

business result. The variety of tasks solved by business correspondence determines the existence of an extensive classification of letters by subject, the need for a response (proactive and informational), structure (regulated and unregulated) and other parameters.

К. Sviatskaya

К. А. Святская

БГЭУ (Минск)

Научный руководитель Н. А. Михайлова

CROSS-CULTURAL BUSINESS STRATEGIES IN EMERGING MARKETS

Кросс-культурные бизнес-стратегии на развивающихся рынках

This study examines institutional and socio-cultural factors influencing business strategies in emerging markets, focusing on cross-cultural communication and local adaptation. While these markets offer substantial growth potential, their unique institutional and cultural characteristics present complex challenges requiring sophisticated approaches. The research analyses how businesses can effectively navigate these environments to achieve sustainable market presence.

The institutional framework in emerging economies combines formal regulations with informal practices. Although macroeconomic stability remains important, institutional quality often determines business success. Significant challenges include bureaucratic complexity, corruption issues, weak property rights protection, and regulatory opacity. These factors substantially increase operational costs and necessitate specialised competencies in local regulatory navigation. Additionally, the continuously evolving institutional landscape demands ongoing strategic adaptation and organisational flexibility.

Socio-cultural considerations are equally critical for market success. Cultural differences manifest across communication styles, negotiation approaches, relationship-building practices, and decision-making processes. Many Asian and Middle Eastern business cultures emphasize long-term relationship development through personal networks, contrasting sharply with Western preferences for formal contracts and immediate outcomes. Understanding these cultural nuances proves essential for establishing trustworthy partnerships and sustainable business operations.

The experience of Belarusian enterprises in emerging markets provides valuable insights into effective adaptation strategies. Successful companies typically develop comprehensive approaches that integrate deep cultural understanding with business objectives. Establishing productive joint ventures requires appreciation of partners' cultural expectations beyond purely economic considerations. Similarly, product adaptation, branding strategies, and marketing communications need careful customisation to align with local cultural norms and consumer preferences.

Cross-cultural communication competence represents a fundamental requirement for effective operations. Beyond superficial language barriers, success demands understanding of deeper cultural codes including non-verbal communication patterns, context dependency variations, and different communication styles. The distinction between high-context cultures relying on implicit understanding and low-context cultures preferring explicit communication presents particular challenges in international business negotiations and daily operations.

Strategic market entry requires balancing global standardization benefits with local adaptation necessities. Organizations should develop integrated cross-cultural strategies incorporating specialized training programs, strategic local hiring, dedicated intercultural management structures, and flexible organisational frameworks. Although digital technologies facilitate certain cross-cultural interactions, they cannot replace the crucial importance of personal relationships and profound local market understanding.

In conclusion, successful business expansion into emerging markets demands a holistic approach integrating both institutional compliance and socio-cultural intelligence. Companies must develop robust institutional competence for effective regulatory navigation while cultivating deep cultural intelligence for meaningful cross-cultural engagement. International experience, including that of Belarusian companies, consistently demonstrates that comprehensive understanding of local business cultures and thoughtful socio-cultural adaptation represent critical success factors for sustainable business development. Future research should prioritise developing practical assessment tools for cross-cultural competence evaluation and creating specialised training methodologies for international business professionals operating in diverse cultural environments.

E. Skalaban

Е. В. Скалабан

БНТУ (Минск)

Научный руководитель Н. П. Буланова

SOCIOCULTURAL BARRIERS IN INTERNATIONAL BUSINESS AND WAYS TO OVERCOME THEM

Социокультурные барьеры в международном бизнесе и пути их преодоления

This study examines how sociocultural features affect the work of international companies and doing business outside the country. The focus is on how differences in language, business practices, national values and social norms can create difficulties in communication, negotiations and management of international projects.

The aim of this work is to identify the main sociocultural barriers in international business and find effective ways to overcome them, which will help improve interaction