

The Company's Employer Brand Vulnerability Level Assessment

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Abstract. The question of attracting, retaining and using highly qualified personnel is one of the leading aspects of companies' competitiveness support. This can be ensured by forming and developing a strong employer brand. The authors propose the algorithm for assessing the company's employer brand attributes (components) vulnerability level. It is proposed to use CARVER matrix as the basic evaluation criteria. CARVER means: C – criticality, A – accessibility, R – recuperability, V – vulnerability, E – effect, R – recognizability. SBW-method (Simplified Best-Worst Method) is used to calculate these criteria weighting factors. The authors highlight the following four employer brand attributes. They are organizational attribute, functional attribute, economic attribute, psychological attribute. The value of the company's employer brand attributes' vulnerability level according to the criteria is presented. This article aims to provide companies' managers and HR-specialists with a reliable and flexible tool. It refers to the mathematical formalization of the employer brand attributes (components) rating task according to their vulnerability degree. The article is the contribution to the application of mathematical methods and models in management. It is a practical tool for justifying management decisions.

Keywords: Company's Employer Brand, Employer Brand attributes (components), Vulnerability Assessment Criteria, CARVER Matrix, SBW-method.

1 Introduction

The labor market of most countries today is characterized by an increased demand for highly specialized and highly professional specialists. Namely, this market is characterized by a high level of competition. The company's powerful employer brand formation and development helps to solve this problem.

In the Universum company management opinion, employer brand management is a vital management tool for any company today [1]. The Universum company is one of the global leaders in the HR-branding market. They call the main reasons for the need to pay attention to the employer brand management question: qualified employees' shortage; more results with less costs; growth and profitability; popularity and power.

Different authors' approaches to the employer brand definition were analyzed. We pay attention to this one: "employer brand is the organizational, functional, economic and psychological attributes complex. They distinguish the company as an employer from other companies. They ensure its competitiveness in the eyes of potential and existing employees [2]".

In our opinion, in the conditions of "highly qualified employees struggle" there is a need to develop a systematic and objective method regarding the definition of the so-called bottlenecks first of all. Namely, those employer brand attributes (components) which are potentially the most vulnerable to the negative impact of both internal and external factors.

There is the problem of assessing the risk of losing the company's competitive position on the labor market due to its employer brand attractiveness decrease in. Now it is traditionally solved by most managers on the situation subjective assessment basis. Therefore, the purpose of the research is the need to develop the algorithm and methodical support for solving this problem.

Subsequent paragraphs, however, are indented.

2 Methodology

In a competitive environment, the company's employer brand, which has a high level of development and a considerable number of competitive advantages in the labor market today, is not a guarantee of maintaining such positions in the strategic perspective. In this situation it is relevant question how to determine its most vulnerable components. This is necessary in order to protect them and to create conditions for preservation and further development.

For the purpose of the company's employer brand attributes' (components') vulnerability level determination, the following algorithm was developed within the study (Fig. 1).

Let's consider each stage of the proposed algorithm in more detail.

Stage 1. As an object of vulnerability level assessment, all attributes (components) can act comprehensively with further analysis of their components. Also, separate employer brand attributes (components) can be taken as an object of vulnerability level assessment, depending on the research objectives.

Stage 2. In order to build a system for ranking the employer brand attributes' (components') vulnerability, we suggest using an adapted matrix CARVER. CARVER means: C – criticality; A – accessibility; R – recuperability; V – vulnerability; E – effect; R – recognizability. This approach makes it possible to balance different criteria importance. It makes it possible to take into account their impact on mission performance. And it also contributes to the optimal resources' use [3].

The proposed tool was initially used only when solving military tasks. But currently, a number of researchers [4, 5] suggest its use in justifying management decisions.

