



## Cultural Adaptation as a Strategic Factor in Ensuring the Stable Presence of Enterprises in International Markets

Olha Prokopenko<sup>1\*</sup>, Mykhailo Airapetov<sup>2</sup>, Nataliia Kara<sup>3</sup>, Roman Lakhyzha<sup>4</sup>, Andrian Ulinici<sup>5</sup>

<sup>1</sup>Armenian State University of Economics, Yerevan, Armenia, <sup>2</sup>Interregional Academy of Personel Management, Kyiv, Ukraine, <sup>3</sup>Department of Management and International Business, Lviv Polytechnic National University, Lviv, Ukraine, <sup>4</sup>Department of Management, Poltava University of Economics and Trade, Poltava, Ukraine, <sup>5</sup>Department of Finance and Accounting, Faculty of Economic Sciences, University of European Studies of Moldova, Chişinău, Republica Moldova.  
\*Email: [olgafast43@gmail.com](mailto:olgafast43@gmail.com)

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### ABSTRACT

The aim of the research is to determine the features of cultural adaptation (cultural values, social norms, language features, corporate culture, level of digitalization) on the stable presence of enterprises in the global environment. The research employed the following methods: case study for determining cultural factors of influence on the adaptation of enterprises in the international environment. The general theoretical comparison was used to determine the internal and external barriers to the adaptation of enterprises. The ranking indicator was applied to determine the influence of cultural factors. Pearson correlation coefficient was calculated for comparing the adaptation of enterprises in Ukraine and the world. A comparison of cultural factors of influence on the company success showed that the most significant indicator is the consideration of cultural values ( $I_i = 0.45$ ). Interpipe Group Ltd (4.20 points) and MHP SE (4.30 points) are the most competitive among Ukrainian companies in international markets. The advantages of these companies are associated with compliance with social responsibility, environmental friendliness, and ethical norms. The peculiarities of consumer values ( $I_i = 0.44$ ) were identified as the main barriers to adaptation, as the perception of products in one country cannot guarantee its perception in another. The analysis revealed that The Coca-Cola Company showed the highest level of success, which was able to locally take into account cultural characteristics in each country. The practical value of the study is the possibility of taking cultural factors into account when introducing a company to the international market.

**Keywords:** Cultural Factors, Competitiveness, Internationalization, Success Rate, Marketing Strategies

**JEL Classifications:** F23, M14, M16, Z19, O33

### 1. INTRODUCTION

The expansion of partnerships between countries opens up new opportunities for the internationalization of business activities. Companies that take into account ethnocultural identity (language, mentality, traditions, etc.) can be competitive in another country. Consideration of cultural factors can promote the establishment of sustainable business relationships, as companies are oriented towards a more flexible approach to the implementation of their own activities in another country (Kouam, 2025). Cultural

adaptation contributes to the rethinking of management strategies and justifies the relevance of the problem under study.

Cultural adaptation of an enterprise is the process of forming the integration of business into a culture that is different from the country of origin and oriented towards a new social community (Çora et al., 2025). Implementing productive business activities in international markets requires taking into account all cultural differences between countries. They depend not only on the characteristic behaviour patterns of social groups in general, but

also on traditions on holidays, family values. Communication features are an important factor for the adaptation of enterprises, which contributes to the choice of marketing strategies, taking into account dialect features when developing advertising products (Rauniar and Cao, 2025). Understanding language features affects the effectiveness of negotiations, which ensures the long-term positioning of companies in international markets. Cultural features to consider are also the values of a particular country, which enable planning company's activities and minimizing adaptation risks (Pfajfar et al., 2024). For example, team achievements are of greater value in China, while individual ones in the USA. Values that were taken into account when building a company in global markets enable adjusting consumer perceptions, both in products or services, and in the symbolic meaning of elements and colours on packaging. Awareness of cultural norms makes it possible to consider experimental or conservative strategies for business realization (Hrinchenko et al., 2025).

However, obstacles may arise in the process of adapting a company's activities to another culture. The process may be expressed through legal obstacles, as the peculiarities of maintaining contracts and documentation have their own characteristics (Lelyk et al., 2022; Rybchenko et al., 2024). Economic obstacles may be expressed through significant investments in promoting products on the market, as there is no understanding of cultural characteristics (Atstaja et al., 2022). Language barriers may affect the distorted interpretation of words, which may have a negative impact on consumer reactions (Tomec and Gričar, 2024). Obstacles may be caused by the specifics of labour markets, which primarily requires avoiding cultural, economic, social, legal obstacles to interacting with them (Gadomska-Lila and Ścibior-Butrym, 2024).

