

*I. NOVIK, A. CHYRVON***FEATURES OF BUSINESS COMMUNICATION IN INTERNATIONAL ECONOMIC RELATIONS**

The article analyzes business communication in international economic relations with an overview of globalization, integration and digital transformations that rethink interpersonal interaction in the business environment. The main scientific concepts of the term "business communication" are considered, distinguishing behavioral, process and system approaches. The most relevant for today is the process approach, which treats communication as a continuous dynamic process that includes purposeful interaction of partners and is accompanied by the exchange of information, emotions, motivations, common meanings and expectations. This paradigm allows us to respond more adequately to changing external conditions, business needs, socio-cultural features and individual characteristics of interaction participants. Four key features of business communication in the international space are identified: its intercultural nature, formalization, purposefulness, orientation towards achieving mutual benefit and compliance with ethical and corporate standards. Special attention is paid to the challenges of the digital age, which are rethinking the content and format of business communication.

In this regard, it is proposed to introduce into scientific circulation a new category - "digital intercultural competence", which encompasses a set of knowledge, skills and attitudes necessary for effective interaction in a digital intercultural environment. This phenomenon includes, in particular, sensitivity to linguistic, cultural and value differences, compliance with the norms of digital etiquette, the ability to operate appropriate technological tools, as well as the ability to flexibly adjust one's own behavior in conditions that are constantly changing due to new technologies.

The key strategies for conducting international business negotiations are studied, speaking on the diplomatic, competitive, integrative and analytical approaches. The need for the implementation of an adaptive strategy that combines elements of these approaches in accordance with the cultural context, the characteristics of the partner and the specifics of the communication situation is especially emphasized. The given strategy requires flexibility, practical thinking, deep cultural awareness, the ability to analytically assess the situation and excellent digital literacy.

Thus, it is established that successful business communication ceases to be simply a means of achieving results in the international economy and becomes one of the most important factors in building a competitive advantage of enterprises. The main directions for further research aimed at studying transformations in the field of business communication under the influence of global changes, digital innovations and new models of social interaction are identified.

Keywords: business communication; economic relations; globalization; intercultural communication; foreign economic activity

*I.O. НОВІК, А.С. ЧИРВОН***ОСОБЛИВОСТІ ДІЛОВОГО СПІЛКУВАННЯ У МІЖНАРОДНИХ ЕКОНОМІЧНИХ ВІДНОСИНАХ**

У статті проаналізовано ділове спілкування в міжнародних економічних відносинах з оглядом глобалізаційних, інтеграційних і цифрових перетворень, які переосмислюють міжособистісну взаємодію в бізнес-середовищі. Розглянуто основні наукові концепції терміна «ділове спілкування», виокремлюючи поведінковий, процесний і системний підходи. Найбільш релевантним для сьогодення визнано процесний підхід, який трактує комунікацію як безперервний динамічний процес, що містить цілеспрямовану взаємодію партнерів і супроводжується обміном інформації, емоцій, мотивацій, спільних сенсів і сподівань. Ця парадигма дозволяє адекватніше реагувати на мінливі зовнішні умови, бізнес-потреби, соціокультурні особливості і індивідуальні характеристики учасників взаємодії.

Визначено чотири ключові ознаки ділового спілкування у міжнародному просторі: його міжкультурна природа, формалізованість, цілеспрямованість, орієнтація на досягнення спільної вигоди та дотримання етичних і корпоративних стандартів. Окрему увагу приділено викликам цифрової епохи, які переосмислюють зміст і формат ділової комунікації.

У зв'язку з цим запропоновано ввести до наукового обігу нову категорію – «цифрова міжкультурна компетентність», яка охоплює сукупність знань, навичок і установок, необхідних для ефективної взаємодії в цифровому міжкультурному середовищі. Цей феномен містить, зокрема, чутливість до мовних, культурних й ціннісних різниць, дотримання норм цифрового етикету, вміння оперувати відповідними технологічними інструментами, а також здатність гнучко коригувати власну поведінку в умовах, що постійно змінюються завдяки новим технологіям.

