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## **EXPERIENCE OF HUMAN CAPITAL DEVELOPMENT IN UKRAINIAN COMMUNICATION COMPANIES: SCIENTIFIC AND PEDAGOGICAL APPROACHES**

**Abstract.** The purpose of the article is analysis of the current trends in the development of the communications and informatization sector of Ukraine; analysis of the trends in consumer behavior of clients of communications companies; analysis of human capital theories and results of customer surveys and identification of companies' personnel development areas; identification of components of client-oriented model of professional competence development of personnel. Practical output of the results consist of a program of client-oriented development of personnel, which has been tested in 5 companies and which involved more than 700 participants, its goals and stages; and recommendations on effective implementation of such programs for the personnel of communication companies.

It is found out that modern trends of development in the sector of communication and informatization of Ukraine are: an increase in revenues from the provision of services, an increase in the dynamics of revenues from the provision of mobile communications services, changes in the structure of consumption and consumer preferences, intensive introduction of technological innovations, reduction of the number of fixed communication services subscribers, increase the number of consumers of machine-to-machine interaction services, increase the level of market competition. Changes in consumption patterns and consumer preferences have emerged (increased use of mobile Internet (including video content, messaging, online services, electronic administrative services), increased consumers' demand for converged telecommunications services, machine-to-machine services, and requirements for quality of service.

Based on theoretical analysis (analysis of human capital theories) and customer surveys using the SERVQUAL method, it is found that the content of the development of professional competence of the personnel of the companies in the sphere of communication should cover the content related to the specifics of client behavior, means of strengthening the loyalty of existing customers and preventing their outflow, customer interaction technologies that lead to a high level of satisfaction with the quality of service; the goals of such development are the development of client-orientation of the personnel.

The program of development of client-orientation of the personnel is offered, which covers mastering of materials of distance courses, participation in trainings and post-training support of participants, their self-development. The experience of conducting such programs has made it

possible to formulate recommendations for their effective implementation and to ensure effective client-oriented behavior of personnel: the need to use remote interactive learning technologies; ensuring specific organizational and pedagogical conditions — increasing the level of motivation for the continuous development of professional competence; updating the content of professional competence development on the basis of the model of competences; use of blended learning, coaching and simulation technologies; implementation of post-training support of the participants in order to increase the effectiveness of using the acquired skills in a professional context.

**Keywords:** competitive advantages, personnel development, human capital, communication company, training, work-based learning.

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## **ДОСВІД РОЗВИТКУ ЛЮДСЬКОГО КАПІТАЛУ У КОМПАНІЯХ СФЕРИ ЗВ'ЯЗКУ УКРАЇНИ: НАУКОВО-ПЕДАГОГІЧНІ ПІДХОДИ**

**Анотація.** Метою статті є аналіз сучасних тенденцій розвитку сфери зв'язку та інформатизації України, аналіз тенденцій у зміні споживацької поведінки клієнтів компаній сфери зв'язку; аналіз теорій людського капіталу та результатів опитування клієнтів та виокремлення напрямів розвитку персоналу компаній; виокремлення компонентів клієнтоорієнтованої моделі розвитку професійної компетентності персоналу. Практичне значення статті полягає у представленні програми розвитку клієнтоорієнтованості персоналу компаній сфери зв'язку, яка є апробованою у 5 компаніях та у якій взяли участь більше 700 працівників, її цілей та етапів; презентація рекомендацій щодо ефективної реалізації програм розвитку клієнтоорієнтованості персоналу компаній сфери зв'язку.

