

as a whole. Non-standard offline advertising will increase the interest of city residents and consumer traffic. It is advised to create unusual installations around the building, design shop windows, create a transformable branded photo zone, so visitors can take photos and share them in the organization's social networks.

The «Tsentralny» needs to improve its marketing strategies to remain ahead of «Atrium». It effectively uses sales promotions and public relations but for further expansion, it should explore affiliate marketing and innovative offline advertising to increase its public visibility. The combination of traditional and modern marketing tools will ensure the long-term success of the department store.

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MISUNDERSTANDING IN CROSS-CULTURAL COMMUNICATION: CASE STUDIES AND SOLUTIONS

Недопонимание в межкультурной коммуникации: примеры и решения

In an increasingly globalized world, effective communication across cultures has become a vital skill for both personal and professional interactions. This research aims to explore the phenomenon of miscommunication that frequently arises due to cultural differences in customs, language, and perspectives. The relevance of this study is underscored by the growing diversity in workplaces and international markets, where misunderstandings can lead to significant setbacks. By examining the causes and consequences of cross-cultural miscommunication, we aim to provide insights into effective strategies for enhancing intercultural communication.

Cross-cultural miscommunication arises when individuals from different backgrounds misinterpret actions, words, or intentions due to variations in norms, values and expressions. Gestures, tone, or silence can have different meanings, making understanding and respect crucial for effective communication.

A prominent theoretical framework in this area was proposed by Geert Hofstede, who analyzed cultural differences using four key dimensions: individualism-collectivism, uncertainty avoidance, power distance, and masculinity-femininity [4]. These dimensions

help explain how cultural values influence communication and behavior, offering valuable insights for navigating diverse environments.

A practical example of cultural miscommunication in international business can be seen with a well-known American fast-food chain that expanded into India. The company introduced its regular menu without considering local cultural and religious beliefs regarding beef consumption. This oversight not only upset many customers but also forced the company to adapt its menu to align with local tastes. Such cases highlight the critical importance of understanding and adapting to different cultures when conducting business globally.

Cultural miscommunication manifests in various forms due to differences in language, nonverbal cues, context, norms, and values. Language barriers are common; vocabulary, idioms, or nuances may be misunderstood, leading to confusion. Nonverbal misinterpretations, such as gestures or facial expressions, can cause offense since the same body language may convey different meanings across cultures. Additionally, contextual differences between high-context cultures – where implicit communication is prevalent – and low-context cultures – where communication is more direct – often result in misunderstandings.

Several international companies have faced challenges due to cultural misunderstandings:

- McDonald's had to modify its menu in India due to religious beliefs.
- Walmart struggled in Germany partly because it did not account for local shopping habits and cultural preferences, leading to its eventual exit from the market.
- Starbucks initially failed in Australia because it did not adapt its offerings to local coffee culture, which favors smaller coffee sizes and a more casual café experience.

These examples illustrate how crucial it is for businesses operating internationally to invest time in understanding local customs and consumer behaviors [1].

To enhance cross-cultural communication, organizations can implement specific tools and strategies such as cultural training, active listening, feedback mechanisms, and diverse teams. Training employees in cultural awareness helps them understand diverse perspectives and avoid stereotypes. Active listening fosters understanding among team members, while feedback channels address misunderstandings. Promoting diversity enriches discussions and drives innovation through varied viewpoints.

Effective cross-cultural communication is vital in our interconnected world. It demands cultural awareness, an open mind, and a commitment to understanding diverse perspectives. By avoiding stereotypes and practicing active listening, individuals can build stronger relationships and foster mutual respect. Embracing these principles enhances both personal and professional interactions while encouraging global cooperation.

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CLASSIFICATION OF ACCOMMODATION FACILITIES IN THE REPUBLIC OF BELARUS

Классификация средств размещения в Республике Беларусь

The hospitality sector is a vital component of the economy in the Republic of Belarus. As the tourism industry grows, understanding the classification of accommodation facilities becomes increasingly important for enhancing service quality and competitiveness. The classification not only assists travelers in making informed choices but also helps businesses in aligning their services with international standards. This paper aims to explore the various types of accommodation facilities in Belarus and how they are classified [1].

The main goal of this topic is to identify the primary categories of accommodation options available in Belarus. Additionally, it seeks to examine the criteria and standards used for classification [1]. By doing so, we can understand how these classifications influence tourists' choices and the overall quality of services provided. Moreover, it highlights the need for a systematic approach to managing and improving accommodation facilities to meet the demands of the modern traveler.

Accommodation facilities refer to establishments that provide temporary lodging for travelers. These can range from luxurious hotels to budget hostels, catering to various segments of the market. In Belarus, the accommodation landscape has evolved significantly, incorporating a diverse range of options to suit different preferences and budgets. The role of state standards and international associations in shaping the foundational principles for classification is also paramount in ensuring that the accommodation industry meets both local and international expectations [2].

Accommodation facilities in Belarus can be classified into several categories based on various criteria: