

This case showed how important it is to assess the perception of a multicultural audience of the context of a product promotion.

It is also worth noting that in the process of researching a multicultural target audience, a company can identify previously unaffected market segments where there is no competition («blue ocean»). In 2017, the launch of Rihanna's new cosmetics brand, which took into account the ethnic diversity of its target audience and therefore developed tones that were unique to the beauty industry, earned \$ 100 million in sales in just a few days.

The significance of addressing the audience in their native language is noteworthy. Research has shown that such a message inspires more credibility and contributes to the formation of a favorable company image in the eyes of consumers. However, there are also pitfalls here. Since an illiterate translation or pronunciation can have a negative impact on the image. So, the Thai translation of the famous liar «Come Alive, you are in the Pepsi Generation» sounded like «Pepsi will return your dead ancestors from the graves».

Thus, it should be noted that multicultural marketing is a complex and multifaceted thing, that it is better to bypass it, but there are already real examples of its successful implementation (for example, Procter & Gamble). Research has shown that adopting a multicultural marketing strategy can help companies stay relevant in a competitive marketplace by reaching a larger target audience by delivering genuine value to individual users.

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FEATURES OF BUSINESS COMMUNICATING IN DIFFERENT CULTURES

Особенности бизнес-общения в разных культурах

Socializing with people from different countries and cultures may sometimes be a challenge to us. This is because the methods of communication differ in terms of context methods of conversation and social interaction. Cultural differences – not personality quirks – are the motivating factors behind many behavioral styles. Depending on our culture, we understand the world in a particular way. We find certain arguments persuasive or lacking merit, consider some ways of making decisions or measuring time natural and others quite strange. Sociocultural

environment of businesses in diverse countries may be controversial. The goal of the article is to look into features of the perception in different cultures, specify them and use the data obtained.

You may be embarrassed by people from other cultures while being criticized by them or when giving negative feedback or negative criticism. The criticism can be direct and indirect. According to searches by a professor of business school INSEAD, Erin Meyer, if we look at the standards of communication and evaluation we can classify cultures into 4 groups.

↑ context ↓	criticism	
	direct	indirect
	Russia	Japan, the South Korea, Indonesia
	German, France	The USA, Australia

To the first group with low context and direct criticism there belong Germany and France, which are considered societies of open confrontation cultures. But they still differ in methods and patterns of expressing the difference in views. Germans tend to perceive information objectively without involving personal emotions. It is they distinguish between a person and his idea. And it's possible that most of emotional conflicts will not have the development. The French can be described as highly-emotional in expressing disagreement and controversy, which makes it difficult for the non-French to differentiate whether the person criticizes you personally or only disagrees with your message. In order to maintain relationships with people of different cultures you need to understand how to deal with the opposite standpoint.

The second group of high context and direct criticism includes Russia. Cultures like Russia are very clear in their feedback and criticism. They use absolute descriptions like «totally» or «strictly» to empathize their point of view.

The USA, Australia are defined as cultures belonging to the third group with low context and indirect criticism. Here communication is lucid and accurate to avoid misunderstandings.

And finally the fourth group of high context and indirect criticism contains such countries as Japan and South Korea. These cultures are subtler and complicated. They are used to reading between the lines to understand what the speaker means.

To better interact with different cultures one should keep in mind these criteria to avoid offending others. Making criticism is definitely an intricate issue. Countries like Japan, Indonesia consider open confrontation inappropriate and disrupting harmony among group members. Or when you see emotionally arguing French people it doesn't necessarily mean they are enemies. Various societies have different methods of expressing opposing views and their own ways to express them appropriately.

On the basis of the results obtained from various surveys, it can be concluded that successful multinational companies develop acceptance and understanding of cultural differences among various countries, learn how to take advantage of opportunities and cope with disadvantages that arise from differences in national cultures.

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PROFIT AND EQUALITY: WHY GENDER QUOTAS ARE NEEDED IN BUSINESS

Прибыль и равенство: зачем нужны гендерные квоты в бизнесе

Gender quotas are instrument of the achievement of gender-balanced representation by a certain proportion or number of places for women and men. Quotas are most often applied to women («positive discrimination»), but they can also be applied to men.

The goal of most countries and organizations is to achieve at least 30–40 % representation of women in management (critical minority). Now companies choose male representatives among men and woman with the same qualifications more often, guided by prejudices against woman. Women, in principle, are hired 30 % less often than men, according to scientists at the University of Pamplona. Quotas are created to deal with this problem. Quotas can be attractive for big business, but what if it can become a threat to people and a background for reverse discrimination? That is a real question.

Equality is economically beneficial. According to a report by the McKinsey Global Institute, by promoting gender equality at the public and private levels, global GDP can be increased by \$12 trillion by 2025. Companies in the top quartile for gender diversity in leadership teams are 21 % more likely to take leading positions in profitability and 27 % more likely to increase capitalization. According to BCG's 2017 report, the relationship between diversity among top management and a company's ability to innovate is also statistically significant – especially if it operates in different industries or has several production lines.

Finally, gender equality makes people happier, including men: 76 % of employees are satisfied with their work when they believe that their company gives priority to gender diversity.