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**ВЛИЯНИЕ КУЛЬТУРНЫХ ОСОБЕННОСТЕЙ НА ДИЗАЙН САЙТА: АНАЛИЗ САЙТА  
УРАЛЬСКОГО ФЕДЕРАЛЬНОГО УНИВЕРСИТЕТА.**

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**THE INFLUENCE OF CULTURE ON WEB DESIGN: ANALYSIS OF URAL FEDERAL UNIVERSITY  
WEB SITE**

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**АННОТАЦИЯ:** В статье рассматривается влияние культурных особенностей на создание сайта для международной целевой аудитории. Для анализа был взят сайт УрФУ, где мы выясним как сайт адаптирован для иностранных студентов. В этой статье использовалась Теория Хофстеда для анализа веб-сайта URFU. Согласно Теории Хофстеда была разработана рекомендация по созданию сайтов для разных аудиторий: англоязычные люди, испаноязычные и китайскоязычные люди.

**ABSTRACT:** The paper examines how cultural features influence on creating a site for international target audience. There was used a highly structured case. In this case-study we find out what adaptation for foreigner has the URFU website. In this paper Hofstede's Theory was used to analyze website of URFU. According to Hofstede's Theory recommendation for creating websites for different audience: English-speaking people, Spanish-speaking and Chinese-speaking people were developed.

**Ключевые слова:** Международные связи с общественностью, Сайт университета, Кейс-стади, Теория Хофстед, влияние сайта

**Key words:** International Public Relation; Case Study; Hofstede Theory; Website of Educational Institution.

**Introduction**

Nowadays we live in the era of globalization, the technologies are developing very fast. What was invented 2 years ago already are not popular and nobody wanted to use it. Today most companies work on the global market and create product for different countries. To sell product in another country you need a strategy of promoting on foreign market. The tools of promotion always changing, and Internet now the main channel for promotion. It means that website is like business card. People who are very far from the company can learn about it only from the Internet. All com-

pany today promote them on the global market, educational institutions has the same situation: they promote themselves on the international world space.

Today educational institutions are big business which bring a lot of money in budget of the country. Nowadays the benefit from educational institutions is very high. For example, just for 2013 year the largest amount of funds is stored on the accounts of Harvard University 32.7 billion dollars. Harvard University is the most popular university in the world. People know this university in every country. Nowadays all universities try to attract not only local but also foreign stu-

dents because it's prestigious for university to have foreign students or program for foreigners and also the target audience of university became more widely. Attraction of foreigners helps to replenish the budget of the university and the country.

What include the strategy of promotion on foreign market? How to make your website adopted for foreigners? Mostly, universities just make different languages for website, translate native website on some languages and think that it enough for adaptation for foreigners. But people from another country don't have just a different language, they have different culture. For example, each strategy which works in USA wouldn't work in China. Moreover, the web design and structure of your website should be clear and well-organized.

The only one way to learn about the university to go for their website and after that he can get a decision to enter or not to this university. If the website of university wasn't adopted for international students the applicants will not perceive necessary information and some news or photos will be unacceptable. Such students will not have other information channels available and very few will have the chance to visit campuses abroad before they apply and enroll.

The main purpose of this article is to analyze the literature and to understand how cultural features influence new technologies in making websites for universities. Then these findings will be applied for improving website of Ural Federal University.

#### Literature review

Today we have a lot of different examples of research about influence of cultural features on promotion strategy.

For example, Liu, Arnett, Capella and Beatty (1997) suggested that websites helps to create corporate image and improve public relations. Esrock and Leichthy (1998) have the same idea and they supposed that creating image in Internet is an important part of PR strategy. Also, they examined that a lot of corporate website try to show them as a social responsible on their website. For example, presenting such issues as ecology, environment, education etc.

According to research of Manzoor and Hussain (2010) about importance of Higher Education Websites and its Usability process of making website for university is very difficult and there is a lot of different features. In their research they find 16 important things which should be includes in website of university. They are: good design; layout of webpages; clear labels and prominent navigation options; the animation should be expected, blue links are easier to click than black one; a white space between paragraphs and in the left and right margins should be on the websites of university; experienced users will not wait as long as novices; users will wait between 8-10 seconds for information on the Web; depending on the quality of the information; users have clear expectations about where to find the things they want (search and back-to-home links) as well as the things they want to avoid (for example advertising); well-written website reduce to the quantity of error and broken links on this website; users perform best with a many of choices on introductory screens

(i.e., top levels), and fewer choices at deeper levels of a hierarchy etc.

