**ABSTRACT**

Globalization and rapid changes in the operating environment of contemporary organizations have led to fundamental changes in their functioning and development. The number of interactions initiated by businesses continues to increase. Companies are increasingly likely to initiate business contacts with partners on international markets. Business activities are no longer confined within national borders. Market actors enjoy full freedom of developing and entering new markets. The success of those measures is largely determined by effective intercultural communication. This article analyzes the existing views about the effect of organizational culture, national culture and communicative competencies on the development of an intercultural communication model. This problem will be discussed based on international research findings, and it will be exemplified by business communication standards observed in Japan.