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Attracting Human Resources to Arctic Enterprises Using Marketing Tools*

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Abstract. In connection with the movement of various types of production in the Arctic region, it becomes necessary to attract human resources to new enterprises. In the article, we analyze the branding system in companies operating in the Arctic region, as one of the most effective areas in marketing activities in the labor market. The study aims at investigating marketing tools that can eliminate the lack of qualified personnel in well-known companies, e.g., Rosatom, Rosneft, PhosAgro, Eurochem, Novatek, Lukoil, Severstal, Gazprom Neft, and Norilsk Nickel. Particular attention is paid to analyzing the branding of organizations, i.e., the main tool for attracting human capital to enterprises. The components of branding are considered, i.e., the brand itself, mission, purpose, and image. A table was compiled illustrating the listed elements for each company. It takes a detailed look at which companies should try to change branding elements to attract more attention from job seekers. The study of the key concepts of branding helped to draw appropriate conclusions about the need to reform marketing tools, which are not developed to one degree or another in the investigated companies.

Keywords: *Arctic, human resources, marketing tools, goal, mission, brand.*

Introduction

A key factor in the success of any company is competent, qualified personnel. According to article 37 of the Constitution of the Russian Federation, a person has all the necessary rights to dispose of his ability to work freely; therefore, the owners of the labor force have the right to choose when moving from the sphere of circulation to the sphere of production, which directly affects the selectivity of people when making decisions regarding places of work and conditions in which they have to work. People's demands can vary significantly, so there is a need to research the attractiveness of various offers on the labor market and their conditions. Today, an important problem is the excessive concentration of competent human resources in Russia's central part and their lack in remote regions, where enterprises of the mineral resource complex are located, where these human resources are most in demand. This problem is most acute in the Arctic region, which should be given special attention in this work. This problem is largely due to the lack of awareness of job seekers about the conditions of work and the opportunities that companies can offer, especially if the employee will work in the northern regions. Companies operating in the Arctic should use as many tools as possible to attract a competent candidate for the position. Such tools can be marketing tools that are successfully used abroad and can be used when attracting human resources to the Arctic.

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Research methods

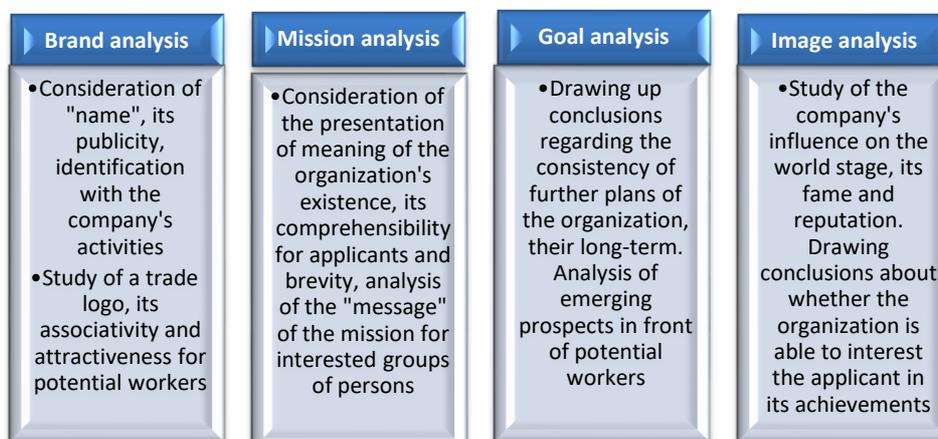
The development of a market economy has contributed to modern procedures for establishing labor relations between an employee and an employer. Often, enterprises are forced to search for personnel independently, without state support, which significantly affects their interest in the development of relevant programs to attract human resources.

The possibility of the labor movement, freedom of choice in making hiring decisions, motivation in long-term employment relationships, competition between employers and employees, and the formation of a market for buyers of labor services dictate the need for companies to address marketing activities in the labor market.

At the same time, marketing activities in this area will contribute to the competent distribution of information flows, due to which employees and employers will receive the necessary information about each other, which can help in studying the situation in the labor market. Also, the use of marketing tools will increase the level of awareness of labor personnel about organizations' opportunities when hiring and will create the preconditions for improving the quality of life of the applicant and the employer [1, Sharok V., pp. 1776-1786].

