

# THE EXPERIENCE ECONOMY AS A NEW MODEL OF ECONOMIC RELATIONS IN THE CONDITIONS OF MODERN REALITIES

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**Abstract.** The study is devoted to substantiating the feasibility of spreading the achievements of the experience economy to improve the quality of life of the population, the growth of enterprise profits and the added value of manufactured products at a higher rate. **The main goal** of the study is to generalize and improve the theoretical and methodological basis of the experience economy as a new model of economic relations taking into account the current state of economic relations. **The objectives** of the study are: to determine the main trends in the use of the experience economy model in Ukraine and in countries around the world in the conditions of modern realities; to generalize and develop the theoretical and methodological support of the experience economy according to the main economic theories; to identify the features of the experience economy in modern conditions in the context of models of behavior of enterprises with stakeholders. **The subject** of the study is the content of the experience economy model, its main theoretical basis, methods, methodological approaches, behavioral and information models of enterprises, strategies of behavior with stakeholders . The research **methodology** includes general and special methods of cognition of the studied phenomenon of the impression economy: analysis, synthesis, induction, deduction, systemic and complex analysis, structural-logical analysis, theoretical generalization, grouping, statistical analysis, expert survey. The main **results** are the expansion of the theoretical provisions of the experience economy and the methodology of its research and use in the conditions of modern realities in the world and in Ukraine: the concept of the “impression economy” has been clarified, it has been proven that the developed countries of the

world have a more powerful potential for the development of the experience economy and are in greater need of its development due to the intensification of competition between national producers. It has been determined that in Ukraine the socio-economic situation before the war was quite favorable for the development of the impression economy, but was inferior to the developed countries of the world. As a result of the war, the situation deteriorated significantly, therefore, during the post-war recovery period, one of the national priorities should be to increase the well-being of the population, reduce unemployment and stimulate the development of small and medium-sized businesses, which will allow restoring the foundations for the formation of the experience economy in the future.

These provisions have **practical significance** for the reconstruction of the economy of Ukraine at all economic levels to ensure the success of the activities of enterprises and their behavior according to information models with stakeholders according to communication strategies and negotiations. **The originality of the results** lies in the comprehensive combination of rational, emotional advantages of the experience economy and their comprehensive use in the conditions of the war period and the post-war restoration of the economy of Ukraine on the basis of the implementation of existing achievements of the experience economy in advanced countries of the world and their adaptation to existing modern realities. The presented achievements are useful for use by state and regional government bodies, local governments, individual enterprises for the formation of programs for the restoration of the economy and economic activity and their successful implementation.

## **1. Introduction**

The course of events in the economy of Ukraine, associated with military operations, the need for reconstruction in the post-war period, requires a foundation on economic achievements and modern management methods, which are inherent in developed economic countries, taking into account existing world trends. A new model of economic relations, which is sufficiently recognized and widespread, is the economy of impressions. Its implementation requires the development of balanced

and substantiated management decisions, which should be based on an updated theoretical basis, which would take into account the peculiarities of the course of economic relations, military events, changes in the economic world space. Therefore, the subject of the presented research is relevant, practically significant, it is associated with the clarification of the theoretical, methodological, scientific and practical basis of the economy of impressions as a promising new model of development, which is able to take into account modern economic realities.

The relevance of the research determines the goal, objectives, object, subject, and methodology of the research.

The purpose of the study is to generalize and improve the theoretical and methodological basis of the experience economy as a new model of economic relations, taking into account the current state of economic relations.

The research objectives are:

determining the main trends in the use of the experience economy model in Ukraine and in countries around the world in the context of modern realities;

generalization and development of theoretical and methodological support for the economy of impressions according to basic economic theories;

identifying the features of the experience economy in modern conditions in the context of models of behavior of enterprises with stakeholders.

The object of the study is the impression economy model as a complex socio-economic phenomenon. The subject of the study is the content of the experience economy model, its main theoretical basis, methods, methodological approaches, behavioral and information models of enterprises, strategies of behavior with stakeholders.

The research methodology consists in using general methods of cognition of the phenomenon and the impression economy model, such as theoretical generalization, analysis, synthesis, induction, deduction, systemic and complex approaches. As special research methods, the following were used: structural-logical analysis, statistical analysis to calculate the main indicators that characterize the state of use and development of the experience economy in the countries of the world and

in Ukraine; grouping into clusters of countries of the world in accordance with the distribution of the achievements of the experience economy ; theoretical generalization to prove the foundation of the experience economy theory on existing theories of behavioral economics and other theories of economic thought; communication theory to identify appropriate information models and models of behavior of enterprises in the process of communicating with stakeholders ; expert methods to determine the opinion of modern stakeholders on the feasibility of using the impression economy model for the development of economic relations in the conditions of modern realities. Based on the logical application of the sequence of the methods used, the tasks set were solved. Important conclusions of the research results that have practical significance are a refined definition of the concept of "impression economy", its features for shaping the behavior of enterprises are highlighted, information models of communications of enterprises with stakeholders are proposed , the main advantages on which it is advisable to build strategies of communications and negotiations to ensure the success of enterprises in the conditions of modern realities. The main results of the research are proven on the basis of the material presented in the subsections.

## **2. The model of the experience economy in the conditions of modern realities in the countries of the world**

The specifics of the activities of domestic enterprises currently depend on the course of hostilities. Due to the war, the Ukrainian economy lost 29.1% in 2022 in prices of the previous year. During 2023-2025, there was a certain slight improvement in socio-economic indicators characterizing the development of the national economy. For example, the World Bank predicts that Ukraine's GDP will grow by 2% in 2025 (compared to 2.9% in 2024), and the acceleration of growth in 2026 may reach 5.2%.

Some minor improvement in Ukraine's socio-economic indicators was influenced by factors such as: stabilization of electricity supply; increase in government spending; provision of assistance from other countries; larger-than-

expected harvest; increased business confidence, which contributed to a gradual increase in activity. Overall, GDP growth in 2024 was uneven - 6.5% in Q1 2024 compared to Q1 2023, 3.7% in Q2, and 2.0% in Q3. The forecast GDP growth included in the 2025 budget is 2.7%.

The European Business Association assessed the impact of the dramatic changes in the operating conditions of microeconomic production and economic structures, namely small and medium-sized enterprises, firms, corporations, etc. The hostilities had the following negative consequences: 42% of small and medium-sized businesses completely stopped working, only 17% of large and medium-sized businesses operated in the pre-war mode; 16% -limited the geography of their activities; 19% closed some of their enterprises, offices, and retail outlets; 30% did not work at all.

At the same time, despite the significant negative consequences of the war on the socio-economic indicators of the national economy, Ukraine has achieved significant success in implementing its foreign policy towards joining the EU and NATO. On June 23, 2022, the European Council granted Ukraine the status of candidate for accession to the European Union, which became an impetus for the rapid development of European integration processes in Ukraine. The adoption of this decision motivated Ukrainian society and state authorities to more dynamic reform of the country.

Each candidate country for EU membership has to go through a rather complicated path of accession. It is advisable to separate the following stages of the activation of European integration processes, taking into account the nonlinearity of the trends of their development in time and socio-economic space.

The first stage: the development of state institutions by adopting laws, regulatory decrees, rules, etc., as well as the creation of organizations and institutions that ensure the functioning of the state and society on socio-legal humanitarian principles. At its core, such institutional support will accelerate the transformation of Ukraine's economy for its further sustainable development as a member of the European community with adherence to the common values of equality, freedom,

social justice, the rule of law, ensuring the human right to well-being, healthcare, education, work, etc.

The second stage is the opening of negotiations with the EU countries and the definition of the main legal and organizational and economic foundations, principles, provisions, conditions and restrictions, which in their aggregate relate to various spheres of socio-economic development of Ukraine and the EU as a whole, including at the level of individual types of economic activity. At this stage, it is advisable to study and develop various scenarios for the development of the country after joining the EU. For example, to study changes in the formation of the EU budget, agricultural, industrial, regional policy, etc.

In the process of Ukraine's negotiations with each EU member state, specific problems related to the production, logistics, innovation-investment, financial and credit aspects of Ukrainian enterprises' activities should be resolved. The second stage, as more complex, longer in time and larger in terms of the number of tasks and participants in the negotiations, is especially important for Ukrainian producers of goods and services. It is at this stage that the procedure, conditions and requirements regulating the entry of domestic producers into European markets should be formed, discussed and agreed. Compliance with these conditions and requirements will contribute to the permanent increase in the competitiveness of Ukrainian enterprises and their successful functioning in European markets.

In conditions of hostilities, many types of economic activity fall into the category of particularly risky. The external environment is significantly transformed and the riskiness of factors of both individual production and economic systems and the overall economic, social and political development of the country increases. At the same time, the multifaceted nature of the negotiation process also produces many new risks. All this implies the need to adjust and improve the systems of strategic management of enterprise development, taking into account the latest trends and the increased impact of risks.

Beck U. in his work [ 1 ], characterizing the “world risk society”, identifies the so-called new type of risks that are not subject to control and correction. In Ukraine ,

new type risks have a wide range of origins and impact. They produce difficult to predict results of enterprise activities. Therefore, management decisions aimed at reducing the negative impact of such risks can indirectly provoke an increase in the overall level of risk in society.

In Ukraine, currently, management models and methods that were effective in the conditions of the SPOD - world (stable, expected, simple and defined) require transformation in a number of areas. All this makes the issues of transformation and development of a new methodological support for enterprise development management in the conditions of Ukraine's accession to the EU relevant. Research on such problems is associated with the global transition of society from the SPOD - world model to models:

- VUCA (with characteristics such as variability, uncertainty, confusion, ambiguity);
  - BANI (fragility, fragility, weakness, anxiety, anxiety, nonlinearity , incomprehensibility, incomprehensibility);
  - DEST (disorder, chaos, egocentrism , information suppression, turbulence)
- [2, 3].

The considered models determine cardinal changes in the external environment of the functioning of Ukrainian enterprises and have a significant impact on their internal environment.

Such changes raise concerns about the ability to successfully define and implement in practice relevant goals for acquiring and maintaining an appropriate level of competitiveness of enterprises. The purpose of designing and implementing these tasks should, first of all, be to maintain a certain level of efficiency of production and sales activities and prevent bankruptcy, the probability of which is significantly increasing in the conditions of intensifying competition in the globalized world economy, the trends of which reflect structural transformations.

In the world economy, there is a strengthening of interconnections and interpenetration of structural shifts occurring in different countries. In the EU member states, these processes are also widespread. Structural shifts in the economy

of Ukraine have an endogenous and exogenous nature of their origin. They can be characterized as changes in the economic system of the country, which is reflected in the transformation of previously existing interconnections between the elements of this system.

Even before the Russian Federation's invasion, Ukrainian scientists determined the presence of a structural crisis in Ukraine, that is, the old structure of the national economy was unable to meet the new needs of society and did not meet modern conditions for attracting innovations, investments and the latest production technologies and product promotion. It is obvious that without overcoming the structural crisis, it is not possible to ensure an increase in the competitiveness of enterprises.

Therefore, at the second stage of European integration, when conducting negotiations with EU member states, it is also advisable to take into account how the approved conditions and restrictions will affect the overall process of structural restructuring of the Ukrainian economy, to clarify and assess the extent and directions of structural transformations of the economies of Ukraine and the EU countries, and to determine to what extent this structural restructuring will correspond to the trends in the development of a new type of post-industrial economy in Ukraine.

In the EU countries and other developed countries with the transition to a post-industrial economy, structural changes are associated with an increase in the share of the service sector in GDP, in particular with the development of the experience economy (experience economy). Over the past forty years, EU industry has undergone fundamental transformations related to factors such as:

- transfer of production to other countries of the world;

- developing a concept for a new EU industrial policy, which focuses on environmental friendliness and digitalization of the economy, compliance with restrictions on negative climate impact;

- accumulated problems in the EU industry (lagging behind the USA and Japan in innovative development, a certain decrease in the competitiveness of certain types

of economic activity, demographic problems, loss of leadership positions in the electronics sector ), etc.

Therefore, structural changes in the economy and the formation of new models of the economy, a new type of economy is an objective process. Evidence of the formation of post-commodity systems is a sharp increase in the production, sale and consumption of GNP parts, firstly, of goods of an intellectual and spiritual order (scientific ideas, scientific developments, technical, design and technological developments, artistic and spiritual products); secondly, of services of a material and spiritual nature.

Structural transformations observed in countries with a post-industrial economic model are inherent in the new paradigm of socio-humanitarian development of entrepreneurship.

The development of entrepreneurship in various types of economic activity related to the experience economy is based on the growth of the production of goods (services) that:

- have specific sources of economic benefit generation by the producer;

- have certain consumption characteristics- O'Connor J. believes that such products are new, consumers lack primary knowledge about them or experience of their consumption, therefore consumer value is determined by the content that the product acquires in the social networks of a particular consumer [4];

- satisfy the consumer's individual needs for sensations and experiences, according to their own assessment of utility and satisfaction.

In the leading countries of the world, the development of the experience economy with the involvement of creative industries technology has now created the conditions for its isolation into a separate model of innovative development of the world economy as a whole. The main indicators characterizing the economic model can be defined as GDP per capita; trade development (the ratio of trade (the amount of exports and imports of goods and services) to GDP); foreign direct investment; unemployment rate, however, the main synthetic indicator that indirectly characterizes all others is GDP per capita.

Table 2.1 presents data on the dynamics of GDP per capita for individual countries of the world according to available official data as of december 2025.

