

Behavioral Economics in Cyberspace  
Practical Work No. 9

# Application of behavioral finance theory to the analysis and modeling of enterprise activities

Performed by students of group IA-401

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## INTRODUCTION

The current stage of economic development is characterized by the increasing role of intangible factors – values, norms, motivations and models of human behavior in organizations. In this context, behavioral economics and the concept of corporate culture are of key importance, as they allow us to explain why organizations with similar resources demonstrate different results, react differently to crises and changes in the external environment. Diagnostics of corporate culture is of particular importance for

service sector enterprises and socially oriented organizations, where the quality of interaction with customers, the level of trust, team cohesion and readiness for change directly affect competitiveness. That is why, within the framework of this practical work, two enterprises were selected that differ in their country of origin and mission – LLC “Budynok pobutu “Stolichny”” (Ukraine) and Oddaproduct AS (Norway). The first enterprise represents a local service business focused on providing household services to the population, the second is a socially oriented organization engaged in the rehabilitation and integration of people who have been outside the labor market for a long time. **The purpose** of the work is to diagnose and comparative analyze the corporate culture of selected enterprises in the context of the

development of behavioral economics, as well as to formulate recommendations for its improvement, taking into account modern socio-economic challenges.

# 1 Assessment of corporate culture elements

## "Stolichny" Community Center (Ukraine)

The corporate culture of Stolichny is a set of values, norms, roles, and internal practices that determine the behavior of employees and the way in which household services are provided to the population (quality of service, internal procedures, communication with the client and between departments).

### The main tasks of corporate culture

1) Ensuring stable quality of household services and customer loyalty. 2) Supporting effective internal interaction between departments/services. 3) Staff motivation (low staff turnover, maintaining expertise). 4) Creating a positive image in the community (social role). 5) Managing quality risks and complying with safety/sanitation standards

# "Stolichny" Community Center (Ukraine)

## Main elements and values of corporate culture

QC element name	Content, essence, characteristics of the element (component) of the	Rating
Own story / History formation and development enterprises	CC Local enterprise with long-term provision community; household services; possibly an evolution from a workshop to the network of points.	history - a resource of trust in the workshop, positive.
Brand	Local brand (the name "Stolichny" is associated with service).	strong local recognizable brand with city, gives a competitive advantage; requires a single corporate identity
Company mission/ purpose of existence	provide high-quality, affordable household services (repairs, cleaning, etc.) for the population.	to formalize (on paper) for staff
Vision (strategic vision) of the enterprise	To become a service hub of the district/city with high level of customer service.	in the absence of a public vision — risk of disparate initiatives
Corporate values	Quality, responsibility, customer orientation, local solidarity	fit well, but need prescribe behavioral indicators (which means "quality" in everyday work).
Organizational orientation (direction)	operational, client-oriented, with a focus on service provision	speed/quality orientation; possible conflict between growth and quality control.

# "Stolichny" Community Center (Ukraine)

## Main elements and values of corporate culture

QC element name	Content, essence, characteristics of the element (component) of the	Rating
Business principles	QC: accessibility, price transparency, service orientation	principles should be in employee contracts and handbooks
Code of Ethics / Principles, Standards, Rules and Regulations Corporate Conduct Principles	probably informal or partially formalized	need to be developed (ethics in interaction with the client, confidentiality, work discipline).
of Management	line management, close contact between the manager and employees	strong leadership can motivate, but the risk of subjective decisions is It is worth formalizing KPIs.
Human resources policy	local hiring, emphasis on experience; possible informal motivation mechanisms.	needs a development/training policy to improve quality.
Principles of working with personnel	flexible schedules, internal mentors	positive for the service; needed document career paths and rewards.
Corporate identity	logo/business cards/probably signs	it is important to unify the external presentation (there is potential).
Corporate education	on-the-job training.	formal courses/certification will increase the quality of services.

# "Stolichny" Community Center (Ukraine)

## Main elements and values of corporate culture

QC element name	The content, essence, characteristics of the element (component) of the	Rating
Corporate publications	criminal code are unlikely; internal announcements.	It is worth launching an internal newsletter / channel in the messenger.
Traditions/corporate events, celebrations, holidays	local holidays/gatherings, corporate celebrations. positively affects cohesion; needs to be planned systematically.	
Corporate policy	administrative regulations, instructions.	need to be updated to meet safety and quality standards.
Corporate governance centralized management, small management.		quick decision-making is a plus; weakness in formalization.
Corporate social responsibility	local initiatives (assistance to residents, benefits)	a strong point for the image; must be demonstrated through communication.
Implementation of national programs	possible participation in local employment/ support programs	It is beneficial for image and finances.

## "Odda-Product" (Norway)

Oddaproduct corporate culture is a culture of inclusion, social concern, responsibility, and an as a person with individual needs. At the same time, it is focused on quality products/services. The culture combines social values with professional standards.

### The main tasks of corporate culture

- 1) Integrate people with social barriers into work processes (rehabilitation through work). 2) Ensure high quality products/services and compliance with Norwegian standards. 3) Create an environment of respect, safety and support for employees.
- 4) Enhance the organization's reputation as socially responsible. 5) Create training opportunities and career paths for employees with disabilities.

# "Odda-Product" (Norway)

## Main elements and values of corporate culture

QC element name	The content, essence, characteristics of the element (component)	Rating
Own story / History formation and development enterprises	of the CC was created as a local enterprise with a social focus (supporting unemployed people).	History creates a strong social image and defines a mission
Brand	locally recognizable social brand (Oddaproduct).	the brand emphasizes a social mission — This is a competitive advantage in Norway.
Company mission/purpose of existence	Helping people outside the labor market through job creation and product/service provision.	a clear social mission documented on the website
Vision (strategic vision) of the enterprise	to become a model of inclusive business/reintegration in the community.	strong social focus; requires HR tools and training.
Corporate values	inclusion, respect, equality, quality, sustainability.	aligned with Norwegian social standards; strengthen community trust
Organizational orientation (direction)	balance between social mission and commercial viability.	a clear balance is needed (social programs + self-financing).

# "Odda-Product" (Norway)

## Main elements and values of corporate culture

QC element name	Content, essence, characteristics of the element (component) of the	Rating
Business principles	CC: accessibility, price transparency, transparency, responsibility, sustainable development	meet the standards and expectations of the local community.
Code of Ethics / Principles, Standards, Rules and Regulations Corporate Conduct Principles of	probably formalized (Norway has high ethical standards	It is important to have clear policies on security, privacy, and inclusion.
Management	support, mentoring, inclusive leadership, human resources management focused on people development.	
Human resources policy	adaptive (staff with different needs), combined training and support.	key element of success; must be formalized and funded.
Principles of working with personnel	individual plans, support from social workers/mentors.	strong social component, requires resources.
Corporate identity	simple, local, communication via website/local channels.	brand communication emphasizes the mission
Corporate publications	local reports / projects page	useful for transparency and engagement partners.

