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**SOLUTION OF PROBLEMS OF TRAINING AND RE-TRAINING OF  
INTERNET MARKETING SPECIALISTS WITH HIGH  
PROFESSIONALISM IN RA**

**РЕШЕНИЕ ПРОБЛЕМ ПОДГОТОВКИ И ПЕРЕПОДГОТОВКИ  
СПЕЦИАЛИСТОВ СФЕРЫ ИНТЕРНЕТ-МАРКЕТИНГА С  
ВЫСОКИМИ ПРОФЕССИОНАЛЬНЫМИ КАЧЕСТВАМИ В РА**



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**Abstract.** Human capital is the most valuable resource of any organization. Any organization needs highly qualified professionals, especially Internet marketers, taking into account the need to promote products and (or) services on an online platform that is growing day by day. According to job placement site [www.trud.com](http://www.trud.com), since March 2020 there has been a significant increase in the demand for internet marketers. For example, in 2021 there was a 251% increase in SEO jobs compared to March 2020, SMM professionals - 211%, copywriters - 210%, PR managers - 167%. **The purpose** of this article is to study the existing problems of training and re-training of highly professional internet marketing specialists in RA, to present proposals that will contribute to the most effective solution of these problems. **The topicality of the topic** of this article is due to the growing interest in Internet marketing specialists, as well as the lack of highly

qualified specialists in the market. **The object** of study is the system of training and re-training of highly professional specialists in RA, **the subject** is the ways of solving problems of the system, which ensure the development of training and re-training of Internet marketing specialists in RA.

**The scientific novelty** of the article lies in the fact that the results of the presented analysis and the solutions to the problems refer to the development of the RA market and its features.

As a basis for analysis, we have taken a number of well-known international and RA labor market electronic organizations reflecting the demand and supply of labor, their content, as well as specialist studies related to the preparation and training of specialists.

**Аннотация.** В любой организации наиболее ценным ресурсом является кадровый капитал. Каждая компания нуждается в высококвалифицированных специалистах, и особенно это касается интернет-маркетинга, с учетом ежедневно растущей необходимости продвижения товаров и (или) услуг на онлайн-площадке. По данным сайта по трудоустройству [www.trud.com](http://www.trud.com), с марта 2020 года наблюдается значительный рост спроса на интернет-маркетологов. Например, в 2021 году по сравнению с мартом 2020 года количество вакансий Старшего исполнительного директора (SEO) увеличилось на 251 %, SMM-специалистов — на 211 %, копирайтеров — на 210 %, менеджеров по связям с общественностью — на 167 %. **Цель** данной статьи заключается в изучении существующих проблем подготовки и переподготовки специалистов высокой квалификации по интернет-маркетингу в РА, и вынесении предложения по наиболее эффективному решению этих проблем. **Актуальность темы** данной статьи обусловлена растущим интересом к специалистам в сфере интернет-маркетинга, а также нехваткой на рынке специалистов с надлежащим уровнем квалификации. **Объектом** исследования является система подготовки и переподготовки высокопрофессиональных специалистов в РА, **предмет** же исследования состоит в нахождении пути решения системных задач, обеспечивающих

повышение уровня подготовки и переподготовки специалистов по интернет-маркетингу в РА.

**Научная новизна** статьи заключается в том, что результаты представленного анализа и пути решения проблем охватывают тему развития рынка РА и его особенности.

За основу анализа мы взяли ряд известных международных и электронных организаций рынка труда РА, отражающих кадровый спрос и предложение, их содержание, а также специальные исследования, связанные с подготовкой и обучением специалистов.

**Keywords:** internet marketing, efficiency, management, educational service, training of specialists, platform, website, analysis, issues

**Ключевые слова:** интернет-маркетинг, эффективность, управление, образовательные услуги, обучение специалистов, платформа, сайт, анализ, проблемы

**Introduction:** The socio-economic development of any country largely depends on how open the given society is to receiving new information, how it reacts to various innovations. At the current stage of economic development, competitors have the same resources, the methods of struggle are similar, that is why the issue of training and re-training human capital is one of the most important. In other words, today there is an objective need to improve, to develop human capital. In today's world, an organization or company is more a "producer" of knowledge than a product or service. This means that employees engage in knowledge creation, organizations become educators, and innovations become sources of newly created value. Intellectual capital becomes more competitive than physical assets or capital [2]. Along with all this, the most important thing in the current situation is the solution of the problem of training and re-training of specialists.

