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RESEARCH OF ORGANIZATIONAL, METHODOLOGICAL AND ECONOMIC ASPECTS OF THE FORMATION OF MANAGEMENT APPROACHES IN ENTERPRISES OF THE REPUBLIC OF KAZAKHSTAN

Abstract

The study analyzes the organizational, methodological and economic aspects of the formation of effective management approaches in enterprises of the Republic of Kazakhstan. Special attention is paid to the impact of the transition from a centrally planned economy to a market model, the role of organizational structures, methodological foundations of management and economic conditions conducive to the development of enterprises.

The purpose of the study is to identify key factors influencing the formation and development of management approaches in the dynamically changing economic environment of Kazakhstan, as well as to develop recommendations for their improvement.

The research uses analytical methods to identify the main trends, problems and opportunities in enterprise management, as well as an observation method that helps to study the practical implementation of management decisions. The use of comparative analysis helps to identify the most effective management practices.

The results of the study can be useful for developing management strategies aimed at increasing the competitiveness of enterprises, adapting to economic changes and strengthening market positions.

Keywords: management approaches, enterprises of Kazakhstan, organizational factors, method of analysis, method of observation, market economy, strategic management, competitiveness, economic efficiency.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ КӘСІПОРЫНДАРЫНДА БАСҚАРУШЫЛЫҚ ТӘСІЛДЕРДІ ҚАЛЫПТАСТЫРУДЫҢ ҰЙЫМДАСТЫРУШЫЛЫҚ, ӘДІСНАМАЛЫҚ ЖӘНЕ ЭКОНОМИКАЛЫҚ АСПЕКТІЛЕРІН ЗЕРТТЕУ

Аңдатпа

Зерттеуде Қазақстан Республикасының кәсіпорындарында тиімді басқару тәсілдерін қалыптастырудың ұйымдастырушылық, әдіснамалық және экономикалық аспектілері талданады. Орталықтандырылған жоспарланған экономикадан нарықтық модельге, ұйымдық құрылымдардың рөліне, басқарудың әдіснамалық негіздеріне және кәсіпорындардың дамуына ықпал ететін экономикалық жағдайларға көшудің әсеріне ерекше назар аударылады.

Зерттеудің мақсаты Қазақстанның қарқынды өзгеріп отыратын экономикалық жағдайларында басқарушылық тәсілдерді қалыптастыруға және дамытуға әсер ететін негізгі факторларды анықтау, сондай-ақ оларды жетілдіру жөнінде ұсынымдар әзірлеу болып табылады.

Зерттеу кәсіпорындарды басқарудағы негізгі тенденцияларды, қиындықтар мен мүмкіндіктерді анықтау үшін аналитикалық әдістерді, сондай-ақ басқару шешімдерінің практикалық іске асырылуын зерттеуге көмектесетін бақылау әдісін пайдаланады. Салыстырмалы талдауды қолдану басқарудың ең тиімді әдістерін анықтауға көмектеседі.

Зерттеу нәтижелері кәсіпорындардың бәсекеге қабілеттілігін арттыруға, экономикалық өзгерістерге бейімделуге және нарықтық позицияларды нығайтуға бағытталған басқару стратегияларын әзірлеу үшін пайдалы болуы мүмкін.

Түйін сөздер: басқару тәсілдері, Қазақстан кәсіпорындары, ұйымдастырушылық факторлар, талдау әдісі, бақылау әдісі, нарықтық экономика, стратегиялық басқару, бәсекеге қабілеттілік, экономикалық тиімділік.

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ИССЛЕДОВАНИЕ ОРГАНИЗАЦИОННЫХ, МЕТОДОЛОГИЧЕСКИХ И ЭКОНОМИЧЕСКИХ АСПЕКТОВ ФОРМИРОВАНИЯ УПРАВЛЕНЧЕСКИХ ПОДХОДОВ НА ПРЕДПРИЯТИЯХ РЕСПУБЛИКИ КАЗАХСТАН

Аннотация

В исследовании анализируются организационные, методологические и экономические аспекты формирования эффективных управленческих подходов на предприятиях Республики Казахстан. Особое внимание уделяется влиянию перехода от централизованно планируемой экономики к рыночной модели, роли организационных структур, методологическим основам управления и экономическим условиям, способствующим развитию предприятий.