Marketing in the labor market is a system of activities that allows regulating the state of the market; it influences the drawing up of an action plan in the field of employment, solves the tasks of increasing the efficiency of the use of labor and their coordination, and promotes the employment of the population. Separately, it is worth highlighting such a direction as HR marketing, which deals with the company's image in the labor market. Its main goal is to create an attractive reputation for potential workers and maintain favorable conditions for the work of persons currently in the organization [2, Andreychenko N. V., pp. 75–76]. In this paper, it was decided to analyze the branding system in companies operating in the Arctic region as one of the most effective areas in the labor market to determine how effectively companies use marketing tools to attract qualified personnel to hard-to-reach northern regions.

The marketing analysis structure is the study of various marketing components of the company, which help attract applicants. The stages of analysis are presented in the following diagram.



Any company is interested in implementing attractive image resorts to branding. This marketing tool helps increase the flow of human capital by increasing its awareness and improving its image. At the same time, branding helps improve two main elements of the employer's brand: the organizational platform and the preferences for the employee of the organization—[3, Makovich G.V., pp. 139-142]. At the same time, changing the first element implies improving the organization's qualities, such as its strengths and weaknesses, prospects, stability in the labor market, corporate values, influence, etc. But the impact on the second element implies improving corporate and social programs operating in the company [4, Kruk M.N., pp. 3-6]. The key branding concepts that directly influence the applicant's perception of the organization are: the brand itself, mission, purpose and image. In accordance with [5, Starov S.A., p. 4.], a brand is a trademark by which a certain company can be identified. It is thanks to him that the organization provides itself with recognition. Simultaneously, the original graphics, images, and colors used in the logo can affect a person at a subconscious level and create a favorable impression, provided that these elements are used correctly [6, Sysoeva S.V., pp. 147-149]. Shades of red create a burst of energy, but this color is also associated with anger and danger. Shades of blue, light blue, biruby evoke feelings of calmness and harmony. Green creates a sense of security but can evoke associations of envy and guilt. Yellow color, on the one hand, raises the mood, awakens interest in the subject, but, on the other hand, speaks of unreliability, irresponsibility. White is interpreted in some sources as a color that creates a feeling of freedom and spaciousness, while in others it is interpreted as a color that creates a feeling of emptiness and isolation. Black is usually used to convey a brand's seriousness, but it can also be associated with death and evil. Using certain color symbols, you can achieve significant results in forming a positive image of the company in the applicant's eyes.

One of the most effective tools for the formation of the company's image is the mission, so in [7, Pugina L.I., Rodionova E.V., p. 18], the mission is interpreted as the meaning of the organization's existence. This tool helps to assess the scale of the company's thoughts, the course of its development. It depends on how clearly the company's mission is formulated whether this tool can transform the minds of the company's employees and consumers and those who are just going to get a job or search for it. During the development of the mission, one should be guided by the fact that the mission should contain the main guiding idea of creating an organization, disclose the main idea of creating a company, determine the further construction of the goals and objectives of the organization and should not change significantly over time, unlike the company's strategy.

One of the signs of a successful company is a well-defined goal as the expected result of the organization's achievements. For setting all types of goals, they usually resort to the abbreviation SMART, which formulates the main criteria that should be used when formulating: specific (specificity), measurable (measurable), attainable (attainable), relevant (relevance), time-bound (limitation on time) [8, Akbarova S.A., pp. 6-8].

For the new generation of specialists, an important factor when choosing a job is also the company's image, which embodies its image. It can be compiled by looking at various organiza-

tional indicators: economic success, popularity, prospects, influence, etc. [9, Lebedeva K. V., pp. 15-16].

As part of the study, an information map was compiled, which summarizes the above indicators of branding of organizations implementing projects in the Arctic region and need of qualified personnel, into one table.

Table 1

Branding indicators for organizations operating in the Arctic region

Company	Brand	Mission	Goals	Image
1. Rosatom	<p>Foundation date December 1, 2007 State Atomic Energy Corporation "Rosatom" (full name - State Atomic Energy Corporation "Rosatom") is one of the global technological leaders, a multidisciplinary holding that unites assets in the energy sector, mechanical engineering, construction.</p> 	<p>"Provide the world with clean, safe, affordable energy and innovations based on nuclear technology".</p>	<p>Increasing the share in international markets; reducing the cost of production and the timing of the course of processes; new products for Russian and international markets.</p>	<p>One of the ten largest companies in Russia. Possessing competencies in all links of the nuclear fuel cycle, the State Corporation ranks first in the world in terms of the size of its portfolio of foreign projects; 36 power units in 12 countries are at different stages of implementation. Rosatom is the largest producer of electricity in Russia, providing over 19% of the country's energy needs.</p>
2. Rosneft	<p>Founded in 1993 in Moscow. PJSC NK Rosneft is a Russian oil and gas company, a controlling stake in which belongs to the state-owned JSC Rosneftegaz.</p> 	<p>Rosneft's mission is the efficient implementation of the energy potential of Russia.</p>	<p>Replenishment of reserves at a level of at least 100%, efficient production at mature fields and its growth due to the implementation of new projects, the creation of new production clusters on the shelf, the development of technologies, and the implementation of world-class project management practices, coins naturalization of gas reserves and competitive growth of production, the optimal configuration of refineries and the most profitable sales of the.</p>	<p>Rosneft is the leader of the Russian oil industry and the largest public oil and gas corporation in the world. The company is included in the list of strategic enterprises in Russia.</p>