# "Odda-Product" (Norway)

## Main elements and values of corporate culture

QC element name	Content, essence, characteristics of the element (component) of the	Rating
Traditions/corporate events, celebrations, holidays	CC: inclusion events, local fairs, open days .	strengthen social ties.
Corporate policy Corporate governance transparent structure, involvement of local organizations/authorities.	inclusion, safety and quality policies.	must be documented.
Corporate social responsibility	CSR is at the heart of business; a formal component.	strong competitive and ethical argument
Implementation of national programs	Partnerships with the municipality, employment service are possible.	provides additional resources and legitimacy.
Corporate culture	<b>clan/social</b> with elements <b>of a service mission</b> (strong social mission + human-centeredness).	document mentoring practices, evaluate results social integration

Therefore

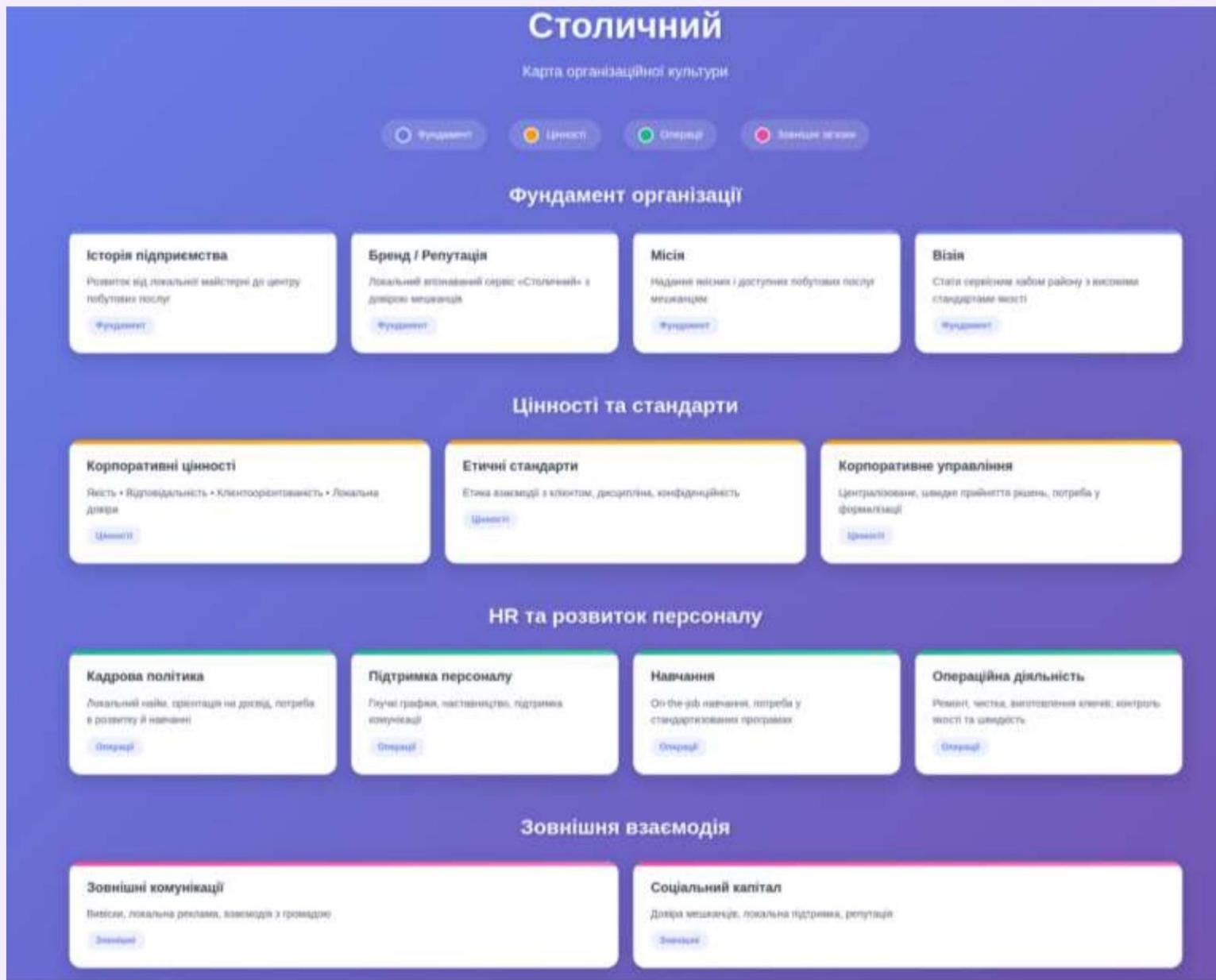
Stolichnyi House of Life: corporate culture focused on service quality and local trust; strengths - cohesion, customer orientation; weaknesses - formalization of policies, insufficient training system and KPIs.

Recommendations: formalize the mission and code of ethics, implement service standards, regular training, internal communication channel.

Oddaprodukt: socially oriented culture with a clear mission of inclusion; strengths - clear social goal, employee support; weaknesses - the need for a system for measuring the effectiveness of social integration and sustainability of funding. Recommendations: formalization of social integration KPIs,

expanding partnerships with

# Graphic representation of the main elements and values of corporate culture



## Ключові зв'язки та взаємодії

**Історія → Бренд → Місія**

Історичний розвиток формує бренд та визначає місію організації

**Місія → Цінності → Етика**

Місія визначає корпоративні цінності, які формують етичні стандарти

**Етика → HR → Навчання → Операції**

Етичні стандарти впливають на кадрову політику, навчання та операційну діяльність

**Операції → Зовнішні комунікації → Соціальний капітал**

Якість операцій через комунікації формує соціальний капітал та довіру

**⚠ Конфлікт: Цінності ↔ Операції**

Можливий конфлікт між швидкістю виконання та якістю послуг

**⌚ Зворотний зв'язок: Соціальний капітал → Бренд → Управління**

Довіра громади підсилює бренд та впливає на стратегічні рішення

# "Odda-Product" (Norway)

## Структура організації: Соціальна місія та операційна модель

### Верхній рівень: Соціальна місія

#### Історія / соціальний підхід

Реабілітація через працю

#### Бренд / репутація

Соціальна відповідальність

#### Місія

Інклюзія, працевлаштування

#### Візія

Модель інклюзивного балансу

### Цінності та стандарти

#### Цінності

Інклюзія • Рівність • Стадість • Якість

#### Етичні стандарти / безпека

Формалізовано

#### Корпоративне управління

Прозорість, звітність

### HR і підтримка

#### Кадрова політика

Індивідуальні планки, менторство

#### Психосоціальна підтримка

Соцпрацівники

#### Адаптовані навчальні програми

Розвиток навиків

### Операційні та зовнішні елементи

#### Операційна ефективність

Якість продукту, терміни

#### Зовнішні прояви / Звіти

Річні звіти, відкритість, партнерства

#### Соціальний капітал / громада

Взаємодія з суспільством

## Ключові зв'язки

Історія → Бренд / Місія

Місія → Візія / Цінності

Цінності  Операційна ефективність (можливий конфлікт)

Підтримка  Операції (потребує ресурсів)

Зовнішні прояви  Бренд / Соціальний капітал (зворотний зв'язок)

### Легенда



Соціальна місія



Внутрішні механізми



HR і підтримка

## Problems establishing communication between external manifestations of culture and its intrinsic values

### "Stolichny" Community Center (Ukraine)

#### 1. Identification of key issues

In Stolichny, there is an obvious gap between the declared internal values and the external behavior of employees due to the uneven translation of these values into practical activities. Since the company does not have clearly defined work standards, the concept of "quality service" is perceived subjectively by the staff, which leads to significant differences in the behavior of different employees.

#### 2. Root causes of problems

The main reason is the local, informal nature of the business and the culture of interaction based on family and friendly relations. Such a structure makes it natural for there to be no formalized procedures, since "their own" are trusted without instructions. In addition, the management does not pay enough attention to documenting processes and ethical standards, since it believes that the company can function without a complex management system. The limited budget also significantly affects the situation: the company cannot afford systematic training, creating a brand book, standardizing communications, or regular research on the quality of service.