Целью исследования является выявление ключевых факторов, влияющих на формирование и развитие управленческих подходов в динамично меняющихся экономических условиях Казахстана, а также разработка рекомендаций по их совершенствованию.

В исследовании используются аналитические методы для выявления основных тенденций, проблем и возможностей в управлении предприятием, а также метод наблюдения, который помогает изучить практическую реализацию управленческих решений. Использование сравнительного анализа помогает выявить наиболее эффективные методы управления.

Результаты исследования могут быть полезны для разработки стратегий управления, направленных на повышение конкурентоспособности предприятий, адаптацию к экономическим изменениям и укрепление рыночных позиций.

Ключевые слова: подходы к управлению, предприятия Казахстана, организационные факторы, метод анализа, метод наблюдения, рыночная экономика, стратегическое управление, конкурентоспособность, экономическая эффективность.

INTRODUCTION. In the contemporary world, where competition is becoming increasingly global, where digital transformation is underway, where institutional changes are occurring, and economic uncertainty is on the rise, the challenges of developing efficient management strategies in organizations are becoming increasingly important both from a theoretical and practical standpoint.

This issue is particularly significant for Kazakhstan, as the country's economy has been evolving in recent decades, moving from a command-and-control model to a market-oriented system. This transformation is accompanied by structural modernization, enhanced global integration, a shift in the business landscape, and increased demands for corporate governance excellence.

The success of companies is no longer solely determined by their resources or market position, but also by their ability to adapt to environmental changes, implement innovative management practices, maintain organizational resilience, and achieve strategic objectives in the face of uncertainty.

Kazakhstani businesses are operating in a multifaceted and intricate environment. The choices made by managers are shaped by a variety of organizational, methodological, and economic considerations.

On the one hand, the internal characteristics of companies, including their management structure, leadership approach, corporate culture, level of centralization, human resources, and adaptability, significantly impact the effectiveness of management.

The proliferation of contemporary methodologies, such as strategic planning, project management, process-oriented approaches, agile management frameworks, digital tools, and performance evaluation systems, necessitates not only their implementation but also their adaptation to the practical realities of Kazakhstani enterprises.

The challenges are compounded by the influence of economic conditions, including market fluctuations, inflation, investment activity, government economic policies, financial resource availability, industry competitiveness, and international economic risks.

In light of these circumstances, Kazakhstani companies must seek management solutions that promote strategic adaptability, resilience, and economic viability.

The significance of the research is underscored by the fact that the scholarly works of both local and international authors extensively explore certain facets of corporate governance. Nevertheless, a thorough examination of the interplay between organizational, methodological, and economic factors in the context of developing management strategies at enterprises in Kazakhstan remains underexplored.

In many instances, management frameworks derived from international practices are implemented without adequate regard for the local institutional context, industry-specific factors, the level of digital advancement within organizations, corporate culture, and the managerial behavior of executives. This results in the fact that even theoretically effective management instruments may not always yield the anticipated outcomes in practice.

In light of this, there is a clear need for a thorough examination of the factors influencing the effectiveness of management strategy development in Kazakhstan, as well as for the creation of evidence-based recommendations for their enhancement.

The objective of this research is to investigate the implementation of management approaches at enterprises in Kazakhstan and how they adapt to the changing economic landscape, technological advancements, and unique business dynamics in the country.

To accomplish this objective, we will examine the evolution of managerial approaches in contemporary management. We will also analyze how the organizational characteristics of enterprises impact the selection and implementation of management decisions.

The methodological tools used in management and how they adapt to the specific context of Kazakhstan. Furthermore, we will investigate the economic conditions that influence the transformation of management models in Kazakhstan.

The primary focus of this work is on companies operating in Kazakhstan as socio-economic entities within a market economy and undergoing institutional changes.

