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SUCSESSEFUL AND UNSUCCEFUL BUSINESS STRATEGIES IN THE CONTEXT OF CULTURAL CHARACTERISTICS

Успешные и неудачные бизнес-стратегии в контексте культурных особенностей

In the context of the growing globalization of the business world, companies face many unique challenges and opportunities that need to be addressed taking into account the cultural characteristics of different regions. The purpose of this article is to analyze how cultural differences affect brand perception, service quality and customer loyalty, as well as to demonstrate successful strategies for adapting international companies to local conditions. Organizations that achieve success realize that the only and universal approaches that work effectively in their home market may be ineffective or even disastrous in another cultural context. The analysis of both successful and unsuccessful business strategies provides valuable insight into how cultural differences affect brand perception, service quality, and customer loyalty.

One of the most striking examples of successful adaptation is McDonald's, which has «adapted» its product to local traditions. In 1970, McDonald's made a serious attempt to enter foreign markets [1]. When entering the markets of countries with strong dietary traditions, such as India, the fast food chain changed its menu, eliminating beef and offering vegetarian dishes. At the end of the 20th century, at the turn of the 90s, McDonald's opened its first restaurant in India and quickly realized that the demand for vegetarian options was much higher than for meat options. This is how potato dishes such as «Alu Tikki», potato burger and «MaKalu Tikki» appeared, which allowed them to gain the trust of local consumers. This has led to the expansion of this company in India, which today has more than 300 restaurants, and successful integration into the local culture.

An example of a failed expansion into the German market is Walmart. The American retailer began its first steps in the German market in 1997, seeking to transfer its successful business model to European soil. However, ignoring local cultural peculiarities was the reason for its failure. Unlike Americans, Germans prefer low prices and convenient store design rather than an emphasis on personalized service. Walmart was faced with an inappropriate pricing system and service, which led to significant losses. For example, the idea of «greeting» customers and «personal cashiers», successfully operating in the United States, was perceived by the Germans as intrusive and superfluous. In 2000, the company decided to leave the market, closing all its stores.

Similarly, Starbucks faced difficulties opening its first store in Australia in 2000, hoping to repeat its triumph in the United States. However, the preferences of local

consumers, accustomed to high-quality coffee and cozy local cafes, were misjudged. Australians appreciate the deep coffee traditions and unique approach to beverage preparation, which did not meet the standards of stylish but standardized Starbucks service. As a result, Starbucks was able to open only a small number of stores, and in 2008 it closed 61 of 84 outlets, recognizing a failure in this market.

In the case of both examples, the main aspects of cultural inconsistency that led to problems were an incorrect assessment of consumer preferences and an underestimation of the importance of local traditions and consumption practices. This highlights the importance of a deep understanding of cultural factors for successful international expansion [2].

Cultural adaptation of business strategies is the key to success in the international arena. Examples of companies such as McDonald's demonstrate the importance of respecting local traditions. At the same time, the failures of Walmart and Starbucks show how underestimating cultural aspects can have serious consequences. In a highly competitive environment, companies must quickly adapt their strategies to suit cultural contexts for successful growth abroad. Effective strategies require the study and consideration of cultural values and needs, as well as the adaptation of standard business models to local characteristics.

References

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BODY LANGUAGE IN ECONOMIC COMMUNICATIONS

Язык тела в экономических коммуникациях

They say that body language is more than 50 % of communication. We do know that gestures have an effect in interactions. The world of business is no different. That's why