

Summing up, we can say that the theory of human capital, which has been studied and supplemented for many years, does not lose its relevance in our time. An important indicator of the application of this theory in practice, the HDI, shows that the total income over the life of 56% of children born on the planet today will be more than half lower than the potential. One of the reasons is the low efficiency of investments made by governments in the population of their countries, which do not contribute to the formation of a healthy, high educated workforce, ready to work in the jobs of the future.

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THE JAPANESE CONCEPT OF LEAN PRODUCTION: POSSIBILITY OF IMPLEMENTATION IN THE BELARUSIAN ECONOMY

In a market economy the constant goal of any enterprise is to maximize profits and minimize costs. In such conditions, the search for the most rational production approach becomes a priority. Facing harsh competition, a modern entrepreneur cannot afford to neglect the costs of his company, there is a need to improve the quality of products, increase labor productivity, change the structure of manufacturing. So, one of the most progressive solutions to this problem is the Japanese Lean (Lean Manufacturing) management concept. The founder of this provision is Taiichi Ono, a well-known engineer who organized the production system at Toyota in the 1950s. It was based on the principle of eliminating all possible losses. Hidden losses are divided into seven categories: losses on 1) overproduction; 2) defects; 3) movements; 4) transportation; 5) excess stocks; 6) excessive processing; 7) waiting [1].

The concept of Taiichi Ono includes a plurality of system elements:

1. single product flow
2. kanban

3. total productive maintenance (TPM)
4. 5S system
5. single-Minute Exchange of Dies (SMED)
6. kaizen
7. poka-yoke (“foolproof”) a method of preventing errors
8. just in time [2].

The implementation of the lean production program involves five key principles: Value, The Value Stream, Flow, Pull, Perfection.

It should be noted that this practice is not widespread in post-Soviet countries. According to experts, only 10% of their enterprises resort to the constant use of Lean, and about 80% are not even aware of its existence. In Belarus, you can find only a few organizations that have adopted lean manufacturing. Among them are “European Machine-Building Company”, JV LLC “Svyatovit”, UE “PALLADA” and UE “Belkommunmash” in Minsk, Engineering Center “EnCata” in Drazhna. There are many cases when spreading this practice, entrepreneurs faced financial difficulties or did not fully realize the importance of this system. It was also a mistake to try to implement only certain elements of the system, in the hope of achieving significant results with minimal efforts. That is why a detailed analysis and study of Lean will determine the main nuances and subtleties of its implementation in the Belarusian economy.

I would like to draw attention to the fact that work on promoting Lean in Belarus is still underway. BelProjectConsulting, which organizes educational awareness-raising seminars and provides specialized materials and articles [3], has reached great results in this area.

The international company World Class Manufacturing also provides assistance in efficiency improvements. One of its most important developments is a calculator for estimation of the production indicators Lean relies on [4].

Many researchers and consultants have argued that Training Within Industry (TWI) is the secret link between lean manufacturing tools and humans. TWI helps realize and maintain the benefits that have been made possible through the use of lean manufacturing tools. This program was developed in the United States to meet the needs for production staff during World War II [5].

In recent years, Lean has acquired the status of an international economic language that breaks down barriers between different cultures. The high efficiency of the concept led to its worldwide popularity and great distribution. However, the term “lean production”, which is well understood by a Western customer, often causes confusion among our compatriots. The United States certainly has become reliable evidence of the high efficiency of the system. Here more than 2/3 of the companies actively apply Japanese methods in practice. The success of the lean concept is also confirmed by statistics. According to the Lean Enterprise Institute, American enterprises were able to reduce the number of various defects by 90%, reduce production costs by 75%, optimize the use of production facilities by 10-25%, minimize the production cycle to 90% and decrease inventory by 90% [6]. The figures speak for

themselves: in terms of the Belarusian economy, we are talking not just about the possibility, but rather about the need to implement the Lean concept.

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DOWNTOWN REVITALIZATION

The purpose of the work is to highlight the issue of moving people from small towns.

According to the latest data of population census, 77.5% of Belarusians chose to live in cities rather than in towns, this is exactly the level of urbanization in Belarus [1, p.1]. Our republic is not the only country that faces this problem. Internal migration in Belarus reflects the global trend towards urbanization. America is also looking for the ways to return to a full life in towns. In Washington for the purpose of downtown revitalizing “A guidebook for revitalization” was made [2, p.1-2]. It includes 7 several steps for to re-invigorating and strengthening neighborhood centers of economy, culture, and history through a smart growth approach to development. It can expand economic opportunity within your community, and create a culture of engagement, help your region grow without compromising open land or working farms. It can also make your town stand out within your region as a destination to shop, dine, visit, move to or invest. They are as follows:

STEP 1 Understand your community. The first step in any revitalization process is to understand your community’s context. First, look at the past. What is your