Taking into account the above statements, it was determined that the perception of the cultural characteristics of another country enables optimizing economic activity in foreign markets. However, improving business performance requires creating strategic approaches to economic reform with due regard to local cultural differences. The novelty of the study is the definition of practical strategies for developing the success of enterprises in world markets, focusing on the components of cultural influence. Research hypothesis: A comprehensive understanding of the cultural characteristics of international markets enables minimizing barriers to the adaptation of Ukrainian enterprises in their markets.

The aim of the research is aimed at determining the features of cultural adaptation (cultural values, social norms, language features, corporate culture, level of digitalization) on the stable presence of enterprises in the global environment. The qualitative research implies the fulfilment of the following research objectives:

- Determine the importance of factors of cultural adaptation of enterprises in international markets;
- Analyse the success of Ukrainian companies in the world and in Ukraine, taking into account the calculation of the ranking indicator;
- Identify possible obstacles to the adaptation of companies, focusing on cultural factors of influence;

- Evaluate international companies to take into account aspects of the successful development of Ukrainian enterprises in foreign markets.

## 2. LITERATURE REVIEW

Implementing business in different countries requires taking into account the peculiarities of the business environment to find effective strategies. For the adaptation of enterprises in another country, it is necessary to cover the areas of consumer priorities for competitive adaptation. Attracting foreign investors is common in countries with low economic development. High economic development affects business from the perspective of standardization (Morozov et al., 2024). The study by Su'udiah (2025) considered a variable strategy, which is associated with the specifics of cultural values. For the presence of enterprises in a foreign market, it is necessary to take into account the basis of cultural strategies, which are most manifested in local values and consumer behaviour. The cultural context has one of the priority values for reducing the complexity of adaptation in global markets (Su'udiah, 2025). Taking into account the cultural aspect enables focusing on possible challenges and strategies for building a business in global markets.

Cultural context has one of the priority values for reducing the complexity of adaptation in global markets (Su'udiah, 2025). Taking into account the cultural aspect enables focusing on possible challenges and strategies for building a business in global markets. Awareness of the specifics of culture provides a qualitative analysis of the market and the selection of strategies for expanding entrepreneurial activity, creating marketing tactics, and selecting labour resources (Joseph, 2024). Cultural aspects have an impact on the successful transformation of business in other countries. Focusing on them promotes adaption organizational culture, promote continuous development, and competitiveness (Martínez-Peláez et al., 2023). The authors share the research views of Martínez-Peláez et al. (2023), Morozov et al. (2024) and Su'udiah (2025), however, to substantiate the analysis, it is necessary to provide specific examples to understand not only the ways in which enterprises can adapt, but also ways to avoid possible risks.

It is necessary to expand the research with practical cases to assess current market conditions to bridge the research gap. However, other opinions are considered in the study of Nguyen et al. (2024). They determined that taking into account national cultural characteristics for the adaptation of enterprises in international markets has a minor impact. It is necessary to take into account firm factors, including organizational and corporate culture, and enterprise strategy. However, avoiding a clear focus on cultural factors will not make it possible to understand the peculiarities of doing business in a particular country. The emphasis on specific enterprises that have a positive reputation in the market in our study will confirm the importance of the cultural factor.

The following studies consider the need to take into account cultural factors not only for the development of enterprise success, but also for ensuring sustainable development from an economic perspective. Analysis of the study by Arduini et al. (2024) showed

that the relationship between the sustainable development of an enterprise and management knowledge for adapting an enterprise to another market is not traced. Economic value increases when cultural aspects are taken into account in the functioning of organizations (Arduini et al., 2024). Sustainable management of an enterprise can be ensured by taking into account cultural barriers (language, reputational, public perception). This forms effective strategies for cooperation with stakeholders (Durrani et al., 2024). The authors need to provide analytical justification for the results for the full value of the research. Hossain et al. (2024) considered other views of the sustainable development of enterprises in the international market. For sustainable development, in addition to cultural factors, manufacturing companies must take into account regulatory indicators of safety and environmental cleanliness, adhering to the regulatory laws of the state. Cultural adaptation should be linked to the consideration of time constraints on the delivery of goods in accordance with the expectations of the target audience. Building sustainable productivity of manufacturing enterprises depends on the perception of cultural specifics (Hossain et al., 2024). The results of critical analysis are reliable, but indicators of enterprise sustainability require thorough study. Providing information about specific enterprises, taking into account safety indicators, will contribute to determining their impact and the impact of cultural indicators on the adaptation of enterprises in international markets.