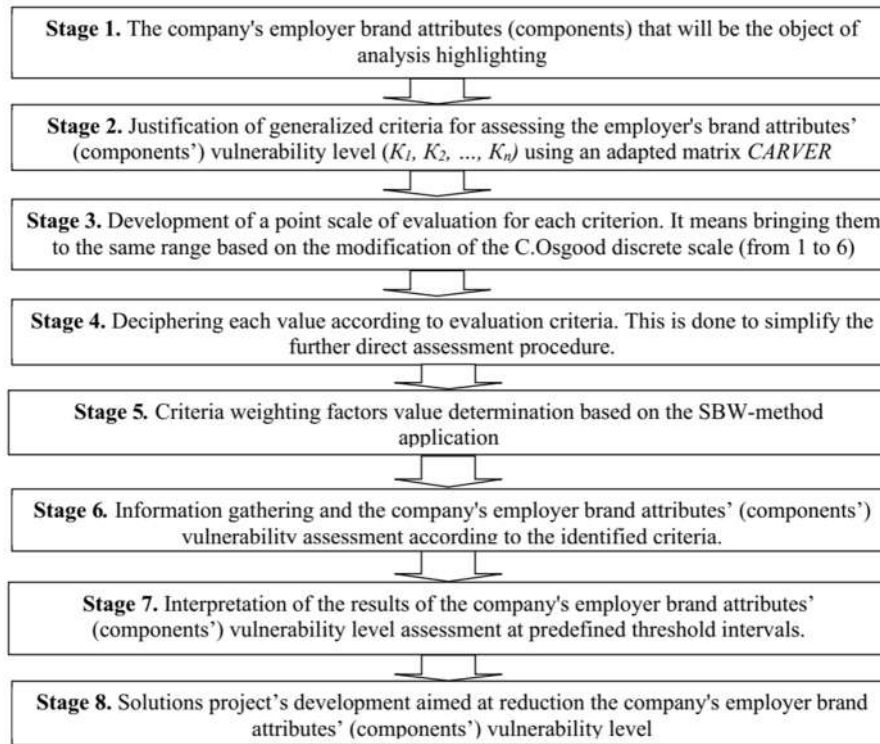


Fig. 1. The company's employer brand attributes' (components') vulnerability level assessing algorithm.

The research design requires experts' survey using a semantic differential. In order to obtain respondents' answers and their further interpretation, the basic scale by C.Osgood [6] was slightly modified in the study. The basic scale by C.Osgood is a discrete scale on which the respondent can rate his attitude to the object under study using a 5-dimensional rating scale between two bipolar statements. 1 is the worst grade. 5 is the best grade. The authors propose to use a discrete 6-point scale. The values and characteristics behind them differ for each defined criterion. The negative aspect of this scientific and methodical approach can be manifested in the difficulty of finding qualified experts.

Stage 3-4. So, the first sub-step in determining the employer brand attributes' (components') vulnerability is their criticality for the company. The attribute (component) is considered to be critical for the company if its condition deterioration has a significant impact on the company's processes. In particular, these processes are related to the company's personnel policy implementation and personnel management strategy. We suggest evaluating criticality on a 6-point scale:

- 6 points – the indicator's deterioration is of crucial importance for the company's personnel management strategic goals realization;

- 5 points – the indicator's deterioration is important for the company's personnel management current goals realization;
- 4 points – the indicator's deterioration significantly affects the company's personnel management goals achievement;
- 3 points – the indicator's deterioration requires the company's personnel management plans slight adjustment;
- 2 points – the indicator's deterioration is not decisive for the company's personnel management goals achievement;
- 1 point – the indicator's deterioration consequences will mostly not prevent the company's personnel management goals achievement.

In the second sub-stage, it is proposed to evaluate the accessibility criterion. It the employer brand attribute (component) uniqueness degree (unavailable)/difficult to reproduce by competing companies. The criteria's accessibility ranking:

- 6 points – competing companies are significantly ahead of us in terms of attribute (component) uniqueness and/or have a level of its development much higher than ours;
- 5 points – competing companies are ahead of us in terms of attribute (component) uniqueness and/or have a level of its development somewhat higher than ours;
- 4 points – the attribute (component) has a minimal uniqueness degree and/or its development level is on the same level as competitors; therefore, competing companies have no difficulty in reproducing it;
- 3 points – the attribute (component) has a sufficient uniqueness degree and/or its development level is not much ahead of competitors; therefore, competing companies have only a partial difficulty in reproducing it;
- 2 points – the attribute (component) is mostly unique and/or its development level is quite high; therefore, competing companies have a minimal possibility of its reproduction;
- 1 point – the attribute (component) is unique and/or its development level is very high; this fact makes impossible its full reproduction by competing companies.