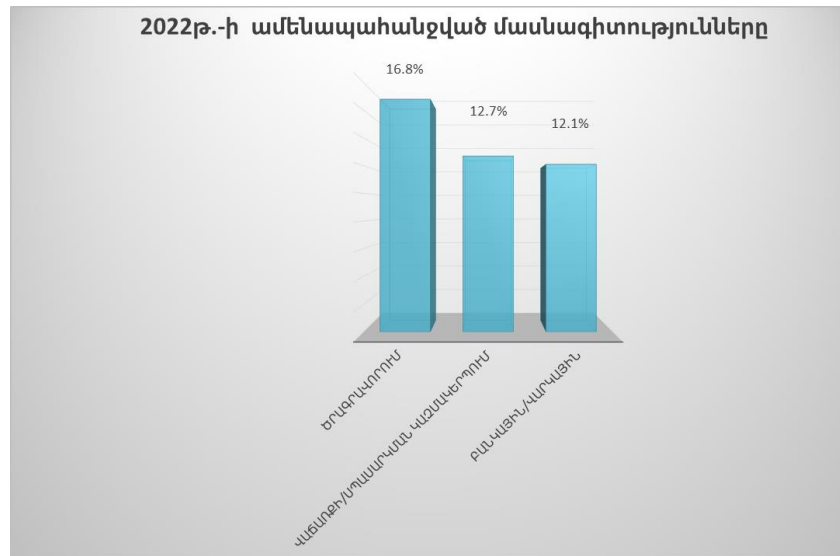
The system of training specialists can be divided into three main groups: basic or basic training, in-service training and training. Effective management of

that system implies a systematic, balanced approach and careful planning. The purpose of the training of specialists is to update and improve the knowledge and skills necessary for solving new problems, as well as to acquire new, more effective technologies for solving various projects, depending on the specialization that the representative of the given staff has. Similar trainings can be carried out through special seminars, trainings, webinars. In parallel with the development of Internet marketing, the culture of Internet marketing is not developing at the same pace, which is directly related to "personnel hunger", "brain drain" and a number of other problems, which are reflected and analyzed in this article.

**Analysis:** Today, digitization and higher education are two major systems that have an active influence on modern society. In the RA labor market, there is an increase in demand for those professionals who possess various digitalization tools and skills. The online career platform [www.staff.am](http://www.staff.am) analyzed its own data and the data collected by the platform team in 2021-2022 as a result of various studies, as a result of which the following were recorded:

- The total number of job announcements in 2021 and 2022 was: 40,000 job announcements.
- The most in-demand occupations in 2022 are shown in Figure 1

The most in-demand occupations in 2022 [3]



*(The most in-demand occupations in 2022, Programming-16.8%, Sales/Service organization- 12.7%, Banking/Loans-12.1%)*

Statistics show that the interest in Internet marketers is constantly growing, and the job market remains unchanged in relation to this demand. There are problems in the labor market today, which are related not only to the insufficient number of Internet marketers, but also to difficulties in the field of preparation and training of these specialists. As can be seen from the diagram in Figure 1, about 42% of all announced vacancies fall to IT companies. Moreover, companies in this field are actively filling their teams not only with specialists from the IT field (programming, quality management, DevOps, etc.), but also with specialists from other fields. For example, sales and customer service professionals, digital marketing and content creation professionals. Although the IT sector recorded a decline in 2022, it is still in the leading position with its activity. In 2022, the RA banks and universal credit organizations, as well as the telecommunications sector, the online services sector (Onex, Globbing, etc.), consulting companies registered an increase in activity. All this is mainly due to the flow of people who moved from the Russian Federation to Armenia [4].

Taking into account the above, the author made a special table, which reflected the researched problems of preparation and training of highly professional internet marketing specialists in RA and the ways of solving the situation arising from these problems.

In Table 1, we have identified the existing problems, the situation caused by the problems and the ways of solving them.