Other studies focus on taking into account the cultural characteristics of enterprise adaptation with due regard to digital innovation capabilities. Digital approaches provide the development of flexible conditions for business management. Changes are aimed not only at analysing markets, cultural characteristics, but also at taking into account behavioural patterns of potential customers based on strategy modelling (Phakamach et al., 2023). Automated technologies also contribute to adaptation to new markets based on processing organizational and technical aspects. The technical direction should be focused on stable business development; organizational — establishing a connection not only between companies, but also with customers (Kulkov et al., 2024). Digital technologies also affect marketing strategies, which ensures the expansion of customers beyond the selected country. Marketing strategies guarantee authentic approval of the business by consumers and strengthening the brand reputation (Okonkwo et al., 2023). Pradana et al. (2022) draw other conclusions and indicate that taking into account digital strategies for cultural adaptation of enterprises in the international market does not ensure the company productivity. Taking into account cultural factors through digitalization does not take into account the company values, which may be reflected in overall productivity (Pradana et al., 2022). The authors share these opinions, but a more detailed connection with the cultural characteristics of a particular country will contribute to the deepening of research aspects. Special attention should be paid to the cultural characteristics of European countries, as Ukrainian enterprises have certain advantages in geographical location, partly common certification standards, etc.

The conducted literature analysis demonstrates the importance of cultural adaptation of enterprises in global markets. However, to understand the sustainability of the developed strategies, it is

necessary to take into account not only the key advantages, but also possible risks among individual types of enterprises. Cultural aspects must be combined with the methods of their realization at the state level within a certain country. Therefore, it is necessary to expand research into cultural adaptation of enterprises in the international market, taking into account specific factors and barriers to adaptation. Continuing research will make it possible to understand the strategic factors for improving the positions of companies in other countries.

### 3. METHODS

#### 3.1. Research Design

The first stage of the study focused on assessing the factors of cultural adaptation of enterprises in global markets. The factors were established using the case study method, which involved the analysis of practical strategies for adapting enterprises in international markets. The study identified the most influential cultural factor (language factor, cultural values, corporate culture, social norms, level of digitalization) to adjust the features of business processes. Their importance was determined using the ranking coefficient. The next stage of the study was aimed at analysing Ukrainian companies (Interpipe Group Ltd, PJSC Chumak, Confectionery House “Vatsak,” MHP SE), whose products are distributed worldwide. Taking into account the level of success of companies using the ranking indicator in Ukraine and at the international level made it possible to cover various cultural factors of influence. The data from 2021 to 2025 were used for the analysis. The main emphasis in the selection of data was placed on the websites of the studied companies, which reflect available statistics, customer reviews, and personal experience using products (Interpipe Group Ltd, 2025; PJSC Chumak, 2025; Confectionery House “Vatsak,” 2025; MHP SE, 2025; U.S.-Ukraine Business Council, 2025). Besides, the identification of barriers to the adaptation of enterprises to international markets was implemented (peculiarities of consumer values, features of product distribution, complexities of legal barriers, features of product perception). The final stage of the study was aimed at choosing strategies for effective business management, based on the practice of international companies (The Coca-Cola Company, 2025; Nestlé S.A., 2025; Inter IKEA Systems B.V., 2025; Samsung Electronics Co., Ltd., 2025). The information was assessed using sources from the companies’ official websites.

#### 3.2. Sampling

The study involved a total of 11 experts who had practical experience of interacting with Ukrainian companies and were represented in other countries. Auditors, heads of enterprise divisions, and international business consultants were involved as experts. The experts were selected among persons holding managerial positions. The experts worked in Ukrainian companies operating in international markets (Poland, Germany, France, the USA, Israel). The restriction to the specified countries was determined by the analogy with the selected enterprises during this study. The experts were specialists in the metallurgical, food, and agro-food industries. The experts had experience in the specified industries of 9 years or more. The LinkedIn platform was used to select experts for forming a circle of

competent experts. Possible respondents who had no experience of cooperating with international companies were excluded during the sampling. The data from experts were collected online using an online questionnaire, which was designed to determine the most influential cultural factor on a five-point scale. The experts' confidential data were preserved during the study. The representativeness of the selection of experts is due to their high qualifications and understanding of the peculiarities of adaptation of Ukrainian companies in global markets.

The following companies were selected for analysis: Interpipe Group Ltd, PJSC Chumak, Confectionery House "VATSAK," MHP SE, The Coca-Cola Company, Nestlé S.A., Inter IKEA Systems B.V., Samsung Electronics Co., Ltd. The selection of companies was aimed at a variety of specialization. It was also taken into account that the companies had international operations before the war in Ukraine to be able to assess the companies' activities during the crisis period and without critical external influence. When selecting companies, the prevalence of activities in different regions and continents was taken into account. The availability of statistical materials for the assessment of activities was also important. A total of 120 companies were selected for analysis, among which 8 main ones were selected.