3. EuroChem	<p>Foundation date 1983 Euro-Chem is an offshore Swiss chemical company, the main production assets of which are located in Russia, Belgium, and Lithuania.</p> 	<p>To be a leading European manufacturer and agro-chemical products and services of a wide range and guaranteed quality, continuously improving technology and improving the living environment.</p>	<p>Maintain/increase the cost advantage through vertical integration and investment in increasing production efficiency.</p>	<p>One of the world's leading manufacturers of mineral fertilizers. In just 10 years, the company has built a management vertical and an integrated system with world-class management.</p>
4. Fosagro	<p>The company was founded in 2001. Fosagro is a Russian chemical holding. Full name - FosAgro Public Joint Stock Company.</p> 	<p>"We care about the fertility of the Earth for the prosperity of life".</p>	<p>Providing Russian agricultural producers with high-quality and environmentally friendly fertilizers, promoting the product line in premium markets abroad, further increasing self-sufficiency in key mineral resources, and expanding production capacities.</p>	<p>FosAgro is one of the world's leading companies responsible for food security at the global level. FosAgro's highly efficient and environmentally friendly products are in demand on all continents.</p>
5. Novatek	<p>Foundation date - August 1994. Novatek is a Russian gas company.</p> 	<p>To be an efficient, socially oriented, vertically integrated gas company, based on the principles of sustainable use of the environment, knowledge, ability, and enthusiasm of its employees.</p>	<p>Increased resource base and efficient inventory management.</p>	<p>Novatek is the largest independent natural gas producer in Russia. The company is engaged in the exploration, production, processing, and sale of natural gas and liquid hydrocarbons and has more than twenty years of experience in the Russian oil and gas industry.</p>
6. Lukoil	<p>Foundation date - November 25, 1991 PJSC Lukoil is a Russian oil company.</p> 	<p>"We were created to turn the energy of natural resources for the benefit of man, to efficiently and responsibly develop the unique hydrocarbon fields entrusted to us, ensuring the growth of the Company, the well-being of its employees and society as a whole."</p>	<p>The company wants:</p> <ul style="list-style-type: none"> - to become the leader of the oil and gas world; - to become a global energy company; - become the best social partner; - meet the highest requirements in labor, health and environment protection; - to be a company where employees are one family. 	<p>Lukoil is one of the largest publicly integrated oil and gas companies globally, accounting for more than 2% of world oil production and about 1% of proven hydrocarbon reserves.</p>

7. Severstal	<p>Foundation date 1955, Cherepovets. PJSC Severstal is a Russian vertically integrated steel and mining company.</p> 	<p>Our mission is to be leaders in creation.</p>	<p>Increase EBITDA by 10-15% annually over the next five years (excluding price/macro factors).</p>	<p>Severstal remains the global leader in efficiency in the industry, delivering the world's highest EBITDA margin among steel companies, generating positive free cash flow throughout the cycle, and meeting announced targets.</p>
8. Gazprom Neft	<p>Foundation date 1995, Gazprom Neft is a Russian vertically integrated oil company.</p> 	<p>"To develop the world. Create to be proud of what you have created. We create resources for the future, enriching the world with energy, knowledge, and technology to confidently move towards better".</p>	<p>Becoming one of the best industrial companies in the world, defining the progressive transformation of the industry, making the impossible real, and inspiring their followers in Russia and beyond.</p>	<p>В структуру «Газпром нефти» входят более 70 нефтедобывающих, нефтеперерабатывающих и сбытовых предприятий в России, странах ближнего и дальнего зарубежья. В 2018 году «Газпром нефть» достигла рекордных финансовых результатов, получив самую высокую прибыль в своей истории.</p>
9. Nor Nickel	<p>Foundation date - June 30, 1993. The image of Norilsk Nickel is an expressed quintessence of ideas and meanings related to the company's activities.</p> 	<p>By effectively using natural resources and equity capital, we provide humanity with non-ferrous metals that make the world more reliable and help to fulfill people's hopes for development and technological progress.</p>	<p>Unlocking the potential of premium assets; Modernization of production cost reduction and increase in the extraction of metals simultaneously with the improvement of environmental performance; Sustainable development of the territories of the company's presence, reduction of emissions of harmful substances, comprehensive improvement of the living and working conditions of the company's employees; Increase shareholder value and strengthen industry leadership in return on investment.</p>	<p>Nor Nickel is the leader of the mining and metallurgical industry in Russia, the world's largest producer of high-grade nickel and palladium.</p>