Table 1:

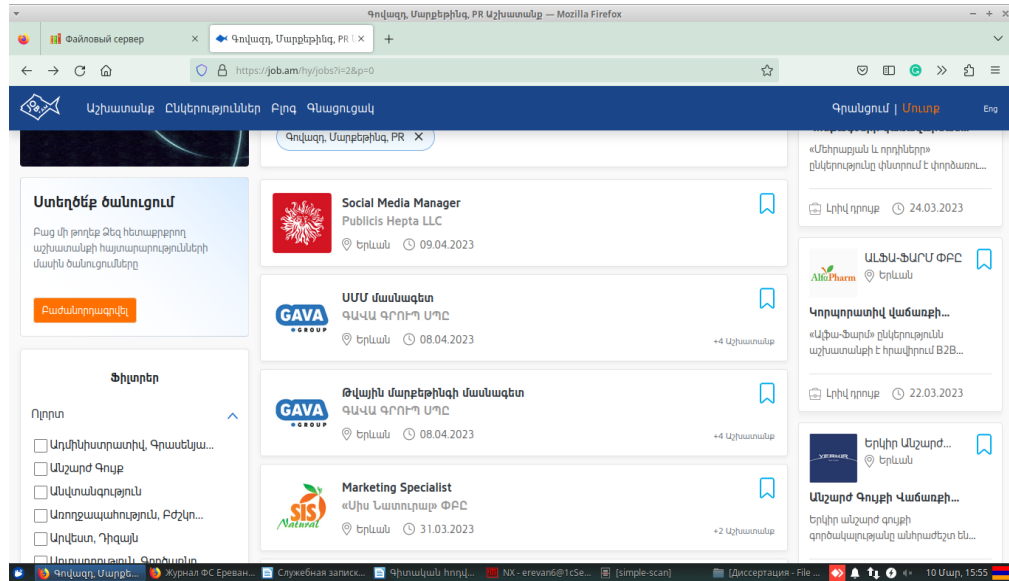
The situation and ways of solving the problems of training and training of high-level specialists in RA

Description of the problem	Ongoing situation	Ways of solving
Lack of internet marketers working on a broad spectrum	The market is flooded with specialists who know the narrowest tools of Internet marketing, but there are very few specialists who work in a broad spectrum.	Opening of "internet marketing" chairs in universities, implementation of professional programs and courses. State support in stopping the "brain drain" process.
Lack of a business process for hiring internet marketers	There is no clear list of skills and responsibilities required of an internet marketer.	The emergence of appropriate organizations that will facilitate the proper organization of this business process and, perhaps, the management of the business process of hiring more effectively
Absence of "internet marketing" specialty in higher educational institutions	One of the reasons for the lack of high-quality professionals	Opening of "internet marketing" chairs in universities
Incomplete development of the culture of media managers	The presence of personnel hunger	Availability of various webinars, seminars - online and offline, training funding

To study the first problem, we used three main online job search sites known in RA: [www.worknet.am](http://www.worknet.am) [5], [www.staff.am](http://www.staff.am) [6] and [www.job.am](http://www.job.am) [7]. For example, as a result of the "internet marketing" job search on the [www.job.am](http://www.job.am) online platform, there was not a single announcement that indicated an internet marketer with a broad spectrum. The search result is shown in Figure 1 [8].

Figure 1:

