

Business Culture Principles Reflected in The Enterprise Development Strategy

Ihor Yatsiv *, Nataliia Zelisko, Nataliia Raiter, Nataliia Markovych, Olha Lysiuk

Department of Entrepreneurship and Trade, Lviv National Environmental University, Dubliany, Ukraine

*Corresponding author E-mail: ihoryatsiv43@ukr.net

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Abstract

The purpose of this study was to investigate how the foundations of business culture influenced the creation and implementation of the development strategy of enterprises. The study compared the key elements of business culture, such as corporate values, management principles, and ethical norms, with the impact of these elements on the long-term strategy at Google, Toyota, Starbucks, and Nova Poshta. The study analysed the practices of international companies that actively integrate elements of business culture into their strategy, which leads to increased efficiency and adaptability. In contrast to companies that underestimate the significance of business culture in their strategic planning, organisations with clearly defined corporate values demonstrate stable results and a better ability to adapt to external challenges. The practices of European and American companies show that business culture is a crucial factor that helps to maintain a company's market stability and ensure its competitive advantage. At the same time, Ukrainian companies that are just beginning to actively integrate business culture into their strategies face certain challenges in adapting to new market conditions and global trends. The study showed that business culture, which forms an organic part of the development strategy, not only contributes to the efficiency of the enterprise but also creates more opportunities for its innovative growth and long-term stability. Based on the findings, it is crucial to integrate the principles of business culture into the strategic management of an enterprise to achieve its sustainable development in a globalised market.

Keywords: Change Processes; Competitiveness; Corporate Values; Innovative Approach; Management Efficiency; Social Responsibility.

1. Introduction

In the modern business environment, when companies face fierce competition and globalisation processes, the issue of business culture is of particular concern. Business culture reflects not only the internal values, norms, and beliefs of an organisation, but also determines its development strategies and adaptation to external challenges. The influence of business culture on the company's strategy is manifested through the development of corporate identity, which is becoming an integral element in creating competitive advantages and sustaining market positions. In the context of constant changes in the economic environment, enterprises that integrate business culture values into the strategic planning process can better adapt to changing conditions, particularly by strengthening communication within the organisation, increasing employee engagement, and building customer loyalty.

The study of business culture within the framework of an enterprise's development strategy offers an insight into how culture influences strategic decision-making and how it can be used to support sustainable growth and competitiveness. The key to developing a business culture is an organisation's ability to consider not only internal factors but also global trends and market needs (Ihnatenko et al. 2020). A development strategy that incorporates the principles of business culture is aimed at a long-term perspective, as it implies flexibility and the ability to innovate, which are valuable elements in achieving success (Chorny & Chorna, 2017).

Business culture reflects not only the organisation's internal values, norms, and beliefs, but also influences decision-making, stakeholder engagement, and adaptation to changes in the external environment (Makhazhanova et al. 2024). The study of the foundations of business culture gives a better understanding of how organisations use their culture as a tool to achieve strategic goals and maintain long-term sustainability.

The problem of harmonising business culture with a company's development strategy is a multifaceted and intriguing aspect that has garnered significant attention from numerous researchers. Reader et al. (2020) delved into this subject, highlighting its pivotal role in the long-term success of organisations. Their comprehensive study revealed that a robust and effective business culture exerts a positive influence on various facets of an organisation, including management processes, internal communication, and labour productivity. Furthermore, it fosters an environment conducive to innovation, enabling businesses to thrive in an ever-evolving market landscape. Companies that prioritise the development of their culture tend to exhibit superior performance in the adoption and implementation of advanced technologies, thereby enhancing their adaptability to global market changes. Boyko (2019) contributed to this discourse by emphasising that business culture is not merely a set of abstract concepts but is deeply rooted in the shared values, beliefs, and norms that shape employee behaviour and management practices. Through meticulous research, Boyko discovered that organisations actively cultivating a positive culture gain

