

income or somehow pollute the environment, because you can get into trouble very quickly. You have to respect the labor force, and offer acceptable working conditions. Human rights in the European Union are paramount. Immediately you should forget about irregular working hours, disrespect for workers, because it can end up in court.

In general, if you are not afraid of a large financial investment at the initial stage and if you are willing to study both the legislation and the native language and culture of the European country carefully, over time, you can achieve good results and satisfaction from his work.

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## **THEORY U AS A RESULT OF THE INFLUENCE OF CULTURE ON DOING BUSINESS IN JAPAN**

### **Теория U как результат влияния культуры на ведение бизнеса в Японии**

The development of relations in the field of international business communications requires the study of the characteristics of a particular country. The lifestyle of Japanese residents and their culture causes a special thrill: European conscience requires clear logic and specifics, while Japanese rather implies immersion in oneself, focusing on inner feelings, an intimate attitude to concepts.

The distinctive features of the country's culture are reflected in doing business. Many people are aware about some of the features of Japanese business etiquette, but few of them know that even when interacting with customers, the Japanese turn to the origins of Shinto and martial arts concepts. In our thesis, we will study the primary source of this theory, consider the distinctive features and stages of implementation, as well as give a comparative estimation of the application of this theory in practice in the field of business.

Most Eastern religions focus on philosophy and many of which contain the principle of the Path — a certain sequence of steps that a person needs to go through to achieve something more. Yamamoto Tsunetomo writes about this: "There are stages of comprehension of the teaching in a person's life. At the first stage, a person learns, but this does not lead to anything, and therefore he considers himself and others inexperienced. Such a person is useless. In the second stage, he is also useless, but he is aware of his imperfection and sees the imperfection of others. In the third stage, he is proud of his abilities, rejoices in the praise of other people and regrets the shortcomings of his friends."

Thus, the author confirms that every person, trying to achieve success, goes through three stages, called Shu Ha Ri, in which the body, mind and soul of a person unite. They are applicable not only for martial arts, on the contrary, they can easily be adapted to a large number of tasks, skills and professions.

Theory U connects thoughts and feelings to make decisions and determine the desired future. Professor Otto Scharmer suggests a systematic way of decision-making, which includes seven consecutive stages.

In order to better understand this theory, let's consider it on the example of two companies: Western and Japanese. Their field of activity is the same, but they will solve problems in completely different ways. If a customer had a problem and turned to the company for help, a typical Western company would try to deal with the problem in accordance with the instructions, where there is a list of things that they can do and are forbidden to do, respectively, they will respond to the problem in accordance with the guideline. Japanese companies emphasize the importance of understanding the problem from the client's point of view, it is important for them to take their side. For instance, if the problem is a broken car, the responsible persons will personally check the car for the cause of the breakdown and try to fix the problem. By doing this, companies point out that it is important to use understanding and sense to solve customer problems. For a Western company, a client's complaint is only data that they dispose of, without giving any emotional color to the problem. In Japan, people try to solve all problems personally, meeting a person face to face and trying to build an emotional connection with the client. Thus, Japanese companies focus on the client, establishing a spiritual connection with the client, the emotional factor becomes more important rather than following technical instructions.

We agree that by understanding the true motives and feelings of the others, a person can count on honest feedback, which means building a more complete picture of what is happening. We would like to accentuate this especially, since many still believe that business should be emotionless and should not pay attention to the inner feelings of people. The origins of this concept will be relevant not only for residents of Asian countries, who are characterized by a sense of special respect for the inner feelings of a person, but can also be adopted by entrepreneurs around the world in order to increase attention to the need to prioritize responsive emotional connections, an individual approach to each client as part of running your business.