Досліджено ключові стратегії ведення міжнародних бізнес-переговорів, виголошуючи на дипломатичному, конкурентному, інтегративному та аналітичному підходах. Особливо підкреслюється потреба впровадження адаптивної стратегії, що поєднує елементи цих підходів відповідно до культурного контексту, характеристик партнера й специфіки комунікаційної ситуації. Задана стратегія вимагає гнучкості, практичного мислення, глибокої культурної обізнаності, уміння аналітично оцінювати ситуацію та відмінної цифрової грамотності.

Таким чином, установлено, що успішна ділова комунікація перестає бути просто засобом досягнення результатів у міжнародній економіці і стає одним із найважливіших факторів побудови конкурентної переваги підприємств. Виявлено головні напрями для подальших досліджень, спрямованих на вивчення перетворень у сфері ділової комунікації під впливом глобальних змін, цифрових інновацій та нових моделей соціальної взаємодії.

Ключові слова: ділове спілкування; економічні відносини; глобалізація; міжкультурна комунікація; зовнішньоекономічна діяльність

Introduction. Modern globalization and integration processes lead to an increase in the role of business communication as one of the key factors in the development and stability of international economic relations. Business communication is of particular relevance in Ukraine, which, under martial law, continues to actively develop external economic relations, taking into account new challenges.

Effective business communication ensures constructive interaction between subjects of foreign economic activity, achieving mutual benefit, and also contributes to the establishment of long-term partnerships. At the same time, this category is a complex multi-level process, which is characterized by specific features and

constituent elements, determined not only by the economic context, but also by the cultural and national characteristics of the interaction participants. Successful communication in an international

business environment is impossible without possessing intercultural knowledge, knowledge of business etiquette of different countries, as well as without taking into account new communicative challenges associated with the digitalization of business.

In modern conditions, the ability of business entities not only to possess specialized knowledge in the field of economics, but also to effectively use business communication tools to promote subjective interests in international markets is becoming increasingly important.

Along with mastering the basics of entrepreneurship, it is important to form communicative competence, the ability to interact internationally and flexibly use business communication strategies.

The formation of digital intercultural competence is becoming particularly relevant, which is a response to the conditions of dynamic changes in the global economic environment.

Literature analysis. The issue of business communication has been the subject of research by a number of scientists, in particular, I.M. Bolotina, S.V. Bestuzhev, T.B. Hrytsenko, N.E. Grineva, M.Y. Dmytrenko, O.V. Dorokhov, B.Z. Zeldovich, A. Ya. Kybanov, O. M. Kyrychenko, M.O. Karpenko, L.B. Chaika-Petegirich and others.

Despite the intensification of international economic cooperation, in modern practice of foreign economic activity, insufficient attention is paid to such an important aspect as the organization of business communication. Often this is due to the misconception that communicative training is secondary or requires excessive resources. In fact, the subjects of the negotiation process often lack basic knowledge and skills about the specifics of intercultural interaction, methods of persuasion, business etiquette and the foundations of building a favorable dialogue in an international context. This significantly complicates the achievement of the desired result, leads to conflicts of interest or communication barriers that could be avoided with proper preparation.

Mastering the principles of effective communication not only improves the quality of the negotiation process, but also contributes to the formation of a favorable psychological climate, which is the basis of long-term and stable partnership relations. Knowledge of the peculiarities of business communication, possession of tools and methods of conducting a constructive dialogue allows you to adapt to the situational dynamics of negotiations, avoid conflicts, ensure mutual respect and trust between the parties.

In the context of digitalization of business and the growing role of intercultural interaction, the ability to professional communication becomes not only an important competence, but also one of the determining factors of competitiveness in the global market.

Thus, a systematic approach to the preparation and implementation of business communication, especially in an international context, requires much more attention in both practical and scientific dimensions. Despite the presence of a certain scientific basis, the pace of development of foreign economic relations and the dynamics of digital changes necessitate a rethinking of existing approaches. This, in turn, actualizes further scientific research in the field of digital communication, aimed at developing new models and strategies of interaction in a complex, multi-level, globalized environment.

Problem statement. The purpose of this scientific work is to analyze the essence of business communication in the context of international economic relations and its strategies, highlighting novel proposals.