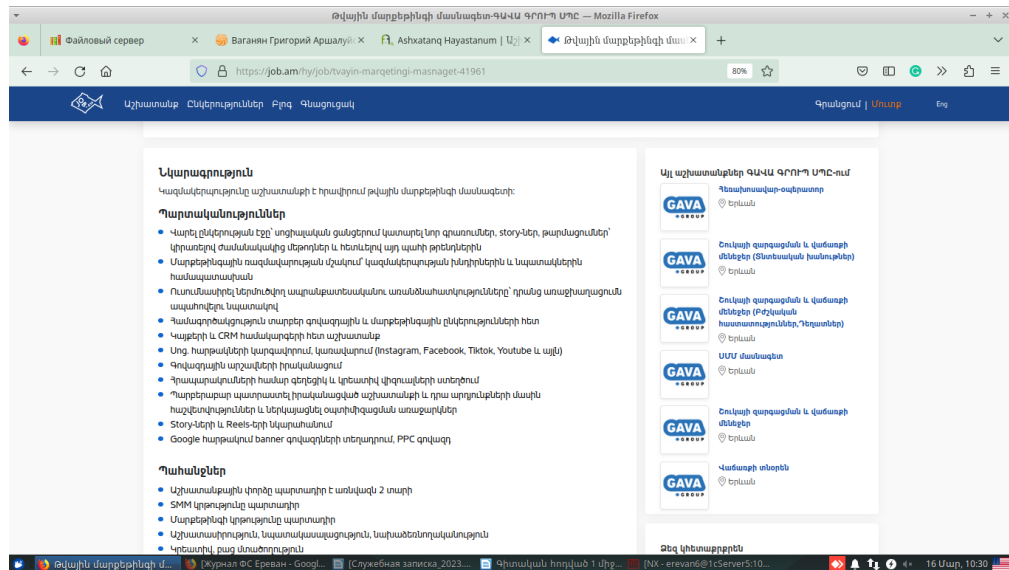
www.job.am "internet marketer" search result



*(Social Media Manager, Publicis Hepta LLC SMM specialist, GAVA GROUP LLC Digital marketing specialist, GAVA GROUP LLC Marketing specialist, Sis Natural CJSC)*

As can be seen in Figure 1, the definition of what employee is needed is not clearly stated. The requirements mentioned in the "Digital Marketing Specialist" announcement were computer and smartphone programming skills and SMM education, although there is no such thing as SMM education in RA today [9]. Figure 2 clearly shows the above.

"Digital Marketing Specialist" announcement



***(Description:***

*The organization is hiring a digital marketing specialist.*

***Responsibilities:***

*Managing the company page, making new posts, stories, updates on social networks, using modern methods and following the trends of the moment*

*Developing a marketing strategy in line with the organization's goals and objectives*

*To study the features of the imported product range in order to ensure their promotion*

*Cooperation with various advertising and marketing companies*

*Work with websites and CRM systems*

*Setting up and managing social platforms (Instagram, Facebook, Tiktok, Youtube, etc.)*

*Implementation of advertising campaigns*

*Creating beautiful and creative visuals for publications*

*Regularly prepare reports on the work carried out and its results and submit optimization proposals*

*Filming of Stories and Reels*



***Requirements:***

*At least 2 years of work experience is required*

*SMM education required*

*Marketing education required*

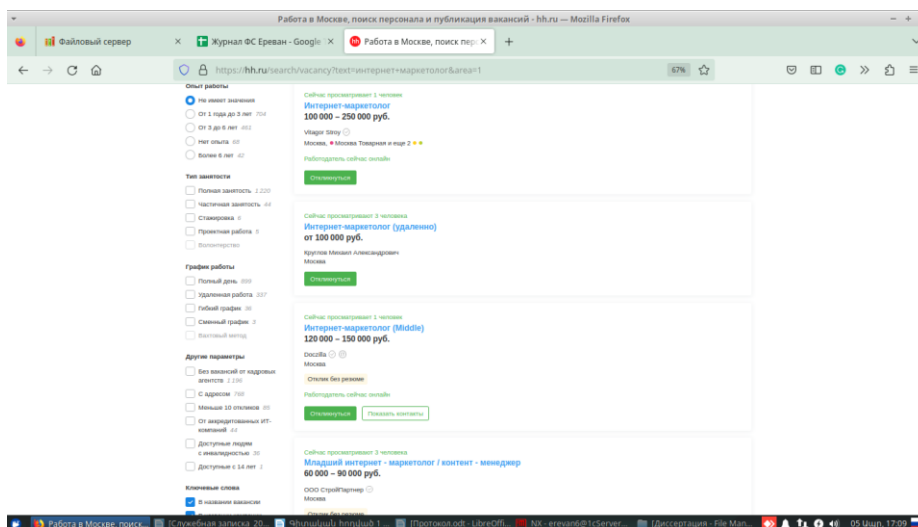
*Diligence, purposefulness, proactivity*

*Creativeness and open mindedness)*

As part of the studies of this article, we also conducted a study of the employee base. It turned out that, for example, on the website [www.worknet.am](http://www.worknet.am) there was no candidate with the specialization "internet marketer" [10], that is, internet marketer specialists with a wide range of knowledge were absent. There was both a supply and a demand for specialists who mastered a particular toolkit, but all employer statements and employee skills were repetitive. The skills that a good internet marketer should have are missing, and they can be conventionally divided into two groups: basic skills and professional skills. Basic skills include: communication skill, easy adaptation skill, analytical and creative approach. Professional skills include: mastery of analytical tools, copywriting, and time management [11].

