

Having analyzed the table, we can say that the advantages of outstaffing outweigh the disadvantages. An increase in the organization's performance indicators, and along with it, the investment attractiveness of the business, is an advantage of the outstaffing anti-crisis management tool. Outstaffing is not a tax avoidance scheme, but an absolutely legal mechanism optimization of the organization's expenses (including tax). Outstaffing is not safe, and in many cases it is also economically unprofitable. Before using this scheme, the employer must carefully evaluate all its pros and cons. However, this type of service is gaining popularity in the Russian market.

Conclusion. So, we can conclude that with a proper correlation of personnel costs, it is possible to develop and implement a strategy for personnel management, in which the use of a flexible tool for crisis management outstaffing will achieve the desired economic efficiency, contributing to the exit from a crisis situation, achieving a new level of the organization's life cycle and ensuring its competitiveness in the market.

Thus, the use of outstaffing is relevant for modern companies, because it provides a number of advantages reducing time spent on personnel records management; reducing the number of employees in the staffing table; reducing the risk of claims from trade Union bodies, labor disputes and related costs, etc.

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ADVANCED TRAINING AND RETRAINING OF PERSONNEL AT THE ENTERPRISE

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Summary - This article is devoted to the issues of training and retraining of personnel at the enterprise. Potential benefits and shortcomings of retraining of personnel are marked out. The main directions of retraining of personnel as key capacity of the enterprise and also various aspects of expansion of retraining of personnel as one of the main tools of an unstable situation in the enterprises are revealed. On the basis of this research the author offered the strategy of retraining of personnel.

Резюме - В данной статье рассмотрены вопросы подготовки и переподготовки кадров на предприятии. Выделены потенциальные выгоды и недостатки переподготовки кадров. Выявлены основные направления переподготовки персонала как ключевого потенциала предприятия, а также различные аспекты расширения переподготовки персонала как одного из главных инструментов нестабильной ситуации на предприятиях. На основе данного исследования автором предложена стратегия переподготовки кадров.

Introduction. Nowadays one of the main personnel problems of enterprises is training and retraining of employees. Recently this has been a necessary measure. Training of employees becomes a critical factor in the competitiveness and success of any organization. Our country needs a national strategy for training personnel for high-tech industries.

Main part. Currently there is an urgent need for highly qualified workers. First of all, it is connected with rapidly developing advanced technologies and the emergence of automated workplaces. Everywhere there is a technique that can replace manual work, so there is a need for young specialists, who can quickly and easily master new technologies.

In those activities in which specific knowledge is rapidly devalued and lost in relevance, it is very important to constantly conduct training of employees. This applies primarily to personnel management. In the conditions of rapid development of management theory and practice, it is necessary to constantly learn new management methods, including specific techniques and approaches.

Modernization of production requires training of easily adaptable workers, who are ready to change the level of their qualification and the degree of responsibility. They must be prepared to cope effectively with new professional functions and be able to perceive these changes as an integral part of modern developing production.

According to the production and technical purpose, training of personnel can be divided into: training of new personnel; retraining and training of personnel; advanced training.

The latest technology and innovative ideas will never be effective and bring maximum benefits without highly efficient work, proper training and qualified human resources.

A retraining course is needed in order to repeatedly acquaint staff to the skills that they had previously learned, or to teach new skills and theoretical knowledge. This type of training can be conducted annually or more often.

The ability of people to think and communicate with each other leads to the development of their relationships. Therefore, another factor that affects the productivity of employees is the internal environment of the company. It is important for the implementation of the successful production process of the enterprise to create a favorable internal environment of the company.

There is a close connection between employee's qualifications and labour efficiency: the higher the grade, the higher the productivity. It is obvious that a skilled worker will spend much less time to perform the job than a less skilled worker on the same job. The highly qualified employee quickly and effectively learns new equipment, technology, methods of labor organization. Thanks to their higher education and professional training such workers are able not only to perform their task qualitatively, but also to understand the specifics of a particular operation, that allows them to avoid most of the difficulties arising from the employee during the production cycle of the enterprise.

Potential benefits of training of personnel:

- development of creative approaches, the emergence of new ideas;
- training of mind and memory;
- combination of workplaces;
- assimilation of new knowledge, other people's experience.

Risks in training of personnel:

- poor quality or inappropriate training;
- lack of interest of the employee;
- lack of opportunities for the implementation of acquired knowledge and skills.

There are several stages of training and advanced training of employees (figure 1).

