

## References

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## **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.

It's a matter of fact that successful international companies build hybrid management models combining global standards with local cultural specifics. For instance, corporations operating in countries with both low and high power distance adjust decision-making processes: maintaining more hierarchical structures in some regions while decentralizing in others. This allows them to interact effectively with employees and partners, aligning with local value systems.

While examining the cases of company interactions in East Asia, Europe, and Latin America it was demonstrated that cultural differences influence not only negotiation styles and information exchange but also perceptions of time, contract structure, the degree of formalization, and the level of trust between parties. For example, in high-context cultures (Japan, China) establishing personal relationships is crucial before formal cooperation begins, whereas in low-context cultures (USA, Germany), clear structure and written agreements are prioritized.

A range of managerial recommendations can be proposed: adapting communication strategies to cultural context levels; developing intercultural leadership skills among managers; configuring flexible motivation models that consider employees' national characteristics; conducting cultural risk assessments when entering a new market. These measures help strengthen the resilience of international projects and increase efficiency in a multicultural environment.

To sum up, the analysis demonstrates that companies implementing systematic intercultural practices show higher business performance in foreign markets. Furthermore, companies that apply hybrid management models adapt more effectively to local business environments and demonstrate greater resilience in crises. These findings confirm the importance of integrating cultural competence into strategic and operational processes to enhance competitiveness on the global market.

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## **THE ROLE OF RELIGION IN INTERNATIONAL BUSINESS: INFLUENCE ON CONSUMER BEHAVIOR AND BUSINESS PRACTICES**

### **Роль религии в международном бизнесе: влияние на потребительское поведение и деловые практики**

The economic and social nature of international business relations faces certain complexities in its formation at the present stage. In the context of an emerging global market, international companies must monitor geographical/natural, demographic, scientific-technological, political-legal, socio-economic, ethnocultural, and religious