

– the costs spent on the promoters' payment. Often, the goals of the company and promoters are quite different. The company primarily seeks to get regular customers, and the promoter only wants to distribute all products faster.

– the need to calculate the volume of the goods to be distributed otherwise the advertised product may not be on the shelves and it will not be possible to meet the customers' requirements.

– the behavior of the promoter. Excessive enthusiasm or indifference can scare potential buyers.

– the need for a clear understanding of where the target audience is.

Sampling is actively used as a method of sales promotion in Belarus. In particular, the sampling is quite common in the auto retailing as a test drive. In order to conduct test drives, the management of the holding company "Atlant-M" built a special track. And according to the guests of the route, such a spectacular presentation of the car will not leave indifferent the potential client, which ultimately can lead to the purchase. Quite a large number of domestic enterprises are engaged in sampling activities. The most common is tasting food industry. Sampling is one of the easiest ways to promote a product. In our country, there are even special companies engaged in conducting promotions based on sampling.

**Conclusion.** Thus, it is possible to draw a conclusion that despite the fact that sampling has its own advantages and disadvantages it can become an effective tool for promotion and sales increase, especially in conjunction with a good advertising company. Properly organized sampling will contribute to the growth of sales and brand awareness. However, this method has not yet found proper application in the practice of domestic producers.

#### REFERENCES

1. Marketch «Сэмплинг» [Электронный ресурс]. – Режим доступа: [http://www.marketch.ru/marketing\\_dictionary/marketing\\_terms\\_s/sampling](http://www.marketch.ru/marketing_dictionary/marketing_terms_s/sampling). - Дата доступа: 05.12.2018

2. Ikirov «Что такое сэмплинг?» [Электронный ресурс]. – Режим доступа: <https://www.ikirov.ru/news/16299-cto-takoe-sempling>. - Дата доступа: 12.03.2019

3. Openbusiness «Сэмплинг» [Электронный ресурс]. – Режим доступа: [https://www.openbusiness.ru/html\\_sovet/sampling.htm](https://www.openbusiness.ru/html_sovet/sampling.htm). - Дата доступа: 15.02.2019

УДК 331.108

#### HUMAN CAPITAL AS THE GREATEST ASSET

*Т.В. Мороз, студентка группы 10508114, ФММП БНТУ,  
научный руководитель – канд.пед.наук, доцент А.И. Сорокина*

*Resume – Few companies can now realistically be valued only in terms of their physical assets (factories, buildings, machines, equipment, implements, etc.), and in most business employees are a major influence on whether any profit is made. With computer-based technology competing companies can increasingly copy each other, and that it is people who make a company stand out from the crowd. So the experience, skills, knowledge and commitment of the workforce drive the business. But annual reports still effectively ignore a company's most important asset. How to correct the situation and help companies to understand the value of human capital?*

*Резюме – В настоящее время немногие компании могут реально оцениваться только с точки зрения их физических активов (заводы, здания, машины, оборудование, инвентарь и т. д.), и поэтому в большинстве предприятий сотрудники оказывают значительное влияние на получение компанией прибыли. Благодаря компьютерным технологиям конкурирующие компании могут все больше копировать друг друга, и именно люди позволяют компании выделиться из толпы. Таким образом, опыт, навыки, знания и приверженность сотрудников направляют бизнес. Но годовые отчеты все еще фактически игнорируют самый важный актив компании. Как исправить ситуацию и помочь компаниям понять всю ценность человеческого капитала?*

**Introduction.** Human capital represents a certain type of wealth. Human capital is people of a company. Human Resources Department is a lever which can help to manage this asset. If a company has such department which functions properly, it will lead to success.

Human capital is a collective stock of knowledge, skills, capabilities, expertise of employees which play an essential role in improving the productivity of the company [6]. Human capital is opposed to physical capital and it is the most important asset because just human capital is active asset of the company.

Human capital plays an important role in the success of the company. Nothing will happen until a person does something to make things happen. The company can have buildings, equipment, but they do not mean anything until a person starts to use them in his activity.