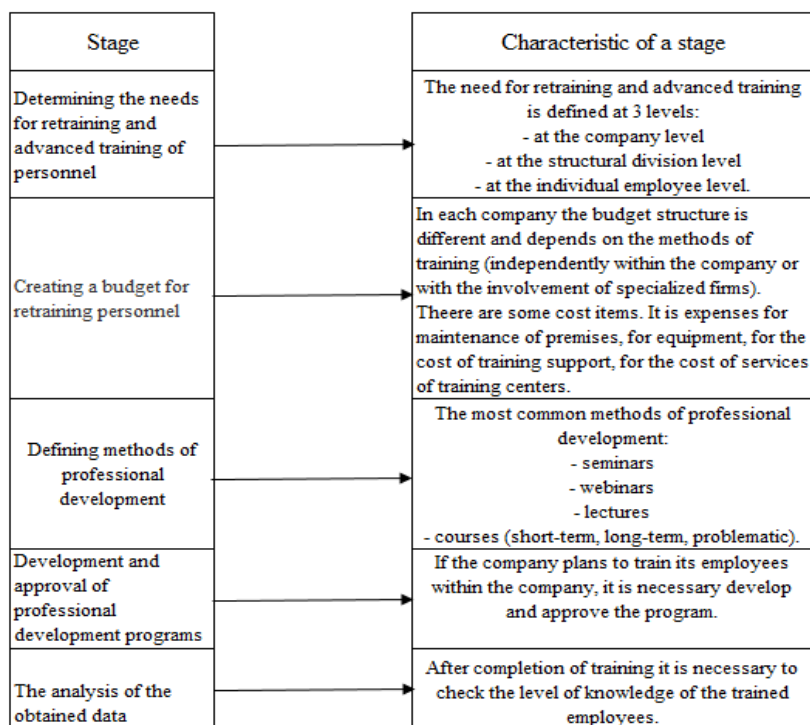


Figure 1 –The main stages of training and advanced training of employees

Source: author 's own development

The importance of training and retraining of employees in the company is widely recognized in the business world. There are a number of reasons that require training and retraining of employees:

- increasing the cost of labor as a production resource;
- influence of competitors requires a reducing costs, respectively, more efficient use of labor resources;
- technical changes requiring mastery of the latest knowledge;
- lack of qualified workers at the national level;
- preparation of employees for a higher position;
- development of the potential of workers to meet the needs of the highest levels;
- social responsibility of the company for its employees;
- emergence of new production workers.

The training and retraining strategy includes:

- CSWS system (the combination of study and work in the specialty);
- distance learning (training courses, testing);
- E-education technologies.

Conclusion. No matter how difficult and contradictory retraining of employees may seem, it is necessary to prepare them for changes in working conditions, for example, modernization of production.

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THE PERSPECTIVES OF OUT-OF-HOME ADVERTISING DEVELOPMENT - DIGITAL BILLBOARD ADVERTISING

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Summary - The outdoor advertising business is developing at a high speed due to the main function of advertising - the achievement of the main goals of marketing communications. This article will consider one of the newest types of advertising - advertising on digital billboards.

Резюме – Бизнес наружной рекламы развивается с высокой скоростью, что обусловлено основной функцией рекламы – достижение главных целей маркетинговых коммуникаций. В данной статье будет рассмотрен один из новейших видов рекламы – реклама на цифровых билбордов.

Introduction. Outdoor advertising is only one of several media which the advertiser can use to convey his selling message to the consumer. One of the possible out-of-home advertising forms is digital billboard advertising. Digital billboards (also known as electronic billboards) represent the biggest development in out-of-door advertising in the last decades. Digital billboards are computer-controlled electronic displays with technological capabilities.

Main part. There are over 2.5 million digital billboards all over the world, half of which belong to the USA, 35 % - to Asia and the rest are located in Europe. The necessity for the continuous development of advertising is essential since the market rivalry is growing rapidly. Taking into consideration that this article offers the implementation of innovative technology of out-of-home advertising to Belarusian market the relevance of this work is self-explanatory. The research novelty lies in the lack of digital billboard advertising information on the Russian-speaking market. The drive of this article is to show the digital billboard advertising effectiveness.

When choosing an outdoor advertisement the customer needs to analyze omnifarious advertisement variations and to find the most effective one by comparing their advantages and disadvantages. The main benefits of digital billboard advertisements are the possibility of conducting short-term advertising campaigns; budget savings on logistics, installation and dismantling; online monitoring the status and quality of the content at any time of the day; additional attention of the target audience through the use of animated digital special effects. However, a huge concern point is the price of digital billboard. Despite the fact that the initial cost of an ad purchased on an LED display is higher than on a static billboard, the return on investment is much higher when using an LED ad. An Arbitron Digital Billboard study found that almost one in five people discussed an ad that they saw on digital billboards with other people. In addition, advertising on digital billboards turned out to be one of the cheapest options compared with other advertising media (f. e. TV, newspapers). Moreover, all expenses are totally justified and they are going to show a meaningful return on investment. When investing in a digital advertising medium there is no need for the owner of the advertising structure to hire additional staff, rent/buy cars for transporting people and special equipment for assembly work, and provide installation materials which saves a coin. Moreover, advertising on digital billboards is more expensive. Consequently, from advertising, the distributor receives a large profit, even though he pays 3-6 times more.

The effectiveness of static billboards was revealed by analyzing the websites of companies that offer to place such advertisements on the streets of Minsk. Given the fact that digital advertising billboards are almost not common in Belarus, there is no information about their effectiveness. Therefore, the statistical data of an American company- Arbitron - was used in the study of the audience. The results of the study showed that 21% of people who saw advertisements on digital billboards visited the store for advertisements, compared to 8% when viewing static advertisements on billboards. Moreover, when placing an advertisement for a sale on a digital billboard, 17% of people visited this sale. If advertising was placed on a static billboard, only 6% of people visited the sale.

Conclusion. In conclusion, despite the frightening prices for the installation and placement of advertising on them, the recouperment of digital billboards varies from three to five years depending on the number of workers, their wages and prices for the rental of installation equipment. In Belarus, it can be argued that there are almost no companies that install digital billboards, despite the fact that the demand for them, even today, is very high. Considering all the data obtained in this work, it can be argued that digital billboards are more expedient to install on the streets of Minsk and placing advertisements on them is a more effective type of outdoor advertising, compared to static billboards.

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