**3.3. Methods**

The research employed the following methods:

1. Assessment of cultural factors was carried out using the case study method. The process was aimed at practical and theoretical substantiation of positive and negative adaptation strategies of various enterprises in the global market. The factors were assessed based on the specifics of consumer behaviour, management activities, communication, and the formation of business processes. This method was also used to analyse the specifics of the activities of selected Ukrainian and international companies. It provided an emphasis on taking into account practical strategies for adapting enterprises in different environments;
2. Comparison was focused on identifying existing internal and external barriers to the adaptation of companies in new countries. The comparison took into account the experience of the analysed companies and competitors from different countries;
3. The ranking indicator was used to clarify the influence of cultural factors (Kaggwa et al., 2024). The process involved 11 experts to determine the impact of the indicators. The experts were represented by international business consultants, auditors, and heads of enterprise divisions. The assessment of importance was carried out using a range numerical scale using a gradation of points from 1 to 5. The ranking indicator was also used to assess the importance of the barriers:

$$I_i = \frac{\sum_{k=1}^m r_{ik}}{m}, \tag{1}$$

$r_{ik}$  - the assessment given by the experts in accordance with the range numerical scale;  $r$

$m$  - the total number of experts.

The level of success of adaptation of enterprises in the world and in Ukraine was determined on a 5-point scale. The assessment included the profitability of enterprises, the perception of the company's products, the number of satisfied customers, the degree of competitive potential. The Pearson correlation coefficient was used to compare the consistency of the level of success of companies in Ukraine and the world (Escandon-Barbosa and Salas-Paramo, 2025).

$$r = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \times \sum (Y_i - \bar{Y})^2}} \tag{2}$$

$X_i, y_i$  - evaluation of the success of enterprises;

$\bar{X}, \bar{Y}$  - established average values;

$(X - \bar{X}), (Y - \bar{Y})$  - deviation of estimates from the average value.

The obtained calculations allow us to determine that a strong correlation between the level of success of enterprises will be at the level of 0.6-1.0; average - 0.4-0.6; weak: 0-0.3.

The validity of the obtained research results was confirmed by the selection of reliable data for analysis, which became the basis for assessing the success of enterprises. The involvement of experts expanded the substantive validity of the obtained numerical indicators. A constructive verification of the results was ensured by using the Pearson correlation coefficient to determine the ratio of the success of enterprises at the national and international levels. The reliability of the assessment was confirmed with the help of expert opinions and numerical assessment criteria (ranking index and Pearson correlation coefficient), focusing on reliable indicators that are consistent with expert opinions.

**3.4. Instruments**

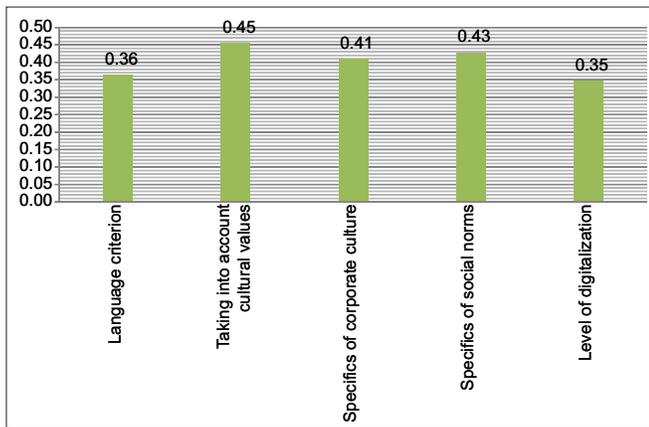
The NCSS programme was used to process the numerical results, which facilitated calculations and the presentation of descriptive information. Visualization of the results presented by NCSS allowed for a visual justification of the indicators. The data from experts were collected using a range numerical scale (Shrestha et al., 2025). According to the scale, it was planned to determine the quantitative value of the indicators within the specified limits. A score of 5 corresponded to the highest level of agreement with the specified statements regarding the importance of cultural factors or analysed barriers.

**4. RESULTS**

The cultural factor is a strategic element for the growth of the role of enterprises at the interstate level. They provide an opportunity to take into account the specifics of a particular country in terms of the perception of a certain product by society and the peculiarities of its distribution on the market. The establishment of the peculiarities of the adaptation of cultural factors was aimed at determining their influence by using the ranking indicator (Figure 1).