Presentation of the main research material.

Before determining the features of business

communication, it is advisable to outline the essence of the very concept of "business communication".

Economic literature indicates the absence of a single approach to interpreting the concept of "business communication". Thus, Bestuzheva S.V. based on the results of the analysis of scientific works suggests identifying three main approaches.

Behavioral, according to which business communication is determined by the behavior of the individual, the characteristics of his subconscious. Taking into account the psychophysiological features of development allows us to determine the specifics of the national stereotype of behavior of representatives of countries. This position is held by E. Bern, K.O. Albukhanova-Slavskaya, T.K. Chmut, G.L. Chaika.

Business communication according to the evaluative approach is the process of establishing and maintaining contacts between people taking into account the goals and objectives of their development. Representatives of this approach should be considered T.B. Gritsenko, G. Borozdina, I. Kuznetsov, Y. Gakh.

For the system approach, the consistency of decisions and actions aimed at achieving the goals of the micro- or macrosystem is characteristic. This position is considered by N.D. Tvorogov, S.V. Zasekin and L.V. Zasekina [1, p. 10].

Bestuzheva S.V. herself adheres to the process approach, defining business communication as a process of establishing mutually beneficial relations between entities in order to achieve the set goals of economic development [1, p. 10].

It is worth noting that the analysis of scientific literature allows us to note that the process approach is considered the most widespread. We share this position, because communication is not a static act, but a dynamic interaction that takes into account the accompanying circumstances, challenges and goals of the participants.

Moreover, such an understanding of business communication allows us to cover a wide range of factors that influence the behavior of subjects and ensures the flexibility of communication processes in the context of modern globalization and integration trends in the economy.

In view of this, the process approach makes it possible to consider business communication not only as the transfer of information, but as a multi-competent system, including emotional, cultural, psychological and even ethical aspects. This approach contributes to adaptation to the changing environment of international economic interaction, as it allows us to build communication strategies taking into account the individual and cultural characteristics of partners. As a result, a more flexible and effective model of business communication is formed, which is able not only to prevent conflicts, but also to significantly improve the quality of business negotiations, contributing to the achievement of mutually beneficial results.

If we talk about the features of business communication, then they are usually attributed to:

- the presence of the corresponding official status of objects;
- emphasis on achieving mutually beneficial contact

and maintaining ties between representatives of mutually interested business entities;

- compliance with generally accepted and generally recognized rules;

- business contacts are predictable, since they are planned in advance, their purpose, content and possible consequences are determined;

- constructive content of relations, their direction towards achieving the corresponding goal, a specific task, without going beyond a certain circle;

- mutually agreed decisions, the presence of an agreement, as well as the future organization of interaction of entities;

- direct activity that people are busy with, and not problems that confuse their inner world [2, p. 14].

O. M. Kyrchenko, I.M. Bolotina, recognizing business communication as a complex process that requires mandatory consideration of various factors and adaptation to different conditions, distinguish the following features of business communication in the field of international economic relations:

- intercultural sensitivity, which is due to the need to take into account cultural differences and the specifics of each country. Accordingly, understanding these features, in particular, communication norms, communication style, attitude to time and other aspects, allows you to effectively interact with subjects from different countries;

- language adaptation, which requires language proficiency and effective communication skills in different languages for the purpose of proper translation during the negotiation process, the formation of communications in the partner's native language, increasing the level of trust;

- flexibility and adaptability, which imply the need for prompt adaptation to unforeseen circumstances and changes for quick decision-making, changes in communication strategies, as this will ensure the successful implementation of international projects and the achievement of mutually beneficial agreements;

- structuredness and clarity, which ensure clarity, especially in the context of concluding agreements, defining the terms and conditions of contracts. Compliance with these requirements will avoid misunderstandings and conflicts in the future;

- in conditions of diverse cultural contexts, enterprises must have the ability to develop cross-cultural strategies that will reflect the specifics of each culture and contribute to the formation of mutually beneficial partnerships [3, pp. 7-8].

Due to the development of international trade, the expansion of the activities of transnational corporations, the strengthening of interstate relations and the conclusion of multilateral agreements, contacts between representatives of different cultures have become significantly more active [4].