a competitive edge through improved teamwork and heightened employee motivation. This, in turn, translates into enhanced organisational performance and long-term success. Boyko's findings underscore the direct and intricate link between cultural aspects and an organisation's development strategy, suggesting that a well-defined and nurtured culture is instrumental in achieving sustained growth and prosperity. Gibson (2018) further enriched this body of knowledge by asserting that business culture serves as the bedrock of organisational effectiveness and adaptability. Gibson's research underscored the importance of aligning strategic decisions with a company's cultural values, as this synergy enables a more agile response to external changes and fosters a supportive environment for innovation. Organisations with a clearly articulated and deeply ingrained cultural foundation are better equipped to navigate crises and ensure sustainable growth. Gibson's insights highlight the critical role of business culture in shaping an organisation's resilience and capacity for long-term success.

Joseph & Kibera (2019) and Bagga et al. (2022) focused on the impact of business culture on change processes in an organisation. They argued that the successful implementation of strategic changes is impossible without adequate support for cultural norms and values. Joseph & Kibera, and Bagga et al. emphasised that culture affects an organisation's ability to effectively implement new strategies and adapt to a changing environment. Daudova (2019) pointed out that business culture also plays a major role in shaping the corporate identity and image of a company. The researcher noted that organisations with a strong and positive cultural foundation can attract and retain talented employees, which is a critical factor in achieving strategic goals. Mamycheva & Zhadko (2020) investigated how business culture affects innovation and entrepreneurship in an organisation. They argued that a culture that promotes openness to innovative ideas and experiments is essential for the development of new business initiatives and achieving competitive advantage.

Wijesinghe et al. (2019) focused on the significance of alignment between corporate culture and development strategy when expanding into new markets. The researchers emphasised that the successful integration of cultural characteristics into the strategy of entering international markets can provide a company with considerable advantages in the global competitive environment. The study of the impact of business culture on the development strategy of an enterprise revealed the significance of cultural aspects in the creation and implementation of successful strategies. Understanding how business culture interacts with strategy allows organisations not only to adapt to a changing environment but also to create favourable conditions for long-term success and stability. However, the review of the above studies uncovered certain gaps. Insufficient attention is paid to the specifics of the impact of various aspects of business culture on concrete strategies, which can lead to general conclusions without regard for the unique characteristics of organisations. Most studies focus on large corporations, leaving aside small and medium-sized enterprises, for which the impact of business culture may have other characteristics.

The purpose of this study was to analyse the impact of business culture principles on the creation and implementation of the enterprise development strategy. The following tasks were set:

- to describe the business culture of the enterprise;
- to compare the impact of business culture on the development strategy;
- to evaluate the effectiveness of strategies based on the business culture of Google, Toyota, Starbucks, and Nova Poshta.

2. Page layout

The methodology for studying the business culture of enterprises involved an assessment of its elements and impact on the overall efficiency of the organisation. A definition of the conceptual foundations of business culture was formed, covering the values, beliefs, norms, and behaviours that determine the nature of interaction between employees and their interaction with the external environment. The study of the business culture of enterprises involved a comprehensive approach to analysing the values, norms, and traditions that determine employee behaviour and management practices. The qualitative analysis involved thematic analysis of interview transcripts and open-ended survey responses. This process included multiple rounds of coding to identify recurring themes and patterns, ensuring reliability and validity. Detailed case studies of each enterprise were developed, focusing on their unique business culture practices, values, norms, and management practices.

The positive and negative effects of diverse business culture practices were analysed on the example of concrete enterprises. The study included an analysis of common values, management principles, and practices that affect innovation, adaptation to change, and customer relations. A content analysis was performed to compare the approaches to corporate culture development at Google (Hakobyan 2022), Toyota (Meyer 2024), Starbucks (Ferguson 2024), and Nova Poshta (Corporate Code of Ethics 2024). The companies were selected from various sectors of the economy, including technology, manufacturing, financial, and service, which ensured a variety of approaches to business culture management. The selection process focused on organisations known for their innovative approach to corporate culture, which is focused on innovation and staff development. Each company was compared according to the following criteria (focus on innovation, customer focus, corporate responsibility, management style, and approach to training), which helped to explore the specific features of their corporate culture, motivational systems, and change management.