Assessment of aspects of cultural adaptation of enterprises in international markets shows that taking into account cultural

**Figure 1:** Assessment of the influence of cultural adaptability factors of enterprises in the international market for 2021-2025



values is of paramount importance ( $I_i = 0.45$ ). Cultural values are associated with the specifics of traditions in a particular country, moral, and social aspects. An understanding of enterprise adaptation strategies, avoidance of possible cultural conflicts and reputational depreciation is formed based on these indicators.

Awareness of the specifics of corporate culture affects the provision of a high-quality management style of the enterprise ( $I_i = 0.41$ ). This creates the prerequisites for taking into account global and local features during the development of the enterprise. The emphasis on corporate culture affects the understanding of the managerial approach to making business decisions. This approach creates conditions for increasing the level of employee satisfaction and establishing communication between them. The emphasis on the features of social norms provides an understanding of consumer behaviour, management features, and employee behaviour ( $I_i = 0.43$ ). Taking into account social norms enables increasing trust in products as a result of an established management style. Customer loyalty affects the ability to receive systematic support from the state and partners.

The language criterion plays a key role in the adaptation of enterprises to the international market ( $I_i = 0.36$ ). Taking into account the language factor, the perception of products through advertising strategies and the perception of information on the website also develops. The criterion also increases the quality of the brand based on the preservation of the features of the packaging design and the symbolic elements used. Language features are reflected in the quality of communication within the company and between partners. The language criterion also has advantages in customer service and staff training. When taking into account cultural features, emphasis should be placed on the level of digitalization. In this regard, appropriate conditions for doing business are formed. For example, the use of a specific domain for corporate mail or messenger increases brand loyalty. Digitalization reduces barriers to communication taking into account digital market behaviour ( $I_i = 0.35$ ). All established criteria have a significant impact on the cultural adaptation of enterprises to the international market, and the exclusion of one of them can affect the quality of building the entire management strategy.

Further analysis took into account the characteristics of Ukrainian companies represented in international markets. The assessment included their success, the number of countries represented, and the specifics of their activities. The justification was based on the factors of cultural adaptation that most influenced the success of enterprises in the international market (Table 1).

The review of the activities of the Interpipe Group Ltd enterprise demonstrated a higher success rate in the international market (4.20 points) than in Ukraine (3.70 points). These results are determined by the decrease in the enterprise's activities in Ukraine as a result of the war, which is associated with a decrease in the quality of logistics, the number of labour resources. However, significant cultural adaptability at the international level is manifested in taking into account the specifics of social features, which is focused on taking into account the specifics of product transit in different countries. The emphasis is placed on social responsibility, which is associated with taking into account environmental friendliness and ethical approaches to the functioning of entrepreneurial activity.

PJSC Chumak had a lower level of success in the world (3.10 points), which is determined by a decrease in production capacities. The results are also explained by the lack of significant changes in the recipe for presenting products in other countries, which is associated with different food preferences. However, restrictions on preservatives had a positive effect on compliance with social cultural norms. The Confectionery House "Vatsak" company has greater advantages in the Ukrainian market (4.80 points) than in the international market (3.00 points). This gradation is associated with the availability of a variety of products and the prevalence of stores throughout Ukraine. The company's lower success rates at the international level are associated with the lack of a widespread advertising campaign. The majority of consumers of products in world markets are Ukrainians who are migrants due to martial law in Ukraine.

MHP SE is a priority in Ukraine (4.30 points) and in the world (4.9 points), which is associated with taking into account the cultural characteristics of each region. The organization's activities are aimed at localizing products, taking into account the peculiarities of social norms, cultural values, and has intense competition in the market. The presence of well-thought-out sales mechanisms contributes to the wide distribution of products. The calculated correlation showed that there is a weak relationship between the level of success of companies on the international and Ukrainian markets. The confidence interval was at the level of 95%, which confirmed the reliability of the obtained calculations.

Analysis of existing companies represented on the Ukrainian and foreign markets revealed certain barriers in the adaptation process. It became possible to identify the main barriers to adaptation based on the study of different enterprises. The level of barriers was assessed using the ranking indicator (Figure 2).

One of the established barriers is the specifics of consumer values ( $I_i = 0.44$ ). This barrier reflects the peculiarities of taste preferences

or preferences in choosing a certain product. For example, food enterprises are guided by the recipe of the product, which will be accepted in Ukraine, but may differ from the peculiarities of traditional cuisine in other countries. The complexities of legal barriers may manifest in the unplanned costs in the absence of adaptation of products to international standards ( $I_1 = 0.40$ ). These peculiarities are associated not only with compliance with the norms of product development itself, production processes, but also with the peculiarities of packaging, storage, and export of products.