The research encompasses organizational, methodological, and economic aspects, as well as the processes and mechanisms that emerge in the process of developing and applying managerial approaches in companies in Kazakhstan.

The research is based on the concept that the success of management strategies is not determined by a single factor, but rather by the intricate interplay of organizational structure, managerial techniques, and the economic context in which a company operates.

This study presents a novel viewpoint on the development of management strategies for companies in Kazakhstan. Unlike previous research that examined these aspects independently, our study examines management strategies as a result of the interplay between internal management mechanisms and external economic conditions.

The paper provides a clearer understanding of management strategies for contemporary Kazakhstani companies, identifies the characteristics of adapting international management models to the local business environment, and argues for the necessity of transitioning from rigid administrative management frameworks to more flexible, strategic, and adaptive corporate governance models.

The significance of this research is that it advances our understanding of the nature and processes behind the development of managerial approaches in a transforming economy.

The findings of this study enhance existing frameworks for management analysis, considering the unique institutional and economic context of Kazakhstan. It also helps to uncover the interplay between organizational structure, management practices, and the impact of managerial decisions.

This research enriches the theoretical framework for contemporary management, strategic management, and organizational development, particularly in the context of enterprises operating in transition and emerging economies.

The practical significance of the research is that its findings can be applied in Kazakhstani enterprises to enhance management systems, enhance the organization's adaptability, streamline management processes, and develop more effective strategies to respond to external changes.

The insights and suggestions provided in the study can be valuable for business leaders, corporate governance professionals, consultants, and analysts. They can also be applied in strategic and operational management, organizational design, the implementation of contemporary management techniques, and the assessment of management performance.

The outcomes of the study can be beneficial for government agencies, development institutions, business associations, and educational institutions in developing initiatives aimed at improving managerial capabilities, modernizing the corporate sector, and fostering a more sustainable business environment in the Republic of Kazakhstan.

The investigation of the organizational, methodological, and economic facets of the development of managerial strategies in Kazakhstani companies is a pressing area of scholarly inquiry, with significant implications for both the advancement of management theory and the resolution of practical issues aimed at enhancing the performance of domestic enterprises.

In a dynamic business landscape characterized by the integration of digital technologies, intensified competition, and the imperative for sustainable growth, the quality of managerial approaches has emerged as a pivotal determinant of the long-term viability and prosperity of enterprises in Kazakhstan.

MATERIALS AND METHODS.

The end of the twentieth century was marked by significant changes in the socio-economic development of Kazakhstan, as the country moved from a centrally planned economy to a market system. This change, caused by the collapse of the Soviet Union in 1991, required significant changes in the management practices of companies operating in a growing market economy. The legacy of the planned economy, characterized by hierarchical structures, limited managerial autonomy, and a focus on quality, created the initial conditions in which Kazakhstani entrepreneurs and managers had to work. A review of the literature of this study shows the following, for example, Akhmetzhanova et al. In their research, they draw attention to the fact that companies inherited rigid organizational structures that hindered flexibility and the ability to respond to market demands, which is a critical disadvantage in an increasingly competitive environment [1]. The transition period was marked by significant economic reforms, including privatization, deregulation, and attracting foreign investment. These reforms required the introduction of modern management methods when companies began to face the realities of market competition. The influx of foreign investment, especially in the oil and gas sector, has led to the emergence of new management paradigms that focus on efficiency, strategic planning and a customer-oriented approach. This change has led to the evolution of the organizational structures of many companies, moving to a flatter hierarchy designed to increase the speed of decision-making and improve the ability to respond to the requirements of stakeholders. The methodological approaches of the administration have also undergone a profound transformation. Traditional management styles based on Soviet principles of control and subordination began to give way to more active and adaptive approaches. Kazakhstan's leaders have begun to realize the importance of human resource development, quality management, and innovation as essential components of competitive advantage. Akhmetzhanova et al. All studies note that the main provisions of modern management methods increasingly emphasize the need for continuous professional development, contributing to the development of a culture of learning and flexibility in organizations [1]. This change reflects the recognition that sustainable competitiveness is supported not only by the availability of resources, but also by management resources that make it possible to use these resources effectively.