З'ясовано, що сучасними тенденціями розвитку сфери зв'язку та інформатизації України є збільшення доходів від надання послуг, зростання динаміки доходів від надання послуг мобільного зв'язку, зміни у структурі споживання та споживацьких переваг, інтенсивне впровадження технологічних інновацій, скорочення кількості абонентів фіксованого зв'язку, збільшення кількості споживачів послуг міжмашинної взаємодії, зростання рівня конкуренції на ринку послуг зв'язку. З'ясовано, що відбулись зміни у структурі споживання та споживацьких переваг (збільшення використання мобільного Інтернету (у тому числі відеоконтенту, месенджерів, онлайн послуг, електронних адміністративних послуг та сервісів), підвищення попиту споживачів на конвергентні

телекомунікаційні послуги, послуги міжмашинної взаємодії, а також підвищились вимоги щодо якості надання послуг та якості обслуговування.

На основі теоретичного аналізу (аналізу теорій людського капіталу) та проведення опитування клієнтів за методикою SERVQUAL з'ясовано, що зміст розвитку професійної компетентності персоналу компаній сфери зв'язку має охоплювати контент, пов'язаний зі специфікою клієнтської поведінки, засобами укріплення лояльності існуючих споживачів, запобігаючи їх відтоку, технологіями взаємодії з клієнтами, які зумовлюють високий рівень їх задоволеності якістю обслуговування; цілями такого розвитку – розвиток клієнтоорієнтованості персоналу.

Запропоновано програму розвитку клієнтоорієнтованості персоналу, яка охоплює опанування матеріалами дистанційних курсів, участь у тренінгах та посттренінговому супроводі учасників, саморозвиток працівників. Досвід проведення таких програм дав змогу сформулювати рекомендації щодо ефективної їх реалізації та забезпечення результативної клієнтоорієнтованої поведінки персоналу: необхідність використання дистанційних інтерактивних технологій навчання; забезпечення специфічних організаційно-педагогічних умов — підвищення рівня мотивації до безперервного розвитку професійної компетентності; оновлення змісту розвитку професійної компетентності досліджуваної категорії на основі моделі компетенцій; використання технологій змішаного навчання, коучингових технологій та технологій моделювання діяльності; здійснення посттренінгового супроводу учасників процесу з метою підвищення результативності використання набутих навичок у професійному контексті.

**Ключові слова:** конкурентні переваги, розвиток персоналу, людський капітал, компанії сфери зв'язку, підвищення кваліфікації, навчання на виробництві.

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## **ОПЫТ РАЗВИТИЯ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА В КОМПАНИЯХ СФЕРЫ СВЯЗИ УКРАИНЫ: НАУЧНО-ПЕДАГОГИЧЕСКИЕ ПОДХОДЫ**

**Аннотация.** Целью статьи является анализ современных тенденций развития сферы связи и информатизации Украины, анализ тенденций в изменении потребительского поведения клиентов компаний сферы связи; анализ теорий человеческого капитала и результатов опроса клиентов и выделение направлений развития персонала компаний; выделение компонентов клиентоориентированной модели развития профессиональной

компетентности персонала. Практическое значение статьи заключается в представлении программы развития клиентоориентированности персонала компаний сферы связи, апробированной в 5 компаниях, в которой приняли участие более 700 работников, ее целей и этапов; презентация рекомендаций по эффективной реализации программ развития клиентоориентированности персонала компаний сферы связи.

**Ключевые слова:** конкурентные преимущества, развитие персонала, человеческий капитал, компании сферы связи, повышение квалификации, обучение на производстве.

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**Introduction.** The current situation in the markets for goods and services in Ukraine is characterized by a constant increase in competition, changes in consumer behavior, purchasing preferences and purchasing power of consumers, a constant change in the quantitative characteristics of markets (their capacity, supply and demand ratio of similar goods and services, or changes in substitute services), legislative framework, socio-demographic trends etc. These factors reinforce the need for companies to constantly search for sources of competitive advantage to strengthen their position and expand their presence in the markets.

**Analysis of research and problem statement.** Today, the sector of communication and informatization of Ukraine is one of the priority and strategically important sectors of the economy. It provides strategic interests and needs of public administration, being a powerful reserve for the growth of our country's economy, ensuring the development of entrepreneurial activity, job creation, as well as stimulating innovative component in social development, since the sustainable development of information and communication infrastructure is an important prerequisite for entry into the global information and economic space, access to global information resources, and thus improving the living conditions and population quality of life [1, с. 43].

