

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

between companies from different countries and reduce the likelihood of conflicts and misunderstandings.

However, there are certain barriers caused by the fact that each country has its own unique system of values, traditions, norms of behaviour and ways of communicating. People who have grown up in different cultural environments have different ideas about what is considered normal, correct or respectful in business relationships. These differences manifest themselves in many aspects: language, communication styles, attitudes towards time, decision-making methods, business etiquette and even how negotiators understand terms such as «agreement» and «responsibility» [1].

The most obvious problem is the language barrier, which arises from insufficient knowledge of a foreign language, differences in vocabulary, and difficulties in translation. Even with an interpreter present, important details may be overlooked, leading to misunderstandings.

Another significant type is communication barriers, which consist of verbal and non-verbal barriers. At the language level, this manifests itself in the use of words and expressions that may cause difficulties for representatives of other cultures. These include metaphors, proverbs and sayings.

In addition, the incorrect use of non-verbal communication, such as gestures, facial expressions and appearance, may lead to one participant misunderstanding another.

Religious barriers arise precisely because each country has its own traditions, religious beliefs and social norms, which also influence employees. For example, in some places, strict hierarchy must be observed, while in others, informal communication between managers and subordinates is accepted. Failure to comply with these norms is often perceived as disrespectful.

Next up are barriers of perception and stereotyping. These arise when negotiators label others based on national or ethnic stereotypes. Although these may simply be prejudices, they are not always positive, which distorts the first impression of the partner.

Social barriers arise due to differences in social status, education, age and occupation. A person with higher status may not attach importance to the words of a person with lower status. However, the latter may experience fear or insecurity when communicating [2].

International business can be compared to a delicate mechanism, where every detail – people, culture, values or language – is important. Even the slightest discrepancy can cause the entire system to malfunction. The same is true in life, where barriers arise at every stage, from initial negotiations to daily communication between employees from different countries. To reduce these obstacles, companies begin to create the following conditions: 1. Study the linguistic characteristics of other people; 2. Be sincere and open in communication; 3. It is important to try to understand and accept other people's religions and customs; 4. Understand how people think, build relationships, and what is really important to them in business [3].

Thus, the main tool for overcoming barriers in intercultural communication is the development of intercultural competence.

References

1. Коммуникационный процесс. Коммуникативные барьеры // Bstudy. – URL: https://bstudy.net/701191/literatura/kommunikatsionnyu_protssess_kommunikativnye_barery (дата обращения: 05.11.2025).
2. Межкультурные барьеры и пути их преодоления в процессе коммуникации // Studwood. – URL: https://studwood.net/749372/menedzhment/mezhkulturnye_barery_puti_preodoleniya_protssesse_kommunikatsii (дата обращения: 05.11.2025).
3. Межкультурные барьеры в процессе коммуникации и пути их преодоления // Студенческий научный форум-2012. – URL: <https://scienceforum.ru/2012/article/2012001604> (дата обращения: 05.11.2025).

В. Smolski

Б. А. Смольский

БГАТУ (Минск)

Научный руководитель Т. В. Рыло

SOCIO-CULTURAL ENVIRONMENT OF INTERNATIONAL BUSINESS

Социально-культурная среда международного бизнеса

The socio-cultural environment of international business plays a key role in shaping the strategic behavior of companies, determining the specifics of communication, managerial decision-making, and building long-term partnerships. The aim of the study is to identify the influence of national cultural factors on the effectiveness of international business communications and the adaptation of corporate strategies in the global market.

The cultural models of Hofstede, Hall, and Schneider-Bars, as well as the comparative analysis of practices used by companies operating in a multicultural environment show that the key cultural parameters affecting business interaction are as follows: individualism/collectivism, power distance, communication context, and uncertainty avoidance.

A high level of intercultural competence reduces risks of misunderstanding, facilitates successful adaptation of products and services to local market needs, strengthens trust between partners, and enhances a company's reputation. At the same time, companies face challenges such as overcoming cultural barriers, adjusting managerial approaches, and shaping a flexible corporate culture.

The practical significance of the problem is reflected in the development of recommendations for adapting corporate strategies: implementing intercultural training programs, forming multinational teams, involving cultural mediators, and integrating cultural sensitivity principles into management systems. These measures can enhance companies' competitiveness on the international stage and ensure sustainable development in the context of globalization.