Since the brand of industrial companies works to attract customers and qualified personnel and form public opinion, it seemed most interesting to analyze the data obtained for the effective application of existing methods of influencing the audience to attract human resources to the Arctic region. By techniques, we mean the use of psychographics focused on potential workers, gaining the applicant's confidence in the quality of the brand by using special slogans and logo colors, promoting correct social values, competently shaping a solid image, and sometimes even populism.

1. Rosatom¹

The very name “Rosatom” defines the affiliation of the enterprise to state-owned companies, which emphasizes the reliability and stability of the organization, and today these factors are extremely important when choosing a job. The combined trademark is formed by the Möbius strip and the type block (the inscription in the Russian logo is ROSATOM, in the English logo - ROSATOM). The tape, the outer side of which is a circle, is divided into three sectors - three thin white lines serve as separators, cutting the tape across. There is a small ball in the center of the white space inside the ribbon. Confident and massive typography conveys the necessary meanings of the scale and globality of the very industry of the company – nuclear energy. A well-designed trademark also speaks of the solidity of the organization, its original approach to design. The color scheme in blue and blue gives the impression of influence, calmness, and trust. However, this gamut is typical for many “northern” mining companies since blue and blue are often identified with snow and natural gas, so the trademark itself does not distinguish it from others.

The mission is expressed very briefly, clearly, and sublimely; the seeker easily perceives it; nevertheless, the deep meaning contained in it corresponds to the image that the company creates.

For its own purposes, Rosatom rather specifically expresses the idea of increasing production indicators and creating innovations. The intentions of the organization seem quite achievable. However, the company does not specify information about new products and does not indicate requirements for achieving these goals.

ROSATOM instills confidence with its established reputation. The title of the largest company provides the organization with interest from potential workers who see the prospects for the development of Rosatom on the world stage, and, as a consequence, the possibility of a quick rise in the career ladder.

2. Rosneft²

The company's speaking name can easily attract the interest of personnel working in the fuel and energy industry. The logo (three yellow rectangles at the bottom and 7 at the top, resembling a torch with a black fire in general view) is executed in the Europe Bold font's capital letters. The trademark is notable for being quite simple, but the contrast of bright yellow and black colors can interest applicants with its brightness. Still, yellow is not the best marketing solution for the company because associations with him do not correspond to the mission and goals of Ros-Neft. It looks too frivolous for such a serious organization. “Effectively realizing Russia's energy potential” is a mission that looks too ambitious within the framework of one company but sounds pretty solid.

1 Rosatom webpage. URL: <https://www.rosatom.ru> (accessed 19.03.2020).

2 Rosneft webpage. URL: <https://www.rosneft.ru> (accessed 19.03.2020).

Within the SMART criteria, Rosneft's goals look excellent: there is specificity, measurability, attainability, realism, and only time constraints are lacking.

Getting to the leader of the Russian oil industry is a great opportunity for any employee. Rosneft's attractiveness is ensured not only by the company's established reputation but also by constant support from the state. Rosneft instills trust and promises stability for workers.

3. FosAgro³

The Russian chemical holding does not have a particular brand attractiveness. The company logo shows two green petals below, located symmetrically to each other, and 7 small blue circles combined into one larger circle. The whole picture resembles a flower. The green and blue colors of the trademark inspire calmness. They are directly associated with nature and the harmony of man and the environment.

The company's mission is perfectly aligned with green "green" color and goals - with the calmness of blue. "Caring for the fertility of the land" - sounds especially important in the face of modern problems with environmental protection. For those interested in the state of the planet, such an approach to activity may seem quite correct and good; however, to an ordinary applicant, the company sign will not seem particularly noticeable.