Comprehensive research of scientific problems in the sphere of communication and informatization lies within issues of its strategic development (I. Stankevich, V. Tigareva [17]); socio-economic problems of development of the studied sphere (O. Kuznetsova, O. Slobodyanyuk, O. Urikova [8], V. Momot [10]); some economic and managerial aspects of functioning of the communications industry as a whole and individual companies (V. Orlov, Ya. Guzenko [11]); strategic issues of innovative development of telecommunication companies (V. Piliushenko, I. Arakelova [12]; Y. Liakh, N. Kasyanova [9]); problems of development of the competitive environment in communications services markets and its regulatory mechanisms (N. Klymenko [6], V. Koval [7], O. Soldatenko [16], O. Tsunder [20]). However, there is little to no research on the study of the human capital development of companies as a source of their competitive advantage.

The purpose of the article is analysis of the current trends in the development of the communications and informatization sector of Ukraine; analysis of the trends in consumer behavior of clients of communications companies; analysis of human capital theories and results of customer surveys and identification of companies' personnel development areas; identification of components of client-oriented model of professional competence development of personnel; development of a program of client-oriented development of personnel; presentation of recommendations on effective implementation of such programs for the personnel of communication companies.

**Research results.** Professional competence of companies' personnel is of great socio-economic importance, because their continuous professional development, scientifically substantiated approaches to its implementation, appropriate forms of organization and modern pedagogical technologies of implementation make it possible to increase the level of professional competence of personnel, its ability and readiness for permanent self-improvement in response to today's rapidly changing technological, economic and societal challenges.

Speaking about the need to solve a number of problems at the national level, it should be noted that in the process of defining the strategic framework of national development of Ukraine, an inclusive process of adaptation of the UN Sustainable Development Goals has been started, their tasks have been contextualized and the following leading directions have been identified: fair social development, sustainable economic growth and employment, implementation of infrastructure

projects and effective management [19]. Therefore, the strategic priorities of the state concentrate on several pivotal points:

- quality education (ensuring the availability of quality of vocational education, introducing the concept of continuing education to ensure productive lifelong employment, overcoming digital inequalities, ensuring that education meets the needs of social development);
- decent work and economic growth (ensuring sustainable GDP growth through the development of innovations, improving the efficiency of production processes, the implementation of a structural and innovative model of development, the formation of the innovation axis of priority industries, the modernization of existing infrastructure);
- industry, innovation and infrastructure (in particular ICT development, Internet accessibility) [19].

The strategic development goals of the state, which are formulated in the Mid-term Plan of Priority Actions of the Government of Ukraine until 2020 [13], provide the conditions for sustainable economic growth, in particular by «creating the preconditions for the development and widespread introduction of innovations» with the further transition to the digital economy. Another goal is the development of human potential, in particular by «creating opportunities for citizens to intriduce their potential». Another topical issue that needs to be addressed at the national level is the need to increase the capacity — capacity building — of Ukraine’s communications and IT sector, in particular through the development of human resources.

Although intensive activities are underway to support the development of the information society and the information sphere [3], Ukraine still has average indicators of the development of the specified sphere and a significant technological backlog in the development of technologies (Internet access by the standards of the latest generations of communication (3G, 4G, 5G) [33, 3]. In addition, the industry is characterized by significant diversification in both the range of services provided to consumers, the structure of revenues from the provision of services, and the number and specific activity of service providers [2, 18].