*Table 2.1*

Dynamics of GDP per capita in 2019-2023, thousand dollars per person

Country	Years									
	2023	Rank	2022	Rank	2021	Rank	2020	Rank	2019	Rank
1	2	3	4	5	6	7	8	9	10	11
Luxembourg	128,259	2	125,00	1	133,59	1	117,37	1	112,62	1
Norway	87,962	4	106,15	2	90,655	4	68,34	4	76,431	4
Ireland	130,685	1	104,04	3	100,17	2	85,42	3	80,927	3
Switzerland	99,996	3	92,101	4	91,992	3	85,656	2	84,122	2
Singapore	84,73	32	82,808	6	77,71	5	61,274	6	66,07	6
USA	81,70 0	5	76,399	7	70,219	6	63,529	5	65,12	7
Iceland	78,81 0	6	72,903	8	68,594	7	58,814	8	68,403	5
Denmark	67,97 0	7	66,983	9	68,008	8	60,915	7	59,593	9
Australia	64,71 0	8	64,491	10	60,445	11	51,722	12	54,941	10
Netherlands	62,54 0	9	55,985	11	57,708	12	52,163	11	52,476	11
Sweden	56,31 0	11	55,873	12	61,143	10	52,838	9	51,939	12
Canada	53,37 0	14	54,966	13	52,359	15	43,35	17	46,374	17
Austria	56,51 0	10	52,131	14	53,638	13	48,809	14	50,07	13
Finland	53,76 0	12	50,537	15	53,49	14	49,17	13	48,63	14
Belgium	53,48 0	13	49,583	16	51,268	16	45,518	16	46,642	16
Germany	52,75 0	15	48,432	17	51,204	17	46,773	15	46,794	15
Great Britain	48,87 0	16	45,85	18	46,586	18	40,318	18	42,747	18
France	44,46 0	17	40,964	19	43,659	19	39,055	20	40,495	19
Japan	33,83 0	18	33,815	20	39,827	20	39,987	19	40,416	20
South Korea	33,12 0	19	32,255	21	34,998	21	31,721	21	31,902	21
Spain	32,68 0	20	29,35	22	30,104	22	26,96	22	29,582	22
Estonia	29,82 0	22	28,333	23	27,944	23	23,595	23	23,424	24
Czech Republic	30,43 0	21	27,638	24	26,823	24	22,993	24	23,665	23
Poland	22,11 0	23	18,321	25	18	25	15,817	25	15,7	25
Romania	18,42 0	24	15,892	26	14,927	26	13,047	26	12,958	26
Serbia	11,36 0	25	9,394	27	9,23	27	7,734	27	7,417	27
Namibia	4,743	28	4,911	28	4,919	28	4,252	28	5,126	28
Indonesia	4,941	27	4,788	29	4,334	30	3,896	29	4,151	29
Ukraine	5,181	26	4,534	30	4,828	29	3,752	30	3,661	30
Iran	4,503	29	4,388	31	4,084	31	2,746	33	3,277	32
Egypt	3,513	31	4,295	32	3,887	32	3,572	31	3,017	33
Philippines	3,726	30	3,499	33	3,461	33	3,224	32	3,414	31

Source: [ 5 ]

According to data [ 5 ] , Luxembourg in 2019-2023 was a stable leader among other countries of the world in terms of GDP per capita. Countries with high values of this indicator in the studied period also included Norway, Ireland, Switzerland, Singapore, the USA, Iceland, Denmark, Australia, the Netherlands, Sweden, Canada, Austria, etc. Ukraine had a GDP per capita below the average for all analyzed countries of the world and was inferior to some poorer countries (Iran, Egypt, the Philippines, Nigeria, Pakistan, Morocco, etc.). According to the clustering of selected countries of the world by GDP per capita using the Ward method using the STATISTICA software in 2019-2023 , Ukraine , along with other countries, fell into the third cluster, which is characterized by a low level of economic development compared to others. In general, a high level of well-being of the population, which can be considered the basis for the formation of an impression economy, has been achieved in those countries of the world that are traditionally identified as having a developed economic system.

Currently, Ukraine, according to the UN classification, belongs to developing countries, therefore, it is impossible to make an unambiguous conclusion about the existence in our country of established prerequisites for the development of the experience economy in the context of sustainable socio-economic development in general. At the same time, the situation has significantly worsened as a result of the war.

Table 2.2 presents data on individual countries of the world in terms of the ratio of the amount of exports and imports to GDP.

As can be seen from Table 2.2, in 2019-2023, in terms of the ratio of trade (the amount of exports and imports of goods and services) to GDP among the analyzed countries of the world, Luxembourg and Hong Kong are leading, and Singapore and Ireland have consistently occupied third and fourth places. This indicates that these countries have a strongly developed trade sector, which will contribute to the formation of an impression economy in them in the process of competitive struggle for attracting consumers.

Table 2.2

Dynamics of the ratio of trade (sum of exports and imports of goods and services) to GDP in 2019-2023, %

Country	Years									
	2023	Rank	2022	Rank	2021	Rank	2020	Rank	2019	Rank
Luxembourg	394,22	1	388,51	1	388,12	2	365,22	1	377,84	1
Hong Kong	351,59	2	384,86	2	402,46	1	350,68	2	353,74	2
Singapore	311,24	3	336,86	3	333,34	3	332,77	3	321,70	3
Ireland	234,75	4	236,57	4	229,45	4	247,77	4	252,25	4
Belgium	174,30	5	193,07	5	172,60	5	157,18	5	164,17	5
Netherlands	158,82	6	175,85	6	155,86	6	146,46	6	155,27	6
Poland	109,54	8	122,32	7	112,45	7	100,32	7	102,69	8
Austria	116,12	7	120,13	8	111,22	8	100,22	8	107,89	7
Portugal	94,05	9	102,64	9	86,12	9	76,24	10	86,56	10
Ukraine	78,10	10	87,71	10	82,70	10	79,16	9	90,51	9

Source: [ 6 ]

The ranks given in the table show that Ukraine occupied low places according to the studied indicator and was inferior to countries with a more developed economy and a more powerful trade sector.

Table 2.3 presents data on foreign direct investment in some countries of the world in 2019-2023. The data in Table 2.3 show that the dynamics of foreign direct investment in some countries of the world is not stable, this applies even to such developed countries as France, Great Britain, Switzerland, Denmark, etc.

Table 2.3

Dynamics of foreign direct investment in 2019-2023, billion USD

Country	Years									
	2023	Rank	2022	Rank	2021	Rank	2020	Rank	2019	Rank
1	2	3	4	5	6	7	8	9	10	11
USA	348,784	1	351,563	1	448,324	1	148,912	3	314,744	1
China	42,727	6	180,167	2	344,075	2	253,096	1	187,170	2
Singapore	175,241	2	140,844	3	138,544	3	78,448	6	105,293	3
Hong Kong	111,109	3	120,952	4	137,191	4	117,452	5	58,299	6
France	8,803	19	96,242	5	88,428	6	14,725	17	53,499	7
Brazil	64,227	4	91,502	6	46,439	9	37,786	9	69,174	5

Continue table 2.3

1	2	3	4	5	6	7	8	9	10	11
Australia	32,744	9	67,119	7	24,835	15	15,307	16	38,959	11
Canada	47,745	5	53,306	8	64,727	7	30,385	12	48,942	9
India	28,070	12	49,916	9	44,727	10	64,362	7	50,611	8
Sweden	23,001	13	49,281	10	52,478	8	18,905	15	16,517	18
Japan	19,983	16	47,522	11	34,669	13	62,585	8	39,961	10
Germany	16,289	17	47,375	12	95,904	5	160,801	2	73,974	4
Great Britain	-48,148	31	44,127	13	5,922	25	132,476	4	19,791	16
Mexico	30,195	11	38,588	14	33,467	14	31,508	11	29,896	13
Spain	33,705	7	38,488	15	43,909	11	36,630	10	25,881	14
Poland	31,576	10	34,995	16	37,113	12	19,151	14	17,619	17
Italy	33,135	8	31,228	17	18,912	19	-22,091	30	31,185	12
Denmark	6,754	21	28,132	18	13,191	21	1,177	23	-3,802	31
Switzerland	-45,590	30	27,707	19	-134,263	31	-242,168	31	8,775	22
Indonesia	22,086	14	21,652	20	21,213	18	19,175	13	24,994	15
Chile	21,738	15	20,865	21	15,933	20	11,447	18	13,579	20
South Korea	15,178	18	17,996	22	22.06	17	8,765	19	9,634	21
Romania	8,413	20	11,883	23	11,738	22	3,602	21	7,365	23
New Zealand	3,592	24	7,828	24	4,539	26	4,135	20	2,916	26
Finland	-1,468	29	7,300	25	23,869	16	-2,488	29	15,612	19
Greece	4,988	22	6,846	26	6,132	24	3,306	22	5,000	25
Sudan	0	28	0.578	27	0.523	27	0.717	25	0.825	27
Ukraine	4,805	23	0.538	28	7,954	23	0.304	26	5,796	24
Paraguay	0.240	27	0.474	29	0.207	30	0.952	24	0.402	29
Rwanda	0.459	25	0.399	30	0.212	29	0.153	28	0.263	30
Jamaica	0.377	26	0.319	31	0.321	28	0.265	27	0.665	28

Source: [ 7 ]

However, it can be concluded that the volumes of foreign direct investment in the economy of Ukraine during the studied period were insufficient and differed from those of developed countries of the world, although their growth was recorded in 2023.

By level unemployment countries around the world also had significant differences (Table 2.4). As can be seen from Table 2.4, the Czech Republic, Poland, the Netherlands, Norway, and Germany have consistently low unemployment rates. In Ukraine, this indicator in 2018-2021 was at a level below the world average, but in 2022 it increased significantly due to the war, which led to a significant deterioration in our country's position in this rating. Data for 2023 are not available.

Table 2.4

## Unemployment rate of the population in 2019-2023, %

Country	Years									
	2023	Rank	2022	Rank	2021	Rank	2020	Rank	2019	Rank
South Africa	27,99	25	29,81	27	28,77	27	24,34	25	25,54	26
Djibouti	26,26	24	27,93	26	27,95	26	28,05	27	26,32	27
West Bank and Gaza	-	-	25,72	25	26,39	25	25,89	26	25,34	25
Republic of the Congo	20,05	21	21,80	24	22,24	24	22,52	24	20,61	23
Gabon	20,36	22	21,47	23	21,84	23	21,73	23	20,70	24
Ukraine	-	-	21,1	22	9,83	11	9,48	10	8,19	9
Namibia	19,42	20	20,85	21	21,27	22	21,24	22	20,00	21
Botswana	23,38	23	20,68	19	21,16	21	21,02	21	20,09	22
Libya	18,74	18	20,68	19	20,61	20	20,34	20	19,61	20
Somalia	19,03	19	20,05	18	19,93	19	19,57	19	18,83	19
Sudan	11,45	13	18,73	17	19,05	18	19,29	18	17,59	18
Lesotho	16,46	17	18,04	16	18,29	17	18,46	17	16,88	17
Bosnia	10,42	12	14,05	15	14,90	16	15,27	15	15,69	16
Spain	12,14	15	13,01	13	14,78	15	15,53	16	14,10	15
Rwanda	14,93	16	13,01	13	13,32	14	13,01	14	12,43	14
Lebanon	11,57	14	12,64	12	12,50	12	12,97	13	11,30	12
Armenia	8,59	11	12,56	11	12,73	13	12,18	12	12,20	13
Italy	7,62	10	8,09	10	9,50	10	9,16	9	9,95	11
France	7,32	8	7,45	9	7,86	8	8,01	7	8,41	10
Sweden	7,59	9	7,36	8	8,72	9	8,29	8	6,83	8
India	4,17	6	7,33	7	7,71	7	10,20	11	6,51	7
Portugal	6,49	7	5,78	6	6,58	6	6,80	6	6,46	6
Netherlands	3,56	4	3,54	5	4,21	4	3,82	3	3,38	4
Norway	3,58	5	3,17	4	4,37	5	4,42	5	3,69	5
Germany	3,05	3	2,99	3	3,57	3	3,86	4	3,14	2
Poland	2,91	2	2,60	2	3,36	2	3,16	2	3,28	3
Czech Republic	2,59	1	2,37	1	2,81	1	2,55	1	2,01	1

Source: [ 8 ]

Unemployment of the population reduces its income and purchasing power, which is a negative factor for the formation of an economy of impressions.

In the world's leading countries, the development of the experience economy with the involvement of creative industries technologies has now created the conditions for its separation into a separate model of innovative development of the global economy as a whole.

According to [9], the production volumes of the experience economy industries are estimated at 6.5 trillion dollars, meaning they have good prospects for further development.

The development of the experience economy must be based on the production and implementation of innovations. Innovation includes not only the presence and use of knowledge-intensive industries, but also the development of creative industries as sustainable practices of interaction between creativity and commerce.

Innovations, as the leading causes of disruption of the usual rhythm of economic development, characterize a shift in the routine static order. Analyzing the motives of the behavior of an entrepreneur who uses innovations, he singles out among others a group of motives that is associated with the joy of creativity.

This group becomes a defining moment in the behavior of an entrepreneur – a producer of goods and services. The producer can experience positive impressions: the joy of creative activity, which provides changes in business management. At the same time, an equally important incentive is the receipt of economic benefits. The above considerations confirm the view that the economy of impressions should cover all processes of entrepreneurial activity at the level of the internal environment of enterprises. This creates conditions for the production of economic benefits.

A certain economic system begins to produce benefits, which become its defining characteristic. Economic benefits are formed either according to the principle of equivalent exchange or according to the principle of non-equivalent exchange.

The essence of the principle of equivalent exchange from the standpoint of classical and neoclassical theories is determined using two categories: "resource costs" and "utility" (efficiency, subjective value, profitability) of a good or service. The parity price is considered as the price of a product, which makes it possible to exchange any types of products through the movement of relevant cash flows according to their physical or real equivalence.

Changes in the market price of products supplied to the market by their manufacturer occur in time and economic space depending on the volume of effective

demand. The dynamics of changes in effective demand for products correlates with their market prices, which is reflected in the theory of the life cycle of products or a certain business as a whole.

Depending on the types of markets where enterprises operate, the influence of the principle of equivalent exchange on the establishment of parity prices during negotiations increases or decreases. Therefore, at the microeconomic level, product prices are formed taking into account the characteristics of the types of markets, as well as the characteristics of individual types of economic activity and regions of business.

