a possible 10).

Research should begin with an assessment of objective indicators:

- personnel turnover. In general, a complete lack of staff turnover is bad, because any business needs personnel renewal for development, however, too high a level indicates that employees do not try to stay in the team. An indicator at the level of up to 10% per year is normal;

- the number of unsuccessful hires - those who left the company immediately after the end of the trial period or even earlier;

- salary level compared to the average on the market;

Let's consider some methods of researching the internal brand of the employer, for example, unlike traditional interviews, focus groups are characterized by the fact that communication takes place mainly between the participants themselves, and the interviewer only directs the conversation. This method allows you to identify people's motivation, to study different ways of perceiving and treating a problem, etc.

A survey, especially an anonymous one, is a useful tool for companies to understand advantages and disadvantages, as well as to improve relations with their employees, contributing to the growth of their loyalty and motivation.

After conducting an audit of the internal HR brand, it is important to check whether there is a discrepancy between the external image of the company (that is, what the company stands for in the external market) and the real state of affairs inside the company. If such a gap exists, it is important to determine whether it is positive or

negative. If it turns out that your external image is more attractive than the real situation in the company, this can cause a significant outflow of personnel during the adaptation and increase the number of negative reviews and recommendations that point to the company as an unscrupulous employer.

Further, after completing the audit of the internal HR brand, you can proceed to the audit of the external HR brand and then to the development of the employer brand strategy.

An audit of the employer's external brand should begin with:

1. Research the company's reputation among potential employees, analyzing reviews, ratings on websites and social networks. Participate in various rating programs and competitions. For example, "HR-brand Ukraine Award" is the leading annual award in Ukraine for the most successful achievements in the field of human capital management, reputation and image of companies as employers [24].

2. Conduct an analysis of the attractiveness of the company as an employer for potential employees compared to competitors on the labor market, namely:

- the ratio of the number of submitted applications for vacancies to the number of vacancies - the indicator indicates how many candidates are interested in working in the company, i.e. if there are a large number of applications for vacancies, then this indicates a high level of attractiveness.

- the percentage of accepted job offers - an indicator that shows the actual percentage of candidates who received job offers, i.e. if the conversion of offers is high, this indicates the attractiveness of working conditions and social packages, benefits, etc.;

- the number of requests from candidates to disclose detailed information about vacancies or the company, which indicates the interest of candidates;

3. Analysis of the effectiveness of recruiting and retention strategies of talented employees through indicators:

- calculation of the costs of hiring an employee (costs for advertising vacancies, costs for the services of recruiting agencies, interviews and other costs);

- the average duration of the hiring process (from the moment the vacancy is

published to the very process of signing a contract with an employee of the company);

- employee productivity (assessment of compliance of Hard-skills and Soft-skills of novice employees with the requirements of the vacancy, compliance of the employee's values with the values of the company's corporate culture).

4. Evaluation of the effectiveness of corporate communications through the website, social media, public speeches, etc., study of brand communications of competitors, analysis of errors.

Next, in order to evaluate the results of the audit of the internal and external brand of the employer, it is advisable to conduct a SWOT analysis (acronym: Strengths, Weaknesses, Opportunities, Threats), which will help companies understand their position on the labor market and identify strengths and weaknesses, as well as explore opportunities and threats, which they face as employers. The main idea of SWOT analysis is to visualize the internal and external factors that affect the employer brand.

Development process HR brand involves monitoring the results of implemented measures, evaluating their effectiveness, and quickly adjusting the concept in the event that the actual results deviate from the planned ones. The main metrics used to measure a successful employer brand are presented in Table 1.4 [25].

Table 1.4

The main indicators used to measure a successful employer brand

HR efficiency	Brand reputation	Profitability
- hiring costs, - number and quality of candidates, - the duration of closing the vacancy, - level of satisfaction, loyalty and engagement, - the level of staff turnover and rotation, - percentage of accepted offers from top candidates	- brand recognition, brand perception and competitiveness, - eNPS loyalty index, - indexes of reviews of new and former employees, - place in specialized independent ratings, - a place in the list of desired employers, - the nature and volume of mentions in the mass media, - working with negative reviews,	- indicators of profitability and profitability, - income per employee, - market share, - added value of the enterprise,

Therefore, an internal and external employer brand audit helps a company understand its weaknesses and strengths as an employer, develop strategies to improve the attraction and retention of talented employees, and position itself on the labor market as an attractive work organization. When creating a strong employer brand, it is necessary to consider not only the impression the company makes on the external environment, but also to optimize internal processes (for example, hiring personnel). Therefore, to attract new talented employees, you need to first get a high rating from the existing ones.

CHAPTER 2

RESEARCH OF EMPLOYER BRANDING TRENDS IN UKRAINE AND WORLDWIDE

2.1. Analysis of trends in employer branding

The difficulties that arise in the field of personnel management testify to the complex changes taking place in the economic, political and social spheres. The challenges caused by the pandemic and martial law in the country force companies to introduce new approaches to the organization of work processes.

In the conditions of war, the formation of the employer's brand becomes especially relevant, since it is precisely in such unpredictable and tense situations that it is important to maintain trust and maintain the moral and psychological position of your employees. The formation of the employer's brand at this time becomes not only a tool for attracting and retaining talented employees, but also a means of supporting the spiritual health of the team.

Based on a global study conducted by Employer Brand Research [26], the importance of the employer brand was revealed, namely:

- about 80% of managers agree that a strong employer brand helps attract highly qualified specialists;
- approximately 50% of potential candidates state that they would not consider working for a company with a bad reputation, even if they were offered a higher salary;
- according to the results of the survey, 96% of respondents confirmed that the conformity of personal values with the company's culture is a key factor in their job satisfaction;
- approximately 76% of employees who perceive that what the company claims about itself corresponds to reality, are more likely to recommend their employer;

- for the majority (52%) of candidates, the role of the company's website and social networks in the process of finding out more information about the employer is predominant;

- enterprises with a strong employer brand recruit staff 1-2 times faster, compared to other enterprises;

- for organizations with a bad reputation, it costs 10% more to hire workers.

The main factors that are considered key when choosing an employer in Ukraine in the period from 2019 to 2021 are presented in diagram 2.1 [26].