For comparison, a search on one of the similar sites in the Russian Federation, [www.hh.ru](http://www.hh.ru) [12], found more than 15 organizations looking for "internet marketers" with a wide spectrum. The search results are presented in Figure 3.

www.hh.ru "internet marketer" search result



*(Internet marketing specialist, 100 000 – 250 000 rub.*

*Vitagor Story, Moscow*

*Internet marketing specialist (remote), 100 000 rub.*

*Kruglov Mikhail Alexandrovich, Moscow*

*Internet marketing specialist (Middle), 100 000 rub.*

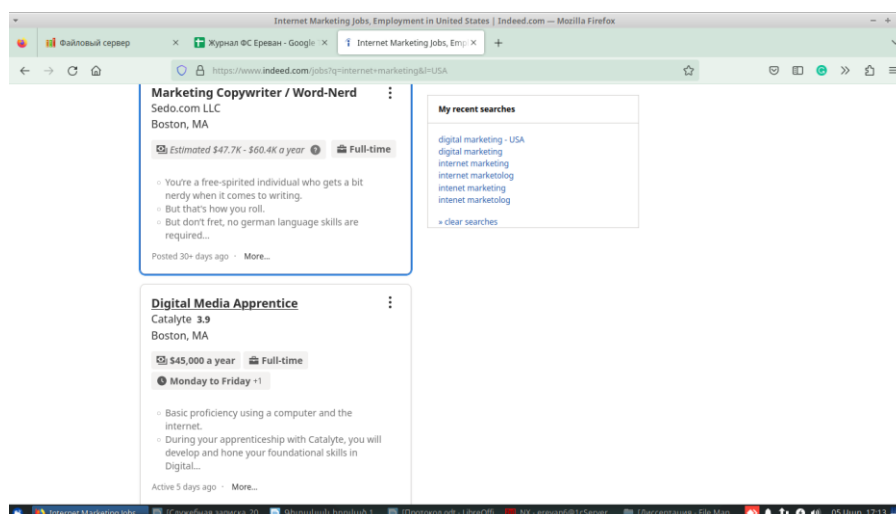
*Doczilla, Moscow*

*Junior internet marketing specialist / content manager, 60 000 -90 000 rub.*

*Stroy Partner OJSC, Moscow)*

And as a result of a search made on the well-known website www.indeed.com [13], which reflects the supply and demand of work in the USA, almost all the announcements looked for internet marketers who possess a wide spectrum and there were many specialists who mentioned the possession of a wide spectrum of skills. The search results are shown in Figure 4.

www.indeed.com "internet marketer" search result



Another unsolved problem that exists in the RA labor market and is directly related to the problem discussed in this article arises from this problem of the lack of Internet marketers with a wide spectrum. Inadequate formation and development of the culture of media managers in RA, lack of professionalism.

The next problem is the absence of a hiring business process: lack of coordinated stages. The lack of a clearly developed recruitment process in RA leads to both financial and time loss. The results of our studies show that almost all the announcements for the vacant position of Internet marketers are the same, because they are taken from the same source, that is, there are no clear requirements and skills that are expected from a future specialist.

The lack of highly qualified Internet marketers has a negative impact even after their employment. Hiring internet marketers is a special area that requires experience in the field of internet marketing itself. The difficulties and omissions are that the latter's qualifications are difficult to verify during the interview. And if we take the CV as a basis, then it does not express the necessary characteristics. The results of the analysis, based on the data of the website www.staff.am, show that limited skills and tools are generally indicated in the resumes of Internet marketers, in particular, working in Google Analytics and Google Awards,

mastering SEO basics, mastering SMM tools, mastering e-mail marketing tools, etc.