The principle of equivalent exchange, depending on the type of market, may be violated if the compromise price established during negotiations between the seller and the buyer ceases to be parity. The positive effect of a non-parity price of a product for its manufacturer is to obtain additional monetary income. The size of which creates opportunities for attracting larger amounts of resources. As a result of the flow of income from one sector of the economy to another, additional economic effects are received by enterprises of this sector of the economy. The circle of economic sectors with a positive effect of pricing traditionally includes sectors with a high level of monopolization. In monopoly markets, the so-called "price scissors" effect operates. Enterprises of these sectors violate the principle of equivalent exchange in the process of selling products, regardless of the desires and aspirations of consumers.

In countries with developed economies, the institutional support for competition and reducing the influence of monopoly is very strong. According to the Global Competitiveness Index, the lower the value, the better, Ukraine significantly lagged behind developed countries, with its position deteriorating in the 2022 ranking compared to 2021 by 8 positions. As of May 2025, data on Ukraine's position in the ranking for 2023 and 2024 were unavailable, which may be due to the lack of public access to many indicators participating in the ranking due to martial law in the country [10].

Unlike developed countries, the degree of market monopolization is higher in Ukraine. This negatively affects the determination of parity prices based on a compromise between the seller and the consumer, and areas of non-parity pricing tend to expand by industry, which as a result negatively affects the process of forming a competitive environment in the country and generates risks of enterprise bankruptcy.

To overcome the negative impact of the high level of monopolization of many markets for goods and services in Ukraine, it is necessary to increase the effectiveness of institutional support by improving it and adopting legislative acts that regulate lobbying processes and reduce the influence of oligarchs.

The adoption of new and adjustments to existing legislation in Ukraine should be accelerated. This will create institutional support for the development of competitive markets, lower barriers to entry for new producers, and improve the investment climate in the country as a whole, which is extremely important in its post-war recovery.

Studies have shown that the positive effect of non-parity pricing by producers at the stage of formation of a post-industrial society is observed not only in traditional monopoly markets. This effect is also used by enterprises with a high level of innovation. This is explained by the fact that in a post-industrial society there is a transformation of the established cause-and-effect relationships between changes in demand and product prices. In economic studies, the following reasons for changes in demand for products at the microeconomic level are distinguished:

- price changes (inverse relationship between demand volumes and price levels);
- change in the number of buyers and their tastes, traditions, and consumption patterns;

- seasonality of fluctuations in consumption volumes;

- changes in consumer income, which differently affect the demand for products in the "higher" and "lower" price categories;

- changes in consumer expectations (stable trends in development dynamics, price shocks, the formation of deficits in certain product groups, etc.).

The reasons given for changes in demand in the markets for innovative products are inferior in their influence to factors that belong to the sphere of cultural-ethical, individual-emotional characteristics of purchasing and consumption.

The work has already determined that in developed EU countries, economic systems are evolving from commodity to post-commodity organization of production, which corresponds to changes in the nature and structure of national economic relations and the peculiarities of the functioning of markets.

When establishing the contract price of products by reaching a compromise between the interests of the consumer and the manufacturer, the so-called incomplete and full prices are taken into account. The incomplete price reflects the manufacturer's costs, which depend on the conditions of production, resources involved, technologies, labor productivity, management, etc. The full price is formed on the basis of the consumer's awareness of costs, taking into account the conditions of consumption, in particular, time savings, utility, additional benefits, etc.

Therefore, the special components of the full price of innovative products produced by enterprises developing in the context of the experience economy are the price of economic time and the price of experiences - the positive emotions that accompany its purchase and consumption.

Saving time encourages consumers to buy more expensive products. It is the price of economic time in EU countries that is one of the key factors influencing the full price of goods and services. In Ukraine, the standard of living is much lower, so material resources or the cost of material goods has a more significant impact on the formation of the full price of products. As a result, the possibilities of creating added value through impressions are more limited than in countries with developed economies.

The price of the impression motivates the consumer to purchase this particular product, since the consumption processes are associated with a certain positive experience, or expected positive feelings in advance. Therefore, such a product or service, together with the impressions received, acquires a special value for the consumer, who agrees to pay a higher price or give preference to this product among

its competitors. Accordingly, the added value of the product will grow, creating a financial basis for further development and scaling of the business.

The price of impressions, as a special component of the full price of products, is formed depending on the individual conditions of consumption, provided that the consumer's own well-being is achieved, and the quality of his life is improved. It is very difficult to mathematically determine the price of impressions based on the use of certain analytical dependencies and requires additional interdisciplinary research. In general, the actualization of the issue of assessing the impact of additional economic benefits generated by impressions on the development of enterprises is associated with the determination of current trends in the development of the economy and society. These trends are a logical continuation of the changes acquired by enterprises in the past. The introduction of mass consumption, the spread of globalization processes and the simultaneous observance of cultural unification of the consumption of economic goods, the determination of the subjective value of these goods create conditions for the spread of the impression economy. Within the framework of the impression economy, objective factors for obtaining additional economic benefits are formed due to the positive effect of non-parity pricing in the formation of the full price of goods and services.

The analysis of theoretical aspects of enterprise development in the context of the development of the experience economy in modern realities allowed us to draw the following conclusions.

1. The current stage of development of the global economic system is characterized by the emergence of new forms, mechanisms and tools of competition between sellers of products, which is associated with the globalization of economic flows, easier entry into foreign markets and simplified communications due to the development of Internet technologies.

2. One of these forms is the experience economy, which relies on specific interdisciplinary methods and tools aimed at increasing the involvement of consumers' impressions, emotions, and feelings in the purchasing and consumption processes.

3. Developed countries of the world have a stronger potential for developing the experience economy, and they need its development even more due to the intensification of competition between national producers.

4. In Ukraine, the socio-economic situation before the war was quite favorable for the development of the impression economy, but it was inferior to the developed countries of the world. As a result of the war, the situation deteriorated significantly, therefore, during the post-war recovery period, one of the national priorities should be to increase the well-being of the population, reduce unemployment, and stimulate the development of small and medium-sized businesses, which will allow restoring the foundations for the formation of the experience economy in the future.

### **3. The essence of the concept of "economy of impressions" and its theoretical and methodological basis**

The scientific literature has sufficiently fully considered the problems of developing the "knowledge economy" and the "economy of creative industries" or the "cognitive economy." At the same time, the issues of developing the economy of impressions in Ukraine are insufficiently studied.

First of all, this concerns the definition of the essence of the concept of "economy of impressions". Let us consider the interpretations of the essence of this concept presented in various literary sources. In the work of Pine B. J. , Gilmore J. H. [11], who are considered the founders of this concept, it is noted that the economy of impressions is the next evolutionary stage in the development of economic systems, in which enterprises (business in the broad sense) need to find new tools and mechanisms of influence on consumers in order to create events that are memorable for them. In this work, the emphasis is on the events and experiences of the consumer, which ultimately form his impressions and attitude towards the manufacturer, which can be considered as an innovative tool of competition between manufacturers.

Pine B. J. , Korn K. C. [ 12] further developed the methodology for studying the economy of impressions and proposed interpreting impressions as an economic

proposition separate from goods and services, which is the embodiment of economic progress .

Schmitt B. [13] interprets the concept of “experience economy” as a new type of marketing activity based on the involvement of tools, methods and models of satisfying consumer needs in sharp impressions, interesting events, and other needs related to a person’s emotional life.

Pearson SB [14] notes that in order to be successful in the process of brand development, businesses must treat experiences as memorable events that engage customers in a personal and emotional way, viewing experience as a key factor in creating consumer value with economic, emotional, and experiential dimensions.

Thus, the main authoritative researchers of the experience economy emphasize that the deployment in time and economic space of business directions by types of economic activity that are directly or indirectly related to the impression economy requires improving impression management. For example, Pine BJ, Gilmore JH [11] suggest dividing impressions by types, based on the degree of customer participation, which allows us to distinguish the following four clusters:

- entertainment;
- teaching;
- departure from reality;
- aesthetics.

Schmitt B. [13] recommend transforming the relationship between the producer and consumer of goods and services in the context of implementing a marketing show.

Research suggests this.

1. The authors of the research provide specific but diverse suggestions for improving impression management methods and models. These suggestions, having practical value, relate to individual areas of business improvement.

2. Scientific and methodological support that would systematically, rather than fragmentarily, reflect the urgent theoretical and practical problems of developing the "economy of impressions" has not been formed to date. This slows down the

processes of developing the economy of impressions and improving the structure of the national economy. The origins of the development of scientific and methodological principles for the development of the "economy of impressions" are inextricably linked with the evolution of market relations and the determination of trends in changing the motivational motives of human economic activity, the study of its consumer behavior.

To solve the above problems, the paper presents an analysis and generalization of the theoretical and methodological basis for the formation of the essence and content of the concept of "economy of impressions". In the paper [13], the market is considered as a system of free communication, where everyone can convince another, where a compromise can be reached between the buyer and the seller. That is, the functioning of the free market is tangential to the interpretation of trade and accounting as a kind of process of mutual persuasion. Each of the participants in this process has its own interests, which are implemented on the principles of equivalent exchange. Obtaining economic benefit in a free market appears as a key motivating stimulus for the activity of "economic man".

Neoclassical, neoliberal directions of economic research of the principles of equilibrium at the microeconomic level under conditions of free competition are reflected in the works of A. Marshall . The behavior of the producer and consumer of products is considered as the behavior of a "pragmatic person", whose actions are aimed at maximizing profit, income, benefit and/or utility, as well as minimizing the cost of resources, effort and time. The "pragmatic person" carries out activities, adhering to the principles of economic freedom and competitiveness [16].

Research devoted to the study of certain problems of production and economic activity from the standpoint of marginalist categories of "limit values" [15] and the development of a new theory of values created the conditions for the scientific substantiation of changes in management methods in the context of taking into account qualitative transformations in the structure of consumption and the transition from the producer market to the development of the consumer market. Solving economic problems of increasing the efficiency of enterprises based on the

application of the marginal approach contributed to the formation of a new type of economic behavior, new in content relationships between the producer of goods (services) and their consumers. Such relationships in their aggregate were aimed at the growing individualization of consumer requests. Neoclassicism develops in a single direction with the development of spirituality, in this combination the worldview of a new person is formed in the process of forming a new way of doing business. An important role in this is played by the philosophy of existentialism, which allows us to introduce a new approach to the identification of personal ideas and the development of personal projects into the economy , where the sensory component actually forms the prerequisites for the development of the "experience economy."

A person's awareness or intuitive sense of their existence influences their behavior as a consumer of goods and services when making choices and purchasing decisions.

During the second half of the twentieth century, a new concept of rational behavior of consumers and producers of goods and services is being developed, which allows comparing not only material means, resources, but also to take into account social goals and values. During this period, such categories as subject, goal, knowledge, values, etc. acquire scientific status. This type of rationality is characteristic of complex synergistic systems, one of the components of which is human economic behavior [16].

The involvement of scientific developments and achievements of experimental psychology made it possible to establish the possibilities of influencing the psychological state of a person, to analyze the state of human sensations (pleasant - unpleasant, excitement - inhibition, tension - -relaxation) and to develop a subjective-psychological approach to the study of the processes of exchange of economic goods between the buyer and the seller based on their subjective assessments. The subjective-psychological approach to the analysis of consumer behavior made it possible to determine that a person becomes free from the temptation of consumption, and production and economic systems should work for the consumer. At the same

time, under these conditions, a person acts as the main subject of economic activity and continues to be «homo economicus » -the basis of activity is rational behavior. These determinants have financial and material motivation, at the same time, the motivation of a person's activity can change according to his personality. This is reflected in:

- an organic combination of material and immaterial interests with an emphasis on the latter;
- personification of relevant interests, their individualization;
- transformation of the individual into an absolutely unique center of social activity [17].

The conclusions about the importance of rationalization of economic activity follow from the principle of "rarity of resources", the limitedness of their volumes in comparison with the constantly growing human needs. The formation of optimal options for using these limited resources in order to maximize their own target functions created the basis for the development of the theory of subjective value. It consists in solving the question of when, under what circumstances and to what extent well-being depends on various material goods [18]

Subjective value or subjective assessment of the usefulness of economic goods affects the determination of prices for consumer and production goods and services. Koslowski P. [19] emphasizes that the assessment of goods may reveal various subjective needs of consumers, which are also reflected in market prices and demand. Therefore, the very opportunity to form their consumer preferences and implement the concept of consumer sovereignty in practice becomes positively beneficial for the buyer.

Menger C. [20] substantiated a similar concept of the subjective value of a product. Its essence lies in determining the dependence of consumer behavior on the plane of personal feelings and experiences of a person who has certain desires and seeks to satisfy them. Knight holds the same opinion F . H . [21] behavior, extended them to the spheres of social life: economic, social, political and cultural. The scientist emphasized that the general theory of choice and preferences goes far

beyond the framework that limits the boundaries of economic research. According to Mises von L., it is much greater than the struggle of people for consumer goods and material well-being. A person chooses not only between different goods or services, and the modern theory of values expands the directions of economic research in the context of involving the achievements of a more universal science - praxeology [22].

Separately, it is necessary to highlight studies whose authors do not provide a specific definition of the term “economy of impressions”, but consider individual aspects, features, patterns, etc. of this socio-economic phenomenon. The study [23] noted that the modern stage of economic development provides such a standard of living and satisfaction of consumer needs that allows certain modifications to be made to the traditional vision of the product. Thus, the use of an interdisciplinary approach to product identification, which combines psychology, management and marketing, allows us to interpret the product in three planes: durable, short-lived and virtual. The authors of the study [24] note that in modern everyday life we are surrounded by a multitude of goods and services that help a person carry out everyday activities, work and relax. At the same time, the increase in competition between manufacturers due to the expansion of production capabilities and due to other reasons leads to the fact that goods and services cease to be perceived by consumers on the basis of a purely utilitarian approach. Therefore, in the experience economy, the affective aspect of the consumer's interaction with the product becomes more important.

The greater role of sensory involvement in the consumer-product interaction process shapes new patterns of information processing, the organization of emotions (one or more), and likely increases the importance of affective evaluation of the product. Although the interaction may be product-specific, the processes activated during the interaction are similar to those of the products [ 24 ] .

Therefore, the analysis of works [22 – 24] allows us to conclude that the economy of impressions contributes to the further development and complication of the methodological basis for studying the processes of interaction between the

consumer and the product, as well as the regularities of the formation of a specific consumer response in the form of certain impressions.