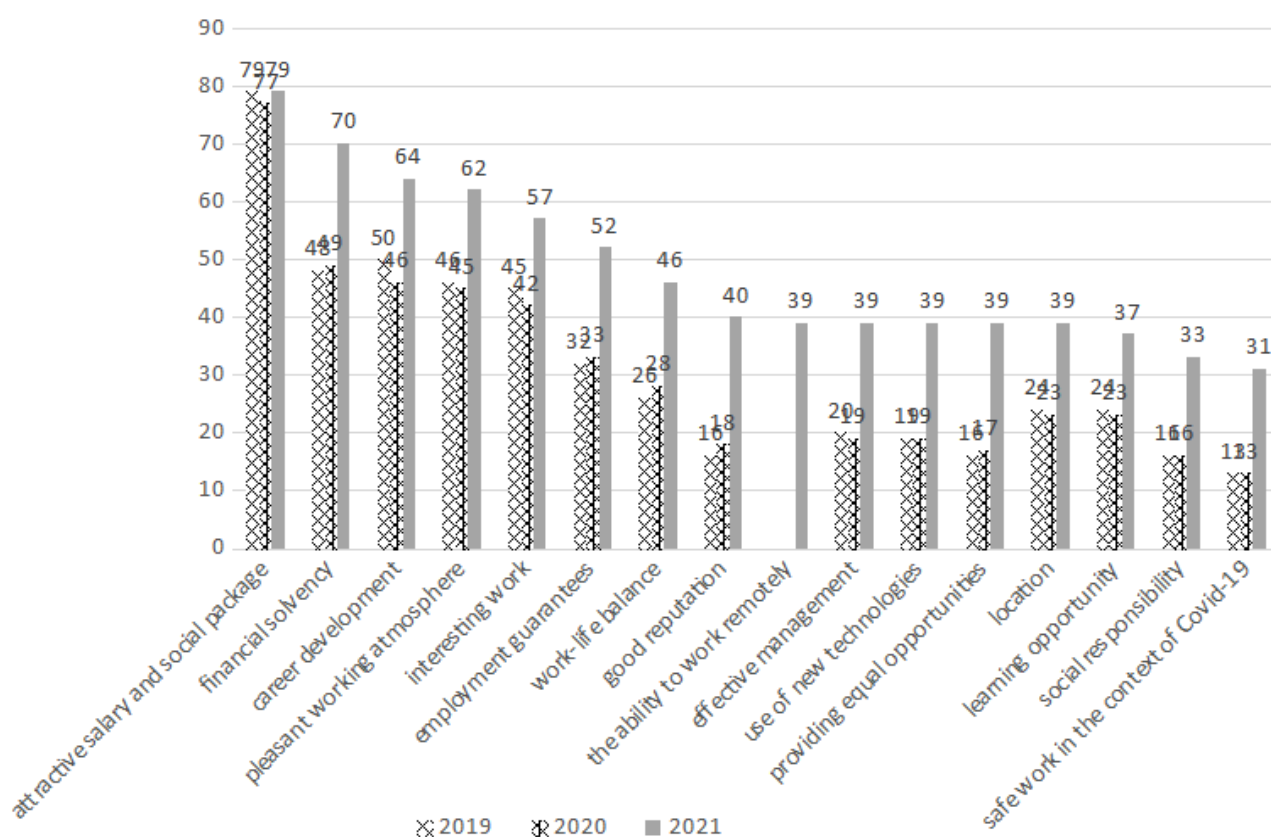


Fig. 2.1. Top factors that influence the choice of an employer for 2019-2021. (%).

According to the information presented in graph 2.1., it can be noted that for potential employees during 2019-2021, the Top-5 most important criteria in choosing an employer remain: attractive salary and social package, financial stability of the company, opportunities for career growth, pleasant working atmosphere and interesting work. It is worth noting that domestic workers highly appreciate the stability of the financial condition of their employers. While work safety in the face of Covid-19 and

social responsibility are considered less important factors when choosing an employer for employees.

Next, we will analyze the most popular industries and employers in 2021-2022. The most attractive industries for employment over the past 5 years are presented in Table 2.1 [33].

Table 2.1

Attractive industries for employment among professionals and students for 2018-2022.

No	2018	2019	2020	2021	2022
Among highly qualified employees					
1	IT	IT	IT	IT	IT
2	FMCG	FMCG	FMCG	FMCG	Wholesale and retail trade
3	Audit and consulting	Audit and consulting	Audit and consulting	Pharmaceutics	FMCG
4	Pharmaceutics	Agriculture	Telecommunications	Wholesale and retail trade	Pharmaceutics
5	Industry	Wholesale and retail trade	Industry	Audit and consulting	Industry
Among students					
1	IT	IT	IT	IT	IT
2	Audit and consulting	FMCG	FMCG	Audit and consulting	Wholesale and retail trade
3	FMCG	Audit and consulting	Audit and consulting	FMCG	FMCG
4	Banking	Wholesale and retail trade	Legal branch	Wholesale and retail trade	Industry
5	Wholesale and retail trade	Banking	Industry	Industry	Media

Thus, during the last five years, the field of IT remains the most attractive both for candidates with work experience and for students. In addition to IT companies, both groups of respondents are also interested in working in FMCG and retail companies. It is interesting that in 2022 the popularity of employment opportunities in the public sector of Ukraine, in particular in the Office of the President of Ukraine, the Verkhovna Rada of Ukraine and the Armed Forces of Ukraine, has increased. As for the popularity of banks as employers, there has been a clear trend over the last three years towards a

lack of interest in employment in this field both among professionals and among students.

The rating of the 20 most attractive employers of Ukraine among the 50 largest companies by Forbsin 2021-2023 are presented in Table 2.2 [34-36].

Table 2.2

TOP-20 best employers of Ukraine in 2021-2023

N o	Company name		
	2021	2022	2023
1	JTI	JTI	Genesis
2	Kyivstar	Intellias	JTI
3	ProCredit Bank	Syngenta	Syngenta
4	Kernel	SoftServe	EPAM System
5	Intellias	Vodafone	Philip Morris
6	Vodafone	Kyivstar	Cycle
7	DataArt	ELEKS	Corteva Agriscience
8	Philip Morris	EPAM System	Intellias
9	N-iX	Cycle	Ukrainian defense industry
10	Pharm	DataArt	SoftServe
11	SoftServe	1+1 Media	Sigma Software
12	Metro Cash&Carry	PUMB	DataArt
13	PUMB	Lifecell	Imperial Tobacco Ukraine
14	AB InBev Efes Ukraine	Kernel	Valtech
15	Danone	Imperial Tobacco Ukraine	Coca-Cola
16	EPAM System	N-iX	Vodafone
17	McDonald's	Gismart	Kyivstar
18	IDS Borjomi Ukraine	AB InBev Efes Ukraine	Astarta Kyiv
19	Fozzy Group	Danone	TechMagic
20	PrivatBank	Puma	1+1 Media

Thus, according to table 2.2, in 2021 the following companies are included in the Top 5 rating: JTI tobacco company, Kyivstar mobile operator, ProCreditBank, Kernel agricultural holding, and Intellias IT company. Among the best employers were the pharmaceutical company "Farmak", retail trade enterprises Metro Cash&Carry and Fozzy Group, as well as international giants Coca-Cola, McDonalds and Pepsi, AB

InBev Efes Ukraine and IDS Borjomi Ukraine. In total, 10 financial institutions were included in the rating, including: ProCredit Bank (3rd position among the Top-50), FUIB (13), PrivatBank (20), Ukrsibbank (25), Ukrgasbank (33), Pivdenny Bank (35), OTP Bank (37), Credit Agricole (41), Raiffeisen Bank Aval (47), and Alfa Bank (49).

Regarding the rating of the Top 50 best employers in 2022, 38 companies from last year's rating left their positions in the Top 50. The top three employers for 2022 include tobacco company JTI, IT company Intellias and agricultural company Syngenta. Among the top 50 companies in the rating are 11 banks, 8 IT companies, 8 FMCG companies and 6 companies in the retail sector (including gas stations). But already in 2022, the number of IT companies in the rating increased to 8 among the listed Top-20 and occupy leading positions. Banking institutions mostly ended up at the bottom of the rating. According to the results of the survey, Intellias employees are the best at keeping a balance between work and personal life. At Comfy, employees believe that they receive a higher salary than elsewhere, at Crédit Agricole - on the contrary, employees do not. Among the companies with the most loyal and satisfied atmosphere in the team is SoftServe. JTI, Syngenta, "AB InBev EFES Ukraine" and Fozzy Group offer the most complete social packages to their employees. In the updated ranking of the best employers in 2023 in Ukraine, 31 companies managed to keep their positions among the top 50, while six of them remain in the top ten. Three new members of the rating, namely Genesis, Corteva Agriscience and "Ukrainian Defense Industry", as well as the Philip Morris company, joined the leading group, completing the Top 10.

We will analyze the rating of the 10 most attractive employers in Ukraine in 2023. and in more detail by indicators (Table 2.3)[36].

Table 2.3

Rating of the 10 most attractive employers in Ukraine in 2023

N o	Company name	Brand (mach 20 b)	Reward (20 b)	Working condi tion s (15 b)	Social package (10 b)	Contribution to victory (10 b)	Feeling of protection (5b)	Possibility of development (5b)	Other (5 b)	Tog ether
1	Genesis	17	18	13	10	8	5	5	3	87
2	JTI	17	12	14	10	7	5	4	5	83
3	Syngenta	17	13	13	10	7	5	4	5	82
4	EPAM System	17	16	14	5	7	5	5	2	81
5	Philip Morris	18	12	13	10	6	5	4	4	81
6	Cycle	17	19	14	5	8	3	4	2	80
7	Corteva Agriscience	15	14	13	7	7	5	4	5	79
8	Intellias	17	16	13	5	7	5	5	2	79
9	Ukrainian defense industry	15	14	12	7	8	5	5	5	78
10	SoftServe	18	13	14	5	8	3	5	2	77

So, in the new ranking of the best employers of Ukraine in 2023 three new companies joined the top ten: Genesis, Corteva Agriscience, and "Ukrainian Defense Industry," along with Philip Morris, which showed the greatest progress in the ranking compared to last year's result. From table 2.3, you can analyze the components of this rating by company, namely: brand, remuneration, working conditions, social package, contribution to victory, feeling of protection, opportunity for development.