## "Stolichny" Community Center (Ukraine)

### 3. Consequences of a breakup

The gap manifests itself in unstable quality service, which is why customers receive different experiences depending on employee, mood changes or internal agreements within the team. This forms risk of losing regular customers and negatively affects reputation. Internal consequences especially attempts at pronounced scaling — at new points maintenance there is no model that can be just play, so every team works "in its own way".

### 4. Recommendations and solutions

To reduce the gap, the enterprise must be completely passed from informal model to a minimal one, but system standardization. Initial stage should include diagnostics: collecting feedback customers, conducting internal interviews, audit of existing procedures. Next is develop a simple code of ethics, checklists and basic service standards that define expected behavior and approaches to customers.

## "Stolichny" Community Center (Ukraine)

### 5. Success metrics

To assess the effectiveness of changes, indicators such as an increase in NPS by at least 10%, achieving at least 85% compliance with service standards according to checklists, reducing the number of complaints by a third during the year, and increasing the number of hours of formal training per employee are suitable.

### Brief conclusion

To reduce the gap between values and external manifestations, Stolichny needs to transition from a clan model to a basic formalization of standards and the introduction of a control system. This will ensure the stability of the service, strengthen its reputation and create a basis for further development.

## "Odda-Product" (Norway)

### 1. Identification of key issues

Oddaprodukt's main challenges are that implementing their social mission requires significant resources, and funding is not always stable. As a result, the company is sometimes forced to make compromises between inclusivity and operational efficiency. Working with teams that include people with special needs or vulnerable groups requires a slower pace of learning and ongoing support, which can reduce the speed and productivity of operational processes.

### 2. Root causes of problems

The underlying reasons are a systemic lack of financial resources and the absence of long-term models for financing social integration programs . The existing mechanisms for measuring social impact are imperfect, so the enterprise must justify its own effectiveness to partners and investors.

hard

## "Odda-Product" (Norway)

### 3. Consequences of a breakup

If an organization declares inclusive values but fails to back them up with effective processes, this leads to a loss of trust among customers, partners, and employees. The lack of evidence of real successes can affect continued funding, as well as the ability to expand partnerships.

On the operational side, the quality of the product or service may deteriorate if social goals prevail over operational standards without adequate compensation through training or support.

### 4. Recommendations and solutions

The first step should be to implement a system for measuring social impact through clear indicators, such as the proportion of employees who transition to stable employment after a certain period, retention rates, positive dynamics in the quality of life of program participants and their assessment of support. Next, the organization needs to diversify funding sources, combining grants, commercial services and partnership programs, which will ensure the sustainability of social initiatives.

## "Odda-Product" (Norway)

### 5. Success metrics

The level of long-term employment of program participants after 6 and 12 months, the satisfaction index (analogous to eNPS), product or service quality indicators, as well as the number of partnerships and the amount of funding raised determine the extent to which the organization is actually fulfilling its social mission.

### Brief conclusion

Oddaprodukt has a strong value foundation, but in order for external manifestations — reputation, partnerships , results — to match internal values, the organization needs clear metrics, financial sustainability, formalized processes, and a knowledge transfer system. This will allow turning social declarations into measurable, sustainable practices.

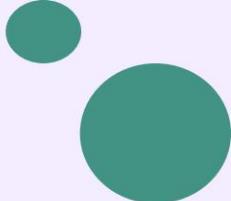
# 2 Corporate Culture Profile

Algorithm for determining the existing  
type of corporate culture

"Stolichny" Community Center (Ukraine)

## 1. Data collected (step 1-2):

Company — service (dry cleaning, repair, hair salon), 41 employee, stable finances, address in Kyiv. Related to RemTechnika: "dynamically developing", "reliable team" experienced professionals who love their job", principles "reliability, honesty, timeliness, individual approach", success — "satisfaction of Customer needs", attention to customers, technical base, compliance with technologies. Ukrainian context: bureaucracy, but focus on services.



## "Stolichny" Community Center (Ukraine)

### 2. Simulation of scores (step

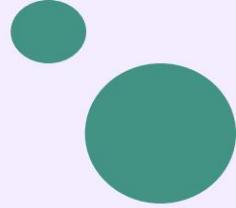
- 2): Dominant ~~characteristics~~<sup>customer orientation</sup> (Market 40, Hierarchy 30, Clan 20, Adhocracy 10). • Leadership: Team of specialists, experience (Clan 30, Market 30, Hierarchy 30, Adhocracy 10). • Human resources management: Love the work, improvement (Clan 35, Adhocracy 25, Market 25, Hierarchy 15). • Cohesion: Reliable team, honesty (Clan 40, Hierarchy 30, Market 20, Adhocracy 10). • Strategic accents: Individual approach, technology (Market 35, Hierarchy 35, Adhocracy 20, Clan 10). • Success Criteria: Customer Satisfaction (Market 50, Hierarchy 20, Clan 20, Adhocracy 10). • Average Scores: Market — 33.3, Hierarchy — 26.7, Clan — 25.8, Adhocracy — 14.2.

### 3. Dominant type (step 3): (market). 4. Market

#### Interpretation

(step 4): The culture is focused on customers, results, dynamics. Strengths: attention to customers, reliability. Weaknesses: possible bureaucracy due to licenses. Context: In Ukraine, service companies are evolving towards customer orientation.

### 5. Conclusion (step 5): The available type is Market.



## "Odda-Product" (Norway)

### 1. Data collected (step 1-2):

Municipal company, focus on adapted workplaces for people with disabilities, social mission — help in returning to work, internal avdelings, boutiques. People with adaptation needs work , focus on support. No direct feedback, but description — "hjelper mennesker som står utenfor arbeidslivet tilbake i jobb" (helps people outside work to return). Norwegian context: egalitarianism, social orientation.

### 2. Score Simulation (Step 2): •

Dominant Characteristics: Social Mission, People Focus (Clan 50, Hierarchy 20, Market 20, Adhocracy 10). • Leadership: Municipal, Support (Clan 40, Hierarchy 30, Market 20, Adhocracy 10). • Human Resources: Adaptation for the Disabled, Support (Clan 45, Hierarchy 25, Adhocracy 20, Market 10). • Cohesion: Working with the Vulnerable, Collaboration (Clan 50, Hierarchy 30, Market 10, Adhocracy 10). • Strategic Emphasis: Return to Work, Services (Clan 40, Market 30, Hierarchy 20, Adhocracy 10). • Success criteria: Social integration (Clan 50, Market 20, Hierarchy 20, Adhocracy 10). • Average scores: Clan — 45.8, Hierarchy — 24.2, Market — 18.3, Adhocracy — 11.7.