Kazakhstan's transitional economy, characterized by its post-Soviet legacy and subsequent transition to market reforms, requires a leadership approach combining traditional management methods with innovative strategic thinking. Like Mahmoud et al. Please note that effective leaders in Kazakhstan must demonstrate a deep understanding of both local and global market dynamics, which will help them cope with complex challenges such as legislative changes, economic fluctuations, and competitive pressures. An important aspect of leadership in this environment is the ability to promote an inclusive organizational culture that encourages employee engagement and innovation. In Kazakhstani companies, managers who adhere to a participatory leadership style can make better use of the collective competence of their employees. This collaborative approach not only improves employee morale, but also helps to find creative solutions to production problems, which ultimately leads to increased efficiency and competitiveness. Research shows that organizations led by individuals who prioritize collaboration and transparency tend to be more flexible, which allows them to respond more quickly to market needs [2].

The analysis method and the observation method were used in this study. The analysis method is suitable for studying existing organizational, methodological and economic approaches at enterprises of the Republic of Kazakhstan. The analysis is also used to study management strategies and legislative acts. The analysis allowed us to identify key trends, problems and opportunities that

influence the formation of management approaches. And the observation method is suitable for studying real management processes in enterprises. The method of observing the practical implementation of management decisions and employee interaction influenced the obtaining of empirical data on existing approaches.

The observation method revealed inconsistencies between the theoretical principles and the practical application of management models.

RESULTS AND DISCUSSIONS.

The effectiveness of management strategies in Kazakhstani companies is inextricably linked to the quality and style of leadership. As companies move towards modernization and increased competitiveness, the need for innovative and adaptable leaders is becoming more apparent. The importance of leadership goes beyond immediate operational tasks, modeling the broader strategic direction of organizations in a unique economic landscape that requires both resilience and foresight. The choice of methodologies used significantly influences the development and implementation of management strategies in companies in Kazakhstan. Methodological considerations include various concepts and practices that guide organizations in preparing their operational instructions, thereby affecting overall efficiency and competitiveness. In the context of a rapidly changing global corporate panorama, especially in the context of digital transformation and the growing complexity of market dynamics, Kazakhstani companies are forced to implement modern management methodologies in order to remain viable.

The methodologies used mainly include traditional top-down approaches that have historically dominated the Kazakh corporate environment, and more modern approaches such as agile management, slender principles, and strategic management concepts based on the best international practices. These methodologies allow companies to simplify their processes, improve decision-making efficiency, and promote a culture of continuous improvement, which is necessary to maintain competitiveness in increasingly saturated markets [3].

Top-to-bottom management strategies, while promoting a fast decision-making process and a clear hierarchy of authority, often hinder adaptation and reactivity. Such rigidity can lead to inefficiency, especially in the context of global competition and rapid changes in consumer preferences. On the contrary, the introduction of modern methodologies facilitates the transition to more collaborative and flexible management structures. For example, flexible management methods favor iterative processes and facilitate direct communication between departments, allowing organizations to respond more dynamically to market changes [3].

Companies using this methodology increase team engagement and the ability to innovate, which ultimately leads to increased efficiency and reduced time to market for new products and services.

The integration of modern management methods is not just a trend, it is a necessity for Kazakhstani companies that seek to improve their efficiency and competitiveness. Thanks to the development of an organizational culture that promotes continuous improvement, innovation and rapid response to changes, these companies are able to successfully cope with the complexities of the current economic situation. In addition, the methodological evolution of Kazakhstani companies indicates a broader transition to the best international practices, emphasizing the importance of bringing local strategies in line with international standards to stimulate future growth and sustainability. The economic picture of Kazakhstan plays a fundamental role in shaping the management strategies adopted by their companies. The investigation demonstrated that macroeconomic variables like GDP growth rates, inflation, and exchange rate swings had a big influence on how businesses operate. High rates of inflation lower people's purchasing power, which alters consumer demand and compels businesses to modify their management approaches. According to the study, management approach development is positively impacted by reforms intended to streamline corporate procedures and encourage entrepreneurship. Initiatives like Digital Kazakhstan encourage the use of technology in business, which necessitates a reassessment of management tactics

in order to foster innovation and boost productivity. According to the study, there is a discrepancy between the demands of the labor market and the educational system. Implementing contemporary management models is challenging due to a shortage of experts in the areas of project management, financial management, and strategic management (Table 1).