Every year, Ukraine also hosts the HR Brand Award, which is a significant national recognition for outstanding achievements in human capital management and increasing the company's reputation as an employer. More than 50 cases nominated for this award from 39 leading companies of Ukraine were presented. The winners were determined according to the following projects of the companies (all winners are presented in alphabetical order, without assigning places) (table 2.4)[37].

Table 2.4

The winners of HR-brand awards 2022

Nomination	Name of the project
H2H strategy	Ciklum is a project Together through the storm: the humanity of communications in turbulent times
	Eldorado - Human to Human project: The new face of Eldorado
Wartime HR	ERAM - Project Talent Management in the Time of War: How ERAM supports a team of thousands and maintains efficiency
	Kernel — People — Business — Ukraine project. Rescue mission
	KIDDISVIT - the KIDDISVIT project - the transformation of the company from a leader in the field of products for children to a volunteer organization of international level
	The new post office is a project of the SOS Headquarters
	PepsiCo - Project You are not alone with the PepsiCo family
	UKRSIBBANK BNP Paribas Group — People First project. Social support program during martial law
A heroic brand	DTEK is a Warrior of Light project
	Ukrzaliznytsia — the Iron to Victory project!
The best training and development project	Intellias is a Career Hub project. You manage your career
	Kernel is a Re: Knowledge Industry project
Communication as a guarantee of business sustainability	The New Post Office is the Grand Picnic New Post Office project
	OLIS — project The Devil in the Little Things, or How to Hear "Your Own"
Digital HR	N-IX is a project Using Robotic Automation for Effective Job Posting and Candidate Submission Analysis
	KIDDISVIT is an Assistant-bot project as a personnel efficiency management system

In our opinion, it is very important to highlight such cases that are used in war conditions and to share experiences, to take note of the courage of those who take risky decisions, experiment with new approaches, adapt models and share their achievements. What Ukrainian companies develop and implement in the conditions of war is unique and can become an example for world practice.

Thus, for Ukrainian companies, an important task during a military conflict is to preserve the reputation of their brand. For this, companies are recommended to take minimum mandatory measures, such as the cessation of presence in the Russian market, regular financial support of the Armed Forces of Ukraine, payment of labor for specialists undergoing military service, exit from the Belarusian market and provision of

military personnel with the necessary equipment. These measures help companies maintain a positive reputational status during a military conflict and influence the perception of their brand. Ukrainian representatives of generations Z and Y show a greater interest in finding meaning in their work when choosing a place of employment, compared to world standards. For Ukrainian Sumerians, this aspect is important when choosing an employer. In addition, they prefer opportunities for training and professional growth. While millennials in Ukraine give greater priority to financial rewards.

2.2. Organizational and economic characteristics of JSC CB "PrivatBank"

JSC CB "PrivatBank" is a universal bank that actively promotes services for small and medium-sized businesses and mainly focuses on the segment of individuals. JSC CB "PrivatBank" was initially registered as a commercial bank in the form of a limited liability company, in 2009. the bank changed its organizational and legal form to a public joint-stock company, and in accordance with Ukrainian legislation, the liability of shareholders was limited to the number of shares they owned.

JSC CB "PrivatBank" changed its organizational and legal form from a public joint-stock company to a joint-stock company in June 2018, and in March 2021, the ultimate controlling party of the bank is the state of Ukraine represented by the Cabinet of Ministers of Ukraine [37].

The bank has been operating under the license of the National Bank of Ukraine since March 1992, and as of March 31, 2021, it has 23 branches and 1,660 operating branches in our country and one branch in Cyprus (as of December 31, 2021, it had 26 branches and 1,690 operating branches in our country and a branch in Cyprus). The main activity of the Bank is conducting commercial banking operations and servicing individuals in Ukraine. The Bank is a member of the Individual Deposit Guarantee Fund (registration certificate No. 113 dated September 2, 1999), which operates in accordance

with Law No. 2740-III "On the Individual Deposit Guarantee Fund" dated September 20, 2001 (as amended).

The division of functions between the bank's management bodies ensures effective management and internal control. The bank's management bodies are:

- a shareholder or a higher authority (the bank promotes the implementation and ensures the protection of the legal rights and interests of shareholders). The only shareholder of the Bank, which owns 100% of the shares, is the state represented by the Cabinet of Ministers of Ukraine.

- the bank's supervisory board, which ensures the strategic direction of the bank's activities, control over the bank's management and protection of shareholders' rights. Proper management is ensured by the reporting system of the Supervisory Board to the Supreme Body. The permanent committees of the Supervisory Board are: the audit committee; risk committee; Committee on Corporate Governance, Remuneration and Appointments; Committee on Technology, Data and Innovation; committee on strategy and transformation.

- the bank's board (manages the current activities of the bank and reports to the supervisory board and the highest authority). In order to ensure effective work, the Board creates the following standing committees: Budget Committee, Compliance and Financial Security Committee, Asset and Liability Management Committee, Operational Risk Management and Information Security Committee, Credit Committee, Marketing and PR Committee, Project Committee (liquidated at the beginning of 2022), Committee on Products and Tariffs, Tender Committee, Technology Committee, Committee on Management non-performing assets.

During 2021, the Supervisory Board approved changes to the organizational structure of the Bank, namely:

- chairman of the board,
- deputy chairman of the board (for finance),
- deputy chairman of the board (for operational issues),
- deputy chairman of the board (for business development),

- deputy chairman of the board (for risk management), until September 1, 2021 - member of the board (for risk management),
- Deputy Chairman of the Board (for matters of reorganization and problem assets) from September 1, 2021.

The positions of the deputy chairman of the board (on issues of problem assets management) and member of the board (on issues of the network and problem debt) were canceled from 01.09.2021, and a new position was introduced in the board in their place - deputy chairman of the board (on issues of reorganization and problem assets) .

In 2021, a number of changes in the bank's organizational structure continued in accordance with the approved Development Strategy of the bank, namely changes in the regional network (Macro-regional managements were created, fully centralized support functions at the Head Office level); there were changes in the structure of the Head Office (a number of new divisions were created, the internal structures of individual divisions were changed).

The bank is the leader of the Ukrainian market in the field of retail trade, actively promotes services for small and medium-sized businesses, providing universal services to a wide range of clients. The bank's sources of financing are the funds of individuals in the national currency, which make up a significant share of current accounts.

The strategic goal of JSC CB "PrivatBank" is to build a high-quality credit portfolio of retail and SME loans. The bank has a powerful transaction platform Privat24, which allows you to efficiently serve operations for maintaining client accounts of all segments and ensures high income from commissions. In addition to online services, the bank has an extensive network of branches, ATMs and self-service terminals, which allows providing services throughout the country (except temporarily occupied territories).

JSC CB "PrivatBank" is a socially responsible bank, in which more than 22,000 employees work today. a man with an average salary of 10% higher than in other banks, 4% of the total number of employees hires people with disabilities, provides its own employees with a full social package, annual paid vacation for 24 calendar days, preferential lending for housing and cars , consultations and assistance on legal issues,

in order to ensure the safety of employees and their families, the "Protection" program operates, provides discounts on corporate communications.

The dynamics and structure of the main indicators of JSC CB "PrivatBank" for 2021-2023. are given in Table 2.5 [38].

Table 2.5

Dynamics and structure of the main indicators of JSC CB "PrivatBank", mln. UAH

Indicators	2021	Specific gravity, %	2022	Specific gravity, %	2023	Specific gravity, %	deviation +-
Total assets	309723	100	382525	100	374182	100	72802
Cash and cash equivalents and mandatory reserves	45894	14.8	49911	13.05	54293	14.5	4017
Indebtedness of banks	27118	8.8	25059	6.6	15757	4.2	-1859
Loans and advances to customers	59544	19.2	55021	14.4	58543	5,6	-4523
Obligation of everything	255194	82.4	329700	86.2	319983	85.5	74506
Debt to the NBU	7721	2.5	-	-	-	-	-
Indebtedness to banks and financial organizations	201	0.06	2	-	6	-	-
Client funds	240621	77.7	312708	81.7	304183	81.3	72087
The bank's own capital	54529	17.6	52825	13.8	54199	14.5	-1704
Bank stock	206060	66.5	206060	53.8	206060	55.1	-

As evidenced by the data presented in the table, during the analyzed period, the liabilities and assets of the bank increased, but the equity decreased by the amount of 1,704,000. UAH In the structure of the currency of the balance sheet, the bank's liabilities are 86.2% in 2022, this is due to the specifics of the banking business, which works mainly on borrowed funds, i.e. increased by 3.8%, and equity is 13.8% in 2021 decreased by 3.8% and as of 2022 the share of equity increased to 14.5%. As of 31.12.2021 the bank's assets increased by 72,802 thousand UAH and amount to 382,525

thousand UAH Loans issued to clients decreased by 4,523,000. UAH as of December 31, 2021, but already in March 2022. increased to 58,543 thousand UAH

The structure of the credit and investment portfolio of JSC CB "PrivatBank" is presented in Table 2.6 [39].

Table 2.6

The structure of the loan and investment portfolio of JSC CB "PrivatBank"
2021-2023, mln. UAH

Indicators	01.01.21	01.02.22	Deviation	01.01.23	Deviation
Credit and investment portfolio	163854.93	166706.72	2851.79	194983.73	28277.01
Interbank loans	31.92	0.94	-30.98	25922.82	25921.88
Commercial loans	66743.33	70169.26	3425.93	73433.69	3264.43
Securities	97079.67	96546.52	-533.15	95627.22	-919.3

So, according to the data in the table, we can see that after the start of the full-scale Russian war in Ukraine, the demand for credit resources increased somewhat, corporate lending was supported by improved state programs.

The concentration of the client credit portfolio by economic sectors and areas of commercial activity is presented in Table 2.7 [39].

Table 2.7

The structure of the client loan portfolio by economic sectors of JSC CB
"PrivatBank" in 2022-2023, mln. UAH

Indicators	2023		2022	
	million UAH	%	million UAH	%
Loans and receivables under financial leasing managed as a separate portfolio	163,513	67	164,332	70
Loans to individuals	61,727	25	54,967	24

<i>Loans to legal entities</i>				
Consumer goods	1 226	1	1,085	-
Agro-industrial complex and food industry	971	-	1690	1
Other	2161	1	3322	1
<i>Loans to small and medium-sized enterprises (SMEs)</i>				
Agro-industrial complex and food industry	3835	2	2344	1
Consumer goods	3011	1	1419	1
Provision of household, individual and professional services	1371	1	1337	1
Infrastructure	939	-	450	-
Other	3814	2	1826	1
Total loans and advances to customers, total amount	242,568	100	232,772	100

These tables show that the structure of the bank's client loan portfolio consists of 25% of loans to individuals and 67% of loans and receivables under financial leasing managed as a separate portfolio in 2023, loans to legal entities and loans to enterprises small and of medium-sized businesses are only 2% and 6%, respectively. However, it should be noted that the specific weight of loans to small and medium-sized enterprises in 2021 increased by 2% compared to 2022.

Therefore, the analysis of credit and deposit portfolios of clients confirms that JSC CB "PrivatBank" is a universal bank with a focus on the retail segment.

Analysis of profitability and profitability indicators of the bank for 2022-2023. presented in Figure 2.2 [39]

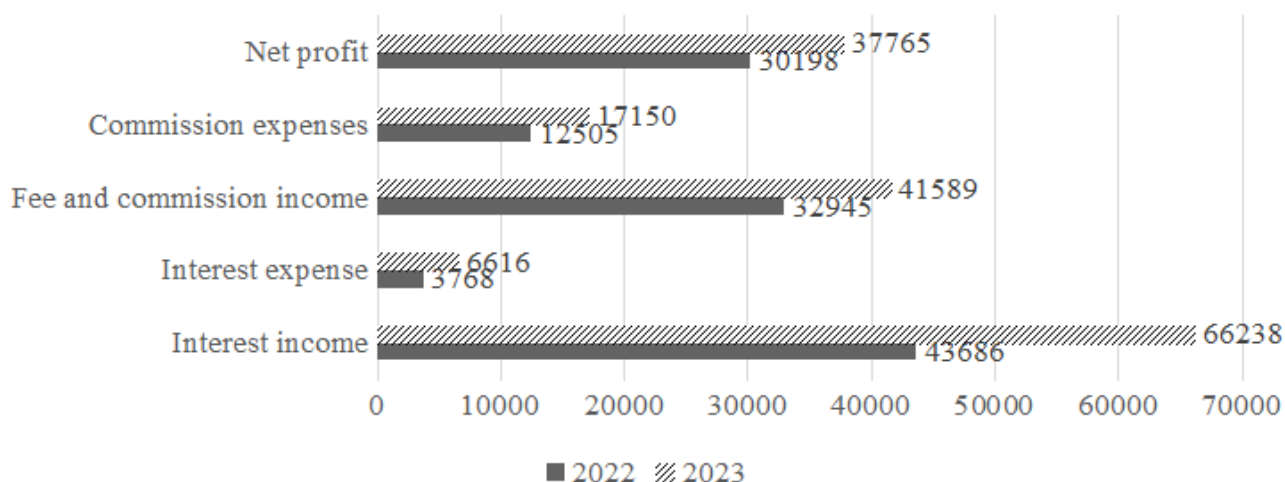


Fig. 2.2. Indicators of profitability and profitability of JSC CB "PrivatBank", mln. UAH

In 2023, interest income increased from UAH 22,552 million to UAH 66,238 million due to more efficient use of assets, while expenses increased by only UAH 2,848 million, which improved net interest income. Commission income increased by UAH 8,644 million to UAH 41,589 million, exceeding the growth of commission expenses by UAH 4,645 million, which contributed to the growth of net commission income. Net profit increased by UAH 7,567 million to UAH 37,765 million, confirming the bank's financial efficiency even in wartime conditions. The bank is steadily increasing its revenues, which has a positive effect on its results.

Therefore, the analysis of financial activity shows that JSC CB "PrivatBank", despite the difficult situation in the country, demonstrates stable development, confident growth of financial indicators, an increase in the volume of deposit and loan portfolios, a high level of customer trust, as well as the ability to effectively adapt to modern challenges. The bank continues to strengthen its position on the market, introducing innovative solutions and maintaining economic stability, which contributes to its further development.

2.3. Analysis of the state of the Privatbank JSC brand as an employer

JSC CB "Privatbank" was recognized as one of the best Ukrainian brands on the labor market according to the results of the annual HR-brand Ukraine competition, which was conducted by HeadHunter Ukraine in 2019. with an educational project "JuniorBank is a school of financial success."

Rating of employers according to the award HR-brand Ukraine from HeadHunter Ukraine for 2018-2021 (Table 2.8) [40, 41, 42, 43].