## "Odda-Product" (Norway)

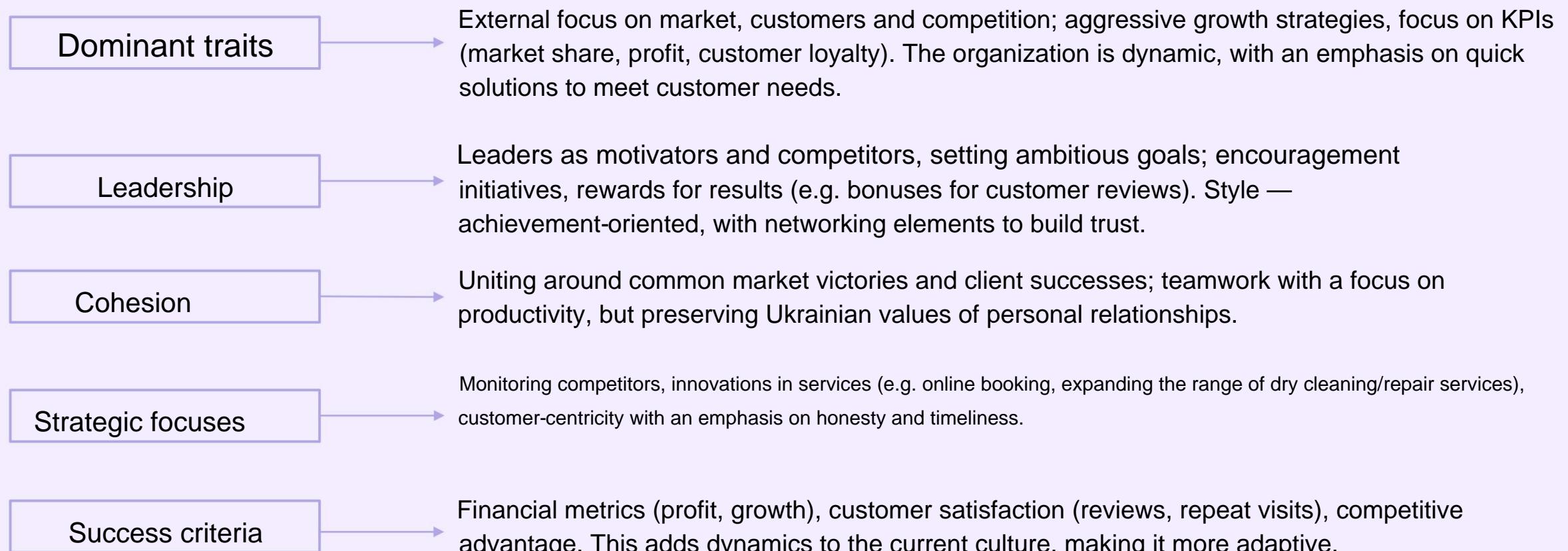
3. Dominant type (step 3): Clan (clan).
4. Interpretation (step 4): Family-oriented, people-oriented culture, loyalty. Strengths: employee support, social responsibility. Weaknesses: possible low innovation. Context: Norway — focus on welfare, egalitarianism.

5. Conclusion (step 5): The available type is Clan.

# Identify the leading (strategic) type of corporate culture

For "House of Life "Stolichny"" (Ukraine)

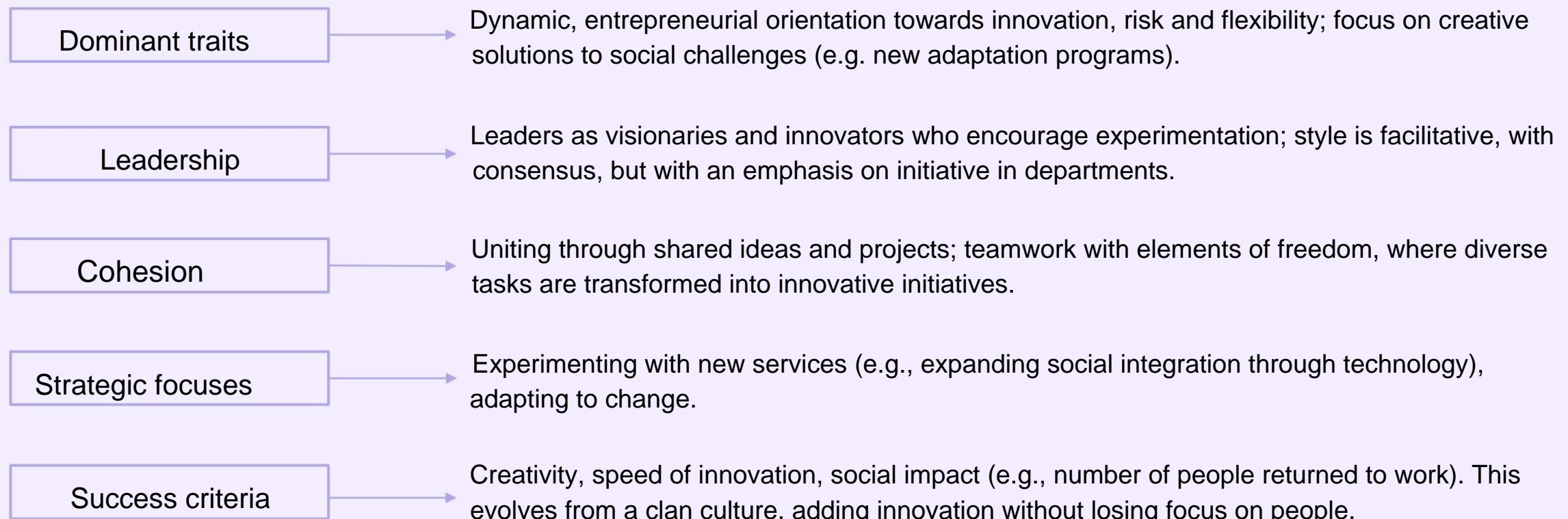
## Leading type — Market culture (market culture)



# Identify the leading (strategic) type of corporate culture

For "Oddaprodukt AS" (Norway)

## Leading type — Adhocracy (adhocratic culture)



# Criteria for assessing corporate culture

Customer focus

Innovation and  
flexibility

Team cohesion

Compliance with procedures  
and standards

Social  
responsibility



Indicators	"Stolichny" Community Center (Ukraine)	Oddaprodukt AS (Norway)
Customer focus Innovation	0.8	0.7
and flexibility Team cohesion	0.6	0.9
	0.7	0.9
Compliance with procedures and standards	0.75	0.8
Social responsibility	0.65	0.95

#### "Stolichny" Community Center (Ukraine)

- Strengths: high customer focus and compliance with standards.
- Weaknesses: innovation and flexibility, which limits the rapid implementation of new services.
- The company performs standard procedures well, maintains stability, and is focused on meeting customer needs.

#### Oddaprodukt AS (Norway)

- Strengths: innovation, flexibility and social responsibility, which is consistent with the mission of integrating people with disabilities.
- Weaknesses: customer-centricity in the classical in a market sense, because the company focuses on people, not on profit or competition.
- The culture supports innovation and teamwork while maintaining a high level of ethics and social responsibility.

