

5) The fifth step is to consider decisions from different perspectives. “Six Thinking Hats” strategy is the basis for evaluating solutions in terms of both their originality and practical implementation [3]. Organizations can utilize it to step outside of comfort zones, try out new ideas, and then deliberate about how to move forward constructively. In addition to a more structured process of reflection, this technique also contributes to the development of creative thinking and the ability to weigh the pros and cons innovatively.

6) The sixth step is to discuss the decision with subordinates. One of the reasons why creative sessions fail is the Ringelmann effect, which means a reduction in the productivity of a team by adding a new member to it. This can be explained by various reasons: responsibility is blurred, jealousy, embarrassment and the desire to stand out. The Vroom-Yetton Decision Model can logically walk the manager through disturbing factors and help him find the most appropriate decision-making style. To make group discussions effective, it is better to adhere to some rules: no criticism during the generation of ideas, the opportunity for everyone to speak, write down ideas, and the presence of a moderator who will set a goal and ensure that the rules are followed.

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FUTURE OF EXPERIENCE ECONOMY

The new economy needs new business models. Companies that claim to be competitive in the future should fully focus on the client and their needs. And in this an important role is played by such a concept as the economy of impressions.

The purpose of this study is to identify the advantages and disadvantages of a new economic paradigm in the current realities – the economy of impressions.

The economy has gone through quite a long way of formation and development: from the banal sale of raw materials and the production of goods to the sale of services and impressions. Just selling services will stay afloat for quite a long time, because directly selling any service, the task is to save the client’s time by providing them with the right one at the first attempt. The problem is that now, in most cases, no one needs just a service. There may be a feeling that the consumer is wasting money on something

ordinary, formal, made according to a template. A person needs a little more for complete satisfaction: they require a unique approach and want to get an unforgettable experience. Consumers see value either in time well spent or in time saved. The economy of impressions allows you to optimize many everyday processes, which frees up time, which, in turn, needs to be filled with any emotions.

According to PwC research, consumers spend 16 % more on those goods and services that allow them to get a higher quality of service and a pleasant experience from the process of purchasing goods. According to other data, 78 % of people are more willing to pay for experiences and impressions than for things [1]. It can be concluded that prices should be supported by something: good service, delivery, packaging and, in general, the concept.

Each “product” is divided into 4 categories of sale: **raw materials** (mainly raw materials are not so valued, since there is no “selling” history behind it, and it is extremely cheap); **goods** (marketers have already worked on packaging, making it bright and attracting attention, which makes the “product” more expensive); **sale of goods** (at this stage, the text affecting the consumer is used, for example, *bio, organic*); and directly **selling impressions** [2]. Approaching the fourth category, the price of this product will be several times higher than the initial price of raw materials. In an effort to experience, not to buy, people invest a lot of money in concerts, travel and many other kinds of entertainment. This is a great opportunity for event marketers to turn people’s personal experiences into money.

But the personal experience was discontinued due to the spread of the COVID-19 pandemic. According to an Epsilon study published in September 2020, more than 33 % of consumers did not feel safe when visiting physical retail stores until there were no new cases in their state within a few weeks [3]. In these conditions, technology has become the source of experience. This contributed to immediate personalized interaction, innovation, and engagement. During the pandemic, digitization has played a vital role in preserving experiences in every category of consumption and the businesses that provide them. Companies such as VRHealth have taken advantage of this to create virtual reality programs for patients undergoing medical procedures in order to give instructions and calm them down [3]. People crave personal experiences that fuel the desire to connect with the physical world.

To realize the full benefit of staging experiences, however, businesses must deliberately design engaging experiences that command a fee. This transition from selling services to selling experiences will be no easier for established companies to undertake and weather than the last great economic shift, from the industrial to the service economy. Unless companies want to be in a commoditized business, however, they will be compelled to upgrade their offerings to the next stage of economic value [4].

Thus, today we cannot underestimate the economy of impressions, although there are some unpleasant moments. But the recognition of impressions as a separate economic proposal is the key to economic growth in the future.

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CERTIFICATION AS A METHOD OF ASSESSING THE WORK OF PERSONNEL

The goal of this paper is to explore how performance appraisal affects employee outcomes. It studies the advantages of the type of personnel testing such as certification and considers the factors that managers can take into account after the certification of personnel.

Nowadays the assessment and certification of the employees' work of is one of the important tools within enterprises, that help to obtain the desired result. In order to use the labor of personnel rationally, one should be led by planned goals of the company, so that the personal interests of employees are satisfied, and also that all labor standards and laws are observed in the work process.

The definition of “assessment” is generally accepted much more widely than the definition of “attestation”. Personnel assessment is the process of determining the level of personnel performance in order to accumulate information, which is necessary for making further management decisions. With the help of evaluation, the manager can accept the right personnel tasks:

- 1) reduce the account of incompetent workers;
- 2) reduce costs for staff training;
- 3) increase the number of correct decisions made in relation to employees and increase the motivation of employees to work;
- 4) implement programs for the further development of employees.

There are many different ways to evaluate employees. Often there are such methods like testing, questioning, interview and many others. As practice shows, a combination of written and verbal exercises will be a better method for the assessing of work.

Personnel appraisal is an official personnel assessment process of employees, which task is to determine the level and quality of a person's work, as well as to determine