Table 2.8

Rating of employers among banking institutions according to the award HR-brand Ukraine from HeadHunter Ukraine for 2018-2021

Bank	Nomination	Project	Period
PrivatBank	Nomination "Ukraine"	"Online practice" project	2018
		"JuniorBank is a school of financial success"	2019
National Bank of Ukraine	The state as an employer	Choose your space. Flexible approaches to remote work in the central bank	2020
PUMB	HR marketing in action	eNPS: improving the employee experience together!	
Credit Agricole Bank	The best leadership development program	"AGRO SCHOOL" is a center of agricultural intelligence	
Alfa Bank	Transformation of corporate culture	Case for a million. Transformation of the corporate culture of the United Bank	

UKRSIBBANK	The best project for work with the employer's brand	UKRSIBBANK- THE BEST PLACE TO WORK	
Alfa Bank	Nomination "The best project for training and development of employees"	the "A-DOSVID" project is the best in terms of training and development of employees	2021
Credit Agricole Bank	Nomination from GRC.UA, the organizer of the HR Brand Award	project "Service-vision: to be useful to every client every day"	
RaiffeisenBank	"Jury's Choice" nomination	the New World of Raif Work project	

Therefore, JSC CB "PrivatBank" was one of the first banks to receive awards in the rating of the best employers in 2018 with the "Online practice" project and in 2019 with the project "JuniorBank is a school of financial success." National educational program Junior Bank started in Ukraine in 2009 and unites more than 600,000 schoolchildren. As part of the project, PrivatBank teaches economics and finance to children and teenagers at a children's business school for free, conducts exciting quests and master classes, supports the sports movement and healthy lifestyle programs for schoolchildren. However, over the past 2 years, the bank has not been ranked in any nomination.

Based on the results of the "Employer Rating" study from International HR portal grc.ua according to the survey of searchers, in the TOP-20 best employer companies of 2019/2020. included 2 banks, Monobank and JSC CB "Privatbank" [44].

Rating of the best employers by sector for 2019-2020. and 2020-2021 are given in Table 2.9 [44, 45].

Table 2.9

Employer rating for 2019-2022

2019-2020 (banks are presented in alphabetical order)	2021-2022 (banks are presented in alphabetical order)
Alfa Bank Credit Agricole Bank Monobank National Bank of Ukraine OTP Bank Savings Bank PrivatBank PUMB Raiffeisen Bank Aval Uksibbank	Alfa Bank Bank Credit Dnipro Credit Agricole Bank Monobank National Bank of Ukraine OTP Bank Savings Bank PrivatBank PUMB Raiffeisen Bank Aval Uksibbank

According to the data in Table 2.11, it can be concluded that JSC CB "PrivatBank" will keep its positions according to this bank rating in the period from 2019-2022.

Rating of the best Top 10 employer banks by Forbes and the job search siteWork.uain 2023 are given in table 2.10

Table 2.10

Rating of the best employers among the country's banking institutions by Forbes
and the job search siteWork.uain 2023

Bank (place in Top-50)	Loy alty (ma x 20 poin ts)	Rem uner ation (ma x 20 poin ts)	Wor king cond ition s (ma x 20 poin ts)	Soci al pack age (ma x 10 poin ts)	Infor matio n openn ess (max 10 points)	Oppo rtuniti es for devel opme nt (max 5 points)	Fe eli ng of pr ot ect io n (m ax 5 po int s)	Ot her fac tor s (m ax 10 poi nts)	Rati ng (ma x 100 poin ts)
1. PUMB (12th place)	17	12	16	5	10	5	4	1 0	79

2. ProCredit Bank (21st place)	15	18	14	5	8	4	3	9	76
3. Raiffeisen Bank (27th place)	16	8	16	6	9	4	4	10	73
4. Bank "Southern" (37th place)	13	13	12	5	9	4	3	10	69
5. PrivatBank (38th place)	13	11	14	6	10	4	2	8	68
6. Ukrgaz bank (41st place)	13	12	13	3	10	2	3	10	66
7. Alfa Bank (43rd place)	12	10	13	7	10	2	2	9	65
8. Ukrsibbank (44th place)	13	10	13	6	10	3	4	6	65
9. Kredobank (46th place)	12	9	13	8	6	4	3	10	65
10. Credit Agricole Bank (49th place)	13	9	16	5	8	1	2	9	63

So, according to the results of Table 2.10, we observe that in 2023 JSC CB "PrivatBank" takes 69 points out of a possible 100 points in the rating, i.e. 38 steps among the Top-50 best employers in the country, against 20 steps in 2022, i.e. the bank's rating has deteriorated by 18 positions. The weakest positions among the rating criteria are occupied by: the "reward" factor - 11 points out of a possible 20 in 2023, against 15 points out of a possible 20 in 2022, the "loyalty" factor -willingness to recommend the company as an employer" - 13 points out of a possible 20, the factor "working conditions - the start and end of the working day, the opportunity to take a vacation or time off, the balance between work and life, the atmosphere in the team and a sense of safety at the workplace" - 14 points out of a possible 20, which 2 points lower than in 2022.

Thus, competition among banking institutions is intensifying, which affects the attraction and retention of talented employees, it is necessary to invest investment in human capital, which affects the reputation and image of the company.

CHAPTER 3

PROSPECTIVE DIRECTIONS OF HR-BRAND DEVELOPMENT DURING THE WAR

3.1. Employer brand management in modern conditions

In today's business environment, where the competition for talented employees is getting tougher, employer brand management is becoming an extremely important task for any enterprise. The concept of "employer brand" defines the way in which a company is perceived not only by its customers, but also by potential and current employees. It is not only the image and reputation of the company, but also the set of values, culture, working conditions, and development opportunities that it offers to its employees.

Employer brand management is becoming a strategic task for companies, as it depends on attracting, retaining and motivating the best employees. Talented employees today are looking for not only a high salary, but also an atmosphere of trust, opportunities for personal and professional growth, as well as meaning in their work.

In this context, employer brand management helps companies become more attractive to talented professionals, maintain internal motivation of employees, improve reputation and competitiveness. Paying close attention to this aspect also helps reduce staff turnover and increase team effectiveness.

Therefore, today, in the conditions of a slowdown in hiring and staff reduction, any company needs to form an employer branding strategy, first of all, due to effective communication channels and content, a brand ambassador program, and a strong corporate culture, especially an inclusive culture.

Digital technologies enable employers to engage more effectively with potential candidates and existing staff through various promotion channels.

HR brand promotion tools in the digital environment can be divided depending on the target audience, namely:

1) the following are typical for the internal audience (staff):

- Online surveys and questionnaires (using tools such as Google Forms, Viber and others).
- Internal forums for internal communication.
- The company's corporate website.
- Use of electronic publications and e-mail.
- Implementation of corporate chatbots and use of popular messengers such as Telegram, Viber and others.
- Organization of virtual communications using remote meeting tools such as Zoom, Teams, Skype, Google Meet and others.
- Support of company pages on social networks such as Instagram, Facebook and others.

2) the external audience is characterized by:

- Online forums and collection of feedback from users.
- Conducting virtual presentations and conferences for external audiences via the Internet.
- Create and maintain blogs, podcasts and social media pages such as Instagram, Facebook, etc.
- The company's official website for publishing information and interacting with consumers.
- Use of traditional media such as radio and television.
- Using internet platforms for job search, such as job portals.
- Web resources to help students find internships and internships.
- Using interactive platforms like LinkedIn and Glassdoor to engage and engage with potential candidates.
- Using interactive chatbots on company websites to provide information and answers to potential employees' questions.

We conducted an analysis of the official website of JSC CB "PrivatBank" and the presence of the company in social networks, in particular Instagram and Facebook. As a result of our research, it was found that the company has practically stopped all

communications. For example, the last updates on the official website were published in October 2022, and for Instagram, the last posts date back to 2021 altogether. At the moment, the company is only present on Facebook, but does not respond to comments, questions and feedback from customers, and hardly publishes any content related to the HR brand.

Therefore, it is possible to propose tools for the development of internal communications for JSC CB "PrivatBank", which are shown in fig. 3.1 [56, 57].

