

To become a good leader, a person must constantly learn and improve his or her skill. Here is what a leader in an intercultural team should be able to do:

- understand and accept cultural differences (a leader must realize that different peoples have traditions or obligations to their culture. It is necessary for a leader to study the nuances of cultures, their customs, values, norms to better understand subordinates);
- have tolerance and respect (this is the basis in any team, the leader must take into account the opinion of each member of the team, value and recognize them. The leader realizes that everyone has his own methods and approaches to work, he should not reject or deny them. It is necessary to create a work environment in which it is pleasant for everyone to work, and everyone feels relaxed and respected);
- mutual understanding (a leader builds mutual understanding in his team, he should direct people's relations in a good direction, listen to all his colleagues, correct any misunderstandings. To build mutual understanding, he looks for common in different cultures and people through conversations or activities. By finding something common in everyone, the leader builds some kind of base under communication);
- patience (undoubtedly patience is one of the main traits of a leader. Without this quality any person can not go anywhere, but the leader must have it very much. Since the leader builds relationships with all the people in the team, he must realize that this process is not fast. Every person has a different level of trust building, every culture is different and each has its own nuances. If the employees see that the leader is rushing them or feel any pressure, they will start to shut down and the leader will lose trust in himself).

This is only a small part of the qualities a leader should have. We repeat that a person who leads a team must constantly improve himself and his selfdevelopment should not stand in one place.

The leader must break all barriers of communication that appear in the group, he must have developed cultural intelligence, self-awareness, communication. The leader is the main person in the team, the whole team depends on him.

**M. Kazaryan**

**М.А. Казарян**

Белорусско-Российский университет (Могилев)

*Научный руководитель Л.А. Климова*

## **THE RESEARCH OF PR-ACTIVITIES OF A TRADING COMPANY**

### **Исследование PR-деятельности торгового предприятия**

In the conditions of modern competition, trade enterprises must build effective communication strategies. One of the key tools in this process is PR-activity aimed at forming a positive image of goods, brands and services of the company.

This study analyses the PR-activity of the open joint-stock company «Department Store «Tsentrally» in Mogilev.

Objectives of the study include:

- To evaluate the effectiveness of PR-activity of the department store.
- To determine the most and least used PR tools.
- To formulate recommendations for optimizing PR strategy.

PR-activity is the construction of harmonious relations of the enterprise with the public, impacting on the creation of a favorable reputation of goods, brands and services of the enterprise. Various types and tools are used for this purpose.

OJSC «Department Store «Tsentrally» is a large multi-brand shop in Mogilev, which offers a wide range of goods of various categories, it occupies a favorable location and attracts the attention of residents and guests of the city. The evaluation of the effectiveness of PR-activities of the department store is presented in Table.

Evaluation of PR-activities of OJSC «Department Store «Tsentrally»

Types and tools	Efficiency, point from 1 to 10	Significance	Weighted evaluation
Website on the Internet	8	0,15	1,2
Social networks	7	0,10	0,7
Branding	8	0,15	1,2
Press publications	8	0,10	0,8
Charity	9	0,10	0,9
Sponsoring	2	0,10	0,2
PR-campaigns and contests	4	0,15	0,6
Reputation management	8	0,15	1,2
Total	–	1,00	6,5

According to the results of the Table 1 it is clear that OJSC «Department Store «Tsentrally» realizes quite successful PR-activities (6,5 points out of 10).

The instruments that are most effectively used are:

- website – all necessary information, links to online shops, contact details are available, but social media widgets are missing;
- social networking – there are official accounts in Instagram, VK, Facebook, where new clothes, shoes, cosmetics, haberdashery products are regularly presented, but no attention is paid to other categories of goods in the same way as to highlighting interesting events and promotions;
- branding – there is a branded logotype, corporate colors and staff clothing, branded equipment, standards of service, however they are not always used;
- charity – different events are often organized to support veterans, pensioners, large families, children, people with disabilities;
- press publications – the company closely co-operates with the media, places press releases and articles on both external and internal resources;

- reputation management – the administration responds quickly and properly to reviews left by buyers on different platforms.

PR tools that are not fully exploited include:

- sponsoring – the company sometimes sponsors individual events, but it is not enough, so it is suggested to become a permanent sponsor of some dance (or sports) group which participates in national and international events.

- PR-activities – there should be more of them and they should affect wide society classes, for instance, photo contests, children's drawing contests, contests for the best look assembled from the goods presented in the department store, etc.

It is also recommended to pay attention to public speeches of the company's leading executives at seminars and festivals, which will help build trust among employees, clients and partners alike. In addition, such events are good for communicating key messages about the company's values and strategic goals, which helps all participants to understand the direction in which the organization is moving.

In conclusion, the PR activity of OJSC «Department Store «Tsentrалny» demonstrates stable results, but there is a significant potential for further development. Effective use of existing tools, such as the website and social media, creates the basis for a positive image, which requires a more targeted approach in covering a variety of product categories and events.

Despite successful charity and reputation management activities, it is important to note that a company can significantly improve its position by increasing the degree of involvement in sponsorship and organizing PR campaigns. By adopting the recommendations, it will be possible to reach a wider audience, strengthening ties with the local community and expanding its customer base.

### **Reference**

1. ОАО «Универмаг «Центральный» : [сайт]. – Могилев, 2024. – URL: <https://tsum1947.by/> (дата обращения: 15.11.2024).

**N. Klimovich**

**Н.А. КЛИМОВИЧ**

БГТУ (Минск)

*Научный руководитель А.В. Коньшова*

## **CULTURAL DIFFERENCES AND THEIR IMPACT ON BUSINESS**

### **Культурные различия и их влияния на бизнес**

The purpose of the study: to study the social and cultural environment in international business. In the context of globalization and the rapid development of technology, international business is becoming an increasingly important aspect of the global economy. However, the successful operation of companies in the international arena