The company outlined what it wants to achieve but did not explain how the tasks are planned to be completed. It is unclear how the increase in self-sufficiency in key mineral resources, and the expansion of production capacities will be achieved. PhosAgro is a well-known Russian company with a significant influence on the global market. Leads sales in more than 100 countries in Europe, Asia, Africa, North and South America. Cooperation with such an organization promises human resources a stable income and career prospects.

4. Novatek⁴

The name of the company does not convey the essence of its production and the marking. The logo is made in the form of a triangle in three colors. The blue symbolizes the conditions of the North in which the company operates. The color blue represents natural gas. The red border is the sunrise. The brand's colors (blue and red) attract attention well with their contrast. There is practically no red in the picture, so the logo does not look too provocative and evokes, mostly trusting emotions.

The mission is expressed rather cumbersome; however, the stated thoughts about the value of employees should positively affect the impression of applicants.

For its own purposes, the company listed the improvement of many types of activities. Still, it did not begin to tell how necessary to achieve, for example, an increase in the resource base and effective management of reserves. Also, Novatek emphasized the tasks of preserving the way of

³ FosAgro webpage. URL: <https://phosagro.ru> (accessed 19.03.2020).

⁴ Novatek webpage. <http://www.novatek.ru> (accessed 19.03.2020).

life of the North's indigenous peoples and caring for the younger generation, the relevance of which is highly questionable within the framework of the organization's work.

Novatek is the largest gas producer in Russia. The company is dynamically developing and remains attractive for highly qualified personnel.

5. Lukoil⁵

The Lukoil brand is executed in the best design solutions. The company adopted the following colors as corporate colors: white, black, red. When writing the logo, the font "futures" is used, which is accepted as the organization's corporate font. A stylized logo was also developed with a drop instead of the letter "O". White letters on a red background and their famous brand name are eye-catching. It is difficult to compare the company's logo with the organization's goals and mission because he is not at all associated with them because red colors are usually used only to arouse interest.

The mission is well defined and well founded. The company strives to improve the quality of life in society, which is respected by any person.

Lukoil strives with all its might for all possible leading positions but does not provide a plan to achieve its goals, the company does not use the SMART criteria at all.

Lukoil is one of the largest publicly traded oil and gas companies in the world. Every day, Lukoil's products, energy, and heat, are bought by millions of people in more than 100 countries around the world, improving the quality of their lives. More than 100 thousand people combine their efforts and talents to ensure the company's effective development and its leading position in the market. In Russia, it is known not only for its global influence but also for its ubiquitous refueling activity, which makes the brand recognizable even in the most remote corners of Russia. The work in the company seems to be quite promising and profitable. Lukoil has secured a recognizable brand and a good reputation in the labor market.

6. Severstal⁶

The mining company brand has a good descriptive name, which is depicted in blue on the label. The logo is a blue-red-gray triangle with rounded corners. The colors of the logo are quite remarkable due to their contrast. With the help of design solutions, the organization tries to maintain harmony between interest, trust, and freedom in the applicant. The emotions evoked correlate well with the perception of the organization's goals.

The mission is not clearly presented. The word "creation" itself is rather vague within the mission, so the applicant may get the impression that "Severstal" prefers to operate with complex expressions rather than use specifics.

When setting goals, the company well justifies cause-and-effect relationships, thanks to which we can conclude that Severstal has a well-developed action plan. The organization also lists

⁵ Lukoil webpage. <https://lukoil.ru> (accessed 19.03.2020).

⁶ Severstal webpage. <https://www.severstal.com> (accessed 19.03.2020).

the priorities that it relies on solving problems: “excellent customer experience”, “cost leadership”, “new opportunities”, etc. A competent approach to strategic decisions has a positive effect on the impression of the company.

PJSC Severstal continues to develop every year. The highest profitability indicator mainly evidences this. The company is the second-largest steel mill in Russia, the productivity of which is kept at the highest level. Severstal is notable for its reliability; it promises stability to its employees.

7. Gazprom Neft⁷

The oil company has an original logo that enjoys particular popularity and is one of Russia's most recognizable. The name is clear with the industry with which the company works; it is easy for applicants to navigate. The marking sign is a G-shaped lighter with a sparkle, next to it there is an inscription: at the top – “Gazprom”, at the bottom - bolder – “oil”. Associations of trust and calmness, caused by the blue color of the logo, also help perceive the organization's goals.

The mission of Gazprom Neft is clearly expressed: self-improvement is the main reason for the company's existence.