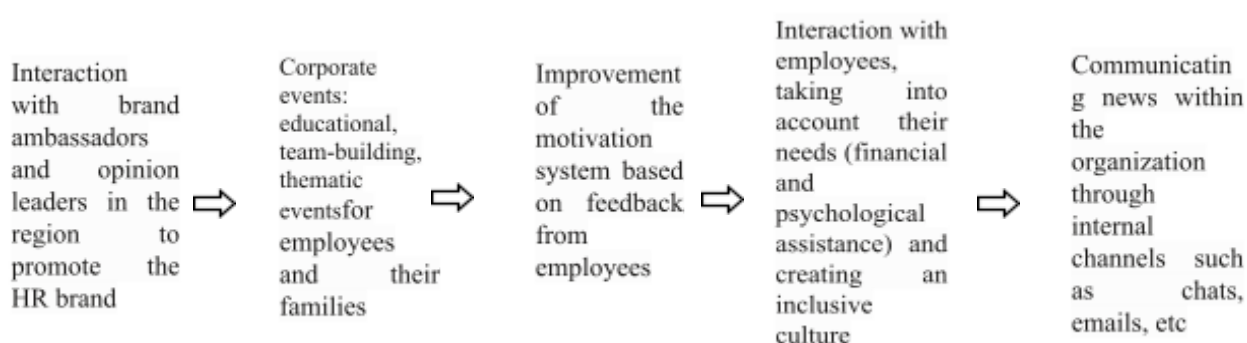


Fig. 3.1. Internal employer brand communications tools.

The key principles of effective internal communication planning are: orientation to the long-term perspective; formation of specific goals within the strategy of internal communication; clear coverage of the organization's values; maintaining consistency in all messages; active use of complex and open communication methods.

The development of strategic external communications covers the following aspects:

1. Cooperation with reviews - responding to positive and negative feedback about the employer.
2. Implementation of promotional campaigns.
3. Work with mass media, including press conferences, publication of articles and speeches.
4. Active presence in social networks.

5. Maintaining relations with local enterprises and other territorial communities.

6. Measures aimed at attracting external candidates for employment.

The strategy of creating content aimed at different groups of the target audience includes the development of a content plan with the aim of generating interest among potential employees and increasing the loyalty of existing employees.

The content plan for JSC CB "PrivatBank" may include the following thematic sections:

- "Achievements of workers during the war" - congratulations and thanks to workers for achievements and prospects for career growth, volunteering and heroic stories of workers during wartime events.

- "Professional mentor" - advice and information from qualified employees of the company about updates and changes, as well as recommendations for career growth.

- "Hobbies and interests of employees" - interesting facts and stories from the lives of colleagues and their families, including children.

- "Employee Support" - information about social programs and financial support in times of war, pandemic, infographics about helping workers.

- "Vacancy announcements" - announcements and advertising of current vacancies in the company.

- "Research" - conducting informative, cognitive and entertaining surveys, including evaluation of the level of employee loyalty.

- "Career days in educational institutions" - cooperation with educational institutions to promote the company's brand as an attractive employer at career days.

- "Recommendations" - advice on self-development and recommendations on books, films and thematic trainings.

- "Competitions among employees" include competitions for the best innovative projects, entertainment competitions with the possibility of receiving various gifts, as well as sports competitions and other similar events organized for employees.

Next, we will consider the main tools of effective HR brand management in modern conditions, namely:

1. Regular research using surveys. If a small team is considered, assessment tools can even be a simple Google form, or for more detailed information, an employee can arrange a personal dialogue with an HR specialist or a direct manager. By analyzing the results, you can formulate conclusions about the strengths and weaknesses of the organization, as well as determine what specific changes can make it more attractive to potential employees.

2. Management of reviews appearing on platforms where career opportunities are discussed and in social networks. It is necessary to actively monitor, interact with users, respond to negative feedback and express gratitude to colleagues for noting positive aspects.

To effectively manage negative reviews on career sites and social networks, several important steps should be taken into account:

- Respond to negative feedback immediately, showing that you are open to communication and feedback.
- Provide a professional, reasoned response, avoiding offensive or aggressive comments, even when criticized.
- Study the reasons for negative reviews by asking the author of the review about additional nuances and specific circumstances that led to the negative perception.
- Try to actively solve the problem that is indicated in the feedback. Usually, when people see that you are open and willing to solve problems, they can change their minds and give positive feedback.
- Publicly report the successful resolution of the problem, if the issue was resolved effectively, do not forget to report it in the same public comment where the negative situation occurred.
- Use negative feedback as an opportunity to improve your work and company processes. Consider them valuable feedback that will help you become an even better employer.

It is important to demonstrate professionalism, openness, and a willingness to resolve issues when dealing with negative feedback. This will help improve the employer's reputation and attract more qualified candidates.

3. Recognition. Awards and results of independent surveys are well-known among the various ways of evaluating the effectiveness of HR brand management. These events are held both internationally and nationally, for example, the annual "HR Brand Award" and various ratings.

So, the employer brand development strategy is aimed at increasing the attractiveness of potential highly qualified employees, reducing the costs of searching for qualified personnel, retaining talented personnel, and reducing staff turnover. It is also aimed at involving employees in the implementation of the company's strategy and corporate culture, which in turn leads to increased labor productivity, increased sales, improved psychological climate, increased employee satisfaction and positive business results. Employer brand management is becoming a key part of the personnel management strategy, and the company's success in attracting and retaining talented employees depends on it.

3.2. Development of an ambassador program to promote the employer brand

In today's conditions, the competition on the labor market for talented employees remains extremely tough, and increasing the recognition of the employer's brand becomes an important factor for the successful functioning of any company. However, traditional marketing and advertising tools are not always effective in creating an attractive employer image that would attract the best and most qualified specialists. The relevance of involving ambassadors in the promotion of the employer's brand is extremely high, since they are not only living testimonies of the advantages of working in the company, but also reliable mediators between potential employees and management. Own employees who believe in the company's values and culture can effectively promote these values to their colleagues and other professionals. They not

only contribute to the attraction and retention of talented specialists in the company, but also strengthen the position of the employer's brand in the labor market.

Thus, the results of the study indicate that the average employee is trusted twice as much as the company's management when it comes to the atmosphere inside the organization [44, 45].

Employer brand ambassadors are company employees who are true supporters and representatives of the brand. They actively participate in spreading positive information about the company in social networks, communicate with potential candidates and other interested parties, talk about their experience working in the company.

Employer brand ambassadors can also perform the following functions, which are aimed at supporting and strengthening the positions of the employer brand, attracting and retaining talented employees and improving the company's corporate culture:

1. Participation in the recruitment process. Ambassadors can play an active role in recruiting new employees by recommending potential candidates and conducting interviews.

2. Enhancing enthusiasm. The active participation of ambassadors in the life of the company can increase the enthusiasm and involvement of existing employees in the employer's brand.

3. Joint events and initiatives. Ambassadors can contribute to the creation and support of various corporate initiatives that promote a positive atmosphere in the company.

4. Online and offline communication: Ambassadors actively communicate with employees and other parties both on social networks and at corporate events and activities.

It is important to create an effective and well-organized ambassador program that would support the company's core values and mission, as well as provide employees with the opportunity to be active participants in the formation of a positive image of the employer.

Thus, we propose to implement the program of HR brand ambassadors of JSC CB "PrivatBank" both for regular participants and for those who wish to participate irregularly (Fig. 3.2). The proposed ambassador program can be used by any enterprise.

The purpose of the ambassador program is to form a circle of loyal expert employees who will become the voice of the company and strengthen the employer's brand through their activity in the public space. The purpose and goals of the program must be in line with the company's overall strategy.