The results of the analysis of sources [4, 5, 29, 30, 32] allow us to identify the leading trends in the development of the sphere of communication in Ukraine:

- increase in total revenue from service provision (total revenue in 2018 amounted to UAH 62 billion, which is 10.2% more than in 2017);
- significant growth in the dynamics of revenues from the provision of mobile services (in 2018 it was 11% compared to 2017);
- changes in consumption patterns and consumer preferences (increased use of mobile Internet (including video content, messaging, online services, electronic administrative services), increased consumer demand for converged telecommunications services, machine-to-machine, M2M) and Internet of Things (IoT) services;
- retention of 61.9% of mobile communications share in total industry revenues; for the first time in the structure of such revenues, revenues from the provision of Internet access services predominate;
- fast implementation of technological innovations (in particular, deployment of fourth generation (4G) telecommunication networks with the use of IMT radio technology in 1800 MHz 2600 MHz bands; implementation of convergent fragmentation solutions within fixed and mobile communication; use of modern high-performance switching equipment capable of serving multiple numbering zones);
- reduction in the number of fixed line subscribers (as of 01.01.2019 the number of fixed telephone subscribers was 6 069 thousand units, which is 15.5% or 1112 thousand units less than as of 01.01.2018);
- reduction of the index of provision of the population with mobile communication due to the refusal of use of several SIM-cards of different operators by subscribers (as of 01.01.2019 was 128 units per 100 inhabitants, which is 19 units less than in the similar 2017);
- increase in the number of consumers of machine-to-machine (M2M) services and Internet of Things (IoT) services;

- increase in the level of competition in the market of telecommunication services (in 2018, 611 new entities are included in the Ukrainian Register of operators and telecommunications providers, including 243 telecommunications operators and 368 telecommunication providers; as of 01.01.2019 there were 982 valid licenses for telecommunications activities).

The state policy in the sector of communications is carried out in accordance with the laws of Ukraine «On telecommunications», «On postal communications» and is based on clearly defined principles: development of competition in the telecommunications market and the market of postal services in the interests of consumers; introduction of world achievements, involvement, use of domestic and foreign material and financial resources, the latest technologies, managerial experience; control over the quality of telecommunication services and customer satisfaction; tariff regulation; creation of favorable organizational and economic conditions for attracting investments; protecting the interests of consumers [14]. State policy is aimed at demonopolization and development of competition, protection of interests of consumers in the aspect of prevention of uncontrolled increase of tariffs, maintenance of inadequate quality, and also on introduction of innovative technologies and best management practices.

Considering the level of competition in the fixed, mobile and computer services market, it should be noted that the peculiarity of these markets determines the possibility of revenue flow between these markets. As technological development determines the possibility of creating substitute products, migration of consumers and revenues between these markets is likely. As customer behavior is inertial and is determined by many factors, such as ease of use, quality of service, habitual services, so maintaining competitive positions in the markets, decreasing the outflow of consumers in connection with the emergence of substitute products becomes a decisive activity of communication companies [1, c. 134]. The modern challenges for the communications sector are increasing the level of competition in the respective markets, changing consumer behavior and purchasing power of consumers, changing the quantitative characteristics of the market (its capacity, supply and demand of similar goods and services or services-substitutes), changes in legislation framework, social trends, etc. Significant competition in the telecommunication services market necessitates the search for sources of competitive advantage of companies in order to strengthen their own positions and expand their presence in the market. In terms of similarity of technological conditions and tariffs, often the main source of competitive advantage of operators is within the business process of «sale of services and customer service» and the professional competence of the personnel working at sale services and customer services departments. The most telecommunication operators abroad concentrate their efforts on interaction with clients, creating an environment for comfortable and personalized service, considering service as the main source of their competitive advantages [30, c. 8; 43]. Thus the content of the development of their professional competence should cover content related to the specifics of customer behavior, means of strengthening the loyalty of existing customers, preventing their outflow, technologies of interaction with customers, which lead to a high level of their satisfaction with the quality of service.