Also the color of different version of website should be taking into account. Color perception, according to the concept of Max Luescher, is adequate for representatives of different nationalities. Max Luescher (1990) concluded that in advertising the color not only causes a corresponding reaction of a person depending on his emotional state, but also in a certain way forms his emotions. If we consider what colors mean for different countries we understand that the same color have different understanding and association for different countries. Color approaches have a big influence on people perception.

According to Bonnardel, Piolat and Le Bigot (2011), affirmed the need to extend the research on emotional design to web sites development. The results of this study demonstrate that emotions associated with the concept of "beauty" produce cognitive outcomes determining the length of the visit, the nature of the information consulted on the web site and the degree to which that information is remembered. The study shows that in fact, for example, the use of color has an impact on user experience not only during navigation but also afterwards.

Cultural dimensions are very important part in promotion of website on global market and understanding the differences between different cultures considering in Hofstede Theory. He invented this Theory in 1991, already 27 years has gone, but not all companies and universities use it. Hofstede take into consideration all social facts about people, which include institutions, norm system, behavioral patterns, tradition etc. The Hofstede model of culture consist from six points: power distance, uncertainty avoidance, masculinity or femininity, individualism or collectivism, long-term vs. short-term orientation.

The concept of influence culture on Web Design, first taking into account the attempts made by Hall (1976), Schwartz (1994) and Hofstede (1997) to categorize cultural differences and then examining how cultural differences can be retrieved and measured in web design, using for example the guidelines by Marcus and Gould (2000) based on Hofstede's cultural dimensions.

Russo and Boor, since 1993, in one of the first articles on the importance of cultural aspects in the design of web interfaces, argued that cultural awareness is an aspect of user awareness. Marcus and Gould (2000, p. 44), reiterated the importance of culture on the web, stating that 'as the Web continues to develop globally [...] exploring, then exploiting, these dimensions of culture, will become a necessity and not an option for successful theory and practice'. The goal of culture influence in web design is to assure that the user will not be offended or confused by the interface (Russo and Boor) addressing him not only in his own language but in the language of his culture, as far as pertains to information visualization and therefore using metaphors, mental models, navigation and interaction modalities adapted to the culture of the user. Sun, in 2001, stressed the importance of cultural awareness proposing to insert the

"Cultural Sensitivity" next to effectiveness, satisfaction, efficiency of use as a metric of usability, considering culture as a semantic space in which action and meaning converge.

As pointed out by Choi, Lee, Kim (2006), according to the cultural iceberg model (Hoft, 1995), the visible characteristics of culture, such as language, represent only a small part (10%) of the cultural characteristics of a target audience. As applications and services are cultural amplifiers (Nakakoji 1996 cited in Choi, Lee, and Kim, 2006), a real localization must take into account 90% of the hidden cultural characteristics. It is Intercultural aspects of Web Design: approaches to culture influence on design therefore essential to bring out the effects of cultural characteristics on visitor.

The Hofstede approach is used to evaluate cultural aspects of the focus group in combination with other instruments, for example, Gerritsen (2012) measure the uncertainty avoidance indices of 84 Dutch and German Bachelor's students by using the original VSM 94 [Gerritsen]. Payan et al. (2010) based on the dimension of individualism/collectivism. They asked students who study Marketing and Business from nine countries about their perceptions of academic honesty and then compared the results obtained against Hofstede's original country scores. Simeon et al. (2001) focused on the masculinity-index, they considered gender role attitudes in China, Japan and the USA from 2 832 students. For this purpose they distributed a revised version [Dorfman and Howell in the late 1980s] of Hofstede's work-related cultural value scale to measure and compare masculinity and femininity in the three focus countries.

Also, Tempelaar et al. (2012) investigated cultural differences in learning related dispositions amongst 7 300 first-year students from 81 different nationalities, using the framework of Hofstede as a reference. As a result, their research revealed that cultural differences in inter-correlations turned out to be substantial, which indicates "the difficulty of constructing culture invariant learning theories" [Tempelaar et al., 2012, p. 3].