## Table of specific weights of indicators

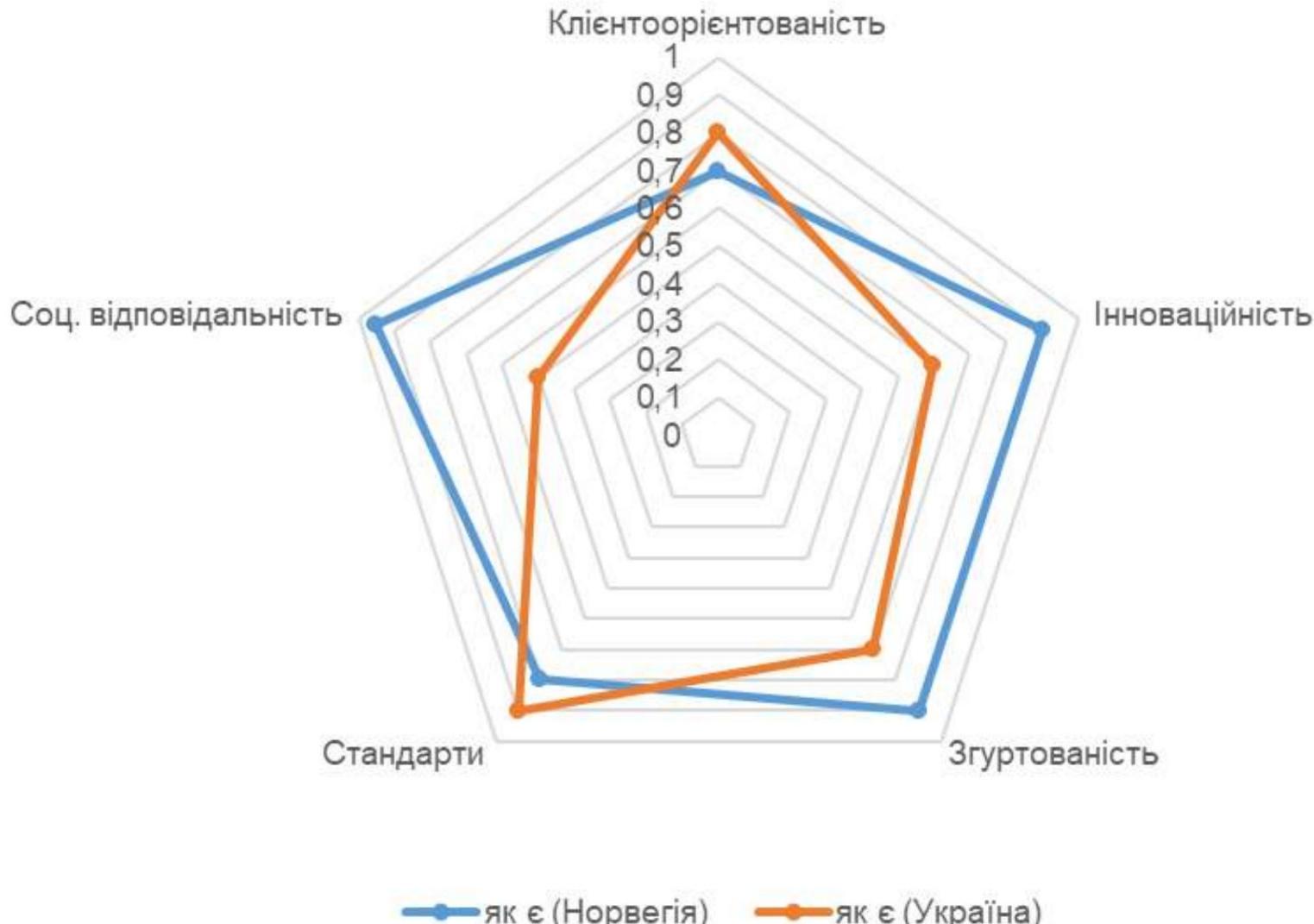
Indicators	1	2	3	4	5
Customer focus	0.25	0.25	0.25	0.25	0.25
Innovation and flexibility	0.20	0.20	0.20	0.20	0.20
Team cohesion	0.20	0.20	0.20	0.20	0.20
Compliance with procedures and standards	0.20	0.20	0.20	0.20	0.20
Social responsibility	0.15	0.15	0.15	0.15	0.15

- Customer orientation has the highest specific weight (0.25), because meeting customer needs is critical to success functioning of any enterprise.
- Innovation and flexibility, team cohesion and compliance procedures and standards received a weight of 0.20, reflecting their significant, but slightly less impact on the integral assessment of culture.
- Social responsibility is rated slightly lower (0.15), which is due to because it affects image and trust, but not always directly operational efficiency.

1. Each expert evaluates all indicators so that the sum of the scores for each column equals 1. This is important for the integral the assessment was correct.
2. Then the average is taken the value of all experts' assessments for each indicator.

- Each column (1–5) corresponds to a score one expert. Average value of estimates coincides with the specific weight.
- The sum of the weights for each column = 1, which allows for a correct integral calculate development coefficient corporate culture as a weighted average of the indicators.

## Радарна діаграма декомпозиції підприємств



## "Stolichny" Community Center (Ukraine)

The profile is market-oriented, but with limited innovation.

Radar shows a big "slice" in customer orientation and standards, smaller in innovation. This directly correlates with the conclusions of the task 2.1–2.3: dominant type — market, strategic need — to strengthen innovation (transition to a market-adhocracy combinations).

Balance of risks and strengths: Stolichny — strong operating base and customer service, but risk of loss competitive advantages in the future without innovation. Oddaproduct — a strong mission and innovation, but it can be weaker in purely market metrics (profitability, scaling).

## "Odda-Product" (Norway)

Profile - clan + adhocracy. High indicators of innovation, cohesion and social responsibility - confirm strategic choice of adhocracy from preserving clan traits (tasks 2.2).

### Recommendations

- Launch 2–3 pilot digital initiatives (online booking, simple CRM) — will increase innovation without high costs.
- Implement a system for collecting customer feedback and KPIs: NPS or repeat visit rate
- Training sessions for staff on digital tools and customer service (will increase both innovation and cohesion).
- Develop KPIs for innovation (number of implemented improvements/pilots per year).
- Formalize the innovation process (how quickly pilots go from idea to test).
- Assess “markets” for scaling social initiatives (an innovation index of 0.9 must be converted into a sustainable impact).
- Develop approaches to monitoring social impact (number of people returning to work, integration index).
- Maintain client orientation (improve 0.70 ѕ 0.80 through client orientation training).

# Leading type of corporate culture of the enterprise

"Stolichny" Community Center	Oddaprodukt AS
<p>Based on the assessments of the level of development of key characteristics of corporate culture and the radar diagram (2.5) obtained in tasks 2.3 and 2.1, it can be determined that the market type of corporate culture with individual elements of hierarchical and clan approaches dominates in the "House of Life "Stolichny"" . This is evidenced by the high values of customer orientation and compliance with procedures and standards that form clear external performance and orientation on service quality.</p> <p>Indicators of innovation and cohesion are at an average level, which confirms that the organization is largely focused not on long-term development or team flexibility, but on achieving stable market results, maintaining service standards and operational discipline. Thus, the leading type of corporate culture of Stolichny can be characterized as market with partial hierarchical support, which provides the company with predictability and controllability of processes.</p>	<p>The assessment of corporate culture criteria (2.3 and 2.1) and their visual representation (2.5) demonstrate that in Oddaprodukt AS the leading type of corporate culture is the clan-adhocratic type, which is based on a high level of team cohesion, innovation and especially social responsibility.</p> <p>Such characteristics reflect the social orientation of the enterprise and its mission aimed at supporting and integrating people from vulnerable groups. High values of innovation and flexibility indicate the ability of the organization to actively adapt to new conditions, create new social formats of cooperation and implement non-standard solutions.</p> <p>So, the leading type of corporate culture of Oddaprodukt AS is a combination of clan and adhocratic cultures, providing at the same time strong internal support, flexibility and openness to change.</p>

## Culture orientation (internal/external)

Stolichnyi Household Building	Oddaprodukt AS
<p>Analysis of data (2.3) and radar diagram (2.5) shows that the corporate culture of Stolichnyi has a pronounced <b>external orientation</b>. This is confirmed by a high level of customer orientation and a stably developed system of compliance with procedures and standards, which are directly related to the quality of customer service and market performance.</p> <p>External orientation is manifested in the company's desire to maintain competitiveness through service, reputation, and effective work with customers. At the same time, average values of innovativeness and team cohesion indicate a less pronounced focus on internal transformations and personnel development.</p>	<p>The corporate culture of Oddaprodukt AS demonstrates <b><u>the dominance of internal orientation</u></b>, which is confirmed by high values of such indicators as command cohesion, social responsibility and supportive interaction style. This corresponds to the company's mission, focused on working with people and creating a safe, inclusive environment.</p> <p>At the same time, the high level of innovation indicates about the ability of the enterprise to adapt to external conditions, however, this adaptation is based primarily on strong internal connections, values, and social purpose. External orientation is not leading, because commercial competition is not a key driver of activity companies.</p>