In management theories (situational theory of leadership (Fiedler, 1971 [28]; Graen, 1970 [31]; Orris, 1970 [31]; Marletta, 1970 [31]), human centred paradigm of business (Capra, 1993 [23]; Ray, 1993 [37]; Ostenberg, 1993 [35]; Collins, 1993 [24]; Perras, 1993 [24]), theory of organizational culture (Denison, 1990 [26]; Shane, 1995 [27]) is emphasized that, in modern conditions, the competitiveness of enterprises to a lesser extent depends on the uniqueness and quality of products and services; the main source of competitiveness is human capital, in particular its knowledge, motivation, commitment, attitudes towards the company. Scientists point out that purposeful actions on continuous professional development of personnel are the main factor of economic growth, competitiveness and productivity, and in the long term — development of innovative potential of economy and factor of its sustainable development [25, c. 3]; considerable

attention should be also paid to work-based learning as a factor in the development of human potential, professional identity and high self-esteem [40, c. 3].

In the theory of human capital development (G. Becker [21], J. Mintzer [34], T. Schultz [38]), the potential of personnel for professional development is regarded as a resource that can be compared with the resources by which the enterprise operates, as fixed assets, financial resources, etc. Investing in human capital development enhances individual and organizational performance; therefore, the constant development of professional competence of personnel through training is a factor not only in improving their (personnel) performance, but also in their high loyalty to the organization. Considering the economic component of investing in the development of human capital, G. Becker makes the assumption that, at the organization level, it makes sense when the competencies specific to such organization has to be improved. On the other hand, investing in the development of more general competencies is advisable at the individual level, which in the future will create opportunities for career advancement and higher compensation [21, c. 17]. An alternative is the assertion that it is necessary to invest in the development of those components of professional competence that affect the generation of revenue [42, c. 34]. The key ideas that should be incorporated into the concept of professional competence development of personnel, in our opinion, are: the need for comprehensive development of components of professional competence; isolation and purposeful development of those components of the professional competence that directly affect the performance of their activities and the generation of revenues of the company.

It is also should be considered the specific features of the personnel of the communications companies: the employee is aware of himself/herself as a integrated personality; he/she is at the highest level of socialization, has greater life and professional experience, which is a strong motive for developing responsibility for the work performed; his/her willingness (motivation) for learning is determined by the desire to solve not only his/her professional problems, but also the social and psychological ones that arise in the process of professional interaction; he/she is focused on the immediate utilization of the knowledge and skills acquired; his/her educational activity is largely determined by the need to make optimal professional decisions, and therefore the subject of his/her interest is the basic principles of choosing such decisions [15, c. 27].

We consider client-orientation by personnel as their ability to provide such interaction with customer that provides the company with additional revenue and loyalty of existing customers through a deep understanding of their needs. In order to substantiate the components of professional competence of the personnel, we have created a model of competencies — a set of competencies that meet the requirements for an employee in a specific position and are necessary for the qualitative fulfillment of their functional duties. For this purpose, the author's methodology was used [1], the essence of which was the implementation of theoretical analysis (analysis of researches' findings and functional analysis), the method of expert evaluation (in particular, the method of critical incidents, SERVQUAL, foresight), which made it possible to generate a wide range of individual competencies of personnel. Using the SERVQUAL methodology (98 clients of PJSC «Ukrtelecom» and PJSC «Ukrposhta» from Khmelnytsky, Chernivtsi, Kyiv, Kharkiv, Kherson oblasts were respondents of the survey) we received a set of key characteristics of personnel needed for quality performance of functional duties, as well as models of behavior, attitudes, and personality traits that have been demonstrated in the interaction and that affect clients' high level of satisfaction (*Table 1*).