To investigate the influence of business culture on enterprise development strategy, the study applied qualitative content analysis and cross-case comparison of selected companies. The content analysis was conducted by examining publicly available corporate reports, academic publications, press releases, and strategic policy documents published between 2019 and 2024. The selection of companies – Google, Toyota, Starbucks, and Nova Poshta – was guided by the principle of sectoral diversity and geographic representativeness, covering technology, manufacturing, service, and logistics industries across global and Ukrainian contexts. These enterprises were chosen based on their widely recognised cultural models and documented strategic integration of business culture principles. The analytical framework consisted of 6 key parameters: (1) innovation orientation, (2) customer focus, (3) corporate social responsibility, (4) management style, (5) approach to employee training and development, and (6) internal communication and cooperation. These dimensions were selected as they align with the conceptual definitions of business culture found in the literature (e.g., Caprar et al., 2022; Browaeys & Price, 2019). Each company's cultural characteristics were coded and categorised under these parameters to facilitate systematic comparison and draw conclusions on how cultural values influence strategic outcomes. The study is based entirely on secondary data sources; no interviews or direct surveys of company representatives were conducted.

The study focused on the impact of business culture on the achievement of key strategic goals of the enterprise. At the initial stage of the study, the key strategic goals of the enterprise were identified, such as increasing market share, increasing revenues, developing innovations, and attracting new customers. This stage was instrumental in forming the basis for further analysis. The next step was to investigate the company's corporate values. The following aspects were analysed: openness to innovation, which involved assessing the company's readiness to introduce innovative ideas and technologies; customer focus, which included examining the company's approach to meeting the needs of its customers; and effective communication, which included analysing internal communication mechanisms that facilitate teamwork.

The research methodology incorporated a comprehensive analysis of data from such sources as Gallup (Watkinson & Kar 2023), McKinsey (Weddle et al. 2024), Nielsen in Ukraine (2020), and Harvard Business Review (Meyer 2024). The analysis helped to ensure the diversity of information flows and provided a more objective picture of the impact of business culture on enterprise performance. Data was collected from various studies, reports, and articles published on these platforms, covering topics related to corporate culture, employee engagement, and management practices. At the final stage of the study, conclusions were formulated for enterprises to optimise their business culture, aimed at improving the efficiency of internal processes and management practices.

3. Results

3.1 Key principles of the enterprise's business culture

Business culture plays a vital role in a company's development strategy, as it defines the values, behaviours, and relationships that influence the organisation's performance and its interaction with internal and external stakeholders. This is not merely a set of rules or etiquette, but a complex mechanism that shapes the company's atmosphere, motivates employees, and affects their productivity. An enterprise development strategy focused on long-term success should address cultural aspects, as they help maintain harmony between business goals and the human factor.

The company's core values, such as ethics, honesty, and responsibility, determine the focus of activities and decision-making (Izyumtseva & Podoprygora, 2020). The principles ensure trust within the team and maintain the company's reputation in the market. Transparency and open communication facilitate the free exchange of information between employees and management, which helps to avoid conflicts and promotes effective decision-making. Open communication increases employee motivation, improves teamwork, and reduces the risk of misunderstandings (Nazarova et al. 2024). Innovation plays a role in modern development strategies, ensuring the introduction of advanced technologies and fresh ideas that help to increase the company's competitiveness. Innovation-oriented businesses are better positioned to adapt to changing market conditions, allowing them to respond to challenges more quickly and create unique customer propositions. Social responsibility is another major aspect that contributes to the company's reputation (Holovchenko 2024). Contributing to the solution of social, environmental, and economic problems improves the company's image and helps to attract loyal customers and investors.