## Cultural strengths

"Stolichny" Community Center	Oddaprodukt AS
<p>+ The company demonstrates a clear ability to support, trust and focus on customer needs. This ensures stable quality of service and a focus on a common result. This creates a positive image in the market. This creates a healthy psychological climate and strengthens market orientation and promotes effective cooperation.</p> <p>+ The company actively introduces new organizations.</p> <p>+ A high level of formalization and Standardization of processes guarantees predictability of work, stable quality of services and minimization of errors. This creates a feeling of reliability and professionalism.</p> <p>+ Although this indicator is not the highest, its level is sufficient to ensure constructive cooperation between employees and maintain internal discipline.</p>	<p>+ The company's team is characterized by high mutual support, trust and focus on customer needs. This ensures stable quality of service and a focus on a common result. This creates a positive image in the market. This creates a healthy psychological climate and strengthens market orientation and promotes effective cooperation.</p> <p>+ The company actively introduces new organizations.</p> <p>+ A high level of formalization and approaches and is ready to adapt internal processes to new challenges. This strengthens the organization's ability to respond to changes in the social sector and the labor market.</p> <p>+ The indicator is the highest among all characteristics and reflects the mission of the enterprise - supporting people in difficult life circumstances. This creates a strong core of values and forms a high level of trust from society.</p>

# Weaknesses of culture

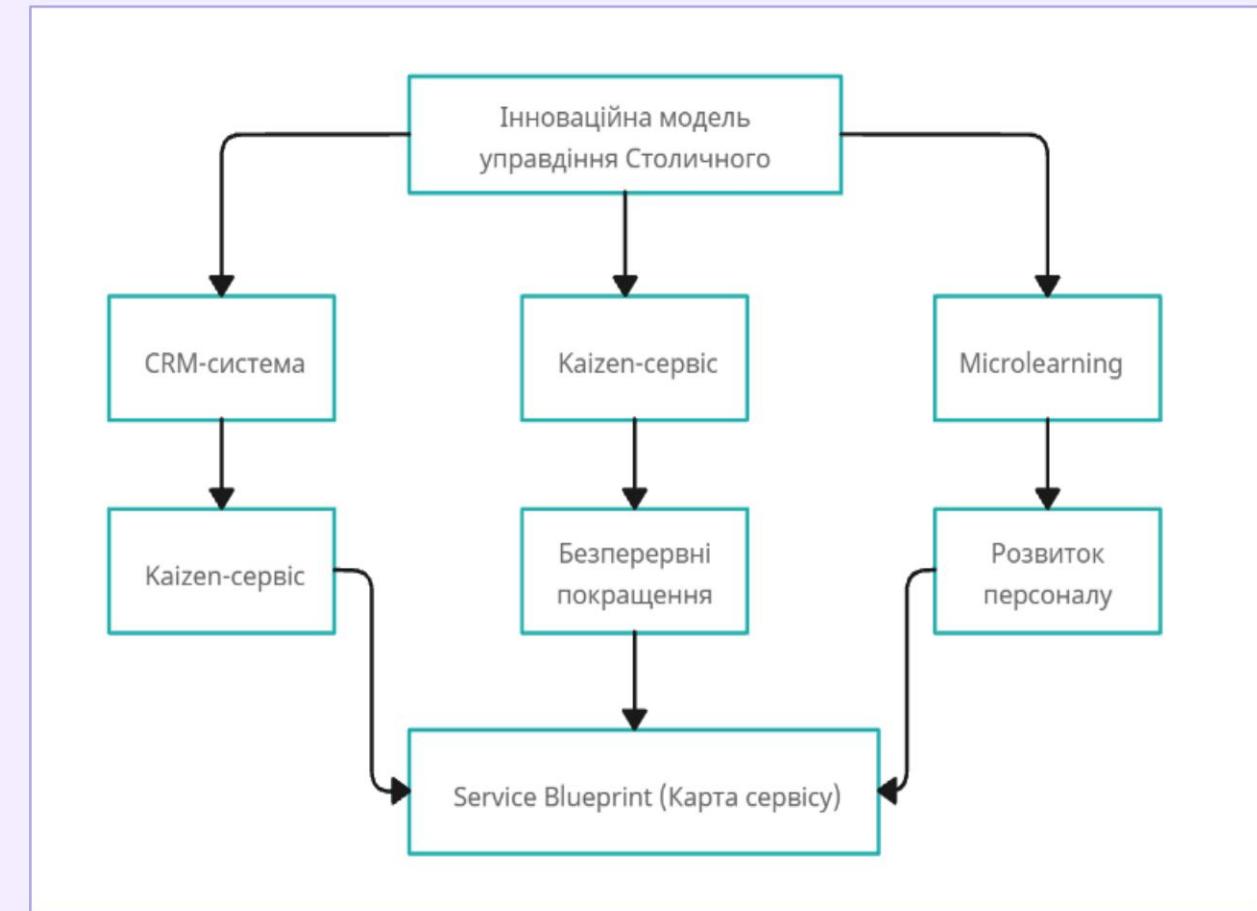
"Stolichny" House of Life - Focus	Oddaprodukt AS
<p>on team spirit, "one's own rules" and internal processes can reduce openness to innovations and ideas from outside.</p> <ul style="list-style-type: none"> <li>– Through the pursuit of consensus and harmony Management sometimes avoids tough but necessary decisions, which reduces reactivity in a dynamic market environment.</li> <li>– Priority of employee “comfort” over productivity can lead to loss of position in the market competition. – Soft rules and unstructured processes create ambiguity and can reduce accountability.</li> <li>– Clan culture works well in middle-class teams, but with rapid company growth, it conflicts with the need for standardization, KPIs, and formal control systems.</li> </ul>	<p>– Focusing on results and productivity increases tension between employees, worsens the atmosphere and can lead to burnout. – Emphasis on metrics and market positions reduces team support, loyalty, and employee motivation in the long term. – The company can focus on quick wins, sacrificing competency development, staff training, and innovation.</p> <p>– Dependence on the external environment makes such culture vulnerable to crises — the system has difficulty maintaining stability when indicators fall. – Ambitious goals without clear rules can create chaos, where everyone is forced to "survive" instead of working strategically.</p>

# The ability of culture to respond to modern challenges

	"Stolichny" Community Center	Oddaprodukt AS
Opportunities reaction	<p>A high level of customer focus and procedural discipline allows for the rapid implementation of online services, booking systems, quality control, and CRM platforms.</p> <p>Results-oriented and KPI-based helps quickly change strategies, launch new services, and increase customer loyalty.</p> <p>Although innovation is average, the culture already has the potential to experiment with new service offerings, especially in the face of constant market pressure.</p>	<p>The enterprise is actively implementing new methods of social integration, experimenting with forms of workplace adaptation and programs teaching.</p> <p>A high level of internal cohesion ensures rapid coordination of teams, effective implementation of changes, and employee support in new initiatives.</p> <p>The enterprise is able to respond to changes in welfare policy, demographic challenges, and needs for social services.</p>
Limitations Internal	<p>Internal cohesion and innovation are not high. Low market orientation can limit the response to economic or financial challenges, and excessive internal focus sometimes reduces the speed of decision-making.</p>	
	<p>The culture is able to respond to external changes and market challenges, but needs to strengthen innovation and internal cooperation to implement changes more effectively.</p>	<p>Oddaprodukt AS's culture effectively responds to social and innovation challenges, maintaining internal cohesion and adaptability, but requires balancing between internal orientation and external economic demands.</p>

# Innovative management tools of “Stolichny”

Tool	Essence	Benefits for the company	Expected effect
CRM-system	Digital management client-side records and appeals	Transparency of work, automation service, quality tracking	ÿ satisfaction customers, ÿ repeat appeal
Kaizen service	Daily micro-polyps processes	Builds staff participation and accountability	ÿ errors, ÿ service speed
Microlearning	Short training modules for staff	Operational training and adaptation of newcomers	ÿ competence, ÿ cohesion
Service Blueprinting	Visual service map process	Identifying “bottlenecks”	ÿ time on maintenance, ÿ efficiency



## Description of the tools and the mechanism for their implementation

### 1. CRM system as the basis of a digital service model

CRM implementation allows:

- build a customer base, order history and reviews;
- automate notes and reminders;
- receive statistics on the workload of craftsmen;
- monitor the quality of services provided;
- create the effect of “personal service”.