The company's goals sound quite promising, but there is no specificity in many aspirations. The task of Gazprom Neft to make the “impossible real” is expressed rather vaguely. In general, the organization relies on technological development.

Gazprom Neft is a well-known company in all regions of the country. The state's importance determines its importance within the Russian Federation and abroad, as well as the prospects for cooperation of human resources with it. Gazprom Neft has an excellent reputation and a remarkable brand. The highest profit margins of the company are actively amenable to publicity, so the staff in advance imagine serious financial prospects when meeting the organization's announcement.

8. EuroChem⁸

The Swiss chemical company uses a logo with gray and blue colors to inspire confidence and peace of mind. The brand's name shows its focus on the European market, which directly speaks of the scale of the company, its orientation. The color scheme is well associated with EuroChem's confidence and influence in achieving its goals.

The company considers self-improvement to be its mission and main goal; therefore, all EuroChem's tasks stand around this perspective.

The organization is known worldwide as one of the world's leading producers of mineral fertilizers. A high level of transparency in financial statements can win the trust of any applicant. The company has already achieved considerable heights; it showed itself in 2019 when it turned

⁷ Gasprom Neft webpage. <https://www.gazprom-neft.ru> (accessed 19.03.2020).

⁸ EuroChem webpage. URL: <https://www.eurochemgroup.com/ru/> (accessed 19.03.2020).

out to be one of only three companies globally with the capacity to produce all three essential plant nutrients.

9. Nornikel⁹

The industrial company “Nornikel” has a rather informative name. Uses an unusual figure as a logo - halves of a circle, between which there is a parallelogram, the set of figures resembles the letter “N”, it is made in blue. The mark's meaning determines the main qualities that are especially valuable for the company - Reliability and Hope. The color scheme evokes associations with reliability and tranquility, which mainly has a positive effect on the perception of Nornikel by the applicant.

The company's mission is clear; Nornikel expresses it in a rather lofty manner. Good intentions unleash the full potential of a company.

The goals of the organization are well defined and long-term. All of them are quite appropriate and promising. The company shows its commitment to the development of all branches of the production sector. Also, it expresses interest in improving the environmental aspects of the enterprise and the safety of employees.

Nornikel is a leader in producing many minerals and ranks first in the production of palladium and nickel. It has significant advantages in the labor market due to its reputation in Russia and abroad. It is worth mentioning that Nornickel cooperates with international non-governmental organizations to exchange experience so that trends within the company always keep pace with the times. The organization looks solid and promising for the typical job seeker.

Conclusion

The performed analysis of the companies' marketing tools allows us to conclude:

- improving the position of the company in the labor market can be carried out by improving branding, the goals of which are: increasing the recognition of the organization among all others; strengthening the brand identity; creation of favorable associative images and emotions, comparable to the company; strengthening the positive image of the organization, gaining trust.
- to attract human resources to the Arctic, it is necessary to competently use marketing elements such as brand, mission, goals, and image, which are the main components of branding. For example, when creating a brand, one should focus on the largest oil and gas companies, such as Sinopec, Royal Dutch Shell, ExxonMobil, PetroChina, which have brilliantly presented logos, they are made using the most vivid colors that personally cope with the attraction attention. It is also necessary to show your individuality when drawing up the company's mission so that it can be remembered by the applicant, it is clear to formulate “messages” to a group of stakeholders, not to use repulsive phrases that can confuse customers or neglect their trust (common words that can characterize any activity and in any area, impersonal formulations). The mission of URAL can serve as a good example: “Satisfying the society's need for vehicles with a total weight of 12 to 44 tons and creating conditions for

⁹ Nornikel webpage. URL: <https://www.nornickel.ru> (accessed: 19 March 2020).

maintaining the performance of vehicles during operation". Ideally, goals should be presented using SMART criteria, which form concreteness, measurability, attainability, importance, and certainty in terms of any task. The last element, the image, is the result of the company's fruitful activity, its "promotion", scale. This is the image that personifies the company to society. It is well developed by such proven companies as Gazprom, Rosneft and Lukoil, their achievements are constantly being heard.

- optimal attractiveness of the company is achieved with the simultaneous development of all marketing elements;
- it was considered in detail which companies should make efforts to change branding elements for the better in order to attract more attention from applicants: Rosatom lacks specificity in drawing up the planned goals, as well as Novatek, which has no clear path to achieving -increase in the resource base and effective management of reserves, Severstal and Rosneft were asked to reform their missions, add specifics in words about the meaning of the organization's existence, and Lukoil - to revise its goals, which could be expressed more precisely using SMART criteria.

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