Sub-stage 3 – the company's employer brand attributes' (components') renewability criterion assessment. That is, how much time will it take for the company to take measures and return its value to the basic (desired) level in the event of a deterioration in the level of development of the attribute. The criteria of renewability ranking on a 6-point scale:

- 6 points – it is difficult to predict how long it will take to restore the base values by attribute;
- 5 points – it will take more than 1 year to restore the attribute;
- 4 points – it will take from 6 months to 1 year to restore the attribute;
- 3 points – it will take from 3 to 6 months to restore the attribute;
- 2 points – it will take from 1 to 3 months to restore the attribute;
- 1 point – it will take less than 1 month to restore the attribute.

In the fourth sub-stage, we evaluate the vulnerability criterion. That is, the presence of weak points (competitive disadvantages) and the ability to withstand the negative impact of the company's environmental factors. Ranking of vulnerability criteria:

- 6 points – the attribute (component) is vulnerable; its value reflects the negative impact of any factors, both internal and external environment of the company;
- 5 points – the attribute (component) is vulnerable; its value reflects the negative impact of more factors, both internal and external environment of the company;
- 4 points – the attribute (component) is vulnerable; its value reflects the negative impact of separate factors, both internal and external environment of the company;
- 3 points – the attribute (component) has bottlenecks; but it is invulnerable to the negative influence of internal and microenvironmental factors and most of the company's macroenvironmental factors;
- 2 points – the attribute (component) has bottlenecks; but it is invulnerable to the negative impact of most factors of the company's micro- and macro-environment;
- 1 point – the attribute (component) has no bottlenecks; it is invulnerable to the negative influence of environmental factors.

Within the fifth sub-stage, there is a ranking according to one of the key criteria. It is effect. It is closely related to the criterion of criticality. The effect reflects the impact on the company's activities (achieving personnel management goals) that a deterioration in the development level of an attribute (component) can have. It is worth noting that in the process of ranking attributes (components) according to the criterion of effect, the consequences should be marked only as assumptions. That is, they can only be hypothetical. Ranking of effect criteria:

- 6 points – the attribute (component) deterioration is of crucial importance for the company's personnel management strategic goals' realization;
- 5 points – the attribute (component) deterioration is important for the success of the company's current activities in terms of managing its personnel;
- 4 points – the attribute (component) deterioration significantly affects the personnel management processes of the company;
- 3 points – the attribute (component) deterioration requires a slight adjustment of the company's personnel management plans;
- 2 points – the attribute (component) deterioration is not critical to the company's success in managing its personnel;
- 1 point – the consequences of the attribute (component) deterioration will mostly not prevent the achievement of the company's personnel management goals.

At the final (sixth) sub-stage, it is proposed to take into account the criterion of recognizability. This criterion represents the degree to which an attribute (component) is considered by management to be valuable to the company. Namely, how much managers focus on it and whether they manage the employer brand effectively. Recognition, like other factors, is suggested to be evaluated on a 6-point scale:

- 6 points – the company's managers do not consider the attribute (component) to be critical in realizing the goals of the company's activities as a whole and managing

its personnel in particular; therefore, they make only the most necessary management decisions regarding its support;

- 5 points – company managers believe that changing an attribute (component) will not have a positive effect on the implementation of the company's goals (personnel management goals); therefore, they make only the most necessary management decisions regarding its support;
- 4 points – company managers believe that changing the attribute (component) will not have a significant impact on the implementation of the company's goals (HR goals); therefore, they make an insufficient number of necessary management decisions regarding its support and development;
- 3 points – the company's managers believe that the attribute (component) has an indirect effect on the realization of the company's activity goals (personnel management goals); therefore, they pay insufficient attention to making management decisions regarding its support and development;
- 2 points – company managers believe that the attribute (component) has a positive effect on the realization of the company's goals (HR goals); therefore, it is the object of constant attention and the adoption of a sufficient number of management decisions for its support and development;
- 1 point – company managers believe that the attribute (component) has the maximum positive impact on the realization of the company's goals (HR goals); therefore, it is the object of constant attention and implementation of complex management actions.

Stage 5. Criteria for assessing the level of vulnerability of attributes (components) of the company's employer brand are: K1 – criticality; K2 – accessibility; K3 – renewability; K4 – vulnerability; K5 – effect; K6 – recognition. The weight of these criteria in the study was determined using the SBW-method (Simplified Best-Worst Method) [7, 8]. The procedure of this method provides the use of two approaches. They are “best”-approach and “worst”-approach. The results of both approaches are combined to determine integral importance values.

