

India	Brightness and emotionality. Combining traditions with modern technologies	Colorful design, decorative elements, use of cultural motifs
Latin America	Expressiveness and a connection to festivities. Communicative merchandising through local traditions	Thematic decor, bright colors, integration with seasonal promotions
Scandinavia	Minimalism and functionality. Eco-friendliness and an emphasis on social responsibility	Natural materials, soft lighting, information on the origin of products
Russia	High seasonality and vibrant promotional displays. Attracting attention through visual signals	Seasonal promo zones, promotional price tags, thematic displays

Product placement on shelves is not just a practical task but a vital component of a marketing strategy that can influence business success. As global examples demonstrate, the cultures and traditions of different countries play a significant role in developing merchandising approaches. Effective product placement can boost sales and enhance customer loyalty. The future of merchandising depends on companies' ability to adapt, experiment, and combine international experience with local insights.

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#### MANAGEMENT OF THE FUTURE: WILL ARTIFICIAL INTELLIGENCE BE ABLE TO REPLACE MANAGERS

Artificial intelligence (AI) technologies are becoming an increasingly integral part of our reality every day, inevitably changing it. They have a significant impact not only on everyday routine, but also on such critical areas of society as education, medicine, and economics, helping people and making their work better, faster, and more perfect. However, what if artificial intelligence begins to replace employees everywhere, taking jobs from people? This is exactly what many fear, watching with distrust the rapid pace of AI development. This is especially true for representatives of professions that are fairly easy to automate, such as an accountant, a support service employee, a copywriter. In

connection with this fact, the question of how far artificial intelligence can advance in this and whether it will occupy leadership positions in companies becomes significant.

The purpose of this study is to find out whether it is possible in the near future to completely replace company managers with artificial intelligence technologies, and, depending on the results obtained, to develop a number of recommendations for adapting employees of this profession to the future situation. In this regard, the main tasks are to consider current trends in the field of organizational management, analyze the opinions of experts and BSU students on the issue, and identify the competencies of managers that are most and least susceptible to automation. To conduct the study and present the results, methods such as description, comparison, generalization, and analysis are used.

Artificial intelligence will already replace thousands of employees in various sectors of the economy. Thus, according to an analytical report by the consulting company Challenger, Gray & Christmas Inc., which studies the labor market, since May 2023, AI has caused the reduction of 5,430 jobs in American companies. This was due either to the transition of organizations to its development or to its replacement of roles that previously belonged to people [1]. According to experts, 300 people may lose their jobs by 2035 due to the development of generative AI [2].

Students, as future specialists in various fields, also have a similar opinion on this issue. According to a survey conducted among 59 BSU students, 76.3% consider the situation with staff reduction under the influence of AI to be quite real, while only 8.5% are convinced of the opposite, and 15.3% cannot answer this question unambiguously. Regarding the issue of replacing humans with artificial intelligence in the field of management, students have the following opinion: the majority, 47.5%, believe that this is possible, but only partially; 13.6% are sure that this is completely possible, and 39%, that it is completely impossible. In addition, respondents noted that the above situation is most likely to occur in companies that do not work in the human-to-human sphere, in organizations whose main activity is development, as well as in the service sector and in any company where managers mainly perform only calculations and routine tasks.

According to the statistics provided, it can be concluded that replacing humans with artificial intelligence is one of the modern trends in the labor market, including in the field of organizational management. However, in what areas exactly is the automation of managers' work taking place? Here it is worth mentioning the concept of "smart management", which can be defined as a system for organizing the management of a company in which artificial intelligence technologies are implemented and actively used. Within the framework of the given concept, these technologies help to increase the efficiency of organizations and optimize various business processes.

But is it possible for AI to completely replace managers? Some companies believe this is entirely possible and are already implementing it in practice. For example, the Chinese online gaming company NetDragon Websoft, which employs 5,000 people, appointed a so-called "AI-driven rotating CEO" named Tang Yu in 2022. "We believe that AI is the future of corporate governance," said the company's founder, Dejian Liu, adding that this is part of NetDragon's transition to a "metaverse-based work community" [3]. Various experts also do not rule out the possibility of completely replacing managers with AI. According to Anant Agarwal, director of the MIT Computer Science and

Artificial Intelligence Lab, today 80% of a top manager's work can be safely entrusted to artificial intelligence [4]. "We have always outsourced work. We are now outsourcing intelligence," said Vinay Menon, who heads the global AI practice at consultancy Korn Ferry [3].

In connection with the above facts, it seems that artificial intelligence is currently quite capable of taking the place of a manager, and it will be even more effective than a person. But is everything really so clear-cut? Despite its advantages in data processing and error minimization, AI lacks emotional intelligence and creativity – the qualities of an effective manager [5].

Undoubtedly, technology has a significant impact on management methods, so now the competencies of managers are undergoing a transformation. Modern managers must learn to work competently with AI and develop their leadership qualities. Of course, the rapid development of deep learning algorithms will mean that the experience of a manager, which is usually limited to one or several areas, will sometimes be less relevant than the findings of AI. Therefore, it is quite logical, based on this experience, to formulate questions in advance, for the solution of which machines will then be used. And this is the role of leaders. It is also important to understand that artificial intelligence uses certain algorithms in its work. Therefore, when any exceptions to the standard rules arise, managers will need to take on the solution of such situations themselves. In addition, a useful skill for a modern manager will be the ability to cope with ambiguity. And, of course, so-called soft skills are now becoming critically important. People will continue to have a strong advantage in inspiring employees, empathizing with consumers, developing talent, etc. Sometimes machines will provide valuable data. But to translate them into concrete ideas that resonate with employees, it will take a human touch [6].

Thus, we can conclude that, despite all the advantages of artificial intelligence, managers cannot yet be completely replaced by AI. Undoubtedly, the introduction of these technologies will make the work of managers more productive and will take it to a completely new level, but artificial intelligence cannot be considered a good leader at the moment. Therefore, now we are not talking about replacing managers with AI, but about their joint work, cooperation. In this regard, it is extremely important for modern managers to develop their soft skills, understand the principles of artificial intelligence and company data management, be able to correctly formulate requests to AI and interpret the answers received, and also pay special attention to the ethical aspects of working with these technologies. It should be remembered that "One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man" [7].

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## **GAMIFICATION AS AN INNOVATIVE MANAGEMENT TOOL**

Motivation is a fundamental concern for individuals which drives action, whether self-imposed or externally influenced. Parents, educators, and managers often struggle to motivate others, while individuals struggle to maintain motivation personally and professionally. Extrinsic factors like rewards and evaluations constantly influence motivation, but intrinsic factors like interests and values are also crucial [1]. Gamification combines these factors.

Gamification, integrating game elements into the workplace, is replacing traditional rewards. It uses competition, collaboration, and achievement to motivate employees and boost productivity, often using levels, rewards, and rankings [2]. Thus, the purpose of the study is to investigate the effectiveness of gamification strategies as a management tool for enhancing employee performance.

The research was conducted by a questionnaire method, in which respondents from different age groups provided their opinions about gamification and its efficiency in the work context.

Currently, the application of gamification in Belarus is primarily concentrated within specialized sectors such as IT companies and educational institutions. Modern