Recently, intercultural communication has become one of the key aspects of social, economic and political development. This trend is due to a number of factors, the key of which are globalization processes, the rapid development of information technologies and increased migration. At the same time, globalization has become the driving force of changes in the field of intercultural

communication, as it has contributed to the integration of nations, cultures and economies. Thanks to the development of international trade, the expansion of the activities of transnational corporations, the strengthening of interstate relations and the conclusion of multilateral agreements, contacts between different cultures have become significantly more active [5].

Such international companies, as a requirement from employees, set a high level of intercultural competence and the ability to adapt to different cultural contexts.

The rapid development of information technologies played a decisive role in this. Thanks to the Internet, social networks, mobile communications and digital platforms, a unique environment for interaction between people from different cultures in real time has been formed.

This has ensured the availability of communication between representatives of different cultures, that is, it has led to intercultural communication. Modern companies are increasingly working in distributed teams, in which employees from different countries interact via platforms such as Zoom, Microsoft Teams, Slack, etc. This format of work requires not only knowledge of foreign languages, but also an understanding of non-verbal communication, the peculiarities of time perception, and etiquette norms in different cultures [5].

Thus, Turks are committed to hospitality and rituals, in particular, the exchange of gifts is an obligatory element of business etiquette. At the beginning of negotiations, partners conduct casual communication ("sokhbet") with coffee or tea. Accordingly, the planned time of the meeting should be calculated taking into account this cultural feature.

Germans are meticulous and pedantic: if you doubt that you will be able to meet all the conditions and deadlines, it is better to refuse your offers in advance. They skillfully conduct business telephone conversations, without wasting time on unnecessary introductions. The conversation itself is always specific. Punctuality and clear regulation are visible everywhere.

Finns are similar: responsibility, punctuality and reliability are combined in them with correctness and the desire for honesty in negotiations.

Japanese business culture emphasizes harmonization of relations in the business environment. The first stage is always the exchange of business cards, which not only identifies, but also symbolically opens contact. Respect, restraint and gradualness are the foundations of their communication.

Chinese partners, as a rule, conduct lengthy negotiations and study all aspects of cooperation until the final decision. It is important to skillfully prove the real benefit of future cooperation. Chinese companies are usually well-informed, have experienced personnel and actively rely on successful contracts already implemented. Considerable attention is paid to informal, trusting relationships.

Italians, on the other hand, prefer informal forms of communication. Discussion of key issues often takes place in an informal setting. The initial stage of business communication is accompanied by an exchange of business cards.

In France, the communicative culture has a pronounced national specificity. The French demonstrate high sensitivity to language issues, preferring French in official communication. Business contacts are often established through intermediaries who have stable relationships with company representatives. Access to key business groups is usually limited and requires the presence of trusted recommendations. The French are cautious about risk and pay considerable attention to technical aspects and product durability. Important issues are usually decided over lunch, rather than in a formal setting. The form of address is "Monsieur" or "Madame" unless consent has been obtained for more informal communication.

British business culture is characterized by deep professionalism, conservatism and strategic thinking. The British carefully analyze the market situation, use factual, reference and statistical data during negotiations. Despite the somewhat slower decision-making process, the degree of risk in them is minimal. During negotiations, British companies adhere to a clearly defined position, which is based on analytical calculations and reasoned conclusions.

The American model of doing business is distinguished by pragmatism, result orientation and high dynamism of processes. In the US business environment, priority is given to quick decision-making, profit maximization, efficient use of resources. Americans usually do not focus on the emotional aspects of communication, preferring a rational approach. Directness, clarity and determination dominate in negotiations [6, p. 145-146].

At the same time, the digitalization of intercultural communication has led to the formation of the phenomenon of digital etiquette, which is understood as the rules of behavior in a virtual environment taking into account cultural characteristics (norms of address, tone of messages, time frames for responses, features of the use of non-verbal elements in communication) [7, p. 40].

Accordingly, each nationality has its own characteristics of communicative behavior. At the same time, each culture, nationality adapts to digital interaction in accordance with its own social norms, which gives grounds to talk about the formation of national digital etiquette.