F. Chameroy et al. [25] investigated such an important aspect of the experience economy as the formation of a positive consumer experience using Internet platforms. In the modern world, the processes of business digitalization are accelerating and creating an additional tool for forming impressions among consumers. In fact, a kind of “triad relationship” arises, in which the seller, the consumer and the digital platform where the product is presented for sale participate. Due to the nature and features of digital platforms, in a certain way they allow the product to be presented in a more competitive form than it would be presented in physical points of sale. In addition, the ease of collecting information about the opinions of other consumers (reviews of a product or service) is becoming more relevant. Such information is one of the decisive factors influencing the decision to purchase.

The authors of the study [25] note that for buyers, decisions about trust in certain sellers are based on reputation signals (reputation of the platform and seller/producer) and trust beliefs that the platform or manufacturer can provide them. The hierarchy of trust in the context of the formation of the “consumer - digital platform -manufacturer” relationship is also a complex phenomenon that shapes the specifics of the mechanisms of decision-making regarding purchases in the experience economy.

Thus, economic development and evolutionary changes in consumer behavior patterns have contributed to the gradual development of the experience economy and its strengthening of its influence on increasing the efficiency of enterprise operations.

The analysis of the theoretical and methodological basis and the author's interpretations of the content of the concept of "economy of impressions" allows us to draw the following conclusions.

1. The essence of the concept of "experience economy" should reflect a complex system of mutual influence of financial, economic, social, psychological and ethical relations between producers and consumers of goods and services at the post-

industrial stage of social development. Most scientists currently believe that the experience economy is associated with experience marketing, experience management, marketing show, total marketing, etc.

2. Many researchers overlook the development of the impression industry. These industries combine various types of economic activity of enterprises operating both in the traditional spheres of production of goods and services and in the spheres of creative industries. Such a combination aims to obtain a synergistic effect from the influence of positive impressions, emotions, and the accumulation of individual consumer experience.

3. The factors that determine the setting of non-parity prices by producers of goods and services in the economy of impressions, which the consumer is willing to pay for the sake of obtaining positive emotions, sensations and the experience of consuming them, have not been determined.

The conducted research has proven that the object of study of the phenomenon of the "experience economy" has a complex structure. As it was noted, the "experience economy" encompasses life experience, experiences, and impressions of consumers, while the English term "experience" economy", according to the author of the work, has a deeper essence than it is usually interpreted by researchers. Modern consumers of goods and services need not only emotions, but also experience, utility, which they will remember and use in the long term, and will also be willing to repeat.

Therefore, the essence of the concept of "economy of impressions" is proposed to be considered in the context of determining the relationships between the processes of obtaining consumer experience and other processes occurring in the socio-economic system of enterprises, regions, and countries.

First, it is advisable to investigate the processes of the consumer's awareness of his own needs. Material and intangible economic goods represent a certain value (usefulness) for a person in the context of satisfying his needs. The consumer's desire to obtain a certain good is always formed on the basis of the assessment of this good. Only at the first stage this assessment is associated with the satisfaction of a person's

physiological needs. Later, the assessment of the good acquires an ethical character. According to Knight F., the main desire of a person is not the desire for a specific good, but to improve his well-being [ 26 ] . The main characteristic of human aspirations is the change of desires and needs. Therefore, one goal is achieved for the sake of moving to the next goal and such movement is endless. This postulate should be reflected in the continuous process of developing management tools and searching for new mechanisms for doing business in the context of the new paradigm of the experience economy.

Then, the processes of innovative development of the impression industry are realized, which allows the consumer to make a choice by selecting goods and services. The variety of goods and services poses the task of choice to the consumer. The theory of value considers the choice of a particular product (service) by a person as a process that is relevant not only to economic issues. The choice of a particular product by a consumer should be considered within the framework of the general theory of human activity - praxeology [ 22 ]. This process is quite complex, since the consumer's values are involved in the choice process, as a result of which only a certain product or service is chosen. Therefore, the development of the impression industry should be aimed at the fullest possible contact with consumers in order to understand the rules of choice that he uses (heuristics, automatism, etc.). Thus, the degree of rationality of human economic behavior decreases and the concept of "economic man" and rational behavior of economic subjects is significantly inferior to the concept of "behavioral man", for which unpredictable rationality becomes a characteristic feature.

Acquisition of personal life experience in purchasing and consuming a certain product (service) from a certain manufacturer. The processes of personal participation of the consumer in purchasing and consuming a certain product (service) depend on the awareness of episodes, situations and the acquisition of personal experience of cognition, feelings, experiences, impressions that are formed in the process of obtaining information during the purchase and subsequent use. Each episode and process experienced by the consumer is unique. According to Koslowski P., there are

no repetitions, each time the search for the optimal solution is carried out once, due to the fact that the consumer's expectations, as well as his resources at his disposal, will be new each time. The market is a way of learning, in a short period of time the seller and the buyer determine what their needs and the possibilities of their interaction are [19]. In general, a person is quite inert and strives to stabilize current consumption. At the same time, under the influence of certain positive impressions, the buyer can change his behavior and purchase the product offered to him, even if it has a price higher than the average market price. To explain such processes, the concept of "subjective spontaneity" is used [27]. The impulse to perform the act of purchasing a product at a price that is not parity is the positive impressions that the consumer receives. The accumulation of information about positive impressions in the consumer's memory allows him to replenish his life experience.

Formation and dissemination in society of complex information – social memory about impressions from consumption of certain goods (services), as well as their producers. In a post-industrial society, the processes of exchange and accumulation of information about certain goods (services), their producers, emotions and impressions received by consumers are activated. The dissemination of such information through social networks and mass media allows to reach a significant number of participants. As a result, more and more people have the opportunity to get acquainted with the product offers of certain producers and with the experience of receiving positive impressions by various consumers. Such acquaintance, awareness of information, its storage and accumulation by society expands the scope of social memory. Therefore, the economy of impressions accelerates the processes of accumulation of information in social memory. Society, analyzing complex information about certain goods (services) and the impressions, emotions, and feelings that arise in the process of their purchase and consumption, scales its social memory through the experimentally acquired life experience of individual consumers living in the present and transmits this information to consumers of the future.

The proposed structuring of the object of study of the economy of impressions and the logical sequence of processes that occur within its framework are aimed at

providing a comprehensive vision of the areas of improvement of the management of innovative development of enterprises engaged in various types of activities both in traditional sectors of the economy and in sectors related to creative industries.

Based on the analysis conducted, it is possible to offer the author's interpretation of the essence of the concept of "impression economy". The impression economy is characterized by structural elements of the national economy, which include enterprises, organizations, firms, etc., which operate and develop in various sectors of the economy and in their activities use technologies for producing added value of positive impressions from the experience of consuming goods (services) on a larger scale, compared to traditional factors of production, which are characterized by the attractiveness of structural elements (for example, enterprises), i.e. rational impressions and their reputation, i.e. emotional impressions. The economic effect of the application of impression economy technologies, which belong to the intangible assets of enterprises, creates additional powerful sources of competitive advantages at different levels of the national economy and allows building new directions and dimensions of sustainable socio-economic development not only of each enterprise that implements the concept of the impression economy, but also of the country's economy as a whole.

#### **4. Features of the experience economy in modern conditions in the context of business behavior models**

The search for ways to effectively operate enterprises in modern war and post-war conditions should be directed towards the implementation of the achievements of Industry 4.0, the draft National Economic Strategy 2030, which will ensure the innovative development of business entities in accordance with the latest theoretical and practical achievements of economic science . Since the real economy is constantly changing, it is characterized by significant transformations. This is confirmed by the research of many scientists and practitioners. One of the latest is the UN report on economic topics for the past ten years [9] commissioned by the UAE, which identifies six models of innovative economic development according to their

inherent characteristics - systematicity, globality, growth prospects. Although they were mentioned in the previous section, it is advisable to consider their features of use in more detail in relation to modern realities.

The first model is the exabyte economy (exabyte economy ), which was estimated at \$ 8 trillion. and combines devices, digital technologies and people as the main components. Thus, two-thirds of the world's population uses mobile phones, more than half have access to the Internet. In conditions of martial law, remote work has become significantly more widespread, the volume of which is growing annually, on average by 7% of users, new services are emerging on the Internet, such as the Internet of Things, the speed of Internet networks is increasing thanks to 5G technology, certain types of activities and services are practically moving into the network space, such as education, medical care, trade, banking, financial calculations, office management, reference information, transmission of statistical data, etc. The trends of digitalization and digitization are expanding to varying degrees to almost all types of activities.

The second model is the well-being economy, the volume of which is estimated at 7 trillion dollars . The economy of well-being is based on changing the behavior of the population and its approaches to lifestyle, mental state, psychology of relationships, and physical health. It is such changes that affect the volume of production, the provision of services by industries related to lifestyle, namely, leading a healthy lifestyle - dietary nutrition, physical activities ( Pilates , fitness, etc.), self-development, other psychological and organizational practices, changing behavior, which involves an increase in the volume of travel, namely - health, gastronomic, extreme, green, educational tourism. That is, thanks to changes in lifestyle and behavior of the population, transformations occur in economic relations that expand opportunities and contribute to the development of service enterprises, creative cultural industries, individual sectors of medical services, and sporting events, which expands not only individual national markets, but also the global market of certain industries.

The third economic model is recognized carbon- neutral economy ( net zero ) economy ), the volume of which is estimated at 2,3 trillion dollars . The core of this model is environmental protection, initiated by the green movement peace , which involves reducing CO2 emissions through the use of innovative products, technologies and investment models for the use of alternative energy sources, new types of energy resources. Within the framework of the third model, more than 15% of global investments are directed to the search and formation of energy resources that contribute to the renewal of energy sources.

The fourth model is the circular economy with volumes of 4.5 trillion dollars, which consists in consumerization , conscious consumption of products and use of services with an attempt to extend the service life and use. The need to form and use a circular economy is due to the growth of the population and the need to provide it with food, goods, services, the number of which is growing at a slower rate than the rate of population growth. The functioning of a closed-loop economy or circular economy is aimed at reducing the negative impact on the external environment, lean production and reducing waste, transforming them into almost one hundred percent returnable waste, that is, for reuse in management processes to provide future generations with available production resources.

The fifth model highlights the economics of biogrowth ( biogrowth economy ) with a total volume of 1 trillion dollars ., which is associated with the limited resources that can ensure the well-being of the population, its comfortable living. Therefore, the biogrowth economy is aimed at the growth and introduction into production of genetic engineering achievements, the creation of new biomaterials capable of self-destruction , which will be useful when processing some types of products into others, for example, agricultural products into biofuels, the development of new types of agricultural crops with higher yields, resistance to the influence of negative factors, reducing the risk of cultivation. The use of innovative types of agricultural production (hydroponics and vertical farming), technologies and types of livestock farming can positively affect the limited resources and increase their usefulness.

The sixth model of economic relations is embodied in the experience economy (the economy), the volumes of which are estimated at 6.5 trillion dollars, which is the third result according to the preliminary assessment of monetary distribution, however, in terms of development prospects and industry scope, this model is distinguished by one of the best distribution results and predicted prospects. This is confirmed by the thesis that decision-makers in both the production and technical sectors and services are guided not only by objective data, but also by subjective impressions, motives and expectations, since a management decision has an objective-subjective nature, because it is based on rational and emotional expectations, values and benefits. This corresponds to the hierarchy of motives of A. Maslow, which confirms its relevance in the conditions of the experience economy and ensures the transition to higher levels of the motivation pyramid with the development of the impression economy. It is the essence of the motives for decision-making that plays a leading role in this model. Industry affiliation determines the predominance of the rational or emotional. Thus, in the service sector, the emotional prevails, without rejecting the rational, which plays a leading role, while in material production, industry, the rational prevails with the secondary emotional, but not its rejection. That is, in the impression economy, the positioning of business entities on the “rational - emotional” continuum changes depending on the industry affiliation, factors of influence, motivation of managers, features of relationships with partners and aspirations of partners, consumers and certain segments of the market and society, interested in the functioning of business entities from the standpoint of their material value and social profitability and capabilities. Social and emotional play a significant role in the impression economy, at the same time technological innovations fill them with new content and opportunities. This concerns key sectors of the national economy and consists in using such achievements as artificial intelligence, 3D reality technologies, biogenic engineering, etc. Thus, it is expected that by 2025, global markets for digital content will reach \$ 300 billion compared to \$ 143 billion in 2019, banking and financial chatbot services will exceed \$2.1 billion,

the 3D printing sector will grow to \$ 28 billion in two years , the global sports tourism market will amount to \$ 2.9 billion , etc. [9].

Thus, the economy of impressions becomes a new promising model of economic relations in any sphere of production and services, relying on the solvency of partners and consumers, their conscious consumption based on rational management decisions and at the same time paying attention to greening with care for the environment, obtaining additional satisfactions of a social, cultural, psychological, empirical nature based on the formation of impressions. That is, in the chain "raw materials - products - services - impressions" the value and added value increase with each element, that is, it migrates from raw materials to impressions.

Regarding the modern understanding of the concept of "experience economy", it first appeared in the works of Pine BJ, Gilmore JH [11], where impressions are defined as the fourth stage of the process of selling products or providing services. They classify impressions according to the degree of customer participation and involvement in this process. The authors suggest building new market values and moving forward, without paying attention to traditional business, which is an insufficiently substantiated opinion and can lead to bankruptcy of enterprises, since the creation of new, innovative values requires significant funds.

Expanding our understanding of the experience economy requires examining it from two perspectives:

the owner and manager in the process of making decisions about economic activity, when the economy of impressions begins to operate when making a decision, where, together with the parameters of economic efficiency, owners and managers take into account and rely on their own desires, preferences, motives, and expectations, which gives the process of making managerial decisions a subjective nature;

consumer and client in the process of making a decision to purchase a product or order or receive a service, when the purchase of a product or service turns into a process of exchanging money for emotions that the consumer wants to receive, which also gives the decision-making process a subjective nature. However, in this process,

the type of product or service is of great importance. If they are production and technical (in terms of industry), as a rule, the emotional component becomes secondary, that is, derived from efficiency. Although in the case of the desire to obtain empirical impressions, rationality and emotionality can be balanced. If the products or services are related to everyday use, will not be used in the process of management, production of final products, but are aimed at satisfying their own, possibly specific needs, for example, gastronomic, in travel, the emotional component of the decision-making process will significantly outweigh the rational, that is, economic.

