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SPECIFICS OF INTERCULTURAL COMMUNICATION IN INTERNATIONAL BUSINESS

Особенности межкультурных коммуникаций в международном бизнесе

In the context of globalization and digital transformation, intercultural communication has become a strategic asset for companies operating in international markets. Cultural differences and their impact on business negotiations are identified as a major factor that requires deep understanding and consideration.

The aim of this study is to identify *key cultural factors* that influence business communication across borders and to evaluate their impact on negotiation, leadership, and collaboration in multinational environments. The research is based on comparative analysis of cultural models and practical observations from international business practice.

To begin with, *communication styles* differ significantly between cultures. High-context cultures such as Japan, China, and Arab countries rely on indirect messaging, nonverbal cues, and shared assumptions. In contrast, low-context cultures like the United States, Germany, and Scandinavia emphasize clarity, directness, and explicit verbal expression. These differences often lead to misunderstandings in negotiations and joint projects if not properly managed.

Another important factor is *power distance* – the extent to which hierarchical structures are accepted. In high power distance cultures (e.g., Russia, India, Mexico), authority is respected and decision-making is centralized. In low power distance cultures (e.g., the Netherlands, Australia), egalitarianism and participatory dialogue are encouraged. These cultural expectations shape leadership styles, team dynamics, and organizational behavior. Equally relevant is the distinction between task-oriented and relationship-oriented cultures. In task-focused environments such as Germany, the UK, and the US, efficiency, deadlines, and measurable outcomes are prioritized. In contrast, relationship-oriented cultures like Brazil, China, and the Middle East emphasize trust-building and personal rapport before formal agreements. Ignoring these relational norms may jeopardize partnerships, even when business terms appear favorable.

Nonverbal communication also plays a critical role. Gestures, eye contact, physical proximity, and facial expressions vary widely across cultures. For instance, sustained eye contact may signal confidence in the US but discomfort in Japan. Latin American cultures tolerate close physical distance, while Northern Europeans maintain more rigid personal space. Sensitivity to these signals is essential for international managers and negotiators.

Digital communication introduces additional complexity. Virtual teams must navigate time zones, language barriers, and differing expectations regarding tone and responsiveness. Even emojis and punctuation can carry unintended meanings across cultures. As remote collaboration becomes standard, digital intercultural competence is increasingly important.

To address these challenges, companies implement cultural training programs, apply analytical frameworks such as Hofstede's dimensions or Lewis's model, and localize branding and messaging strategies. Successful global businesses demonstrate cultural empathy, adapt their approaches to local norms, and foster inclusive communication practices.

As a result of this study, it can be concluded that intercultural communication is not merely a tool for avoiding conflict – it is a foundation for unlocking global potential. Companies that understand and respect cultural diversity build stronger relationships, improve team performance, and gain a competitive edge in international markets. Ultimately, communication becomes a bridge between values, perspectives, and shared success.

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CROSS-CULTURAL COMMUNICATIONS IN THE CONTEXT OF REMOTE INTERNATIONAL BUSINESS: PROBLEMS AND MANAGEMENT STRATEGIES

Кросс-культурные коммуникации в условиях дистанционного формата международного бизнеса: проблемы и стратегии управления

In the context of globalization, international business is increasingly shifting to remote interaction formats – online negotiations, remote project teams, and virtual offices. This creates new demands on effective cross-cultural communication, as employees and partners represent different cultural traditions, values, behavioral norms, and communication styles. Understanding cultural differences and the ability to adapt communication strategies are becoming essential for successful collaboration, minimizing conflict, and increasing productivity.

The purpose of this study is to analyze the characteristics of cross-cultural communication in the context of remote international business, identify key challenges, and formulate effective strategies for managing such processes.

The study examines the foundations of cross-cultural communication, the effects of remote collaboration on intercultural interactions, the key challenges involved, and