In this regard, we consider it appropriate to supplement the list of key features of business communication in international economic relations with such a characteristic as digital intercultural competence.

This concept is proposed to be understood as the ability to carry out effective communication in a digital environment taking into account the cultural specificity of the partner, adhering to the norms of digital etiquette, features of digital behavior and socio-communicative expectations.

The importance of digital intercultural competence lies not only in the ability to adapt to digital features, but also in preserving cultural identity in the conditions of globalization and integration, since the latter, along with promoting the rapprochement of peoples and culture, have caused the disappearance of the cultural uniqueness of individual ethnic groups, the erosion of national

traditions, uneven access to economic opportunities for representatives of different cultures, and have caused difficulties in integrating local markets into global economic processes [7, p. 39].

At the same time, conducting negotiations requires a clear strategic approach. In this regard, it is worth mentioning within the framework of the study a number of strategies for conducting the negotiation process that can be practically used by business entities. Among them are:

- a diplomatic strategy based on maintaining good relations and avoiding conflicts. This strategy is due to the active consideration of the partner's opinion, as well as the search for compromises between the interests of both parties. Diplomatic approach is especially useful in long-term partnership relations;

- competitive strategy, which consists in realizing one's own strengths and emphasizing one's interests. That is, the priority is subjective interest, even at the expense of the partner's losses;

- integrative strategy, which involves cooperation and joint search for solutions that, in turn, will satisfy both parties;

- analytical strategy, which is based on detailed analysis and study of all aspects of the negotiation process [3, pp. 10-11].

These strategies have a narrow functional focus and dependence on circumstances. At the same time, modern negotiation processes in international economic relations are characterized by high variability of circumstances, cultural diversity, digital features.

Under such conditions, there is a need for a more flexible, combined approach, which would allow changing the behavioral model depending on the situation, responding to changes, adapting to digital formats of interaction, cultural differences.

Given the dynamism of the international business environment, classic negotiation strategies are insufficient in situations where intercultural barriers, rapid digital transformations, and unpredictability of external conditions play an important role. In such realities, the need for an adaptive business communication strategy is becoming more urgent, which involves not only a flexible combination of already known models (diplomatic, integrative, analytical, etc.), but also the ability to quickly change approaches in accordance with the current context. The adaptive strategy combined elements of other strategies, but was based on flexibility, intercultural sensitivity, digital competence, and pragmatic analysis of the situation.

Conclusions. In the modern conditions of development of international economic relations, business communication is a key tool for effective interaction between subjects of foreign economic activity. The conducted research showed that business communication as a process remains the most common approach in economic doctrine.

At the same time, the digitalization of intercultural and interethnic communications requires rethinking the traditional features of business communication in international economic relations by additionally highlighting digital intercultural competence. This

category includes the ability to communicate effectively in a digital environment, taking into account national and cultural differences, digital etiquette and socio-communicative norms of partners.

In this regard, it is proposed to introduce into scientific circulation a new category - "digital intercultural competence", which encompasses a set of knowledge, skills and attitudes necessary for effective interaction in a digital intercultural environment. This phenomenon includes, in particular, sensitivity to linguistic, cultural and value differences, compliance with the norms of digital etiquette, the ability to operate appropriate technological tools, as well as the ability to flexibly adjust one's own behavior in conditions that are constantly changing due to new technologies.

The key strategies for conducting international business negotiations are studied, speaking on the diplomatic, competitive, integrative and analytical approaches. The need for the implementation of an adaptive strategy that combines elements of these approaches in accordance with the cultural context, the characteristics of the partner and the specifics of the communication situation is especially emphasized. The given strategy requires flexibility, practical thinking, deep cultural awareness, the ability to analytically assess the situation and excellent digital literacy.

Also, the research justifies the feasibility of introducing an adaptive strategy of business communication, which provides a flexible combination of other elements of strategies and a prompt response to circumstances. The adaptive strategy meets the modern challenges of the negotiation process and creates conditions for increasing international economic interaction.

Accordingly, further scientific research in the context of the issue of business communication in the field of international economic relations is relevant.

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