Table 1

Components of a client-oriented model of professional competence  
(for personnel of communications companies)

| №  | Name of competence component | Indicators of competence  |
|----|------------------------------|---|
| 1. | Value-motivational component | Attentive attitude towards clients; orientation in interaction with customers on building long-term relationships and maximizing satisfaction of their needs; willingness to solve consumer problems; cooperation with clients; focus on binding consumer inquiries to their advantage. |

|    |                         |   |
|----|-------------------------|---|
| 2. | Psychological knowledge | Knowledge of psychology of client behavior.   |
| 3. | Professional skills     | Knowledge of methods of work with customers; ability to apply customers retention techniques; knowledge of methods of quality customer service in accordance with company standards.  |
| 4. | Communicative skills    | Ability to establish interaction with clients; demonstration the skills of active listening (listening to client's point of view, asking questions to identify the needs of the customer, activating the conversation, the ability to hear and understand the in-depth/real needs of the client); the ability to establish contact with the customer for effective interaction. |

Source: [1].

For the development of these components of professional competence, a program was developed that was implemented in 2014—2018 by a number of companies (PJSC «Ukrtelecom», PJSC «Ukrposhta», DEPS Solutions, PE «Network», etc.). The program was implemented in 3 stages (*Table 2*). Each stage was aimed at achieving clearly defined goals (*Table 3*). In total, more than 700 people attended this program. Each participant had to: master the materials of e-learning courses (which made it possible to develop a cognitive component of professional competence, to create the knowledge base of skills, to develop practical-oriented knowledge and the ability to apply the acquired knowledge in specific conditions of professional context); participate in training activities (the result of this stage was the improvement of appropriate skills, formation values, visions, experience); participate in post-training support (which allowed to deepen relevant skills, prevent loss of knowledge, increase motivation to apply the acquired knowledge in professional activity).

Table 2

**Stages of client-oriented model of personnel professional competence development**

| Stage           | The purpose of the stage  | Form of training      |
|-----------------|---|-----------------------|
| <b>Stage 1.</b> | Mastering basic knowledge of the subject, acquiring the knowledge base of future skills.  | E-learning course     |
| <b>Stage 2.</b> | Development of skills to use basic tools of professional behavior in practice.  | Training              |
| <b>Stage 3.</b> | Implementation of acquired knowledge/skills in practical activities; developing skills/unconscious competence in applying the learned approaches in practice; supporting the motivation to use the acquired skills. | Post-training support |

Source: [1].

For the development of professional and psychological knowledge the e-learning course «Quality service as a competitive advantage. Building effective customer relationships» was created. The course provides such topics as: high quality service as a tool for improving the competitiveness of the company; approaches to creating a system of quality customer service; best practices in telecommunication services; components of quality customer service; key indicators of quality service; prevention of complaints and their use to improve the quality of customer service; types of relationships with customers; the application of customer relationship management (CRM) approaches in the company; key factors for forming and strengthening consumer loyalty; effective sales tools; customer service standards; psychology of interaction with clients; customer orientation as a key value in the customer service process.

In order to develop professional and communication skills, a training program «Service Standards» was developed. The purpose of the training was to master the corporate standards of service and sales, to develop skills to build interaction with customers and create a positive atmosphere of communication, to acquire constructive tactics of interaction with clients. The program provides such topics as: the purpose and objectives of corporate standards of sales and service; developing skills to establish contact with customers in accordance with corporate standards; techniques for identifying customers' needs; techniques of presentation of benefits of products and services; techniques for dealing with customers' objections; negotiation skills with clients; psychotechnology of work with clients; stress management and employee self-regulation;



management of psychological factors while working with customers; tactical techniques for constructively solving complex communication situations; conducting an effective presentation.

Table 3

Objectives for developing the professional competence of the personnel in communications companies

| Operational objectives  | Results expected  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Development of client orientation.</li> <li>2. Development of customer relationship.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Demonstration of client-oriented behavior.</li> <li>2. Willing to build customer engagement.</li> </ol>   |
| <ol style="list-style-type: none"> <li>1. Increasing the level of professional knowledge and their introduction into professional activity.</li> <li>2. Improvement of the level of psychological knowledge and their introduction into professional activity.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Relevant application of acquired professional knowledge in a professional context.</li> <li>2. Relevant application of acquired psychological knowledge in a professional context.</li> </ol> |
| <ol style="list-style-type: none"> <li>1. The development of professional skills and their relevant adaptation to the conditions of the current problematic situation of the professional context.</li> <li>2. Development of communication skills and their relevant adaptation to the conditions of the current problematic situation of the professional context.</li> </ol> | <ol style="list-style-type: none"> <li>1. Relevant application of professional skills in a professional context.</li> <li>2. Relevant use of communication skills in a professional context.</li> </ol>                                 |

Source: development by authors.