The “best” and the “worst” criterion is determined based on reaching a consensus by a group of experts. For the “best” approach, a linguistic assessment of the importance (priority) of each criterion compared to the most important (“best”-criterion) is provided using terms. These terms are given in the Table 1. With the help of the same terms, the linguistic evaluation of the criteria for the “worst”-approach is carried out by comparing the worst-criterion with each of the other criteria.

The value of the weighting coefficients of the evaluation criteria for the best-approach and worst-approach using the SBW-method are calculated using the formulas [7, 10].

— importance value w_B^{best} «best»-criterion, using equation

$$\left(\sum_{j=1}^m \frac{1}{a_j^{best}} \right) \times w_B^{best} = 1. \quad (1)$$

Here from

Table 1. Linguistic terms for evaluating the importance of criteria.

Linguistic terms for evaluating the importance of criteria	Designation	Value
Equally important (Equally)	EI	1
A weak difference in importance (Weakly)	WI	2
Moderate difference in importance (Moderate)	MI	3
Moderate plus (Moderate plus)	MP	4
A big difference in importance (Strong)	SI	5
A strong plus (Strong plus)	SP	6
A very strong difference in importance (Very strong)	VS	7
An extraordinary difference in importance (Extreme)	EX	8

Source: developed by the authors based on [9; 10; 11]

$$w_B^{best} = \frac{1}{\left(\sum_{j=1}^m \frac{1}{a_j^{best}} \right)} = \frac{1}{\frac{1}{a_1^{best}} + \frac{1}{a_2^{best}} + \dots + \frac{1}{a_m^{best}}}. \quad (2)$$

— importance value w_w^{worst} «worst»-criterion, using equation

$$\left(\sum_{j=1}^m a_j^{worst} \right) \times w_w^{worst} = 1. \quad (3)$$

Here from

$$w_w^{worst} = \frac{1}{\left(\sum_{j=1}^m a_j^{worst} \right)} = \frac{1}{a_1^{worst} + a_2^{worst} + \dots + a_m^{worst}}. \quad (4)$$

So, in this way, the value of the weighting coefficients of all evaluation criteria was obtained:

— *best*-approach

$$w_j^{best} = \frac{w_B^{best}}{a_j^{best}}; \quad (5)$$

— *worst*-approach

$$w_j^{worst} = a_j^{worst} \times w_w^{worst}. \quad (6)$$

The next step is the linguistic assessment of the identified six criteria for assessing the level of vulnerability of attributes (components) of the company's employer brand. It is carried out according to the scale given in Table 1. The evaluation was carried out by surveying experts (8 respondents). The results of the survey are given in the Table 2.

Table 2. Expert linguistic assessments of assessment criteria.

$E \backslash K$	E_1		E_2		E_3		E_4		E_5		E_6		E_7		E_8	
	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>
K_1	WI	MP	MI	MI	WI	MP	MI	MI	WI	MP	MP	WI	MI	MI	MI	MI
K_2	SI	worst	SI	worst	SI	worst	SI	worst	SI	worst	SI	worst	SI	worst	SI	worst
K_3	EI	SI	EI	SI	WI	MP	EI	SI	WI	MP	EI	SI	EI	SI	EI	SI
K_4	best	SI	best	SI	best	SI	best	SI	best	SI	best	SI	best	SI	best	SI
K_5	MP	WI	MI	MI	MI	MI	MP	WI	MP	WI	MP	WI	MP	WI	MP	WI
K_6	WI	MP	MI	MI	MI	MI	WI	MP	WI	MP	WI	MP	WI	MP	WI	MP

Next, expert linguistic evaluations of the criteria are transformed into fuzzy numbers (Table 3).

Table 3. Fuzzy evaluations of evaluation criteria when applying best- and worst.

$E \backslash K$	E_1		E_2		E_3		E_4		E_5		E_6		E_7		E_8	
	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>
K_1	2	4	3	3	2	4	3	3	2	4	4	2	3	3	3	3
K_2	5	1	5	1	5	1	5	1	5	1	5	1	5	1	5	1
K_3	1	5	1	5	2	4	1	5	2	4	1	5	1	5	1	5
K_4	1	5	1	5	1	5	1	5	1	5	1	5	1	5	1	5
K_5	4	2	3	3	3	3	4	2	4	2	4	2	4	2	4	2
K_6	2	4	3	3	3	3	2	4	2	4	2	4	2	4	2	4

The calculated values of the weighting factors of the evaluation criteria by the SBM-method are shown in the Table 4.