Thus, depending on: the goals of individuals, their subjective aspirations, perceptions, motives of behavior; the type of products or services, rational and emotional will vary in significance in the process of making and approving a management decision. These provisions were not taken into account by Pine B. J. , Gilmore J . H . [11], because they considered only the behavior of the consumer in the process of purchasing goods to satisfy his own needs, and did not study the behavior of owners and managers of industrial enterprises in the process of making decisions related to the functioning and development of enterprises for the production of industrial and technical products. Therefore, an important direction in the development of the experience economy is the formation of models of interconnection and interaction between enterprises, partners and consumers regarding the production of industrial and technical products, i.e. industrial purpose and justification of the differences of this process and models regarding service enterprises.

In modern conditions, relationships that take pleasure into account are difficult to perceive, although they are given increased attention and are given undoubted priority. Pleasure is what the consumer wants to receive after receiving certain impressions . These authors just like the previous ones again accentuate attention only on consumers , however recognize that management and governance contains emotional layer in which occupies special place economy impressions [12].

The vast majority of publications on the issue of the economy of impressions are devoted to the service sector, i.e. tourism, hotel and restaurant business, cultural and creative industries. Researchers have not paid attention to models of relationships, impression management in the industrial sector, in the decision-making process of owners and managers, which requires further research in this direction.

BH Schmitt , DL Rogers , K. Vrotsos [24] emphasize the importance of emotions (experiences) of consumers in the process of interaction, the harmonization of rational and emotional, the use of analytical, quantitative methods together with qualitative and intuitive ones. However, in their presentation, the economy of impressions is a type of relationship marketing, which uses tools aimed at satisfying consumers' needs for impressions, which can be attributed to the emotional component of human life. It is impossible to fully agree with these provisions, since the economy of impressions is broader than impression marketing and gives rise to impression management as a separate branch related to solving management issues aimed at taking into account the behavior of managers and owners in the process of making management decisions. However, a positive and justified proposal of these scientists is to focus attention on the innovative nature of impressions as the main feature of the success of implementing ideas and advantages of the economy and management of impressions.

It is important to use principles successful staging of impressions in reality . And for this consider emotional-need and need-motivational spheres consumer , thereby increasing consumer value and mass personalization , as well as the moment of consumer concession." That is appropriate apply emotional analysis . But its scope should be extended not only to consumers, but also used in the management process, extending to determining the goals, preferences, interests, and impressions of owners and managers when they make management decisions.

In order to evoke the expected emotions, enterprises must use various technical audiovisual and kinetic means to influence the consciousness of consumers, partners and other persons in order to ensure the formation and use of the core of emotions - innovativeness , with the help of which it is possible to influence consciousness for

the transmission and perception of emotions. To ensure innovativeness, enterprises must pay attention to personnel training, the growth of intellectual and emotional capital. Thus, the impression economy is a new model of the economy that uses the psychological needs for innovation, new emotions and impressions. That is, the desire to form emotions and impressions in subjects becomes the driving force of scientific and technological progress, innovative development of enterprises.

The economy of impressions also influences the pricing policy of enterprises. The approach to pricing of product prices as the sum of costs and profits is losing relevance, since the decision to purchase depends not only on costs, but also on the additional value formed under the influence of emotions, which the subject (consumer, who is also a partner of the enterprise) is willing to pay for the possession of a certain type of product or business relationship in the process of management.

The same considerations apply to employee salaries, especially top managers who make strategic management decisions about the direction of the company's brand development to create positive impressions about the results of its operation. That is, the emotional component permeates all areas of enterprise activity.

It is advisable to highlight the features of impressions: impressions are not characterized by tactility, which determines the importance of the image and reputation of enterprises, which differs from the first in the presence of trust; impressions cannot be accumulated for direct use in the future, that is, for future use; impressions are personalized in nature and their value increases in the case of the participation of consumers, partners, managers and owners in the creation and formation of added value. Therefore, the economy and management of impressions becomes the management of their involvement in the process of creating impressions.

However, impressions should be considered not only as a positive phenomenon, but also as a negative one, which has destructive consequences, such as the emergence of a need for a constant increase in the impact of impressions, dependence on them, the destruction of the psyche of people, the destruction of moral values, the overloading of the emotional system, the uncontrolled transition from real reality to virtual and the rejection of the first. Therefore, to preserve the positive

nature of impressions, it is necessary to strive for the formation of stable moral and ethical values in the internal and external environments of enterprises.

Impressions are formed under the influence of many factors, the most important of which in modern conditions are: the spread of trends of globalization and European integration, socialization and consumerization ; increasing the diversity of products and services; increasing the competences of owners, managers of partner enterprises, consumers, increasing their solvent demand; reducing the influence of traditional management and marketing tools; digital transformation using virtual information space for communications, information transfer, and directly virtual sales platforms, which expands the scope and possibilities of attracting consumers.

Thus, the conditions for the success of enterprise development strategy in the impression economy are closely linked to the subjects of the internal and external environment, where managers, personnel, and owners of enterprises have a leading role. In order to successfully manage enterprises according to the impression economy model, it is necessary to fill the elements of the Kotler , F. 4P model with new content [ 28 ] . These elements become the main components of impression management.

Products to ensure socialization and personalization should provide learning, the opportunity for personal participation, the development of social contacts and skills, entertainment, personal development and self-expression. Moreover, these characteristics are inherent in both everyday products, services, and products of industrial and technical purpose, which ensures the growth of added value.

The price of products should shift towards impressions, since the consumer and partner will pay not for raw materials, not for utility, but for the time they spend with the enterprise, then it is profitable to provide a share of production costs and additional bonuses for free, then consumers and partners will pay for the impressions they will receive when using products or receiving services.

Delivery channels and methods are gradually becoming unexpected, extremely attractive and paradoxical, especially for services and consumer products. For industrial and technical products, delivery channels and methods give rise to

neologisms, for example, regarding information, education, training and pleasure. Managing the provision of such logistical innovations can be considered as dream management.

For the successful use of impression management tools in a strategic perspective, it is necessary to take into account the interrelationship of the enterprise's strategy, its attractiveness, reputation, brands, communications, the values of consumers and partners, the memorability and content of impressions, the involvement of consumers and partners in the processes of providing services and producing products, the coherence of all tools. In the conditions of the impression economy, consumers and partners become carriers and curators of impressions, specifying their content and striving for transformation and innovation. Enterprises generate values together with consumers and partners.

However, in modern conditions, a tendency has been formed to change the classical and traditional understanding of the impression economy, which was initially proposed by its founders [11, 12], as the satisfaction of short-term needs mainly through marketing tools. The modern trend of the experience economy is to transform into a utility economy with an emphasis on long-term needs in improving the quality of life, self-development, searching for guru teachers to change attitudes towards events, etc. The methods of researching the impression economy on the path of transformation are also changing, studies of stakeholders' biorhythms are used [29], self-development goals are formed as long-term, methods of a healthy lifestyle are applied, personal growth and sustainable changes [30] that transform economic relations of impressions into utility. Regarding strategizing, such a transformational trend is related to the emotional component of the economy of impressions - the reputation of the enterprise, which corresponds to the long-term goals and guidelines of stakeholders, is formed taking into account their trust in enterprises and takes into account the essence of modern changes in the general model of the economy of impressions regarding its gradual transformation into an economy of utility with a gradual transition from hyperstimulation of the formation of impressions to deep, meaningful connections stakeholders with enterprises, which can be implemented

using their reputation based on rethinking the responsibility of enterprises to society, focusing on the long-term development and personal growth of stakeholders (consumers and partners) together with enterprises

In the current wartime conditions of the functioning of the economy of Ukraine, it may seem that impressions are inappropriate and superfluous. However, every enterprise, especially in the process of communicating with foreign partners and consumers to activate export-import activities, is interested in increasing added value, which is especially actively formed in the environment of the experience economy when using methods, tools and creating conditions for the application of impression management. In the process of military operations, enterprises are even more interested in immersing partners and consumers in joint projects, the production of expected products. Both positive and negative impressions can have a rational and emotional nature, which affects the economic behavior of managers, owners, partners and consumers, which will also have a positioning on the “rational - emotional” continuum, the study of which is a complex and urgent issue.

The studies of rationality in the behavior of economic subjects were devoted to the works of scientists in the fields of economics and behavioral sciences G. Armstrong , D. Kahneman , A. Miller , G. Simon , A. Smith, V. Smith, R. Thaler, the researcher in the field of management and sociology M. Weber on bounded rationality, rationality in the context of psychological sciences A. Maslow, V. Stanley, V. Pareto , L. von Mises, O. Savchenko, S. Khtey , O. Kredenzner . However, the relationship between rationality and emotionality, the distribution of their positions has not been finally determined.

In classical economic theory, its supporters distinguished the objective-rational and value-rational behavior of economic agents, which involves achieving mercantile goals, increasing income and profit under any conditions. Such behavior is explained by selfish motives and can contribute to the formation of absolutely positive or absolutely negative impressions in their pure form.

Economic neoclassicism continues to view economic agents as purely rational, guided by selfish behavior.

In institutional theory, social and organizational factors began to be taken into account, considering management decisions as a complex phenomenon, not only rational, but also social, highlighting individual aspects of economic phenomena as social goods. Thus, institutionalists believe that classical economic theories overly theorize the behavior of economic entities and do not take into account real situations of economic relations [31]. Such economic entities always make only rational decisions, without taking into account other influencing factors, such as social, environmental, psychological, that is, real conditions for making management decisions.

A certain departure from classical and neoclassical theory is Herbert's theory of bounded rationality. Simon, which recognizes the existence of irrationality and explains its existence and the need to take into account information limitations and the physiological and psychological characteristics of its processing by economic entities and time constraints, which eliminates purely economic rationality in the process of making managerial decisions, which are becoming increasingly complex [32].

The development of economic research is gradually expanding the circle of supporters of taking into account social, psychological and other factors in the management process and in the behavior of economic entities, focusing on the emotional component of behavior. The most popular and scientifically proven, substantiated and justified theory has become the theory of behavioral economics. Its supporters believe that the behavior of economic entities as a whole is rational, practically directed, however, in accordance with the existence of secondary needs, behavior and the process of making managerial decisions are related to the level of satisfaction of needs. The development of research on rationality and irrationality was provided by the theory of behavioral economics, which pays attention to irrationality, that is, the emotional component, motives, feelings, and is the opposite of rationality. The theory of behavioral economics clarifies the concept of socio-economic behavior, which is associated with the satisfaction of needs and the realization of interests [31].

Based on the principles of the theory of behavioral economics and using economic, social, and psychological research methods, it is possible to clarify the boundaries of rationality and irrationality, i.e. emotionality, in the behavior of economic subjects. It is a comprehensive approach that will allow us to clarify the boundaries of influences on the "rational - emotional" continuum. Such a division will enrich the theory and practice of decision-making in the conditions of the economy of impressions, the latest conditions of VUCA - world and BANI - world , which take into account much more factors that influence the choice of management alternatives and lead to the rejection of purely rational analysis and reduce the rationality of the behavior of economic subjects. Therefore, economic subjects are inclined to and use social, i.e. emotional influences in their behavior. The concept of "economic man" and rational behavior of economic subjects is now finally giving way to the concept of "behavioral man", the properties of which, from the point of view of behavioral economics, are "predictable rationality". This means the possibility of predicting the behavior of economic agents, even if they are rational. This explains the subjective features that influence economic decisions.

Gradually, research on the relationship between rationality and emotionality is expanding. They received the greatest impetus from such a branch of behavioral economics as prospect theory Kahneman D., Tversky A. [33], which is due to its complexity and innovation . These characteristics are inherent in prospect theory due to the introduction of the concept of reference points to explain anomalies in utility theory and together with frames to identify different decision-making alternatives based on relative benefits, caveats and losses. The authors propose to consider economic behavior as a set of socio-communicative actions aimed at the rational use of resources for the purpose of life support on the basis of relations of equal mutual exchange as a system of actions, deeds, reactions of economic subjects, which are subordinate to their worldview beliefs and arise on the triune basis of rationality, pragmatic motivation and attitudes towards equal mutual socio-economic reward as a way of satisfying needs, motives, interests, values depending on the quality of business communications and interpersonal relationships and interactions, and the

peculiarities of decision-making. The highlighted features determine the consideration of both rationality and emotionality in the behavior of economic subjects in the decision-making process, which combines the theory of prospects with the theory of the economy of impressions. Based on the author's proposals set out in [34], it is possible to confirm the feasibility of combining the rational and emotional, behavioral, which is proven using methods of economic and mathematical modeling, such as multivariate factor analysis.

Thus, we can conclude that behavioral economics is the basis and tool of the economy of impressions, thanks to the economic behavior of subjects of economic relations, impressions are formed, which again affect the economic behavior of subjects, that is, these two theories in their relationship represent the cycle "action - emotion - action". The continuum "rationality - emotionality" positions economic subjects in relation to the characteristics of their actions, factors of influence in the process of making managerial decisions and emotions that arise in the process of actions. And since emotions generate subsequent actions, their rational or emotional characteristics affect the shift in the positions of economic subjects on the continuum, which determines their subsequent actions and allows us to predict characteristics. That is, as a rule, the behavior of economic subjects should be considered as a symbiosis of rational and emotional cognitions in the process of making managerial decisions regarding managers and satisfying the needs of consumers. The process of making management decisions is accompanied by communication, information interaction according to appropriate models between economic entities, which will take into account the combination of rationality and emotionality, which are determined by active needs, motives, stereotypes, heuristic experience, cognitions, the desire to obtain the maximum possible not only economic, but also social utility, which depends on the actions and emotions of representatives of society. This is explained by the essence of the VUCA- world as an unstable, ambiguous external environment in which it is difficult to make long-term forecasts, combine social roles and implement plans and achieve goals [2, 3]. In such an environment, it is important to have emotional intelligence, communication skills, demonstrate empathy, possess

soft skills , to constantly learn throughout life and forget the unnecessary, to be open to new information and be able to perceive the problem comprehensively, to have the ability to adapt to a new environment. That is, emotionality plays a leading role in such an environment for effective management of BANI - world as the next step in development according to the opinion of Professor Jamais of the University of California Cascio [35].