Rienties and Tempelaar (2013) studied a sample of 757 international students from 52 countries to see if nine geographical clusters using Hofstede's cultural dimension scores would relate to personal-emotional and social adjustment issues. Their findings show that "international students from Confucian Asia score substantially lower on academic integration than their Western peers, with moderate to strong effect sizes. The cultural dimensions of Hofstede significantly predicted academic adjustment and social adjustment, in particular power-distance (negative), masculinity and uncertainty avoidance" [7, p. 188]. They suggest that extra support for especially non-western students would be called for.

In 2006, Choi et al. identified twenty-one visitor attributes grouped into three overarching categories: graphical user interface (GUI), information architecture, and content. These three categories showed a correlation with three cultural dimensions: contextuality, individualism / collectivism, uncertainty avoidance. In particular, the dimensions of individualism / collectivism and uncertainty avoidance seem to affect users'

preferences regarding the architecture of information. For example, individualistic users may prefer personalized menus and search facilities that help them find what they want more quickly and efficiently (Choi et al., 2006). They may feel that contents ordered by popularity interfere with their search for material that meets their desires and expresses their personalities. In contrast, collectivist users may find content lists ordered by popularity useful because for them knowing which content is popular is meaningful (Choi et al., 2006).

The aim of this study is to use Hofstede's Theory for analyze of URFU website and create recommendation for improving it. Research question:

1. Is the website of the Ural Federal University adapted for foreigners?
2. What it is necessary to do the site to be adapted for foreigners?

#### Case study

The case-study method is going to be used in this research as it is a synergetic technology, the essence of which is to participate in the formation of the effects of the multiplication of knowledge, insight inspiration, the exchange of discoveries, etc. The web site of Ural Federal University was chosen as a case study to analyze the use of cultural characteristics in developing site for different international target audience.

In Yekaterinburg a lot of different universities, but Ural Federal University – the biggest and more open for foreigners. «Ural Federal University named after the first President of Russia B.N. Yeltsin»– it's the most famous in Ural, URFU composed in Association of Leading National University in Russia.

Ural Federal University is the oldest higher educational institution in the Ural region. It was founded in Yekaterinburg in 1920 by the decree of Vladimir Lenin, the head of the Soviet Government.

Currently the university is home for foreign students from 80 countries of the world and for faculty members including the top-notch global experts in the spheres of natural sciences, engineering and social sciences. The Institutes offer about 400 Bachelor, Master and Doctoral Programs taught in Russian and English. The number of UrfU alumni exceeds 360 000 people.

Breakthrough studies are pursued in 72 research centers. The university is open to international collaboration having almost 400 partners all over the globe and being an active participant of such initiatives as BRICS Network University, SCO Network University, CIS University.

The website has Chinese, Spanish and English version, it means that site should be suitable for English-speaking people ( it's USA, UK, Australia, New Zealand, South Africa and Canada mostly), Spanish-speaking people (Spain and 18 countries of Latin America: Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Venezuela, Guatemala, Honduras, Uruguay, Venezuela) and Chinese (China, Taiwan and Singapore mostly).

The site is adapted for mobile devices and also has a version for the visually impaired, but from mobile devices we couldn't go to the version for the visually impaired.

Design of website of URFU doesn't change in all versions. Background area of the site is white, site header, news and footer are grey in all versions. At the bottom we can see contacts of University in all language versions, in the middle news. Where are located contacts we can see links for social networks: Youtube, Twitter, RSS, Facebook, Instagram, Telegram.

On navigation menu of English Version they has 8 blocks: About the University; International; Studies; Research; Activities; Institutes; Endowment; Contacts. In the header they have blocks for Prospective students, Current students, Alumni, Facility and Staff. On the slider we can see some news about school or research program.

As a main content there are three main blocks (URFU in facts, Apply now, Learn Russian with us) and under them two (Urfu+Russia+you and UrFuture). Under them Future Events and news. Also website site offers to install the app of UrfU. In front of footer also we can see three blocks: Project 5-100, Study in Russia and BRICS Studies Center.

Spanish version has just one navigation menu: About University, International, Investigation, Institutes, Contacts. Slider with a few news with a photo of women, not like in the English version, on the Main Content located just one big video: «UrfU Eventos Excepcionales 2016» with Spanish subtitles, under them news and in footer contacts.

Chinese version looks the same like Spanish version. In the header we have six blocks of Navigation menu: About University, National exchange, Scientific activities, Institute, Contacts, News. All the rest is absolutely identical to the Spanish version of the site. On the slider mostly photo of women, in main video Chinese subtitles.