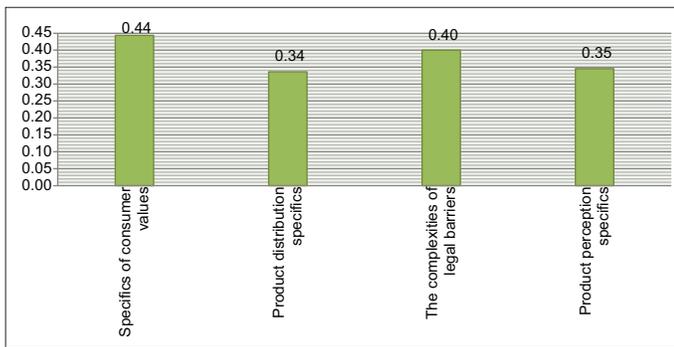
The product perception specifics are a significant criterion for adaptation in the world market ( $I_1 = 0.35$ ). However, the absence of successful marketing strategies does not contribute to the

promotion of products and affects the level of trust of foreign consumers. This is determined by the consumers' psychological unwillingness # to accept products from a manufacturer from another country. The peculiarities of product distribution can become another barrier in the absence of well-thought-out logistics routes, failure to take into account language features for product promotion, etc., ( $I_1 = 0.34$ ).

Determining strategies for the successful development of Ukrainian companies in international markets may be associated with borrowing the experience of others. Therefore, the study identified the experience of global companies represented in different countries and in Ukraine. So, it became possible to determine the criteria that stimulate the improvement of the company's position in the market (Table 2).

The adaptation of the Coca-Cola Company in the world (5.00 points) and Ukraine (5.00 points) has one of the highest success rates. This is determined by the detailed study of national cultural characteristics. Preservation of cultural characteristics is manifested in marketing strategies, which is associated with the orientation not only to large-scale holidays, but also more local, social projects. Less widespread Nestlé in Ukraine (4.90 points) is associated with giving preference to local products that meet the greater taste qualities of consumers. However, serious success in the international market is generally associated with compliance with product quality certificates, taking into account the food traditions of each country.

**Figure 2:** Identifying obstacles to the adaptation of enterprises to international markets



**Table 1: Level of success of Ukrainian companies in national and international markets**

Company name/specifics of activity	Regional representation	Level of success in the world (X)	Level of success in Ukraine (Y)	$X-\bar{X}$	$Y-\bar{Y}$	$(X-\bar{X})(Y-\bar{Y})$	$(X-\bar{X})^2$	$(Y-\bar{Y})^2$
Interpipe Group Ltd (metallurgical products: pipes, railway parts)	70 countries in Europe, the Middle East, North America, Africa	4.20	3.70	0.55	-0.35	-0.19	0.30	0.12
PJSC Chumak (food industry: sauces, canned vegetables)	40 countries in North America, Western and Eastern Europe	3.10	2.80	-0.55	-1.25	0.69	0.30	1.56
Confectionery House "Vatsak" (food industry: confectionery)	10 countries in Europe and America	3.00	4.80	-0.65	0.75	-0.49	0.42	0.56
MHP SE (agri-food industry: production of grain, poultry, sunflower and soybean oil)	70 countries on all continents	4.30	4.90	0.65	0.85	0.55	0.42	0.72
r (P=0,05; trust 95%)				0.27				

**Table 2: Assessment of the success of international companies at the global and Ukrainian levels**

Company name/Specifics of activity	Regional representation	Level of success in the world (X)	Level of success in Ukraine (Y)	$X-\bar{X}$	$Y-\bar{Y}$	$(X-\bar{X})(Y-\bar{Y})$	$(X-\bar{X})^2$	$(Y-\bar{Y})^2$
The Coca-Cola Company (food industry: beverages)	200 countries	5.00	5.00	0.65	0.05	0.03	0.42	0.002
Nestlé S.A. (food industry: food)	190 countries	4.00	4.90	-0.35	-0.05	0.02	0.12	0.002
Inter IKEA systems B.V. (household goods)	50 countries	4.10	5.00	-0.25	0.05	-0.01	0.06	0.002
Samsung Electronics Co., Ltd. (appliances)	70 countries	4.30	4.90	-0.05	-0.05	0.002	0.002	0.002
r (P=0,05; trust 95%)				0.51				

The advantages of the prevalence of Inter IKEA Systems B.V. are associated with taking into account the social norms of a particular country (4.10 points). This can be manifested in creating furniture design in accordance with the characteristics of perception in a particular country. Attention is also paid to marketing strategies that reflect cultural, social values, and a general lifestyle. The prevalence of Samsung Electronics Co., Ltd. is associated with the creation of innovation hubs in different countries (4.30 points). When implementing marketing strategies, attention is paid to a flexible approach, taking into account not only business strategies, but also cultural characteristics of the market.