**The greatest asset of the company.** Company gets human capital hiring employees. It can improve human capital offering trainings, mentoring, moral and material support. Companies should consider each employee as an investment. But unfortunately, today we face managers who think that employees are costs.

To treat people as costs is demotivation of them. If a company invests money in its employees, for example, in training, it means that employees will work more efficiently. There is a proverb: "As the call, so the echo". So, if a company treats employee as the cost, then it will get the appropriate behavior. And on the other hand, if a company puts the relation "we invest in you, because we value you", then employee will respond accordingly and try, in turn, to give something in return [1].

Why should company invest in the human capital?

If all that was said above is not a reason for investment, there are some researches that have statistical data: a company with a career development program demonstrate up to 250 percent higher productivity according to Scales research brief; 86 percent of business and human resources leaders believe that they don't have an adequate leadership pipeline according to Deloitte research brief; retention is 25 percent higher for employees who have engaged in company-sponsored mentoring; the ROI for companies that invest in coaching is 7 times the initial investment according to Price Water House research study; only 51 percent of employees fell confident about retaining top talent as the economy improves according to World at work research study; a company with excellent cultural support for coaching have 13 percent stronger business results according to Bersin research brief [7]; in fact, only 32 percent of global leaders are confident their organization has the necessary leadership talent and skills to achieve their strategic goals, according to a recent Harvard Business Publishing Survey of global professionals [3].

All of this researches are actual statistic of real companies. There are a lot of companies that improve their productivity and profitability with help of investing in the human capital.

But how can we measure these investments?

Today word "metrics" is widely used to express changes in people's behavior and in their work. There is something special in this word. Figures are used here, not words. The company hires staff with the expectation that employees will create a new value, something essential. So, managers expect to return much more profit for each unit of employee's costs. Currently, metrics are used to explain what happens when a company invests money in an employee to develop his skills. In this case, we expect that he will do his job better, and this is valuable for us. This is the return on investment.

There are five parameters for measuring the return on investment: cost (amount of money which was spent); time which was spent on the job; quantity (for example, the amount of work which was performed); quality of work which was performed; and the last, is a human reaction (how the employee feels about the work which was done). And these five parameters you can use almost everywhere [1].

Example: TMI (Talent Management Intelligence) system. Today we need a holistic three-dimensional system. Talent Management Intelligence model is just such a system. Its integrity means that we analyze all the organization's functions, production, sales and distribution, customer service and administration, before a company decides on new investments. The three-dimensionality of Talent Management Intelligence model means that each investment considers structural, human capital and capital relationships. For example, Talent Management Intelligence model can be used to train employees of the customer service department. Usually, training is conducted irrespectively of other functions of the company. The trainer needs to link the content of the training program with production, sales and administration issues in the Talent Management Intelligence model. This encourages the customer service department to move away from those ways of interacting with customers that contradict the production schedule, promises of the sales department or administrative capabilities. The trainer thinks in three dimensions, striving to ensure that the effect of training is extended to both the organizational structure and the company's external relations and the worker's abilities [1].

**Conclusion.** Human capital is the most important asset of the company. Companies need it to take the next step in growth and innovation. Companies runs with the help of individuals who contribute in their own way in its success and productivity [4].

Human capital management is a complex and time-consuming process especially when a company accounts its employees as investment. The effectiveness of the human capital management means the disclosure and using of the potential of each employee to achieve the company's goals with the optimal investment in the company's available resources. In the current economic conditions the building of this process, its inclusion in the overall system of business management and providing the necessary information can become a key development zone for many enterprises for the next few years [2].