Table 1. "Impact of Economic and Organizational Factors on Management Strategies in Kazakhstan"

Category	Key Points
Leadership and Management	The impact of leadership style on management strategy effectiveness. Transition from traditional models to flexible methodologies. Importance of organizational culture and continuous improvement.
Management Methodologies	Traditional top-down approaches vs. modern agile methodologies. Impact of digital transformation. Adoption of international best practices to enhance competitiveness.
Macroeconomic Factors	Influence of inflation, currency stability, and GDP on management strategies. The need for adaptive management approaches.
Government Policy	Reforms to improve the ease of doing business. The "Digital Kazakhstan" program. Impact of EAEU integration on strategic management.
Small and Medium-sized Enterprises (SMEs)	Importance of SMEs for the economy. Government support initiatives. Challenges in accessing financing and innovation.
Financial Barriers	Limited financing options for SMEs. Banking system prioritizing large corporations. Restricted investment in technology and management.
Labor Market Challenges	Shortage of qualified managers. Mismatch between educational programs and business needs. Limited opportunities for implementing modern management strategies.
Business-University Collaboration	Importance of joint programs. Adjusting curricula to meet market needs. Enhancing workforce readiness for strategic management.

The source was compiled by the author based on the data [4-10]

Macroeconomic conditions, including inflation, the exchange rate and GDP growth, have a significant impact on the operating activities of companies. High inflation reduces purchasing power, which requires adaptive management strategies. Government policy plays a key role in helping to improve the business climate through reforms and initiatives such as Digital Kazakhstan, which drive technology and innovation.

Kazakhstan's integration into the EAEU opens up new markets, requiring companies to adapt strategies to international standards. The Government supports small and medium-sized businesses by improving access to finance, but capital allocation problems and a shortage of qualified personnel continue to hinder development.

The partnership between universities and businesses helps to reduce the gap between education and the real needs of the market, contributing to the formation of managerial competencies. Modern methods such as stress tests and scenario analysis help companies adapt to crises, and sustainable development and CSR become important competitive advantages.

A constant problem was the lack of managers and qualified specialists in sectors such as project management, strategic planning and leadership. Educational institutions in Kazakhstan have not fully adapted their curricula to the dynamic needs of the economy, which leads to the emergence of a workforce without the necessary skills [11]. This lack of skills significantly prevents companies from

implementing advanced management practices, thereby reducing their operational efficiency and allowing competitors to gain an advantage.

Kazakhstan's transition to a market economy has highlighted the need for a skilled workforce with appropriate managerial skills. Traditional education models, common in many Kazakhstani universities, often do not meet the dynamic needs of the corporate environment, which leads to a mismatch between the skills of graduates and employers [12]. Partnerships with universities allow for the development of a joint curriculum in which the academic world can adapt programs that reflect the real needs of the industry, thereby producing graduates who are better prepared for the complexities of management in modern companies.

In general, the impact of cooperation between universities and business on the improvement of innovation management strategies in Kazakhstani companies is multifaceted. Collaborative relationships help bring educational programs in line with market needs, foster a culture of innovation, encourage the practical application of research results, and open up additional financial opportunities. All these aspects combine to strengthen the ability of Kazakhstani companies to adapt to competitive pressures and improve their performance, ultimately achieving a high level of performance and competitiveness in an increasingly difficult economic environment. Human Capital Management (HCM) has become a fundamental factor influencing the efficiency and competitiveness of the company's organization in Kazakhstan. The trends observed at HCM reflect a paradigm shift in which employees are viewed as essential assets rather than mere resources. This change is vital, especially in a transition economy such as that of Kazakhstan, where it is necessary to use human resources effectively to create competitive advantages in national and global markets [13].