Calculation of the Pearson correlation coefficient allowed us to determine a positive average relationship between the level of success of companies at different levels. So, the orientation to international experience reflects a positive example of the development of the success of enterprises. Paying attention to consumer traditions, advertising strategies, ethical norms affects the regulation of competitiveness and consumer interest.

## 5. DISCUSSION

Taking into account cultural factors affects the flexibility of enterprise development. The implementation of strategic flexibility allows the use of joint innovations by intermediaries. This ensures the dynamic development of enterprises, taking into account the development mechanisms of another country (Zahoor et al., 2024). The results of the study by Tufan and Mert (2023) showed that the sustainable competitiveness of a company in the international market depends on the flexibility of business processes. The flexibility of processes affects the choice of strategic approaches to maintaining economic influence in various adverse conditions (Tufan and Mert, 2023). The results of another study (Al Koliby et al., 2024) show that better enterprise performance in the foreign market depends on the consideration of value orientations. Such a process is reflected in a positive impact on social and economic indicators, which provides positive changes especially for companies from developing countries (Al Koliby et al., 2024). The analysis of published studies showed the overwhelming importance of the need to achieve flexible processes of conducting business activities, which is similar to our study. But the lack of specific examples reflected in our study did not allow us to formulate specific strategies for flexible development of enterprises. Based on the results of our study, it was found that MHP SE (4.3 points) and Interpipe Group Ltd (4.20 points) showed the highest prevalence among Ukrainian enterprises in the international market. However, MHP SE (4.90 points) and Confectionery House “Vatsak” (4.80 points) have the most successful activities in Ukraine.

An assessment of the Brazilian experience in adapting enterprises at the international level has shown that, along with economic strategies, it is necessary to take into account the culture of another country. This affects the development of incentives for information exchange and is oriented towards gradual growth (Jordão and Novas, 2024). The prevalence of Indonesian enterprises at the international level is associated with a low digital culture. The use of traditional marketing activities does not allow increasing

competitiveness in the international market. The development of digital technology infrastructure will increase the economic activity of enterprises (Mahrinasari et al., 2024). The development of enterprises in the Eastern European market should adhere to Hofstede's national cultural strategy. The strategy is aimed at taking into account sustainable development through the cultural dimension. A transparent approach to enterprise management is formed, which contributes to their development over a long period of time (Nicolò et al., 2024). The success of the development of French enterprises at the international level depends on taking into account innovations, corporate social responsibility, and internationalization strategies. Focus on this approach enables creating effective relationships with other companies in the global market, which contributes to obtaining best practices (Thelisson and Jacquemot, 2025). Published materials are related to the analysis of the experience of certain countries, not taking into account Ukrainian enterprises. However, the results of our study confirmed the possibility of developing sustainable strategies based on the analysis of different enterprises, including international experience to expand strategies for conducting successful experience. Based on the experience of the analysed companies from the sample, it was found that cultural factors should be aimed at the perception specifics in each country. The emphasis should be on local products, which will allow taking into account the consumers' taste preferences. Taking into account a flexible approach when developing marketing strategies will contribute to better adaptation of enterprises to the markets of different countries.

Taking into account the internationalization process ensures the development of financial sustainability of enterprises in Spain. The effect of this approach is manifested in stimulating the development of digital innovations, as well as selecting key factors for the sustainable development of agricultural enterprises. Digitalization processes allow changing the characteristics of supplies in accordance with the strategies of the selected country (Martos-Pedrero et al., 2025). Dynamic development of enterprises can be based on taking into account the country's social priorities. This enables saving on innovations and taking into account global trends for better development of enterprises (Sacanamboy-Trujillo and Escandón-Barbosa, 2025). Taking into account cultural characteristics during the development of enterprises makes it possible to choose effective strategies for responding to the crisis. This is determined by the changes in business models, the development of marketing strategies, and methods of supply, which affects the reassessment of strategies for presence in a particular region (Kahveci et al., 2024). The emphasis in published studies only partially covers marketing strategies for doing business. Our study took into account the advantages and barriers to achieving cultural adaptation in another country, giving grounds to draw attention to effective approaches to doing business. It was found that the obstacles to the adaptation of enterprises are the peculiarities of consumer values ( $I_1 = 0.44$ ); the complexity of legal barriers ( $I_1 = 0.40$ ); the peculiarities of product perception ( $I_1 = 0.35$ ); the peculiarities of product distribution ( $I_1 = 0.34$ ). Failure to take into account these barriers can affect unforeseen costs, product quality, and the complexity of export processes.