### Analysis

As it was mentioned before Hofstede Theory includes five main cultural dimensions which we are going to apply in analyzing UrfU site.

The first point – it's a level of power distance. In Chinese-speaking countries the level of Power distance is very high, about 80 points. The subordinate-superior relationship tends to be polarized and there is no defense against power abuse by superiors. The level of hierarchy is very high. They observe subordination and there is no possibility of insubordination. In Spanish-speaking countries power distance lower than in China-speaking, but also it's high. For example, in Mexico 81, in Spain 57, in Chile 63. In English-speaking countries the level of Power Distance is very low. For Example, Australia - 36, Canada-39, New Zeland-22, USA-40.

It means that in this countries the level of hierarchy not so high and it's not important what position you have, all people are equal, and opinion of all employees important, regardless of their position. If we put them in ascending order, on the first place of level of power distance will be China-speaking countries, second place - Spanish-speaking countries, the third place-it's English-speaking countries. As we can see there is a big difference between 80 and 22, according to this index different websites design should be created for different countries because they are totally different in the perception of many questions.

For Chinese-speaking countries website design should be with photo of leaders, peoples who have high position, professors of university etc. But for English-speaking countries there is should be a photo of students or students with professors, because score of Power Distance in this countries lower. For Spanish-speaking countries also should be a photos of professors and peoples, who have high position in university, because mostly in Spanish-speaking countries high level of Power Distance.

The second point, it's Uncertainty Avoidance. In China low score on Uncertainty Avoidance-30, in Taiwan it's about 69, it means that the Chinese are comfortable with ambiguity. Spanish-speaking people: in Chile the index about 86, Mexico-82 and Spain-86, that's mean that this people more conservative, mostly afraid of changing and something unexpected. Members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. For Chinese countries to see something very unusual is not unacceptable and outrageous, that means that something unusual can be for them on the website and also unexpected combinations of colors, unusual photos and animation, bright colors and noisy splash screen. Spanish-speaking countries are afraid of unexpected things, they like predictable advertising, while English-speaking countries have average scores, about 50, that's mean that it's depend on situation.

What about English-speaking people this score in the middle. In Australia it's 51, in Canada 48, New Zeland 49 and in USA-46. At all the level is close to 50, it means, that these cultures are more "uncertainty accepting." This is indicative of the easy acceptance of new ideas, innovative products and a willingness to try something new or different, whether it pertains to technology, business practices, or consumer products. For example, Canadians are also tolerant of ideas or opinions from anyone and allow the freedom of expression. At the same time, Canadian culture is not rules-oriented and Canadians tend to be less emotionally expressive than cultures scoring higher on this dimension.

The third one is Masculinity or Femininity. All English-speaking countries has the same rate on this dimension (about 60) and is considered a «Masculine» society. Behavior in school, work, and play are based on the shared values that people should «strive to be the best they can be» and that «the winner takes all».

In Chinese-speaking country the same situation. The need to ensure success can be exemplified by the fact that many Chinese will sacrifice family and leisure priorities to work.

But completely another situation has Spanish-speaking countries, in Mexico this score about 69, there is Macsulinity, but Spain and Chile has lower score. Though difficult to detect, evidence reveals the Feminine character of Chilean society with its score of 28 on this dimension. Spain has 42 score, this country we can call Feminine countries.

Mostly all this countries are Masculine. It means that it is better to use on the photo of the website: man and women for English-speaking, mostly man for Chinese-speaking countries, and for Spanish version

mostly women. As we see on the website of URFU, English version mostly photos of man, but on Chinese version a lot of pictures of women, while it should be vice versa. Spanish version look the same like Chinese, even there are photos of Chinese women, but it's will be better for the Spanish-speaking audience to see pictures of Hispanic women. This causes more trust. Each audience needs their own approach.

The next point is Individualism or Collectivism. The level of individualism in English-speaking countries is very high: about 90. But Chinese-speaking countries and Spanish-speaking countries are more collectivistic. They have high level of Collectivism. As it is known all English-speaking countries have high score of Individualism while Chinese-speaking countries more Collectivistic. This fact should be taken into account and this information should be accounted while placing photographs and information, the way of submission the information. Spanish and Latin people has high level of Collectivism too. Mostly group photos on Spanish and Chinese version should be on the website to show collectivist values, community of a group.

