

## **THE IMPACT OF CROSS-CULTURAL DIFFERENCES ON BUSINESS SUCCESS (ON THE EXAMPLE OF BELARUSIAN AND BRITISH CULTURES)**

### **Влияние межкультурных различий на успешность бизнеса (на примере белорусской и британской культур)**

Nowadays, as the world has become more connected through globalization, multinational companies and integration unions, international negotiation issues have become increasingly important. In such negotiations, participants often have to communicate with people from different cultures, which requires intercultural communication skills.

The purpose of my research is to illustrate how intercultural communication affects international business negotiations in British and Belarusian cultures.

Each country has its own unique traditions and customs that are important to consider even in a business environment. In intercultural communication theory, cultures are categorized according to different criteria. There are three well-known approaches that we use in our research:

1. Gert Hofstede's classification of corporate cultures – the most popular, based on six parameters (power distance, individualism vs. collectivism, masculinity vs. femininity, and uncertainty avoidance).

2. Edward Hall's classification, where cultures are divided according to how they use space and time (high context vs. low context cultures; monochronic and polychronic cultures; space; information flow).

3. Richard Lewis' classification, which shows how people act over time (linear-active, multi-active, and reactive.).

Cultures also differ in their importance in professional communication: this relates to the choice of negotiators, adherence to protocol, use of verbal and non-verbal cues, perception of time and level of risk. All of these differences can make business negotiations difficult.

To illustrate this, we focus on the interaction of Belarusian and British cultures in negotiations based on several aspects.

#### **1. Verbal communication:**

- Language and communication style: In Belarus, communication tends to be formal, especially in official contexts. Titles and surnames are commonly used. In the UK, the style is often more informal, with humor and irony frequently employed, which can sometimes lead to misunderstandings.

- Directness and indirectness: Belarusians generally prefer a direct approach in negotiations. In contrast, Brits may communicate more indirectly, which can lead to misunderstandings if the Belarusian side misses the subtext.

## 2. Non-verbal communication:

- Gestures and facial expressions: Nonverbal communication in Belarus may be less pronounced than in some other cultures. Britons can also be restrained in expressing emotions, but use more gestures. It is important to remember that too many gestures may seem inappropriate.

- Personal space: Belarusians prefer more personal space when communicating, especially with strangers. Brits also value personal space, but may be more open to physical contact in informal situations, such as shaking hands.

The study of cross-cultural differences between Belarusian and British cultures highlights the importance of intercultural communication in international business negotiations. Key implications for success include: Cultural Sensitivity: Organizations should invest in training to improve understanding and adaptability in negotiations. Building Relationships: Fostering trust and respect for cultural differences can lead to better outcomes. In summary, recognizing and addressing these cultural nuances is essential for enhancing negotiation effectiveness and achieving business success in cross-cultural contexts.

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## **THE URBAN ATTRACTIONS IN THE FORMATION OF TOURIST ATTRACTIVENESS OF BELARUSIAN TOWNS**

### **Городские аттракции в формировании туристической привлекательности городов Беларуси**

Research objectives: to determine the forms of attractions that are used in the tourist spaces of the cities of Belarus.

Urban attractions are objects or phenomena that exist in a certain urban environment, and create a unique environment in the city as a tourist center, add a noticeable marketing tool that enhances the impression of this destination. Tourist centers are actively working on the creation or renovation of what could become such attractions. We reviewed the experience gained in the urban tourist space of Belarus.

**The attraction is a character.** Quite often, the characters of the townspeople who are related to various aspects of city life become the subject of tourist interest. In the city of Grodno, this is a trumpeter who rises daily at noon to the observation deck of the fire tower and gives a sound signal that it is noon in the city. In Brest, every day at sunset, a lamplighter appears on Sovetskaya Street, who lights a city lantern. These attractions make your stay in the city more interesting, the attractions may be only part of the tour, or they may be an independent product.