

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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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.

Cognitive distortions are systematic errors in thinking or deviations in judgment that occur in certain situations. They arise from people's tendency to hold certain beliefs and follow their own preferences instead of evaluating information objectively [1].

One of the primary tools in marketing is Framing effect. Companies strategically frame their messages to steer consumers towards favourable decisions. This technique finds application in both Product Presentation and Price Framing.

Positive Framing is emphasizing the benefits of a product which can sway consumers toward a positive outlook. For example, promoting a product as "90% fat-free" instead of "10% fat" can drastically alter its perception.

Negative Framing might be conversely utilized to underscore the potential losses or risks associated with not opting for a particular product or service. "Don't miss out on this exclusive offer" creates a sense of urgency, implying a potential loss and nudging potential customers to take action. Moreover, presenting prices in a particular manner can affect how consumers perceive value. Of the most use is left-digit effect.

By strategically framing content, products, and messages, businesses can influence consumer behavior and drive engagement, and ultimately, business success [2].

Binding (or anchor) effect. The anchoring effect is a powerful tool that many companies use to boost brand perception and make customers feel like they are making an incredibly lucrative deal. This effect occurs because our initial exposure to a number influences our perception of subsequent numbers. For example, if you first present a product with a price of \$1000 and then showcase its features before revealing that it only costs \$250, customers will feel they are getting a much better deal than if you simply told them it cost \$250 from the start. A brilliant example of this is Steve Jobs' iPad presentation, where he initially floated the idea of a \$999 price tag before dramatically slashing it to \$499 [1].

One more peculiar research examines how consumers judge a product's effectiveness based on its legal status. It has found that consumers tend to believe legal products are less effective than illegal ones. Even when observing identical, objective product outcomes, consumers perceive reduced product benefits from a product described as legal. When a product is legal, consumers infer that the government allows broad access to it, which they associate with lower product strength — both smaller positive effects and smaller negative effects. This research demonstrates that these beliefs influence consumer choice and, consequently, health and economy of illegal product consumption overall [3].

Rating research reveals that stars and Arabic numerals retailers use to present product ratings are deceptive. It was found experimentally that consumers overestimate fractional star ratings and underestimate fractional Arabic numerals (e.g., 3.5). The overestimation of graphical ratings arises from the visual-completion effect: when the visual system perceives an incomplete image of a star, it instinctively activates the complete image, causing consumers to anchor their magnitude judgments on rounded-up numbers. Conversely, the underestimation of Arabic numeral ratings stems from the left-digit effect, which leads consumers to anchor magnitude judgments on rounded-down numbers. Thus, both star and Arabic numeral ratings are systematically misestimated by

consumers, with the extent of misestimation varying based on the fractional value and the star-filling technique employed [4].

There are many more examples. The more open and transparent a company is about its brand's potential shortcomings, the more customers trust it is likely to acquire. The well-known paradox of choice, when an excessive abundance of choice paralyzes the buyer. The Quantum Paradox or Marketing Uncertainty Principle: the more precisely we can measure marketing, the more uncertainty surrounds consumer behavior.

In conclusion, cognitive distortions and paradoxes are all around us. Effective strategies for attracting and working with clients require careful consideration of these biases, particularly the framing and anchoring effects. Yet, it is important to understand that trust relationships with customers cannot be built on exploiting such techniques. The basis for a long-term brand strategy is transparency, honesty, and even avoidance of such techniques.

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DIGITALIZATION IN GEOMARKETING: KEY ISSUES AND APPROACHES

The rapid growth of digital technologies and globalization are forcing companies to look for new methods of development and promotion. Over time, it has become clear that a company's geographic location, among other factors, has a significant impact on its performance and benefits. Combining traditional marketing strategies with geographic information system (GIS) technologies has given rise to an innovative approach to