### 2. Kaizen service as a mechanism for continuous development

The Kaizen philosophy is based on minimal but systematic improvements.

For "Stolichny" is created:

- suggestion board;
- a system of daily 7-minute mini-meetings;
- error analysis cards;
- process improvement log.

### 3. Microlearning — rapid development staff

Training modules lasting 3–7 minutes form clear standards of behavior, service, and technical skills among employees.

Microlearning is implemented in the following format:

- short videos;
- text instructions;
- mini-tests.

### 4. Service Blueprinting — building a service map

A graphical model of all interaction processes allows you to see:

- points of contact with the customer,
- weak and duplicated operations,
- internal and external actions staff.

# Implementation methodology

## Stage 1 — Diagnosis and Preparation

Action	Content
Readiness assessment staff	questionnaire, identification of barriers
Setting goals	digitalization, service improvement
Forming a change team	administrator + master + manager

## Stage 2 — Implementation of the CRM system

Settings

Teaching staff

Test period

Launching

## Stage 3 — Introduction of Kaizen practices

Problem → Proposal → Analysis → Small improvement → Evaluation of results

## Implementation methodology

### Stage 4 — Creating a microlearning system

- recording of training videos;
- creation of a Telegram channel with materials;
- weekly tests;
- monthly skills assessment.

### Expected implementation results

- Improving service quality •
- Acceleration of internal operations •
- Reduction of errors and complaints •
- Increased customer satisfaction •
- Formation of a culture of continuous development
- Digital transformation of the enterprise

### Example of a process map fragment

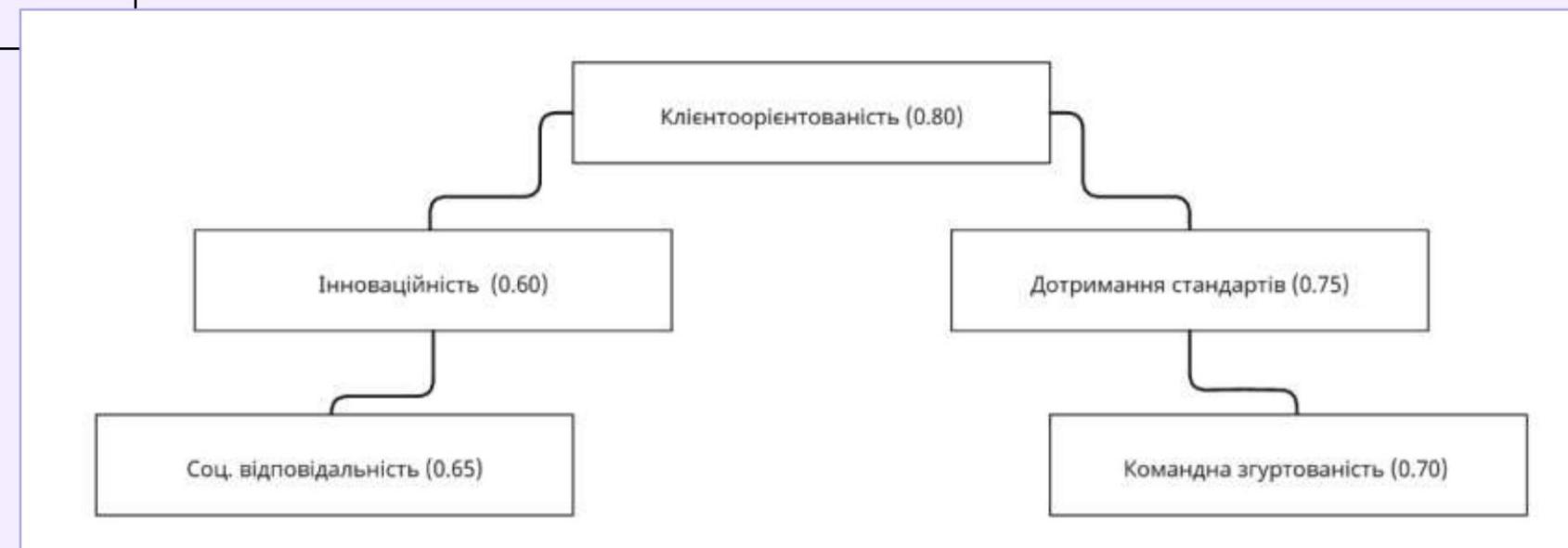


## Corporate culture profile "as is"

Corporate component cultures	Rating (coefficient)
Customer focus	0.80
Innovation	0.60
Team cohesion	0.70
Compliance with standards	0.75
Social responsibility	0.65

The current profile demonstrates the following features:

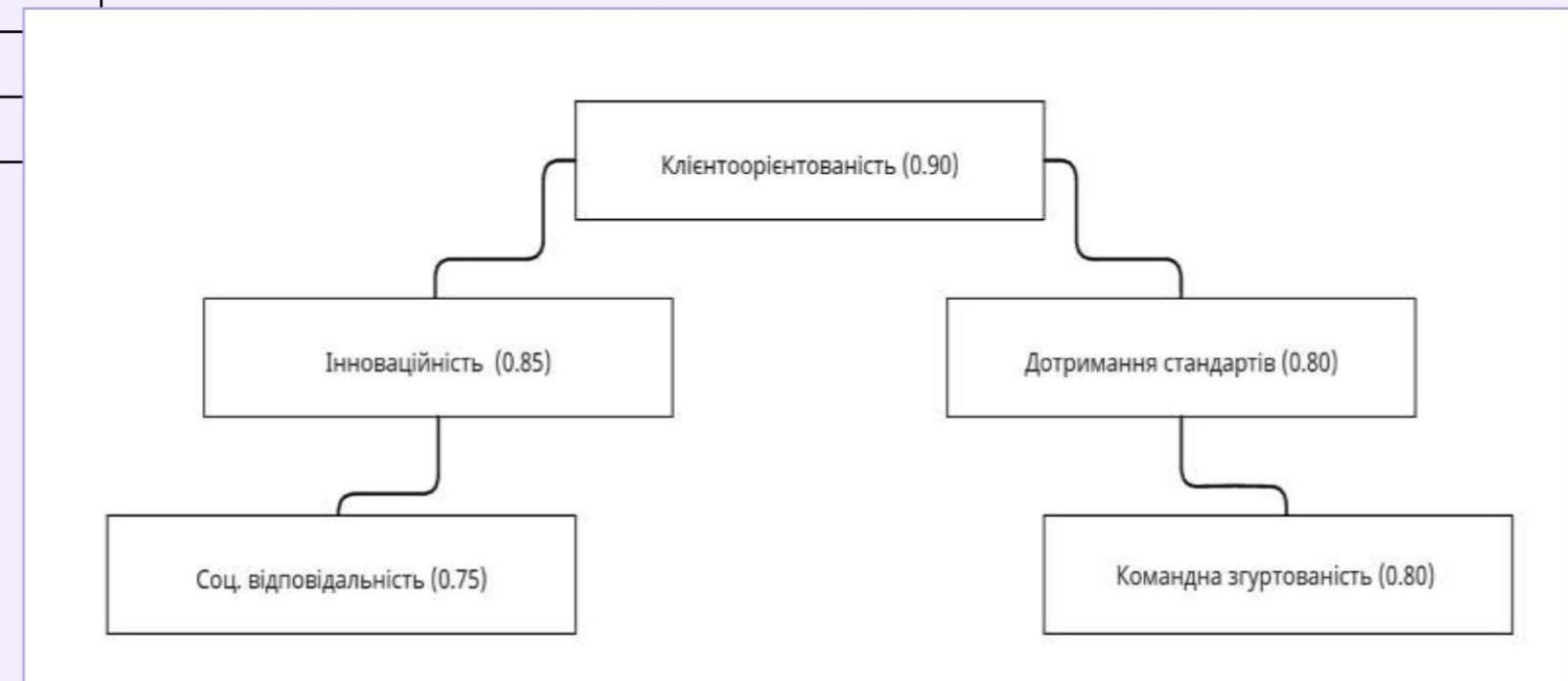
- Strengths: customer focus, discipline, quality of service processes.
- Average indicators: team cohesion, social responsibility.
- Weakness: innovativeness (0.60), i.e. employees are not very involved in new ideas and implementing changes.