In order to deepen the knowledge acquired during the training process, to improve the skills, to apply them effectively in a professional context, within 4 weeks after the end of the training, post-training support of the training participants is carried out.

The development of professional competence of personnel will be effective if providing such pedagogical conditions as: increasing participants' level of motivation for the continuous development of professional competence; design the content of training on the basis of the model of competences; use of blended learning, coaching and simulation technologies; implementation of post-training support in order to increase the effectiveness of utilizing the acquired skills in a professional context.

**Conclusions.** Modern trends of development in the sector of communication and informatization of Ukraine are: an increase in revenues from the provision of services, an increase in the dynamics of revenues from the provision of mobile communications services, changes in the structure of consumption and consumer preferences, intensive introduction of technological innovations, reduction of the number of fixed communication services subscribers, increase the number of consumers of machine-to-machine interaction services, increase the level of market competition. Changes in consumption patterns and consumer preferences have emerged (increased use of mobile Internet (including video content, messaging, online services, electronic administrative services), increased consumers' demand for converged telecommunications services, machine-to-machine services, and requirements for quality of service. Significant competition in the telecommunication services market necessitates the search for sources of competitive advantage of companies in order to strengthen their own positions and expand their presence in the market. In terms of similarity of technological conditions and tariffs, often the main source of competitive advantage of operators is within the business process of «sale of services and customer service» and the professional competence of the personnel working at sale services and customer services departments. In a highly competitive communication market, client orientation is one of the most important sources of competitive advantage for companies. As customer-orientation is the ability of personnel to build specific engagement within the «client-company» system, the development of this capability in line with company service standards should be the focus of ongoing attention. It was defined a set of key characteristics of personnel needed for quality performance of functional duties, as well as models of behavior, attitudes, and personality traits that have been demonstrated in the interaction and that affect clients' high level of satisfaction — attentive attitude towards clients; orientation in interaction with customers on building long-term relationships and maximizing satisfaction of their needs; willingness to solve consumer problems; cooperation with clients; focus on binding consumer inquiries to their

advantage, knowledge of methods of work with customers; ability to apply customers retention techniques; knowledge of methods of quality customer service in accordance with company standards, ability to establish interaction with clients; demonstration the skills of active listening (listening to client's point of view, asking questions to identify the needs of the customer, activating the conversation, the ability to hear and understand the in-depth/real needs of the client); the ability to establish contact with the customer for effective interaction.

The proposed program of development of client orientation of personnel is complex and allows to guarantee the development of client oriented behavior and to introduce it in the process of performing work functions. It includes e-learning courses (which made it possible to develop a cognitive component of professional competence, to create the knowledge base of skills, to develop practical-oriented knowledge and the ability to apply the acquired knowledge in specific conditions of professional context); training activities (the result of this stage was the improvement of appropriate skills, formation values, visions, experience); post-training support (which allowed to deepen relevant skills, prevent loss of knowledge, increase motivation to apply the acquired knowledge in professional activity). The development of professional competence of personnel will be effective if providing such pedagogical conditions as: increasing participants' level of motivation for the continuous development of professional competence; design the content of training on the basis of the model of competences; use of blended learning, coaching and simulation technologies; implementation of post-training support in order to increase the effectiveness of utilizing the acquired skills in a professional context.

In our further scientific research we are planning to focus on assessing the cost-effectiveness of training activities of the personnel of communication companies and the return on such investments.

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