Table 4. Weighting factors of evaluation criteria according to the best- and worst-approach.

$E \backslash K$	E_1		E_2		E_3		E_4		E_5		E_6		E_7		E_8	
	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>	<i>best</i>	<i>worst</i>
K_1	0.145	0.190	0.104	0.150	0.174	0.200	0.102	0.150	0.170	0.200	0.086	0.105	0.102	0.150	0.102	0.143
K_2	0.058	0.048	0.063	0.050	0.070	0.050	0.061	0.050	0.068	0.050	0.069	0.053	0.061	0.050	0.061	0.048
K_3	0.290	0.238	0.313	0.250	0.174	0.200	0.305	0.250	0.170	0.200	0.345	0.263	0.305	0.250	0.305	0.238
K_4	0.290	0.238	0.313	0.250	0.349	0.250	0.305	0.250	0.339	0.250	0.345	0.263	0.305	0.250	0.305	0.238
K_5	0.072	0.095	0.104	0.150	0.116	0.150	0.076	0.100	0.085	0.100	0.086	0.105	0.076	0.100	0.076	0.095
K_6	0.145	0.190	0.104	0.150	0.116	0.150	0.152	0.200	0.170	0.200	0.172	0.211	0.152	0.200	0.152	0.190

The integral values of the weighting factors of the evaluation criteria are calculated using the equation:

$$w_j = \frac{1}{2}(w_j^{best} + w_j^{worst}), \quad j = \overline{1, m}. \quad (7)$$

The results of calculations according to equation (7) are presented in the Table 5.

Table 5. Integral values of the weighting coefficients of the evaluation criteria.

$\begin{matrix} E \\ K \end{matrix}$	E_1	E_2	E_3	E_4	E_5	E_6	E_7	E_8	Coefficient of criteria importance \tilde{w}
K_1	0.1675	0.1270	0.1870	0.1260	0.1850	0.0955	0.1260	0.1225	0.1421
K_2	0.0530	0.0565	0.0600	0.0555	0.0590	0.0610	0.0555	0.0545	0.0569
K_3	0.2640	0.2815	0.1870	0.2775	0.1850	0.3040	0.2775	0.2715	0.2560
K_4	0.2640	0.2815	0.2995	0.2775	0.2945	0.3040	0.2775	0.2715	0.2838
K_5	0.0835	0.1270	0.1330	0.0880	0.0925	0.0955	0.0880	0.0855	0.0991
K_6	0.1675	0.1270	0.1330	0.1760	0.1850	0.1915	0.1760	0.1710	0.1659

Stage 6. Collection of information and the company's employer brand attributes' (components') vulnerability degree assessment according to the identified criteria. External and/or internal experts may be involved in the evaluation process. If the project budget allows, it is advisable to obtain estimates from both groups of experts and compare them.

Stage 7. Determination of the qualitative characteristics of the company's employer brand attributes' (components') vulnerability level. Within the framework of the study, it is proposed to distinguish four limit intervals with gradation into low, medium, elevated and high (Table 6).

Table 6. Limit intervals for assessing the company's employer brand attributes' (components') vulnerability level.

Level	Limit intervals	Characteristic
Low	$[0 - 3,0)$	Attributes (components) that have a low level of vulnerability are practically the basis of the company's employer brand formation. They are able to resist the negative influence of almost all environmental factors. Even in the case of a slight deterioration in values of their development level, they quickly recover. The company's managers have opportunities and make reasoned management decisions regarding their support and development.
Medium	$[3,0 - 4,0)$	Attributes (components) of this group have an average level of vulnerability. They can resist the factors of influence of the internal environment. But they feel the negative influence of certain factors of the external environment. They have an average recovery period, provided that management pays due attention and makes reasonable management decisions.

Elevated	[4,0 – 5,0)	Attributes (components) of this group have an increased level of vulnerability. They are very sensitive to the negative impact of factors in the company's environment both internal and external. They are characterized by a significant period of recovery of positive trends in development. It is worth paying attention to the fact that managers do not always consider these attributes (components) as key elements of the company's employer brand.
High	[5,0 – 6]	Attributes (components) of this group have a high level of vulnerability. Negative trends in their change are observed even under the minimal influence of organizational environment factors. They usually have a very long recovery period. Most management decisions do not contribute to their support and development. Regarding the attributes (components) of this group, it will be appropriate to use the strategy of their restructuring. Management must realize the need for change and prepare a program of measures. Its purpose is to ensure compliance of the level of development of attributes (components) with the established goals of the company's personnel management.