Teamwork and cooperation create synergies within an organisation when collective efforts to achieve common goals contribute to productivity and help to solve problems quickly, which increases efficiency (Browaey & Price, 2019). Leadership and staff development are also aspects of business culture, as investing in employee training stimulates professional growth, reduces employee turnover, and increases overall company performance. Competent leaders create a healthy work environment that facilitates the successful implementation of the development strategy. Adaptability to change helps companies to respond quickly to market challenges and adapt their strategies to stay competitive, avoids the risks associated with stagnation, and supports the long-term stability of the enterprise (Al-Ababneh et al. 2025). Corporate identity forms a unique image of the company in the market, ensuring brand recognition, customer loyalty, and competitive advantages (How Does Office... 2022). It contributes to strengthening the company's position and long-term development, creating the foundation for its stability and successful growth.

The first principle that deserves attention is the company's values. They define the basic principles that guide decision-making, customer relations, and the overall development of the organisation. Values not only shape the corporate culture but also help build trust among customers and employees, while setting priorities for strategic planning (Ismayilov et al. 2021). Transparency and open communications are also key aspects of ensuring free access to information for all stakeholders, which stimulates the exchange of ideas and increases employee engagement. This positively affects the effectiveness of management decisions and the company's productivity.

The next important principle is innovation, a feature that demonstrates a company's ability to continuously introduce innovative ideas, products, and technologies, which increases its competitiveness. Innovation forms an integral part of long-term development and adaptation to changes in the market (Llazo et al. 2024). Social responsibility also plays a vital role in the company's business culture, as its active involvement in solving social, economic, and environmental problems not only improves its reputation but also increases customer loyalty. Teamwork and cooperation are another crucial aspect, as they emphasise the interaction of employees to achieve common goals, which increases overall productivity and innovation.

Leadership and staff development are essential components of the strategy, which ensure the company's sustainable development by investing in training and professional development of employees, building a strong corporate culture, and reducing employee turnover (Yevseiev et al. 2020). The final principle is adaptability to change, which implies the company's ability to respond quickly to emerging challenges and opportunities while maintaining the efficiency of its business processes. Taken together, these principles create a comprehensive approach to business culture development that contributes to the successful functioning of an organisation in the face of constant change.

Implementation of business culture principles in a company's development strategy is a key factor affecting its competitiveness and long-term success (Matviichuk et al. 2023). Business culture encompasses a set of values, norms, and approaches that determine employee behaviour, shape relationships with customers and partners, and influence management decision-making. Integration into a company's development strategy helps to shape its corporate identity, attract the best talent, strengthen customer loyalty, and ensure sustainable growth. Considering the rapid changes in the modern business environment, business strategies should be flexible, while business culture should be dynamic and adaptive, allowing enterprises to respond quickly to any new challenges, including globalisation, technological innovations, and changes in market conditions (Kish, 2019). Successful companies understand that adapting their business culture to changes in the external environment is critical to survival and prosperity. They actively invest in the development of leaders who can implement changes and support the team on the path towards achieving ambitious goals. The impact of business culture on development strategy can vary substantially depending on the specifics of the enterprise, its industry, and the country or region where it operates. Also, an overly rigid corporate culture may lead to resistance to change, stifling innovation and adaptability in a rapidly evolving business environment. Such rigidity can create an atmosphere of inflexibility, where employees may feel constrained and demotivated, leading to decreased productivity and higher turnover rates. Additionally, a culture that is too rigid may fail to accommodate the diverse needs and expectations of a global workforce, potentially resulting in conflicts and a lack of engagement. Organizations must strike a balance, fostering a culture that is strong and cohesive yet flexible enough to adapt to new challenges and embrace change. This balance ensures that the corporate culture supports strategic goals while promoting a positive and inclusive work environment.