Thus, it is possible to distinguish the features of the formation of new economic relations of enterprises in the present conditions and directly the economy of impressions. They consist in the following. To increase income and profit, enterprises must look for new models of the economy in which they can achieve success. The most achievable and widespread model is the economy of impressions, which, relying on rational and emotional pleasures, is able to give a new impetus to the development of economic relations. Since there is a direct complex relationship between rational and emotional pleasures and impressions, it is necessary to consider the positioning of economic agents on the continuum "rational - emotional" as variable, unstable depending on the goals, motives of behavior, stereotypes of thinking of owners and managers of enterprises, partners and consumers. And the continuum should be directly divided into appropriate zones that combine rational and emotional depending on the capabilities and results of economic agents' management and their expectations and active needs using fuzzy set methods, which are close to human thinking according to the implementation algorithm.

In such conditions, in order to ensure their livelihood, economic entities strive to transform negative emotions into positive ones, make intuitive decisions in conditions of limited information, acquire new competencies , be able to surprise partners and consumers, that is, to focus their efforts on satisfying active needs that are capable of generating emotions and promoting the enterprise along the rational-emotional continuum towards the emotional. For such actions, it is important to form and maintain effective information interaction [ 34 ] . In order for the interaction of economic entities to be constructive, it is advisable to use models of relationships

adequate to the environment, both internal and external, in accordance with their interests, values, active needs, forming informative impressions.

Active communications are directed both from the enterprise to partners and consumers, and vice versa, their purpose is to receive and transmit messages to ensure the success of the vital activity of economic entities, while purely informational communications ensure the dissemination of information. The relationship between them is formed depending on the goals of interaction, motives for activity, ways of forming stereotypes, trust, methods of influence. In this case, the types of relationships are determined by the completeness of the coherence of interests and allow us to distinguish the following potential models of behavior:

- 1) alignment of interests and approval of a common goal;
- 2) partial coincidence of interests with the dominance of one of the subjects on the basis of authority;
- 3) partial coincidence of interests with the dominance of one of the subjects based on access to economic resources;
- 4) parity relations in the presence of independence;
- 5) compromise relationships based on the desire to obtain maximum benefit;
- 6) inconsistency of goals, but a compelling need to maintain relationships based on rational choice.

The given models of behavior in information interaction can be divided into predominantly rational and predominantly emotional, however, in their pure form, their division is debatable. Thus, models 2, 3, 5, 6 should be considered predominantly rational, and 1 and 4 - predominantly emotional, although depending on the understanding of bounded rationality, the first set of models can also be considered emotional. The proposed models of behavior have practical significance, since they make it possible to determine appropriate models of information interaction of enterprises with stakeholders in the process of negotiations and choosing their strategies in information and communication foresight .

In the process of information interaction, economic entities perform certain roles in accordance with existing motives, which can be considered: by the

completeness of the conditions of interaction as denotative, when the main conditions of interaction are defined, and connotative, when in addition to the main conditions of interaction, each of the partners seeks its own additional benefits; by the transparency of interests: explicit motives, known to all participants in the interaction, and latent motives, when the main reasons for mutual interest are hidden, and only insignificant arguments in favor of joint actions are known.

These motives can be both rational, that is, they encourage the satisfaction of mainly primary needs, and emotional, aimed at satisfying secondary needs.

For the success of information interaction, economic entities must strive to build trust based on achieving identity in the process of making managerial decisions, especially in a strategic perspective, regarding understanding the essence of goals, the conditions for their achievement, the perception of the results of information interaction, understanding and respect for cultural values and norms of behavior. The presence of trust should be perceived as a condition for the success of information interaction. In its absence, latent motives may form that will contribute to the emergence of conflict situations. For the process of strategizing, such a situation is unacceptable and can exist only in the short term, when only one party participating in information interaction will receive a rational or emotional benefit at the expense of the other. In order for information interaction to be successful, it is necessary to be able to predict the behavior of economic entities, that is, to understand what stereotypes it will correspond to. Therefore, it is necessary to consider the content of stereotypes in accordance with the theory of stigma, according to which a stereotype is the result of the combination of perception and behavior in specific recurring situations, that is, stereotypes combine both rational and emotional impressions.

In order to form positive stereotypes of behavior regarding strategizing, it is advisable to combine motives and models of behavior into clusters. The first cluster includes motives that contribute to the formation of stereotypes, to which it is advisable to include denotative and explicit motives, the second cluster will not contribute to the formation of stereotypes and combines connotative and latent motives. It is advisable to include the following models of behavior in these clusters:

the first - models 2, 3, 5, 6, and the second - models 1 and 4.

Taking into account the motives and models of the first cluster, it is possible to develop management measures that will help eliminate the negative consequences of using behavioral stereotypes and leveling negative emotions. The motives and models of the second cluster are poorly formalized, but measures to stereotype them will be more probabilistic in nature.

Models of information interaction in the process of strategic management have been studied by many scientists. However, in none of the publications have they been considered in relation to strategizing taking into account the symbiosis of modern features of economic relations VUCA- world and BANI- world , the economy of impressions and behavioral economics. Considering models of information interaction as external to individual socio-economic subjects, it is possible to identify them as follows:

dissonance , which corresponds to a rational compromise and experience, they can be attributed to models of rational impressions;

ritualism , which is essentially close to both rational and emotional impressions, since the basis of such models is stereotyping ;

conformism based on trust and rational compromise, i.e. such a model is capable of forming both emotional and rational impressions;

innovation, the basis of which is confidence and intermediary professionalism, which ensure the formation of mainly emotional impressions, especially in relation to market innovations.

Thus, as classification features of models of information interaction of economic entities in the process of enterprise strategizing, it is advisable to use those that are based on the stated stereotypes and correspond to the peculiarities of the impression economy, therefore the proposed classification features and models based on them are as follows:

the possibility of forming impressions, according to which it is advisable to divide models into those that are capable of forming rational, rational and emotional, emotional and rational, emotional impressions, the main one of which is stereotyping

;

quality of impressions, since impressions can be divided not only by essence, but also by quality, it is advisable to group models as those that are capable of forming positive and negative impressions. Such models correspond to the features of VUCA- world and BANI - world to a greater extent ;

the term of receiving impressions (satisfaction) from information interaction: a model of the short-term term of receiving impressions from information interaction, a model of the long-term term of receiving impressions from information interaction.

The generalized and proposed models of information interaction of enterprises in the process of strategizing have practical significance and are used for organizing business negotiation strategies in the process of implementing information and communication foresight .

The proposed and classified models of information interaction in the process of enterprises implementing strategy in the conditions of the experience economy are based on the formation of trust. The main strategies for forming trust can be: appeal to the majority as proof of the correctness of promises and obtaining the desired emotions; promise to obtain significant rational advantages due to the uniqueness of the subject and results of information interaction; agreement and risk-taking in the event of an agreement on innovations as the subject of information interaction. However, to obtain the desired satisfaction in the conditions of the impression economy, it is necessary to use strategies for forming and achieving trust, which are determined by VUCA- world and BANI - world and depend on the need to change the action of factors of the internal and external environments, namely: a strategy for providing additional services associated with changing the conditions of information interaction and the emergence of the need to take into account additional factors of influence; a strategy for interactive involvement of organizations and enterprises to take into account and use the influence of additional factors of change in the internal and external environments; a strategy for increasing information transparency of enterprises - participants in information interaction when carrying out joint strategically significant actions; warning the information interaction partner about the

need to change the terms of the contract.

Trust in information interaction to achieve success in strategizing is advisable to build using two conditions. Recognition of equality of professionalism or recognition of authority, reputation of a more qualified partner. Authority and reputation represent the ability to influence the values and emotions of others, this is one of the main conditions for information interaction of enterprises in the process of strategizing, which is advisable to form using the principles of influence according to Cialdini Robert : the principle of consistency, the principle of commitment, the principle of authority, the principle of social proof, the principle of scarcity [36].

The combination of principles will ensure significant success in forming the reputation of enterprises that enter into information interaction, since reputation is a more established characteristic and differs from image precisely in the presence of trust. In the process of strategizing, when the positioning of enterprises is significantly stable, the desire to ensure the success of information interaction should be based not only on ensuring the efficiency of enterprises as a rational basis for their development, but also on the use of socio-psychological innovations, especially in the context of the impression economy, which will provide enterprises with additional profit.

The main goal of information interaction of an enterprise with external entities in the process of strategizing is to build trust to activate life activities. It is advisable to align information interaction with the main proposed models, and the core of information interaction should be information about the capabilities of enterprises and the results of their management, which are embodied in their attractiveness, reputation and brand, which are capable of forming both rational and emotional impressions and satisfaction.

Since managers, owners of enterprises make management decisions based on behavioral models, the following strategies can be effective. The strategy of "retreating into the shadows", which is appropriate for a formal leader. Such a strategy assumes that the formal leader gives consent to the manifestation of leadership qualities to everyone. At the same time, he participates in the discussion of

all measures regarding strategic management, negotiations. The transfer of leadership allows him to maintain the reputation of a leader, a liberal who does not prevent other enterprises from demonstrating and using their advantages. The strategy of changing roles, which corresponds to the triangle "adult, father and child", when enterprise managers can appoint an executor responsible for the results of information interaction, who most psychologically and professionally corresponds to the dominance in the role of "adult, father, child". The strategy of building a "new stereotype" involves behavior based on an unusual stimulus, a motive as a complex psychological phenomenon that encourages conscious actions and deeds, is the basis for them. Information interaction performers must resolve the issue of orientation towards achieving strategic goals, their own goals, and goals of interaction. The strategy of building a "new stereotype" is quite practically significant in the conditions of the experience economy and can be based on such models of behavior. "Changing generalized social status", which involves increasing responsibility in the process of preparing strategic decisions. "Adherence to best practices" consists in acquiring positive competencies and results of participation in negotiations. The strategy of "offering the impossible" involves the use of an innovative, extraordinary proposal, which may be contradictory from the standpoint of real achievement or the availability of resources or competencies . The strategy of "information interaction training" for acquiring best practices in the management process. The strategy of "behavior development", which involves the use of one's own experience, the experience of the group, the experience of competitors, and the experience of partners.

The development and implementation of organizational behavior strategies makes it possible not only to draw conclusions from the acquired professional experience, to foresee and predict successes or failures in advance, but also develops the activity of all subjects of information interaction, which will form trust in both the results of strategizing and the success of applying models for its implementation in the process of information and communication foresight .

the stakeholders' understanding of the need to form impressions, their attitude towards them, and their perception. Therefore, a survey of stakeholders on these issues was conducted to gain a deeper understanding of impressions in modern conditions. 42 respondents from different socio-demographic groups participated in the surveys, which allows us to obtain more objective information about the emotional experience of consumers and their interaction with enterprises. 35% of the respondents were students aged 20 to 22, studying in the specialty "Management". They have theoretical knowledge about enterprise management, which allows them to evaluate impressions and emotional experience from a professional point of view.

In addition to students, 40% of entrepreneurs representing various business sectors, including retail, services, and manufacturing, participated. Thanks to their practical experience in running a business and interacting with consumers, they were able to provide more in-depth commentary on the impact of impressions, emotions on the consumer experience, customer loyalty, and competitiveness.

Also among the participants, 25% were average consumers who are not engaged in entrepreneurial activities, but are active buyers of goods and services. Their contribution helped to assess the emotional experience from the perspective of the average consumer without professional bias. This segment of respondents provided important data on everyday emotional expectations and impressions of products and services.

This diversity of respondents provided a comprehensive picture of the perception of emotional experience and its importance in the modern business environment. The results of the responses on the importance of emotions are presented in Fig. 4.1. 90.5% of respondents who consider emotions important indicate that the emotional factor plays a decisive role in their consumer experience. This may mean that consumers are looking not only for functionality and quality in goods and services, but also for emotional satisfaction, positive impressions and feelings associated with their acquisition and use. and use.

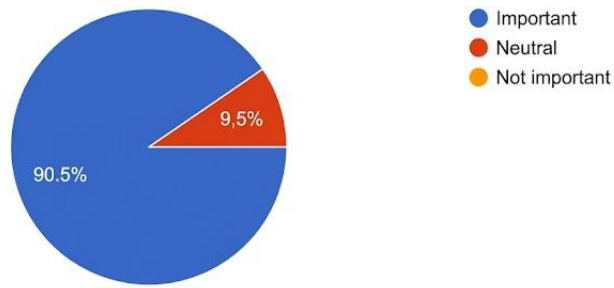


Fig. 4.1. Answers regarding the importance of impressions and emotions

Only 9.5% of respondents who consider emotions neither important nor unimportant can indicate that for this group of consumers, the emotional aspect is not decisive in the process of choosing and consuming goods and services.

Regarding the type of innovative solutions, the respondents' answers are presented in Fig. 4.2. According to the results of the survey on innovative solutions to improve the emotional experience of customers, the most effective were recognized as holding events and promotions (31%) and using new technologies (33.3%). This indicates the importance of personalization. Personalization of services (26.2%) is also an important factor, because customers want to feel that their needs are taken into account and they are offered individual solutions. Creative campaigns in advertising (9.5%), although less popular, can also influence the emotional experience if they evoke positive emotions and associations with the brand.

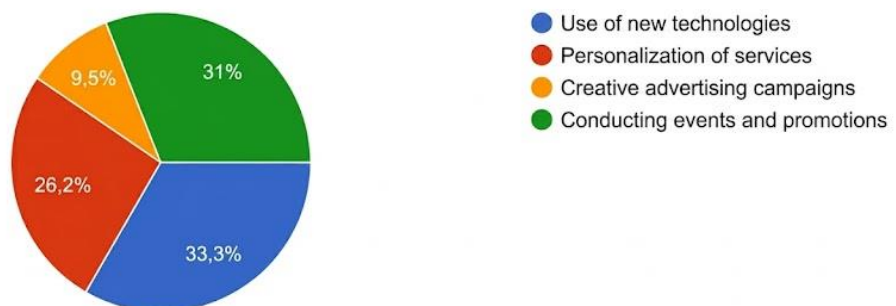


Fig. 4.2. Respondents' responses regarding the impact of innovativeness on improving emotional experience.