## REFERENCES

1. Человеческий капитал — самый важный актив компании // Центр гуманитарных технологий [Электронный ресурс]. — 2006. — Режим доступа: <http://gtmarket.ru/laboratory/doc/3264>. — Дата доступа: 13.03.2017
2. Персонал как ключевой ресурс: как выстроить управление максимально эффективно. Журнал «Управляем предприятием», №11. [Электронный ресурс] — ноябрь, 2015. — Режим доступа: <http://upr.ru/>. — Дата доступа: 20.03.2017

3. Harvard Business School's Executive Education program: Why human capital is your company's greatest asset. [Electronic resource]. — Quartz Media LLC, 2016. — Mode of access: <https://qz.com/403391/why-human-capital-is-your-companys-greatest-asset/>. — Date of access: 15.03.2017
4. Taylor, D. H.: People are our greatest asset – you just can't say it. [Electronic resource]. — People and Performance, Learning and Measurement, Human Capital and Talent Management, 2007. — Mode of access: <https://donaldhtaylor.wordpress.com/2007/03/20/people-are-our-greatest-asset-%E2%80%93-you-just-can%E2%80%99t-say-it/>. — Date of access: 10.03.2017
5. Gal, A.: Human capital is the most important resource an organization can have as it has a direct and significant impact on the organization's success. [Electronic resource]. — LinkedIn, 2014. — Mode of access: <https://www.linkedin.com/pulse/20140626161002-293796165-human-capital-is-the-most-important-resource-an-organization-can-have-as-it-has-a-direct-and-significant-impact-on-the-organization-s-success>. — Date of access: 10.03.2017
6. MSG Experts: Human Capital Management - Meaning and Important Concepts. [Electronic resource]. — Management Study Guide, 2017. — Mode of access: <https://www.managementstudyguide.com/human-capital-management.htm>. — Date of access: 12.03.2017
7. Tiao, S.: Our Tips Revealed: Employee Development Program Best Practices. [Electronic resource]. — Chronus Blog - May, 2014. — Mode of access: <http://chronus.com/blog/tips-revealed-employee-development-program-best-practices>. — Date of access: 14.03.2017
8. Coates, G. Human capital: should employees appear on company accounts / G. Coates // AQA Business Studies. — February, 2001. — №1. — P. 15-17.

УДК331.108

## PERSONNEL POLICY AND BUSINESSSTRATEGY MISTAKES

*Е. А. Новогран, студентка группы 10503117, ФММП БНТУ,  
научный руководитель – старший преподаватель Г.В. Прибыльская*

*Resume – This article discusses the features of personnel policy and describes its goals and objectives. The typology of personnel policy is presented. The main mistakes made in the development of a company strategy affecting its success are shown. Recommendations to improve the strategy of the enterprise are given.*

*Резюме – В данной статье рассматриваются особенности кадровой политики и описываются ее цели и задачи. Представлена типология кадровой политики. Показаны основные ошибки, допущенные при разработке стратегии компании, влияющей на ее успех. Даны рекомендации по улучшению стратегии предприятия.*

**Introduction.** The market economy requires finding the solution to many problems. To solve this problem, solutions and tasks are needed, as well as to achieve their goals. The development strategy of the enterprise, as well as the policy framework, is based on the internal resources and traditions of the enterprise, as well as the capabilities of the external environment.

**Main part.** Personnel policy is a set of instructions, regulations and standards. This is a complete and integrated model with regard to personnel behavior. The staff, namely the staff. In turn, the organization consists of managers at all levels of management and personnel service. Personnel policy that is not based on administrative aspects of working with the state, and takes into account all economic factors and efforts aimed at ensuring that staff provide effective work by encouraging.

The tasks that require personnel policy decisions may be as follows:

- 1) a focus on the convergence of the interests of the enterprise and the employee.
- 2) pursuit and conquest of high productivity
- 3) an improvement of production efficiency
- 4) an acquisition of the organization of the most cost-effective results at low cost
- 5) team cohesion and a favorable climate for staff.

Additional objectives of personnel measures are divided into several types:

1) Economic goals - is to ensure the competitiveness of the enterprise, attracting profits and minimal costs. Personnel solutions to optimize the ratio of labor productivity and personnel costs.

2) Social goals are formed in order to improve living and working conditions, labor costs, social security.

It also allows you to select its various types.

Typology of personnel policy:

–Active (rational) is divided into closed and open KP. In the open access, any qualified worker without his previous work experience, which has drastic differences with a closed KP, which involves the promotion of an employee in the service only in case of dismissal of the previous one.

–Passive - has no clearly defined actions, and the whole solution is to reduce the consequences for the company.