The last point is Long-term orientation or short-term orientation. English-speaking countries have long-term orientation. For example, Australia scores 21 on this dimension and therefore has a normative culture. People in such societies have a strong concern with establishing the absolute truth; they are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results. Long-term orientation has Australia, USA, New Zealand. These countries hate lie, and all information on the website of university should be checked, clear and understandable. They would like to have long relationships with the university which they apply. All information should be checked and clear, there are no empty promises.

Chinese-speaking countries don't care about long-term relationship with the customer. China scores 87 in this dimension, which means that it is a very pragmatic culture. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions easily to change conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results. Something which is not true is anticipated for them

Spanish-speaking countries have different scores, but mostly they have long-term orientation. For example, Argentina, with a very low score of 20, is shown to have a very normative culture. People in such societies have a strong concern with establishing the absolute truth; they are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results. Chile has 31 score, Mexico 24 score and Spain 48 score. In Spanish version also should be clear and elaborated information. For example, some student from Latin America who studies in URFU thought that they will study in the main building. They were disappointed when they saw another building, which less attractive than main on Mira 19. On the website the specific place in which they will study is not mentioned.

## Conclusion

The path traced leads to reason about the need for a multidisciplinary approach in web design, whose ideal qualities should allow researchers to outline the characteristics of a design process that does not cause users to feel discomfort or difficulty while trying to understand web contents. In addition, the design process should not be limited by the meanings conveyed by metaphors and symbols that belong only to certain cultures. It's therefore necessary to achieve a set of tools and knowledge that include anthropological, cultural, and social perspectives.

According to Hofstede Theory we can understand, that culture has a lot of differences in understanding different options. That's why in making website of University we should taking into account all cultural features and differences. In process of making website not only the programmer and the designer should be involved, but also International PR-manager, because he know how find an approach to any applicants.

And all this countries have some cultural features, they have some common things in culture and to adopt the website for these countries changing of language it's not enough. It's better to create four different websites designs: one for Russian students, one for English-speaking audience, another for Spanish-speaking audience and the next one for Chinese-speaking audience but not chose the domestic design for each target audience and pay attention only to language. The website should use the characteristics of all cultural dimensions.

For university, it will be better if the university will have more traditional website, but clear, not so bright and challenging background. The colors should be not conspicuous, for English-speaking countries better to use yellow, blue and green colors. For Chinese-speaking red and bright colors, bright explosive animation. Also, for all version of website URFU it will be good idea to add Online-chat. Every person can ask what he is interested in.

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### ИНВЕСТИЦИОННОЕ РАЗВИТИЕ АПК РЕГИОНОВ СЕВЕРНОГО КАВКАЗА В УСЛОВИЯХ СОВРЕМЕННОЙ ТРАНСФОРМАЦИИ АГРАРНОГО СЕКТОРА ЭКОНОМИКИ РОССИИ

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### INVESTMENT DEVELOPMENT OF AGRIBUSINESS IN THE REGIONS OF THE NORTH CAUCASUS IN THE CONDITIONS OF MODERN TRANSFORMATION OF AGRARIAN SECTOR OF ECONOMY OF RUSSIA

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**АННОТАЦИЯ:** в статье автор дает оценку общего макроэкономического и институционального контекста развития аграрного сектора экономики России, который в значительной степени будет определять вектор, границы и возможности дальнейшего инвестиционного насыщения АПК территорий Северного Кавказа, которые сегодня имеют неодинаковые модели индустриализации сельского хозяйства.

**ANNOTATION:** in the article the author gives an assessment of the General macroeconomic and institutional context of the development of agrarian sector of economy of Russia, which will largely determine the vector, borders, and the possibility of further investment of saturation of the agricultural territories of the North Caucasus, which today have different patterns of industrialization of agriculture.

**Ключевые слова:** АПК, модель развития, инвестиции, насыщение рынков, инвестиционная фаза, экспорт сельскохозяйственной продукции.

**Key words:** agribusiness, development model, investment, saturation of markets, investment phase, export of agricultural products.

Современное развитие АПК Северного Кавказа характеризуется неравномерным уровнем производительности труда в сельском хозяйстве входящих в него территорий.

Дальнейшая модернизация АПК республик макрорегиона требует формирования более прогрессивной – индустриальной модели, которая бу-