

The following options can be used to use the experience economy in B2B [2]: person analysis, when we offer personalized solutions at the request of a client or hold exclusive events for key partners; emotional networking in an informal setting or positive feedback from partners; technologies for impressions in the form of virtual production tours, the use of augmented reality to present a product or service; unexpected service gestures which competitors do not have, for example, a quick solution to problems without bureaucracy, valuable gifts.

In B2B, impressions are not about "entertainment", but about a personal approach, for example, when we know the "pain points" of a partner and offer exactly what he needs; about exclusivity, when we do things for an important partner that we have not offered others; about emotional resonance, when it is pleasant to work with us even if it comes out a little more expensive financially.

The following are two of the most revealing successful case studies of impression economics [3]:

Cisco created a simulation of cyber attacks for top managers who had to make decisions and see the consequences in real time.

Boeing conducted a private test flight experience of new airliners for airline buyers, while they could practice flying such an aircraft in a simulator and choose the interior design in an augmented reality application.

Thus, the experience economy in the B2B sector has ceased to be a marketing exotic, becoming a strategic tool, the use of which is becoming commonplace in highly competitive markets. The experience economy in the context of the B2B sector is about emotional capital, which makes potential customers our partners. If you as a business want to win in the long run, you need to invest in the interaction experience!

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**Aleksandr Gorodnik**

Science tutor *N.A. Mikhailova*  
BSEU (Minsk)

### **MANAGEMENT ON THE EAST: TRADITIONS, INNOVATIONS, AND GROWTH STRATEGIES**

Business success in the modern world depends not only on innovative technologies and effective management but also on understanding cultural differences. Eastern business models, rooted in centuries-old traditions, have demonstrated remarkable adaptability and growth in global markets. The aim of this article is to explore how

Eastern management systems balance traditions with innovations and implement effective growth strategies to ensure long-term success.

Eastern management practices, particularly in China, Japan, and South Korea, emphasize respect for traditions and hierarchical structures. Confucian values, which stress harmony, loyalty, and respect for authority, have shaped management systems in these countries. In China, managers adopt a paternalistic leadership style, where senior executives are seen as mentors guiding the team. In Japan, the concept of “wa” (harmony) promotes teamwork and consensus, while in South Korea, hierarchical relationships define the corporate environment.

One of the distinguishing features of Eastern management is the emphasis on collective responsibility. Decisions are made collectively, ensuring that team members align with the company’s vision and values. This approach cultivates a strong sense of loyalty and long-term commitment among employees, contributing to organizational stability and sustainable growth [2].

Despite the deep-rooted traditions, Eastern management systems have successfully integrated innovations and modern technologies to remain competitive. Companies in China, Japan, and South Korea are at the forefront of adopting artificial intelligence (AI), automation, and big data analytics to optimize business processes. For example, Chinese tech giants like Alibaba and Tencent leverage AI to personalize customer experiences and improve supply chain efficiency. Similarly, Japan’s Toyota has revolutionized the global automotive industry with its lean manufacturing system and just-in-time production approach, setting benchmarks for operational efficiency worldwide [1].

In South Korea, innovation is driven by a strong emphasis on research and development (R&D). Companies like Samsung and LG continually invest in technological advancements to maintain a competitive edge in global markets. These innovations not only enhance productivity but also position Eastern companies as leaders in diverse industries.

Eastern management approaches prioritize building long-term relationships and nurturing trust, which are essential for sustained growth. In China and Japan, business partnerships are built on mutual understanding and respect, with contracts often serving as flexible agreements that adapt to changing circumstances. This relationship-oriented approach fosters collaboration and loyalty, ensuring that business partners remain committed to common goals.

Another important growth strategy involves investing in human capital. Eastern companies place a strong emphasis on employee development, providing continuous training and mentorship to ensure that their workforce remains skilled and adaptable. Japanese corporations, in particular, focus on lifelong learning and skill enhancement, which prepares employees to adapt to evolving business landscapes.

Furthermore, diversification and globalization have played a significant role in the expansion of Eastern businesses. Chinese companies, for instance, have pursued aggressive international expansion through mergers, acquisitions, and strategic alliances. Similarly, South Korean corporations have built extensive global networks, leveraging their technological expertise to gain a foothold in new markets.

While Eastern management models have achieved remarkable success, they also face challenges in adapting to rapidly changing global environments. One of the primary challenges is balancing traditional hierarchical structures with the need for greater flexibility and agility. As companies navigate digital transformation and globalization, fostering a culture of innovation and adaptability is essential.

Moreover, addressing ethical business practices and enhancing corporate social responsibility (CSR) are critical for maintaining trust and reputation in international markets. Eastern companies that successfully integrate ethical principles into their management frameworks will strengthen their global standing and sustain long-term growth.

To conclude, Eastern management systems offer a unique blend of tradition and innovation, creating a strong foundation for sustainable growth in the global marketplace. By integrating technological advancements, fostering long-term relationships, and investing in human capital, Eastern companies continue to shape the future of global business. As the global economy evolves, understanding and adapting to the strengths of Eastern management practices will be key to achieving long-term success in international markets.

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**Alexey Grinko**

Science tutor *L.V. Bedritskaya*  
BSEU (Minsk)

### **COGNITIVE DISTORTIONS AND PARADOXES IN MARKETING**

There are several pricing techniques that are successfully used in marketing nowadays. Some of them are well known, for example using the price of 9.99 rubles instead of 10. There are also other instances: many people are unaware that we often perceive prices like 1800 and 2200, or 800 and 1200, as being nearly identical, despite the significant difference between them. It is precisely these paradoxical situations in the world of marketing that are going to be discussed.

The purpose of this work is to identify and systematize the key paradoxes and cognitive distortions influencing consumer behavior and the effectiveness of marketing strategies in the modern environment.