

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

effective tools for managing them, ultimately offering practical recommendations for international companies and managers.

Cross-cultural communication is the process of exchanging information between people representing different cultures, taking into account their traditions, values, behavioral norms, and linguistic characteristics. Well-known models are used to analyze cultural differences, such as Hofstede's model, which includes dimensions of power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, and long-term orientation. E. Hall's model considers the context of communication, distinguishing between low-context and high-context cultures. Cultural intelligence (CQ) theory describes the ability to adapt to intercultural interactions through cognitive, behavioral, and motivational components. These theoretical approaches help us understand the nature of potential disagreements and identify effective ways to manage communications.

Remote international interaction significantly alters the communication process. The absence of nonverbal cues such as gestures, facial expressions, and intonation makes it difficult to accurately convey meaning. Reliance on digital tools requires a high level of technical literacy. Time zone differences complicate synchronization. New communication environments such as chats, email, and video conferencing require adapting communication strategies. Furthermore, the reduced level of social presence impacts the level of trust between participants.

The main challenges of cross-cultural communication in a remote setting include language barriers, as participants may have different levels of proficiency in the working language, leading to misunderstandings, especially in written form. Differences in communication style are also important: representatives of low-context cultures prefer directness, while high-context cultures use indirect forms of expression. Time differences manifest themselves in the fact that some cultures value precision and deadlines, while others prefer flexibility. Misinterpretation of signals is compounded by the lack of nonverbal cues in online communication. Challenges with trust-building arise because trust develops more slowly in a remote setting. Finally, differences in the technical competence of participants can reduce the effectiveness of communication.

Cross-cultural communication in a remote international business environment is becoming a critical aspect of organizational performance. Companies that implement a systematic approach to managing such communications gain competitive advantages: more cohesive teams, increased productivity, reduced conflict, and improved decision quality. Therefore, developing intercultural competence and adapting communication strategies to the remote format is one of the key factors for success in today's global business environment.