

East Asia offers a contrasting perspective, where harmony, hierarchical structures, and collective decision-making dominate. Toyota's 'Toyota Way' demonstrates the importance of continuous improvement (Kaizen), long-term vision, and respect for authority in Japanese corporate culture. Indirect communication and consensus-building are key features of East Asian practices, ensuring harmony within teams and across organizations. These practices reflect the region's emphasis on stability and respect, which are integral to its business ethos.

Western Europe combines structured organizational frameworks with a strong focus on ethics, sustainability, and regulatory compliance. Siemens exemplifies this approach with its commitment to precision, environmental stewardship, and robust corporate governance. European businesses often operate within environments that demand adherence to high labor standards and ecological responsibility, reflecting broader societal values. These principles not only shape operations but also enhance the reputation and trustworthiness of European firms on the global stage.

Operating across multiple regions brings significant challenges for multinational companies. North American firms entering East Asia must adapt to hierarchical structures and a slower, consensus-driven decision-making process, which can feel counterintuitive. Conversely, East Asian companies face difficulties adjusting to North America's fast-paced environment, where individual initiative and direct negotiations are key.

European businesses often encounter competitive pressure in North American markets, which may require them to prioritize agility and cost-effectiveness over their usual focus on regulatory compliance. Nevertheless, European firms' emphasis on sustainability and corporate social responsibility offers them a unique advantage, especially as global consumers increasingly value ethical business practices.

The analysis of business practices in North America, East Asia, and Western Europe reveals the profound impact of regional values and traditions on corporate strategies. Multinational corporations must embrace cultural differences, adapt to unique market expectations, and develop a deep understanding of local practices.

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SOME ASPECTS OF DETERMINING THE LEGAL STATUS OF AFFILIATES

Некоторые аспекты определения правового статуса аффилированных лиц

In the process of carrying out activities, business entities enter into close contact with each other and are in a certain relationship. The relevance of the issue of considering certain aspects of the legal status of affiliated persons is determined by the fact that

affiliation allows the participation of formally independent entities in such a relationship (the will of such entities is formed from the outside). The purpose of the study was to identify the characteristic features of the legal status of an affiliated person in order to form, on this basis, a clearer approach to the consideration of cases involving affiliated persons.

The term «affiliation» comes from the English word «affiliate», which means «to be united», «to be in close connection». The Large Economic Dictionary contains an interpretation of the concept of «affiliation» (from the French affiliation – connection), the content of which comes down to the accession of an enterprise, firm to another, larger, related enterprise as a branch; the influence of an individual on the results of the activities of an enterprise, firm; the establishment of connections, contacts, authorship in a legal matter.

At the legislative level, affiliated persons are recognized as individuals and legal entities that are able to directly and (or) indirectly determine decisions or influence their adoption by a business entity, as well as legal entities on whose decision-making the business entity exerts such influence. *An example demonstrating the presence of affiliation is a situation where the director of a company is the owner of another firm, which will lead to a conflict of interest and influence on decision-making in both organizations.*

Thus, in order to recognize the relevant individual or legal entity as an affiliated person in relation to a business entity, two determining factors must be present: 1) or could directly determine decisions made by the business entity; 2) or could influence their adoption by the business entity.

The identifying feature of an affiliated connection is the recognition of such relations as private law relations with a characteristic dependence at the level of direct and indirect control. The relatedness of affiliated persons differs when considering this aspect in public and private law. Despite the nature of the relations as private law, in public law the establishment of relatedness is based on common interests, in private law – on the exclusion of a conflict of interests between participants in corporate relations that have a negative impact on the activities of a legal entity. The activity itself, which affiliated persons should influence, is also an exciting issue. Thus, when considering the legal regulation of affiliated persons, Dzhabua I.V. points to a clear indication in the article of the law of the type of activity on which affiliated persons would exert their influence, and cites entrepreneurial activity as an example.

It is proposed to amend the definition of the term «affiliated persons of a business entity» in terms of their influence strictly on the entrepreneurial activity of business entities.

This proposal is explained by the fact that in order to prevent «possible abuses» when making transactions between a business entity and interested affiliated persons, it should also be taken into account that an affiliated person can directly determine decisions made by a business entity and can influence their adoption by a business entity only within the framework of the activities carried out by the business entity.

The search for solutions to fill the gaps in the legal regulation of relations between legal entities related to each other by varying degrees of kinship occurs by not including in the account of social ties of a legal entity that can have an indirect or direct influence on it. The legislator refuses to separate the form of liability of legal entities and persons who determine the actions of this legal entity, in favor of defining clear property liability for all business entities.

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PECULIARITIES OF RUNNING A RESTAURANT BUSINESS IN MUSLIM COUNTRIES

Особенности ведения ресторанного бизнеса в мусульманских странах

The peculiarities of the restaurant business in Muslim countries may be due to unique cultural, religious and social factors. Let us consider the main aspects affecting the restaurant business in these regions:

Culinary traditions: – Halal: The basic principle that a restaurant in Muslim countries must adhere to is compliance with the concept of Halal. Halal (which translates to «permitted») are foods that are allowed to be eaten according to Islamic law. This applies both to types of meat (e.g. pork is forbidden) and how they are prepared.

- Regional cuisine: Muslim countries have diverse culinary traditions, for example in Turkey, Iran, Egypt and Malaysia. Restaurants serving national cuisine are often popular.

Cultural characteristics: – Family values: In most Muslim societies, the family plays a central role. Restaurants are often family-oriented, offering large spaces for group visits.

Alcohol Restrictions: – Prohibition of alcohol: In many Muslim countries, the sale and consumption of alcohol is strictly limited or prohibited. This leads to the establishment of non-alcoholic restaurants that offer a variety of non-alcoholic beverages including juices, teas and specialty halal cocktails.

Religious practices [1]: – Prayer Hours: In Muslim countries, there are certain hours when prayers (namaz) are offered. Some restaurants close during these hours or offer special prayer times.

- Ramadan: During the month of Ramadan, restaurants may change their schedules, opening only after sunset for iftar (the first meal after a day of fasting). Offering special menus for iftar also becomes popular.

Service and Maintenance: – Hospitality: Hospitality is considered an important part of Muslim culture and restaurants often strive to create a warm and friendly atmosphere.