Stage 8. Development of the solutions' project aimed at reducing the company's employer brand attributes' (components') vulnerability level.

Approbation.

To illustrate the proposed methodical approach, an assessment of the company's employer brand attributes' (components') vulnerability degree was carried out using a conditional example (Table 7).

As we can see from the table 7 all employer brand attributes of the conventional company have an increased level of vulnerability. They are in the range from 4.0 to 5.0. In addition to the fact that they are quite sensitive to the influence of environmental factors, the company's management also pays insufficient attention to their formation and development. The obtained results require a more detailed analysis of the vulnerability of all attributes of the employer's brand by components. This will enable the management to develop a reasonable program of measures in the future.

The results of assessing the company's employer brand attributes' vulnerability by components are shown in the Tables 8-11.

The results of the analysis of the company's employer brand organizational attribute by components show that only "office location" received a characteristic with an average level of vulnerability. All other components of this attribute have an increased level of vulnerability. In particular, the company's management should pay attention to such components as "the company's position on the market" and "the degree of availability of information about the company for potential employees". Their assessment results suggest that they are approaching a zone with a high level of vulnerability.

Table 7. The value of the company's employer brand attributes' vulnerability level according to the criteria.

Employer brand attributes	The average value of the evaluations of experts (9 respondents) by criteria						Average weighted assessment of experts on the degree of vulnerability of attributes
	K1 <i>criticality</i>	K2 <i>accessibility</i>	K3 <i>renewability</i>	K4 <i>vulnerability</i>	K5 <i>effect</i>	K6 <i>recognition</i>	
	0.1421	0.0569	0.2560	0.2838	0.0991	0.1659	
Organizational attribute	3.14	4.14	4.87	5.21	5.12	4.28	4.6245
Functional attribute	3.57	4.21	4.52	5.12	4.89	4.64	4.6114
Economic attribute	3.43	3.86	4.26	5.09	4.72	4.51	4.4581
Psychological attribute	3.43	3.75	4.09	5.24	4.69	4.73	4.4844

Table 8. The value of the vulnerability level of the organizational attribute of the company's employer brand by components.

The company's employer brand organizational attribute's components	The average value of the evaluations of experts (9 respondents) by criteria						A weighted average estimate of the degree of vulnerability	Characteristics of the level of vulnerability
	K1 <i>criticality</i>	K2 <i>accessibility</i>	K3 <i>renewability</i>	K4 <i>vulnerability</i>	K5 <i>effect</i>	K6 <i>recognition</i>		
	0.1421	0.0569	0.2560	0.2838	0.0991	0.1659		
Organizational attribute								
the company's position on the market	4.68	5.21	4.23	5.21	4.61	5.27	4.8541	Π
recognition of corporate and consumer brands	4.84	4.84	3.57	4.67	3.61	4.19	4.2553	Π
degree of availability of information about the company for potential employees	3.81	4.26	4.85	5.27	4.28	4.68	4.7216	Π
image and reputation of top management	3.56	4.53	4.21	5.36	5.12	4.21	4.5684	Π
location and convenience of office location	3.24	3.51	3.29	3.58	3.11	3.12	3.3442	C

Table 9. The value of the vulnerability level of the functional attribute of the company's employer brand by components.

The company's employer brand functional attribute's components	The average value of the evaluations of experts (9 respondents) by criteria						A weighted average estimate of the degree of vulnerability	Characteristics of the level of vulnerability
	K1 <i>criticality</i>	K2 <i>accessibility</i>	K3 <i>renewability</i>	K4 <i>vulnerability</i>	K5 <i>effect</i>	K6 <i>recognition</i>		
	0.1421	0.0569	0.2560	0.2838	0.0991	0.1659		
Functional attribute								
the content of the work	3.56	3.62	3.12	3.65	3.25	3.23	3.4044	C
opportunities for training and professional development	4.58	3.98	5.36	4.12	3.64	3.87	4.4215	II
career growth prospects	3.62	4.54	5.21	4.73	5.12	4.52	4.7061	II
objectivity in the assessment of work by managers	4.52	3.86	3.61	3.54	5.36	4.97	4.1464	II
the possibility of participation in the adoption of operational and strategic decisions	3.97	3.67	3.27	3.31	3.29	3.24	3.4130	C

Table 10. The value of the vulnerability level of the economic attribute of the company's employer brand by components.

The company's employer brand economic attribute's components	The average value of the evaluations of experts (9 respondents) by criteria						A weighted average estimate of the degree of vulnerability	Characteristics of the level of vulnerability
	K1 <i>criticality</i>	K2 <i>accessibility</i>	K3 <i>renewability</i>	K4 <i>vulnerability</i>	K5 <i>effect</i>	K6 <i>recognition</i>		
	0.1421	0.0569	0.2560	0.2838	0.0991	0.1659		
Economic attribute								
salary level	4.57	5.24	4.87	3.85	4.29	4.12	4.3956	II
guarantee of employment stability	4.96	5.36	3.91	4.26	4.58	4.28	4.3837	II
work schedule	3.64	3.73	3.57	3.17	4.26	3.57	3.5575	C
working conditions and level of workplace organization	3.24	4.72	4.57	3.14	4.61	3.67	3.8557	C
social package	3.95	4.28	4.13	4.15	4.43	3.57	4.0712	II

Table 11. The value of the vulnerability level of the psychological attribute of the company's employer brand by components.

The company's employer brand psychological attribute's components	The average value of the evaluations of ex- perts (9 respondents) by criteria						A weighted average estimate of the degree of vulnerability Characteristics of the lev- el of vulnerability
	K1 <i>criticality</i>	K2 <i>accessibility</i>	K3 <i>renewability</i>	K4 <i>vulnerability</i>	K5 <i>effect</i>	K6 <i>recognition</i>	
	0.1421	0.0569	0.2560	0.2838	0.0991	0.1659	
Psychological attribute							
corporate culture	4.12	3.57	4.63	4.21	3.67	3.54	4.1196 II
the appearance of the compa- ny's office and staff	3.21	3.54	3.61	3.57	4.52	4.87	3.8508 C
socio-psychological climate of the team	5.87	5.21	5.57	4.87	5.34	5.23	5.3355 B
management style	4.64	3.68	4.28	4.98	5.17	4.39	4.6184 II
lack of nepotism	3.82	3.38	3.21	3.93	3.27	3.68	3.6068 C

As we can see from the Table 9 most components of the functional attribute have an increased level of vulnerability. According to experts, the average level of vulnerability was given to such components as: "content of work" and "possibility of participation in making operational and strategic decisions".

The results of the analysis of the economic attribute of the company's employer brand by components indicate that only "work schedule" and "working conditions and level of workplace organization" received a characteristic with an average level of vulnerability. The remaining components of this attribute have an increased level of vulnerability.

The analysis of the results of the assessment of the components of the psychological attribute revealed that, in fact, only the components "the appearance of the office and the company's personnel" and "the absence of nepotism" are sufficiently controlled by the company's management. Special attention should be paid to the component "social and psychological climate in the team". It received the characteristic of a high level of vulnerability.

3 Conclusions.

The transformation of human capital into a dominant strategic resource for economic growth and ensuring competitiveness requires poise in making appropriate management decisions. One of the priority directions for improving the company's position on the labor market and increasing the level of employee loyalty to the company is the

formation of a powerful employer brand. Modern business challenges are primarily related to instability and dynamic changes. They are difficult to predict. But we need to be ready for them.

Strengthening the validity of development prospects will be facilitated by the formation of appropriate methodological support for the processes of identifying bottlenecks in matters of the vulnerability of the employer brand, adapted to the specifics of making personnel management decisions.

The solution of the task set in the research allows to mathematically formalize the task of rating the attributes (components) of the employer brand according to the degree of their vulnerability. The results can be used by company managers to develop and substantiate strategic management decisions.

Therefore, the application of the algorithm (methodological recommendations) proposed in the study, based on the use of the adapted CARVER matrix, will allow company managers to rank individual attributes (components) of the employer brand according to the degree of vulnerability. It is this information that will serve as a basis for making reasonable management decisions in the process of developing measures and recommendations for the formation and development of a sustainable brand of the company's employer in the labor market.

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