High-quality techniques such as scenario analysis and stress tests are gaining popularity among Kazakhstani companies. These methods allow organizations to study the potential impact of extreme market conditions on their financial condition. For example, the telecommunications sector, represented by companies such as Kcell, often conducts stress tests based on historical crises to assess the stability of its financial system. The results of these assessments have a direct impact on strategic planning, requiring adjustments to budget allocations, investment strategies, and capital structures. Such methodologies not only improve the understanding of the company's inherent vulnerabilities, but also contribute to the formation of a culture of preparation and adaptation, attributes that are necessary to ensure sustainable competitiveness.

Another emerging trend is the emphasis on sustainable development and corporate social responsibility (CSR) [14, 15]. As awareness of environmental and social issues grows worldwide, Kazakhstani companies are implementing management strategies that prioritize sustainable practices. This change increases competitive advantages as companies increasingly differ from each other based on their reputation for sustainability.

Finally, increasing attention to customer-oriented management strategies will become increasingly important for Kazakhstani companies. As competition intensifies, understanding and predicting customer needs will be essential to stay relevant in the market. Companies can use advanced customer relationship management systems and data collection methods to better tailor their offerings and increase customer engagement [16,17]. By prioritizing customer satisfaction as a central component of their management strategy, Kazakhstani companies can increase brand loyalty and long-term competitiveness.

CONCLUSION.

Thus, the future scenario of management strategies in Kazakhstan has been prepared taking into account the transformations promoted by digitalization, sustainable development, human capital development, cooperation between the public and private sectors, dependence on data and customer focus. These developing trends will have a significant impact on how companies will cope with the challenges of globalization and improve their competitive positions in national and international markets. The analysis of organizational, methodological and economic factors influencing the

development of management strategies in Kazakhstani companies reveals the complex interaction of various critical elements to increase competitiveness and efficiency. Organizational factors such as hierarchical structures, corporate culture, and the level of managerial experience largely determine the strategic direction of companies. Research shows that companies with a more flexible and adaptive organizational structure tend to respond more effectively to market changes by taking advantage of a competitive environment. In addition, the integration of modern management methods and inclusive decision-making processes has a positive effect on employee engagement and productivity, which leads to increased operational efficiency.

Methodological factors also play a key role in shaping management strategies, as they encompass the structures and tools used by organizations to formulate and implement strategic initiatives.

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THE IMPACT OF REGIONAL CULTURAL DIFFERENCES ON THE ADAPTATION OF BRAND STRATEGIES IN CHINA

Abstract

The study analyses the impact of regional cultural differences on the process of adapting brand strategies in China. With China's high cultural diversity, it is important for companies to understand and incorporate local values, traditions and consumer preferences to successfully promote brands. The study examines how geographical, socio-economic and cultural differences affect the marketing strategies of companies operating in China. Based on the literature review, successful examples of brand localization are identified and recommendations are offered for incorporating regional specificity into brand strategies. These recommendations aim to increase the relevance of brand strategies to localized markets, thereby enhancing the overall effectiveness of marketing efforts. A crucial part of the study is to understand how different regions in China may have different brand requirements and expectations, and how successful adaptation of brand strategies can lead to sustainable success in local markets. The findings of this study provide valuable guidance for businesses seeking to navigate the complex landscape of China's regional diversity and achieve sustainable brand success.

Keywords: China, regional differences, brand adaptation, localization, cultural peculiarities, marketing strategy

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ҚЫТАЙДАҒЫ Өңірлік мәдени айырмашылықтардың бренд стратегияларын бейімдеуге әсері

Аңдатпа

Зерттеу аймақтық мәдени айырмашылықтардың Қытайдағы бренд стратегияларын бейімдеу процесіне әсерін талдайды. Қытайдың мәдени әртүрлілігі жоғары болғандықтан, компаниялар брендтерді сәтті жылжыту үшін жергілікті құндылықтарды, дәстүрлерді және тұтынушылардың қалауларын түсіну және біріктіру маңызды. Зерттеу географиялық, әлеуметтік-экономикалық және мәдени айырмашылықтардың Қытайда жұмыс істейтін