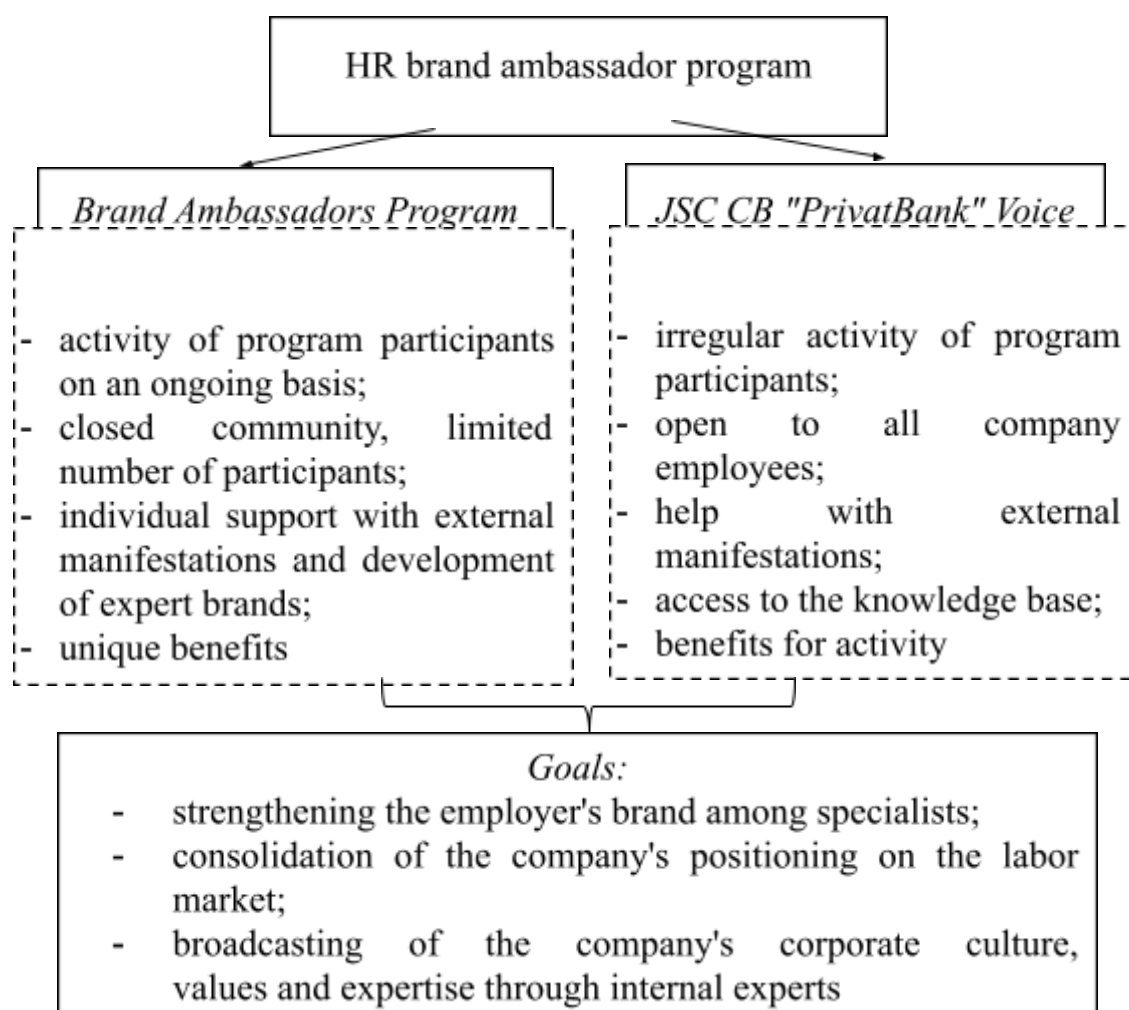


Fig. 3.2. Program of HR-brand ambassadors JSC CB "PrivatBank"

The employer brand ambassador program for the company's own employees may include the following stages and activities:

Stage 1. Information about the possibilities of the program and selection of ambassadors.

Determination of selection criteria: these can be employees who have been working for the company for several years, demonstrate a high level of professionalism and are loyal to the company. Formation of a team of ambassadors: selection among interested employees who wish to become representatives of the employer's brand.

Stage 2. Ambassador onboarding program.

The onboarding program for employer brand ambassadors is a set of events and activities aimed at integrating and preparing selected employees for their duties as company brand ambassadors. The main goal of this program is to ensure that ambassadors understand the company's mission, values and corporate culture, and are prepared to effectively represent the employer brand to the public and the labor market.

An onboarding program for ambassadors may include the following elements:

1. Acquaintance of the ambassadors with the history and goals of the company, corporate culture, brand values and the tasks they will perform.
2. Trainings and training sessions on public speaking, communication in social networks, the basics of effective marketing and PR, the basics of a personal brand.
3. Providing constant support and communication for ambassadors with the company's team. Communication with ambassadors: creating an internal online platform or forum where ambassadors can share ideas, experiences and useful resources; regular video conferences or webinars for ambassadors, 1:1 meetings with program leaders, creation of special applications for submitting ideas and suggestions, for example Slack-bot is a real-time communication platform that allows employees to communicate, work together on tasks, share documents and much more another Slack bots help teams be more productive and efficient in collaborative tasks and communication.
4. Helping ambassadors in creating content, writing messages and working with negative reviews in the media space.
5. Establishing performance metrics and evaluating ambassadors' work.

This program helps prepare ambassadors for their duties and ensures readiness to effectively promote the employer brand in the public space and attract talented candidates to the company.

Stage 3. Involvement in activities and development of ambassadors.

Involvement of ambassadors in active publication on their pages in social networks about events, news and other initiatives of the company. Participation of ambassadors in the organization and holding of corporate events where they can represent the company. Development of individual development and support plans for each ambassador according to his needs and goals. Receiving feedback from ambassadors in order to improve the ambassador program.

Stage 4: Recognition and motivation

The system of stimulating ambassadors can include various material and non-material incentives. Material incentives include gifts for holidays, gifts for winning sweepstakes and challenges, unified gifts for reaching a minimum threshold of points (for example, you need to accumulate 50 points within a specified period), certificates.

Intangible incentives include the opportunity to increase one's own visibility in the market, gain new knowledge and skills, gain recognition and exposure of one's activities among colleagues, gain access to a closed community, the right of priority access to information about the company, and the possibility of 1:1 meetings with program leaders.

Stage 5: Monitoring and evaluating the impact of the ambassador program on the employer brand and strengthening the corporate culture. Conduct audits and surveys on a regular basis to obtain feedback from clients and employees regarding the program and its effectiveness, analyze program results and compare them with established goals, and make changes to the program based on collected data and experience.

Stage 6: Spreading the culture of ambassadorship.

Recruiting new ambassadors among employees who want to join the program. Expanding ambassadors' influence on external audiences through participation in conferences, webinars and other events.

The next step is to create a unique project identity, aimed at creating recognition, associations and feelings related to the project, and helps to emphasize the uniqueness and value of the project in the eyes of the target audience.

Here are some ideas regarding the design of this program:

1. The development of a brand book for ambassadors will include all necessary guidelines for the use of employer brand elements, namely: logo, slogan, corporate colors and fonts for various communication channels. Potential slogans for the program could be: "People trust those who represent them: our employer brand ambassadors" or "Brand knights: our ambassadors are your best trust."

2. Creating a recognizable design for all materials related to the ambassador program, which will be used on banners, posters, stands and other promotional materials.

3. Creating a separate section on the company's website dedicated to the ambassador program will allow posting all the necessary information, including rules, useful tips and successful cases of program participants.

4. Creation of ambassadorial packages such as brochures, posters, postcards, T-shirts, sweatshirts, posters, gifts, etc. with the logo and slogan of the program.

5. Development of training materials for ambassadors, including presentations, instructions and video lessons with the integration of visual elements of the brand.

Therefore, the systematic and comprehensive packaging of the employer's ambassador program is extremely important, as it promotes the attraction and retention of ambassadors, increases the effectiveness of their cooperation and creates favorable conditions for achieving the goals of the program.

The development of an ambassador program for employees helps to increase their loyalty and involvement in the company. This program also helps to strengthen the employer's image and improve communication between the company's management and employees. Employer brand ambassadors can be a great source of credibility for candidates because they provide a personal example of what it's like to work for the company. Their support and activity in social networks can significantly increase the level of attractiveness of the company among potential employees. They act as "advocates" for the brand, supporting it and improving its reputation through their personal publications and contacts. They can recommend the company's products and services, comment and help deal with negative reviews and dissatisfied customers, recommend your company as an attractive employer. Such a "living, human" face of the

organization can be very important and bring a positive effect. Such contacts with the outside world are more authentic and cause more trust.