The answers regarding the elements of influence for the formation of a positive emotional experience are shown in Fig. 4.3.

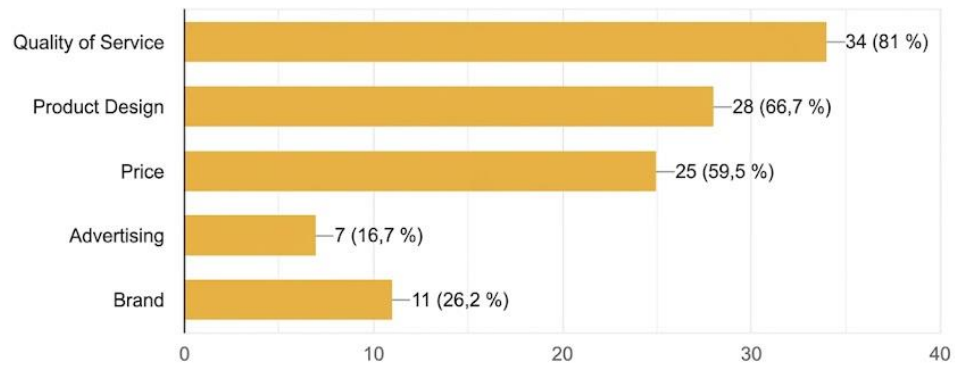


Fig. 4.3. Answers regarding the elements of influence for the formation of a positive emotional experience.

According to the survey results on the elements that influence the formation of a positive emotional experience during a purchase, the most important factors are the quality of service (81%) and product design (66.7%). This indicates that for consumers the key is the direct experience of interaction with the seller and the aesthetic appeal of the product. Price (59.5%) also plays a significant role, as it is an important factor in making a purchase decision. Brand (26.2%) and advertising (16.7%) are less influential.

The answer to the assessment of the role of impression economy on business development is shown in Fig. 4.4.

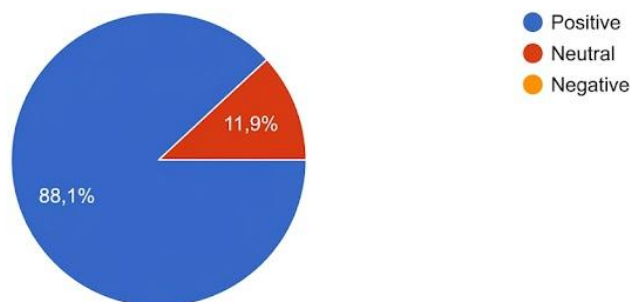


Fig. 4.4. Responses about the role of the experience economy in business development

Regarding the role of the experience economy in business development, the vast majority of respondents (88.1%) assess it positively. This indicates that modern business is aware of the importance of emotional experience in working with goods and services, their ability to evoke vivid, unforgettable impressions in consumers that stimulate demand and loyalty. And only a small part of the respondents (11.9%) took a neutral position, perhaps due to insufficient understanding of the concept of the experience economy or due to doubts about its practical application. Regarding the answers to the selection of the most significant impressions when consuming products and using services, they are shown in Fig. 4.5.

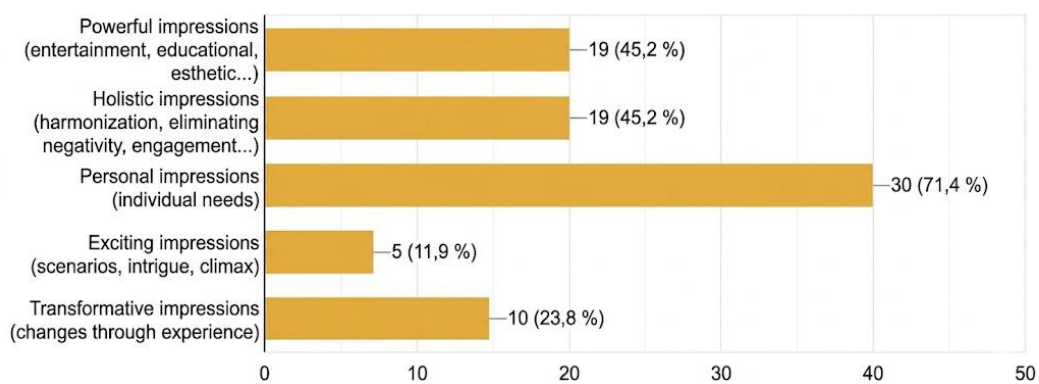


Fig. 4.5. Answers about highlighting the most significant impressions when consuming products and using services

The most important for consumers are personal impressions (71.4%), which emphasizes the desire for an individual approach and satisfaction of their own needs. Powerful and holistic impressions (45.2%) are also of great importance, because consumers want to receive not only vivid emotions, but also to feel harmony and positive changes from consumption. Exciting impressions (11.9%) and changing impressions (23.8%) also play a certain role. Regarding repeat visits of the respondents, the answers are given in Fig. 4.6. Regarding the frequency of returning to companies or institutions that evoked positive emotions, the majority of respondents (59.5%) answered "Often". This indicates that positive emotions are a powerful factor in customer loyalty and encourage them to return again and again.

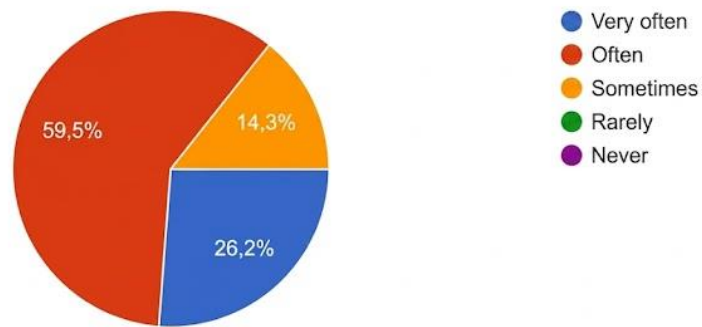


Fig. 4.6. Responses regarding the return of enterprises to obtain impressions.

A significant portion of respondents (26.2%) also indicated that they return "Very often," which emphasizes the importance of emotional experiences in forming long-term relationships with customers. And only a minority of respondents (14.3%) choose the option "Sometimes," and no respondents chose the options "Rarely" and "Never," so companies that know how to evoke positive emotions in their customers have a better chance of success and long-term prosperity.

It is important to determine the competencies that are most important for enterprise specialists when working with stakeholders (Fig. 4.7).

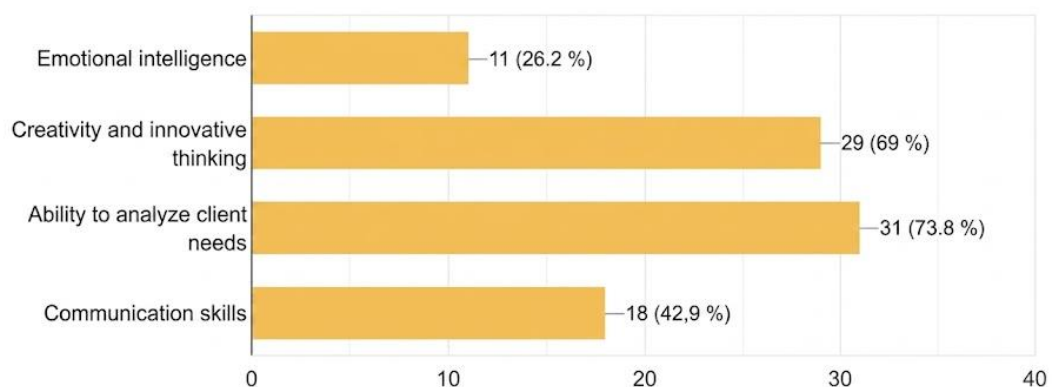


Fig. 4.7. Competencies that are most important for enterprise specialists when working with stakeholders

Regarding the most important skills for professionals in the experience economy, the most highly valued are the ability to analyze customer needs (73.8%), creativity and innovative thinking (69%). This indicates that to succeed in this field, professionals must not only understand what customers want, but also be able to make new, original and interesting decisions that would satisfy these needs. Communication skills (42.9%) and emotional intelligence (26.2%) were rated less, but they are also important, because professionals must have a wide range of skills, from analytical and communication to creative and emotional.

The answers to the questions on how to obtain impressions of brands are shown in Fig. 4.8.

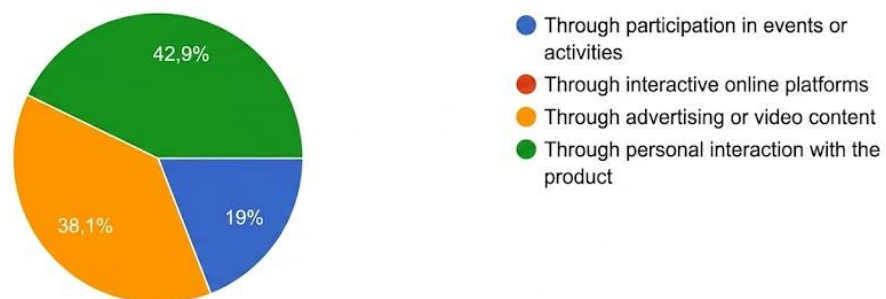


Fig. 4.8. Answers to questions about how to get impressions from brands

Regarding the most convenient ways to gain new impressions from brands, the most popular is personal interaction with the product (42%), which indicates that for many consumers it is important to be able to directly familiarize themselves with the product, evaluate its quality and properties before forming their impression of the brand. Advertising or video content (38.1%), therefore, bright and interesting advertising, high-quality video content are able to attract the attention of consumers, interest them and form a positive impression of the brand. Through participation in events or activities (19%), although this option is not a leader, it still remains an important tool for getting to know the brand and forming a first impression. Regarding the lack of responses to the option "Through interactive online platforms",

this may indicate that this communication channel is less effective or interesting for this audience.

The answers to the question about brand recommendations are shown in Fig. 4.9.

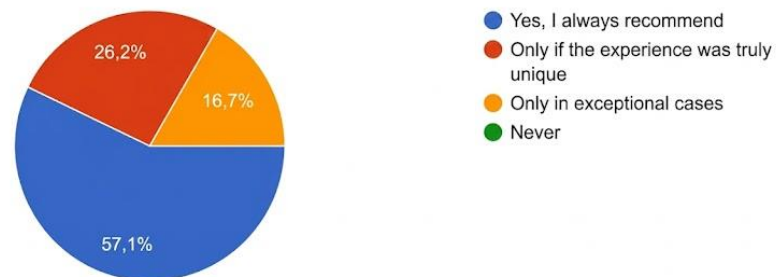


Fig. 4.9. Answers to questions about brand recommendations

Regarding the willingness to recommend a brand after a positive emotional experience, we see that the majority of respondents (57.1%) answered "Yes, I always recommend", which indicates that a positive emotional experience is a powerful factor in brand loyalty. However, a significant part of the audience (26.2%) is ready to recommend a brand only if it is a truly unique experience, which emphasizes the importance of not just positive, but also exceptional impressions. A smaller part of the respondents (16.7%) will recommend a brand only in certain cases, which may be due to various factors, such as personal preferences, the specifics of the situation or previous interaction with the brand. It is important to note that none of the respondents chose the option "Never".

The importance of consuming domestic products is confirmed by the answers presented in Fig. 4.10.

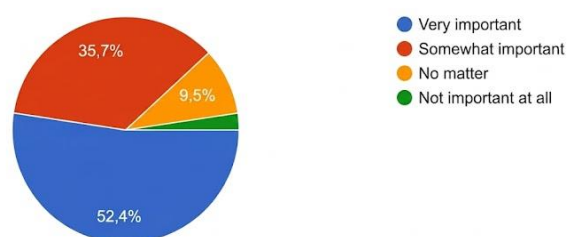


Fig. 4.10. Answers regarding the importance of consuming domestic products

Analysis of the survey results shows that for the majority of respondents (52.4%) the feeling of pride that the products of a well-known Ukrainian brand are domestically produced is very important. For another 35.7% of respondents, this feeling is somewhat important. Together, these two categories of respondents make up 88.1% of the total number of respondents, which indicates a significant influence of the patriotic factor on consumer decisions. Only 9.5% of respondents noted that it does not matter, and only 2.4% answered that it is not important at all.

The importance of the environmental factor is also significant, as confirmed by the responses in Fig. 4.11.

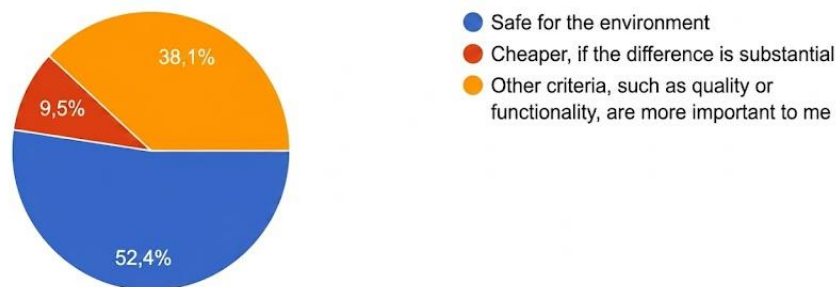


Fig. 4.11. Answers about the importance of the environmental factor for respondents

The results show that for the majority of respondents (52.4%) the environmental safety of a product is a decisive factor when choosing between an environmentally friendly and a cheaper option. They prefer an environmentally friendly product, even if it means paying a higher price. However, a significant part of the respondents (38.1%) is ready to choose a cheaper option if the price difference is significant, price remains an important factor for many consumers, especially in conditions of limited budget. A smaller part of the respondents (9.5%) indicated that other criteria, such as the quality or functionality of the product, are more important for them.