# Profile of corporate culture "as it should be"

Corporate component cultures	Target level
Customer focus	0.90
Innovation	0.85
Team cohesion	0.80
Compliance with standards	0.80
Social responsibility	0.75

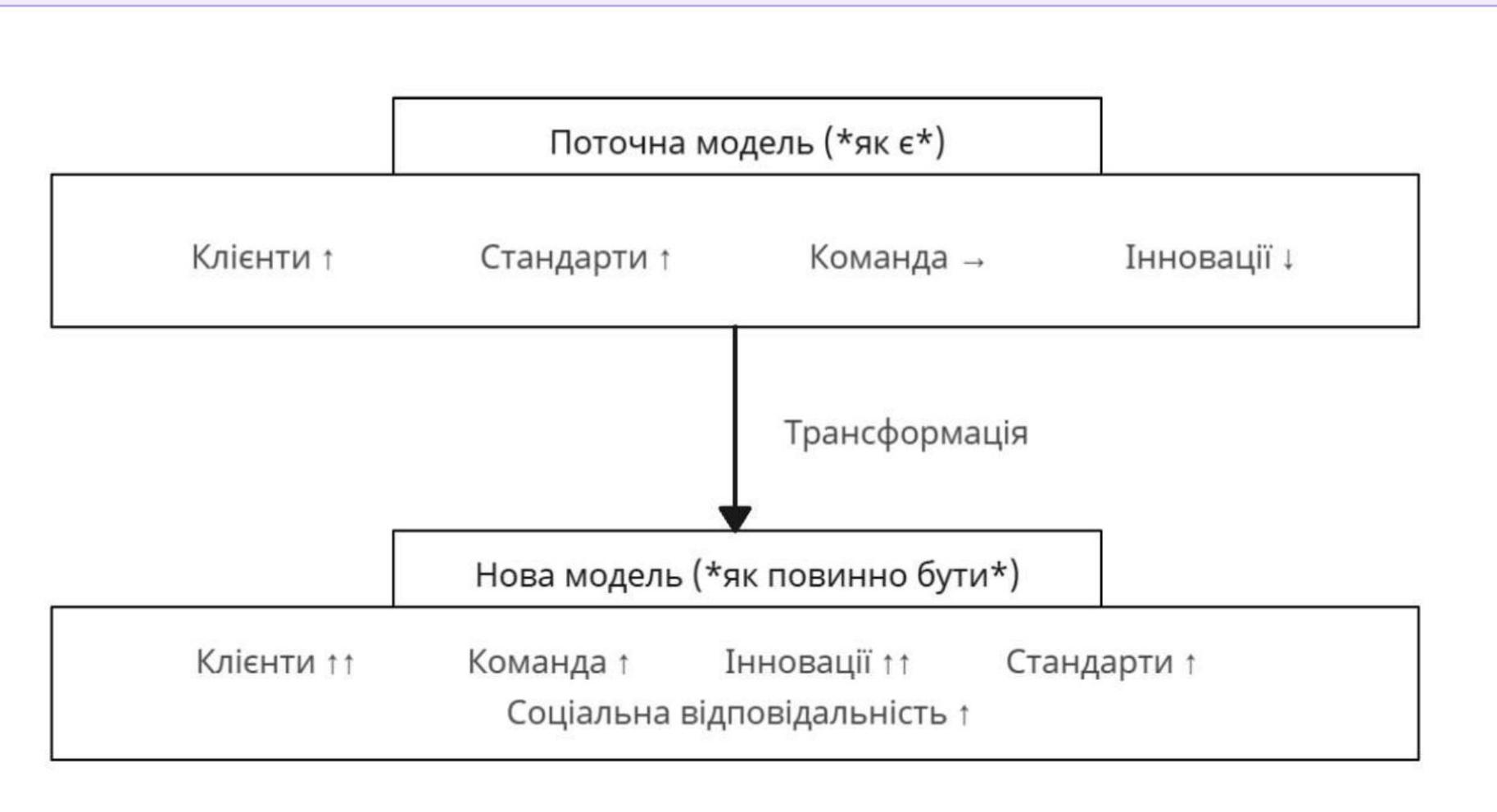
The target profile is based on the application of innovative tools (CRM, Kaizen, Microlearning, Service Blueprinting) described in the previous task, as well as on the strategic goals of the enterprise.



## Comparison of profiles: "as is" and "as should be"

Component	"THERE ARE"	"Must" be"	Deviation	Comment
Customer focus	0.80	0.90	+0.10	Service personalization is needed
Innovation	0.60	0.85	+0.25	Worst indicator → requires new technologies
Team cohesion	0.70	0.80	+0.10	Teamwork development is needed
Compliance with standards	0.75	0.80	+0.05	Service protocols need to be updated
Social responsibility	0.65	0.75	+0.10	It is worth strengthening social initiatives

## Comparison of profiles: "as is" and "as should be"



# CONCLUSIONS

In the process of practical work, a comprehensive diagnosis of the corporate culture of two enterprises from different countries and with significantly different missions was carried out - LLC "House of Life "Stolichny" (Ukraine) and Oddaprodukt AS (Norway). This allowed not only to analyze the internal values, norms and behavioral practices of each organization, but also to trace how the formation of corporate culture is influenced by national contexts and the specifics of activity.

According to the selected criteria (customer orientation, innovation and flexibility, team cohesion, compliance with procedures and standards, social responsibility), a quantitative assessment of the level of development of corporate culture was carried out, the coefficients of development of indicators and their specific weight were determined using the method of expert assessments. The constructed radar diagrams and profiles "as is" / "as should be" demonstrated,

What:

- Stolichny has high values of customer orientation and adherence to standards, but lags behind in innovation and partly in team cohesion;
- Oddaprodukt AS is distinguished by high innovation, strong team cohesion and exceptionally developed social responsibility, with a somewhat lower classical market customer orientation.

Comparative analysis revealed that Stolichny is oriented mainly to the external environment – customers, market, performance, while Oddaprodukt AS has a pronounced internal orientation – to the team, social mission and employee support. This difference is logically consistent with the scope of activities of the enterprises and their strategic positioning.

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THANK YOU FOR YOUR ATTENTION