3.3. Diversity and inclusive culture as transformative forces during the war and in post-war times

An inclusive work environment culture and employer brand management are two key aspects that are important for any successful company today. Inclusivity means creating an environment where every employee, regardless of identity, feels included and valued.

Creating a culture of inclusion in which everyone has the opportunity to participate requires changing behavior at all levels of the organization. It is important that management, human resources and top management are united in their approach to achieving a common goal, namely: creating better conditions for employees and improving their interaction with the company during the war and in the post-war years.

For personnel management specialists, this task is particularly important and often includes reforming the corporate culture and creating a code of conduct that is consistent with the values and mission of the company. These aspects are the most essential for the formation of culture in the organization.

The issue of inclusion is becoming especially relevant for Ukrainian companies nowadays, as many people move to other regions, receive serious injuries, and also return to the civilian life of a soldier. All these people need help in recovery and integration into society, in particular, through the provision of opportunities to obtain jobs.

The idea of inclusiveness is to create a corporate culture where diversity is valued and supported. In an inclusive culture, employees feel protected, part of a community, and receive recognition and equal opportunities for personal development.

The origin of the word "inclusion" is from the English word "inclusion," which means inclusion and involvement [46]. Inclusion is about taking into account the

uniqueness of each person and including them in joint initiatives, regardless of any differences that may exist.

Research conducted in the US and Europe, including research by the Bersin Academy, shows that companies that take into account the opinions and needs of their employees have significantly better results. They retain their employees 12 times more often, satisfy and retain their customers 8.5 times more often, and successfully adapt to changes 6.6 times more often [47].

If we analyze the trends in HR for 2024, the issue of rethinking diversity, equality, inclusiveness and belonging (DEIB) is one of the top painful challenges for employers [48]. Organizations should move to a systemic approach to DEIB, emphasizing fair practices, developing a clear HR approach to these issues, and adopting targeted measures. Addressing the DEIB issue is important to strengthening the employer brand, attracting and retaining talent, and preventing public criticism and backlash.

Differences in experience within a team in wartime can create difficulties in mutual understanding and cooperation between colleagues.

Due to constant stress in the team, conflicts began to escalate, in particular:

1. Disputes arise regarding the language of communication. Some Ukrainian-speaking employees are annoyed that their colleagues continue to use the Russian language.

2. A conflict arises between those who have returned from service and those who evade it. These groups of employees hardly communicate and have different views.

3. Colleagues do not understand each other: for example, residents of Kharkiv see only their problems, relocated people are afraid to express complaints due to internal guilt, and internally displaced persons also do not always understand the opinion of other colleagues.

4. Employees are increasingly emphasizing that their offline working conditions, especially under fire conditions, are similar to those of their online colleagues abroad.

Therefore, the emphasis on inclusiveness in building corporate culture and business processes requires the attention and efforts of management at all levels. To achieve this goal, you need to: conduct regular team surveys and take their feedback

into account when developing new processes and policies; revise hiring procedures and compensation policies, ensuring equal opportunities for all candidates; review team engagement, respect and non-discrimination policies to meet inclusive standards; include elements of inclusiveness in the hiring process and, from the first days of work, establish appropriate communication about the company's attitude, its policies and norms that must apply to all employees; regularly measure KPIs on inclusiveness in the company's activities.

The process of assessing inclusiveness in the company's work includes:

1. Definition of specific metrics. First, decide which aspects of inclusiveness you want to measure. It can be the diversity of staff, the level of employee satisfaction, the number of conflicts or other parameters.
2. Collecting the necessary data to measure these metrics. This may include questionnaires, surveys, analysis of statistical data and other sources of information. Determine the initial values of each KPI before implementing inclusive measures. This will help track changes in the future.
3. Regularly measure the selected KPIs and analyze the results. This can be quarterly, monthly, or on some other regular schedule.
4. Corrective actions, if the results do not reach the desired level, develop collective actions to improve inclusiveness in the organization.
5. Inform employees and management about measurement results and actions planned to improve inclusivity.

These steps will help you create a system for measuring KPIs on inclusivity and tracking progress towards it.

Thus, creating an inclusive culture where all employees, regardless of their background and experience, are welcomed, their uniqueness and differences are recognized and promoted to full self-realization in wartime is a very painful issue. It is important for Ukrainian companies to create an atmosphere of psychological safety, unify different teams and ensure conditions in which each employee can open up and contribute to the overall work. In addition, for Ukrainian companies, inclusion is becoming strategically important, as the country faces the problem of a shortage of

personnel, especially highly qualified ones. In the future, this problem will become even more acute, and therefore companies must actively consider the possibility of hiring employees from different population groups that were previously overlooked. Creating an inclusive culture positively impacts employer branding by attracting diverse candidates and helping to attract and retain talented employees.

CONCLUSIONS

The conducted research led to various theoretical and practical conclusions, the main ones of which can be summarized as follows:

As a result of a careful analysis of approaches to understanding the concept of "employer brand" existing in the domestic and foreign economic literature, common features have been identified: it is primarily the creation of a positive impression and image among interested parties, the definition of unique values and advantages available to employees who join the company, and implementing a long-term strategy to increase employee awareness. An own approach to defining the "employer brand" as a general idea and level of awareness of potential candidates and employees about the company and its value proposition is proposed. Internal and external audiences are distinguished, to which measures for building the employer brand are aimed, taking into account the individual needs and expectations of each of them.

External circumstances, such as the COVID-19 pandemic and military events, are changing the nature of the HR brand, which requires a new approach to creating an employer brand concept. The process of creating an employer brand involves the consistent implementation of strategic measures and actions aimed at creating and maintaining a positive image of the company as a desirable place to work for both potential and current employees. Creating an HR brand is a complex and resource-intensive process that begins with establishing the goals of the employer brand in the context of the company's strategy, and ends with an assessment of performance and, if necessary, an adjustment of the brand concept.

An internal and external employer brand audit has been identified as a tool that helps a company understand its strengths and weaknesses as an employer, helping to develop strategies to improve the company's attractiveness to employees and retain talent. In addition, the audit helps to position the company on the labor market as an attractive working organization. When creating a strong employer brand, it is important to consider not only the impression that the company creates in the external environment, but also to optimize internal processes, such as hiring personnel. For this

reason, in order to attract new talent, it is necessary to first gain a high opinion among existing employees. The paper presents the main metrics used to measure a successful employer brand.

An analysis of the latest trends in employer branding highlights the importance of maintaining a positive company image during a time of war, where recommended measures include supporting the military and strengthening the role of education and career development for young workers. Recent studies highlight that mental health support and flexible working hours are important for attracting and retaining talented employees. Different generations have different priorities, with Boomers and Gamers emphasizing meaningful work and learning, while Millennials value financial rewards more. Companies need to adapt their employer brand strategies to take into account these differences in the values and expectations of employees of different generations.

A program of HR-brand ambassadors of JSC CB "PrivatBank" is offered for regular participants, as well as for those who wish to participate irregularly. The purpose of the ambassador program is to form a circle of loyal expert employees who will become the voice of the company and strengthen the employer's brand through their activity in the public space. The purpose and goals of the program must be in line with the company's overall strategy. The ambassador program among employees increases the loyalty, image and communication of the company. Ambassadors help attract and retain talented employees by providing credibility and authenticity to the employer brand.

It has been established that the creation of an inclusive culture, where each employee is valued for his uniqueness and can develop, is important for Ukrainian companies, especially in the conditions of war and shortage of qualified personnel. In the future, this problem will become even more acute, and therefore companies must actively consider the possibility of hiring employees from different population groups that were previously overlooked. It summarizes the challenges faced by different groups of workers during wartime and provides recommendations for employers to support their employees in these conditions. Adopting an inclusive culture promotes

psychological safety, unites teams and enhances the employer brand, attracting diverse candidates and retaining talented employees.

The obtained results have practical value, as the theoretical foundations and conclusions of the study are brought to the level of methodological developments and practical recommendations that can be used by construction companies to improve the employer brand management system.

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