The influence of fashion trends is demonstrated by the answers in Fig. 4.12. For the majority of respondents (64.3%), the quality of the product is more important than its compliance with modern fashion trends. They prefer the functionality and

reliability of the product, rather than its appearance. However, a significant part of the respondents (23.8%) believe that compliance with fashion trends is very important, and they always pay attention to it.

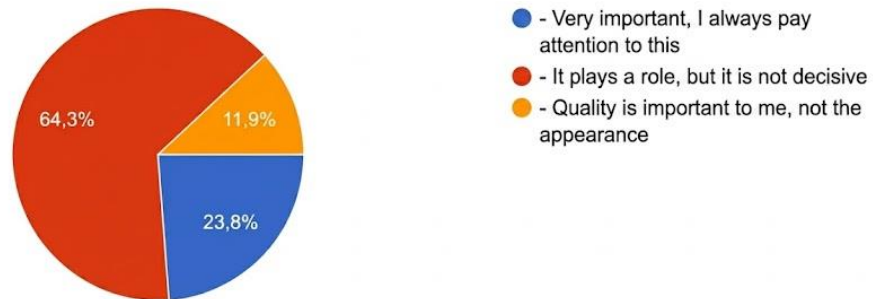


Fig. 4.12. Responses regarding fashion trends in products

Only 11.9% still pay attention to the design, shape, and color of the product, but this is not a decisive factor for them.

The responses to employee motivation for the production of innovative products are shown in Fig. 4.13.

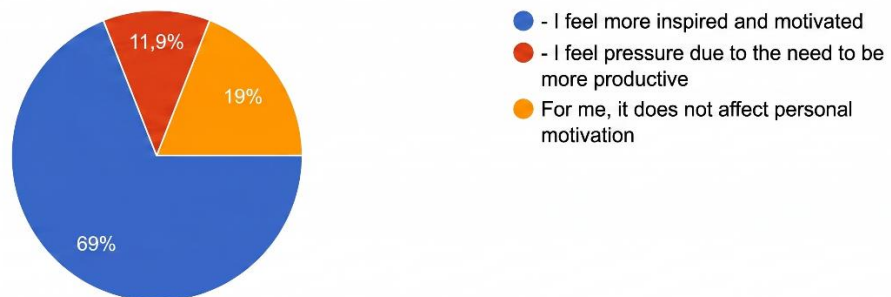


Fig. 4.13. Responses to employee motivation for the production of innovative products.

According to the results of a survey on the impact of an innovative product at work on the well-being of employees, the majority (69%) claim that it significantly affects their personal motivation, they feel more inspired and motivated, for 19% of respondents it has no effect at all, and 11.9% even feel pressured to be more

productive than ever. Therefore, on the one hand, innovations can increase interest and engagement in work, as employees see that the company is developing and investing in their development. On the other hand, it is important to provide support and training to avoid stress and a feeling of pressure due to the need to adapt to new conditions.

Responses to automation of work in the experience economy are presented in Fig. 4.14. According to the survey results on the perception of a product that reduces manual labor but requires a more creative approach, opinions were divided. The majority of respondents (52.4%) consider this a positive challenge. 40.5% consider it an interesting challenge, but provided that it is easy to implement, while 7.1% feel stressed by the new requirements. This distribution of opinions emphasizes the importance of a comprehensive approach to the implementation of such innovations. On the one hand, it is important to ensure simplicity and clarity of the adaptation process in order to minimize stress and resistance from employees. On the other hand, it is necessary to emphasize the opportunities for creative development and professional growth that the new product opens up.

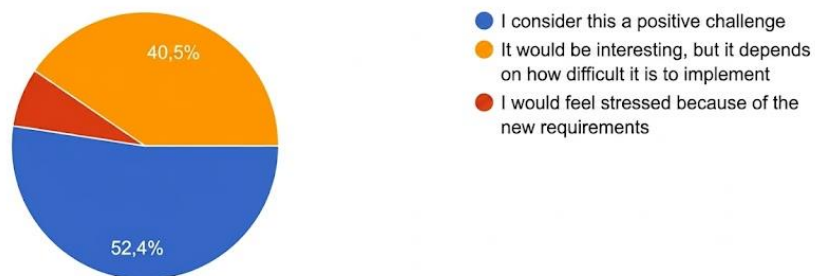


Fig. 4.14. Responses to reducing manual labor

The answers regarding trust in the brand of an enterprise that participates in social projects are shown in Fig. 4.15.

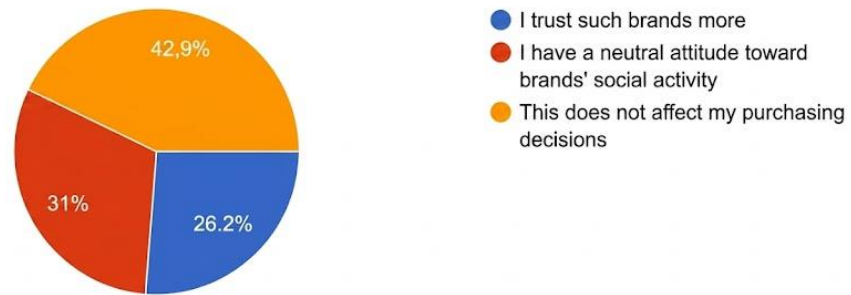


Fig. 4.15. Responses about trust in brands of enterprises that participate in social projects.

Regarding trust in brands of enterprises that participate in social projects, 42.9% of respondents stated that the social activity of brands does not affect their purchase decisions, 26.2% of respondents trust such brands more, and 31% are neutral about it. We see that a significant part of the audience remains indifferent to this aspect, and for some it does not matter, for some respondents it is an important factor that affects their trust and loyalty. To increase trust, it is important to convey information to consumers about specific things the company does and show real results.

The answers to the questions about brands supporting national culture or achieving competitiveness in international markets are given in Fig. 4.16.

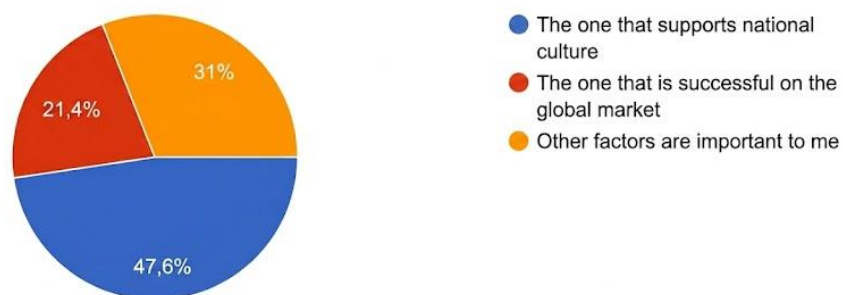


Fig. 4.16. Responses regarding brands' support of national culture or international competitiveness

According to the results of the survey on the choice between a brand that supports national cultural events and a globally successful brand, 31% of respondents said that other factors are important to them. 47.6% choose a brand that supports national culture, while 21.4% prefer global competitiveness. So, for some, the decisive factor is the support of national culture, which can be associated with patriotism, a sense of belonging and a desire to support local producers. For others, the global success of the brand is more important, which can be associated with high quality, innovation and prestige, while for others, completely different factors are important.

The responses regarding corporate brands' support for cultural national projects are shown in Fig. 4.17.



Fig. 4.17. Responses regarding corporate brands' support of cultural national projects

Regarding the support of cultural projects in the region by enterprises, opinions were divided. The majority of respondents (52.4%) consider this to be important, but not the main factor; 9.5% do not pay attention to regional initiatives of brands. 26.2% noted that this is a very important condition and they support such initiatives. However, for 11.9% this does not affect their purchase decision, which may be due to various factors, such as personal beliefs, priorities or negative experience of cooperation with companies that may only declare their support for culture, but do not take real actions. There is a significant part of the audience for which this is important, and they are ready to support brands that invest in the cultural

development of the region. Therefore, companies that want to gain consumer loyalty should pay attention to this aspect and, perhaps, consider supporting cultural projects.

The results of the survey of different groups of respondents allow us to conclude about the importance of using the features of the experience economy for both enterprises and consumers and partners. The analysis of the survey results demonstrates the significant influence of the emotional factor, which is the basis for the formation of impressions, on the consumer experience: 90.5% of respondents note its importance when choosing goods and services. The most effective innovative solutions for improving the emotional experience were the use of new technologies and holding promotions, which indicates the value of live communication and innovative approaches that form emotional impressions and the reputation of enterprises. The main factors in the formation of a positive experience were the quality of service, design and price of the product. Most respondents assess the impact of the experience economy positively, emphasizing the importance of creating unforgettable emotions.

Personal and holistic experiences are the most meaningful to consumers, which emphasizes the importance of a personalized approach. Positive emotions significantly influence customer loyalty, stimulating their return to the brand. Important skills for specialists in the field of the experience economy are analytical skills, creativity and innovative thinking. To obtain new impressions, consumers prefer personal interaction with the product and high-quality video content.

The vast majority of respondents are ready to recommend a brand after a positive emotional experience, which emphasizes the importance of creating exceptional impressions. A sense of pride in Ukrainian-made products is an important factor for 88.1% of respondents. Also, 52.4% choose environmentally friendly products even at a higher price, which indicates a growing environmental awareness. For most consumers, the quality of products is more important than their compliance with fashion trends, although some still pay attention to modern design. Therefore, enterprises should take care of the high-quality use of economic resources, which is embodied in their attractiveness through rational impressions. Innovative products

can increase employee motivation, but it is important to provide support and avoid pressure when implementing changes. In general, the survey results emphasize the importance of taking into account the emotional and rational-innovative aspects for developing business attractiveness and forming a positive reputation of enterprises, i.e. taking into account the rational and emotional at the expense of developing and influencing brands, which is also stated in the author's works [37, 38].

## **5. Conclusions**

In the leading countries of the world, the development of the experience economy with the involvement of creative industries technology has created the conditions for its isolation into a separate model of innovative development of the world economy as a whole. The main indicators characterizing the economic model can be defined as GDP per capita; trade development (the ratio of trade (the amount of exports and imports of goods and services) to GDP); foreign direct investment; unemployment rate, however, the main synthetic indicator that indirectly characterizes all others is GDP per capita. According to the results of clustering the countries of the world according to this indicator, the most economically developed countries entered the cluster with significant development of economic relations according to the impression economy model. Ukraine is characterized by a low manifestation of this model of economic relations, which requires their research, consideration and development.

The current stage of development of the world economic system is characterized by the emergence of new models, forms, mechanisms and tools of competition between sellers of products, which is associated with the globalization of economic flows, easier entry into foreign markets and simplified communications due to the development of Internet technologies. One of such models is the economy of impressions, which is based on specific interdisciplinary methods and tools aimed at increasing the involvement of impressions, rationality, as well as emotions, feelings of consumers in the processes of purchase and consumption, partners in the process of signing contracts.

Developed countries of the world have a stronger potential for the development of the experience economy and are in greater need of its development due to the intensification of competition between national producers. In Ukraine, the socio-economic situation before the war was quite favorable for the development of the impression economy, but was inferior to the developed countries of the world. As a result of the war, the situation deteriorated significantly, therefore, during the post-war recovery period, one of the national priorities should be to increase the well-being of the population, reduce unemployment and stimulate the development of small and medium-sized businesses, which will allow restoring the foundations for the formation of the experience economy in the future.

The analysis of literary sources allowed us to conclude that it is necessary to clarify the concept of the impression economy, under which it is proposed to understand the following. The impression economy is characterized by structural elements of the national economy, which include enterprises, organizations, firms that operate and develop in various sectors of the economy and in their activities use technologies for producing added value of positive impressions from the experience of consuming goods (services) on a larger scale, compared to traditional factors of production, which are characterized by the attractiveness of structural elements (for example, enterprises), i.e. rational impressions and their reputation, i.e. emotional impressions. The economic effect of the application of impression economy technologies, which belong to the intangible assets of enterprises, creates additional powerful sources of competitive advantages at different levels of the national economy and allows building new directions and dimensions of sustainable socio-economic development not only of each enterprise that implements the concept of the impression economy, but also of the country's economy as a whole.

Since there is a direct complex relationship between rational and emotional pleasures and impressions, it is necessary to consider the positioning of economic agents on the "rational - emotional" continuum as variable, unstable depending on the goals, motives of behavior, stereotypes of thinking of owners and managers of enterprises, partners and consumers. And the continuum should be directly divided

into appropriate zones that combine rational and emotional depending on the capabilities and results of economic agents' management and their expectations and active needs.

In the conditions of the impression economy, an important issue is the construction of information interaction between business entities and stakeholders . Active communications are directed both from the enterprise to partners and consumers, and vice versa, their purpose is to receive and transmit messages to ensure the success of the vital activity of economic entities, while purely informational communications provide the dissemination of information. The relationship between them is formed depending on the goals of interaction, motives for activity, methods of forming stereotypes, trust, methods of influence. In this case, the types of relationships are determined by the completeness of the coherence of interests and allow us to identify potential models of behavior, which can be divided into predominantly rational and predominantly emotional. Such models of behavior are the basis for the classification of types of information models of interaction between enterprises and stakeholders , which have practical significance and application in the process of implementing information and communication foresight when conducting business negotiations according to appropriate strategies.

The results of the survey of different groups of respondents allow us to conclude about the importance of using the features of the experience economy for both enterprises and consumers and partners. The analysis of the survey results demonstrates the significant influence of the emotional factor, which is the basis for the formation of impressions, on the consumer experience: 90.5% of respondents note its importance when choosing goods and services. The most effective innovative solutions for improving the emotional experience were recognized as the use of new technologies and holding promotions, which indicates the value of live communication and innovative approaches that form emotional impressions and the reputation of enterprises.

For most consumers, the quality of goods is more important than their compliance with fashion trends, although some still pay attention to modern design.

Therefore, enterprises should take care of the high-quality use of economic resources, which is embodied in their attractiveness through rational impressions. Innovative products can increase employee motivation, but it is important to provide support and avoid pressure when implementing changes. In general, the survey results emphasize the importance of taking into account the emotional and rational-innovative aspects for developing business attractiveness and forming a positive reputation of enterprises through the development and influence on brands in the conditions of the impression economy.

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