It is impossible to check these skills during an interview, and taking into account the limited previous experience, as well as checking is ineffective, if you are not mistaken, because any organization has its own goal, its strategy, relevant problems and the most effective promotion platforms. Since the indicators and standards for evaluating the effectiveness of Internet marketing are located within each organization and they are commercial confidential information, it is almost impossible to evaluate the success of the candidate.

Another important problem is that there is no separate specialty "internet marketing" in higher education institutions in RA. Today, there is not a single university, not a single faculty, where relevant knowledge is given on the effective online promotion of a product and (or) service. In RA, there is still no culture of clear separation of Internet marketers and marketers. In order to carry out his duties, an Internet marketer needs knowledge related to techniques, programming, and the use of Internet technologies, but all this is not enough, he also needs deep theoretical knowledge, which must be obtained at universities. As a result of all this, the training of specialists is more expensive for the organization, because there is no theoretical basis for newly graduated students. The results of the conducted studies show that even deep theoretical knowledge is not enough for the implementation of effective Internet marketing. As a result, there is a demand for competent and skilled internet marketers. The analysis of the works of candidates of sciences in the Supreme Certifying Committee show that high-quality specialists can carry out professional teaching preparation and training within the organization. Today, the Armenian State University of Economics (ASUE) has a department of marketing, specialists are trained in marketing communications, marketing research, and the Armenian-Russian (Slavic) University only has a separate marketing specialty in the master's program. For example, the French University of Armenia has a separate marketing department. In other words, today not all universities have a "Marketing" faculty, and a separate internet marketing

specialty is generally absent. For the 2022-2023 academic years the government allocated 22,000 places due to the number of licensed places of universities operating in RA. 13,887 applicants were declared, 11,587 participated in the joint examination, and 9,729 were admitted to universities, of which 1,670 were free. The Faculty of Law, Medical Affairs, and Public Administration were at the forefront in terms of the number of applicants [14].

**Conclusion:** The results of the conducted studies showed that there are problems that need to be solved in order to increase the effectiveness of training and re-training of highly qualified internet marketers in RA. There is a "personnel hunger" in the labor market, which many organizations in various fields have faced and continue to face. The "personnel hunger" today is also related to the constant emigration of enterprising, creative-minded, talented people aged 25-30, who are in high demand both in Europe and the USA. Emigration was and is associated mainly with low wages, poor working conditions, lack of job growth at work and other factors [15]. "Brain drain" has a negative impact on the labor market. It contributes to the deepening of "personnel hunger", which in turn has a negative effect on the training and training of personnel.

As a result of the digitization of the economy, the Covid-19 epidemic and the online transition, the lack of Internet marketers and the lack of appropriate qualifications appeared not only in Armenia. Along with this shortage, the demand for these professionals is increasing. As a result, the employer becomes an interested party, which makes the profession more interesting and attractive. Along with all this, professionals, on the contrary, simply choose to earn a job without additional knowledge or work experience, because there is a high demand. For the effective solution of the above problems, we suggest:

- To open appropriate specialized chairs in "internet marketing" specialty in universities and development of educational programs. This will allow the provision of more in-depth theoretical knowledge related to this profession, which will be accompanied by practical knowledge, that is, it is assumed that practical

courses on the implementation of online promotion of the product and/or service will fill the gaps;

- development and approval of appropriate standards for the preparation of specialists and the necessary education for the organization of the training process. We suggest using several training platforms in parallel, regardless of the experience of the given specialist. We recommend implementing training courses within the organization, both online and offline. Pay more attention to the purchase of online webinars and seminars, because such webinars can be attended by a larger number of specialists from different universities and cities;

- it is necessary to revise the system of recruitment and employment of specialists;

- we also suggest to use as a model open platforms of experimental internet marketers in RA, with open information for all companies, where the participants will share their experience and various proposals. For this, we have developed the appropriate platform structure and stages of creation or design. The proposed platform will enable online discussions and forums. The platform should also be available for students with appropriate specialization. The described proposal can solve the problems of preparation and training, as all participants of the ecosystem will be involved in their solution in RA. On the platform, we offer to post not only information about experience or successes, but also various scientific materials, trainings, programs, access to which will be free. The creation of such a platform will give a significant result, because not all organizations are ready to pay for webinars or trainings, and not all specialists are ready for additional financial investments.

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