Comparison of studies revealed that attention is paid to cultural factors of enterprise development, but mainly from a sociological perspective. The results of our study showed the need to take into account a larger number of cultural factors (language criteria, cultural values, corporate culture, social norms, level of digitalization) to increase the success of enterprises in the global market. Analysis of barriers and possible prospects for the development of companies based on the analysis of foreign enterprises contributed to the expansion of the structure of our study. Development prospects were taken into account in the analysis of international enterprises that are represented in the world markets of Europe, Asia, and America. The authors found that first of all it is necessary to take into account the cultural values of a particular country when conducting international business ( $I_i = 0.45$ ). One of the barriers that must be taken into account is the peculiarities of consumer values ( $I_i = 0.44$ ), the elimination of which will increase the interest and level of consumer trust in products.

The obtained results are consistent with the research hypothesis regarding the importance of taking into account cultural factors in the process of expanding the activities of enterprises on the international market. The results were confirmed on the basis of the analysis of Ukrainian and foreign enterprises. The practical use of the results is possible during the audit of companies to assess the impact of cultural factors on the level of success of enterprises. The obtained results also enable identifying barriers to the development of enterprises.

## 6. CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

Taking into account cultural factors when developing a business in another country ensures proximity to social norms and brand perception by consumers. The conducted research meets the objectives set, which made it possible to assess not only the advantages of the spread of Ukrainian companies in international markets, but also existing barriers. Analysis of cultural factors of adaptation showed that first of all, attention should be paid to the cultural values of the country ( $I_i = 0.45$ ). This will make it possible not only to determine the development strategies of enterprises, but also to avoid cultural conflicts. Attention should be paid to the peculiarities of social norms ( $I_i = 0.43$ ), corporate culture ( $I_i = 0.41$ ), language criterion ( $I_i = 0.36$ ), and the level of digitalization ( $I_i = 0.35$ ).

It was established that MHP SE (4.90 points) is one of the successful Ukrainian companies in the international market, which is focused on improving its own products to ensure competitiveness in the market. The identified obstacles for Ukrainian companies in the global market are the specifics of consumer values ( $I_i = 0.44$ ) and the complexity of legal barriers ( $I_i = 0.40$ ). However, taking into account international experience can have a positive impact on increasing the level of success of enterprises. First of all, it is necessary to consider The Coca-Cola Company (5 points), Samsung Electronics Co., Ltd. (4.3 points), which are focused on local strategies for attracting consumers. These companies have

successful experience in implementing marketing strategies, take into account food traditions, social norms, and cultural values of each country, which contributes to their successful development in different countries.

The practical value of the study is the improvement of strategies for expanding enterprises in international markets taking into account cultural strategies. The obtained results can be used when developing business strategies by entrepreneurs outside one country. The results can also be used by auditors to assess the success of enterprises. The research prospects can be the study of the cultural and economic factors influencing the competitive sustainability of enterprises.

### 6.1. Recommendations

1. Analyse individual criteria for cultural adaptation (language criterion, cultural values, corporate culture, social norms, level of digitalization). This enables taking into account the prospects and risks of conducting business in the international market.
2. Analyse effective national and international enterprises in world markets, taking into account the stable period of development and the impact of adverse situations (for example, the war in Ukraine). The gained experience contributes to understanding the processes of cultural adaptation in the international market, taking into account the development activities of international companies, which is associated not only with improving product quality, but also with the wishes of social groups.
3. Implement programmes to improve the intercultural competence of personnel (training, joint projects, internships abroad). This will allow employees to develop skills for effective communication with partners and clients of other cultures and contribute to the successful adaptation of the enterprise in international markets.

### 6.2. Limitations

The limiting prerequisites of the study are related to the consideration of cultural factors only as a strategic tool. Assessment of the relationship between economic and cultural factors will contribute to the improvement of the processes of qualitative forecasting of activities. This will make it possible to focus not only on the adaptation of the company to international markets, but also on the choice of effective strategies for their development. Such limitations are associated with the number of involved experts and their representativeness. To eliminate the limitations, it is necessary to expand the time indicators of data collection, as well as additionally involve experts who work with financial transactions to confirm the relationship between cultural and economic criteria for the development of enterprises.

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