3.2 Examples of the business culture's impact on enterprises

Technology companies, such as Google (Hakobyan 2022), use an innovative business culture as a key element of their development strategy. Google has created a unique corporate culture that fosters creativity, encourages experimentation, and gives employees the freedom to choose their work projects. The culture is based on the principles of innovation and employee autonomy, which allows the company to stay at the forefront of technological advancement. The focus on innovation ensures the continuous introduction of advanced technologies, improvement of products and services, and entry into new markets. For instance, the strategic decision to institutionalise the "20% time" policy – allowing employees to dedicate a portion of their working hours to personal innovative projects – has led to the development of core products such as Gmail and Google Maps. These innovations not only diversified Google's product portfolio but also contributed to its substantial revenue growth, with Alphabet Inc. reporting over USD 307 billion in revenue in 2023 (Alphabet Announces Fourth... 2023). This outcome reflects the economic return of embedding innovation into corporate culture.

One aspect of Google's business culture is the free exchange of ideas among employees, which promotes their involvement in decision-making processes, ensures quick problem-solving, and flexible response to market changes. This open atmosphere makes employees feel more confident in their ideas, which leads to fresh solutions and improvements. Google's business culture is becoming a major factor in its strategic development, focused on long-term innovative growth. All this suggests that an effective business culture becomes a powerful catalyst for the implementation of the company's strategic goals, facilitating its adaptation to a rapidly changing technological environment and increasing its competitiveness in the global market (Al-Refaei et al. 2019). Google demonstrates how the correct corporate culture can not only increase employee productivity but also ensure sustainable business development in the face of constantly changing technologies and consumer needs.

For a manufacturing company such as Toyota (Meyer 2024), business culture plays a crucial role in the development strategy, focusing on efficiency, continuous improvement, and quality. The company's kaizen culture is aimed at continuous refinement of every aspect of its operations, ensuring that improvement principles are deeply integrated into all processes. Employees at all levels of the enterprise are actively involved in improving product quality and optimising processes, which creates an atmosphere of shared responsibility and engagement. This approach allows Toyota not only to achieve high quality of its products, but also to minimise costs, which substantially affects the company's financial results. Specifically, the strategic implementation of the Toyota Production System (TPS) and its principle of 'Just-in-Time' has enabled the company to reduce inventory costs by approximately 30% compared to industry standards (Bhuiyan et al., 2020). Moreover, the emphasis on employee participation in Kaizen practices has contributed to consistent improvements in defect rates and customer satisfaction, as evidenced by Toyota's ranking among the top in global vehicle reliability indexes.

Continuous improvement of production processes also supports the company's global expansion strategy, as cost reduction and quality improvement allow it to compete in global markets. The introduction of innovative solutions and technologies aimed at improving productivity is becoming an integral part of Toyota's development strategy. Toyota's business culture directly affects the company's strategic development through the pursuit of excellence and optimisation of all internal processes, creating the basis for successful management, adaptation to changes in the external environment, and strengthening of competitive positions. Thanks to this culture, Toyota demonstrates the value of having not only technological innovations but also strong corporate values that contribute to long-term success.

Starbucks Corporation is a well-known company in the world that specialises in the retail sale of coffee and other beverages, as well as offering a variety of food products. In the service sector of Starbucks (Ferguson 2024), the business culture is focused on building relationships with consumers and developing customer loyalty. Starbucks has created a culture that focuses on a strong level of service, an individual approach to each customer, and care for their comfort, which not only satisfies the needs of consumers but also builds long-term relationships that ensure repeat visits and increase overall brand loyalty. Corporate social responsibility also plays a key role in Starbucks' business culture. The company actively engages with communities, supports sustainable development, and adheres to ethical business practices. The values reinforce the company's image, making it more attractive to consumers who value a responsible approach to business (Melnyk & Karintseva, 2021). This culture supports Starbucks' development strategy by expanding its coffee shop network and increasing customer loyalty, which leads to increased profitability. A prominent example is the strategic commitment to ethical sourcing through its Coffee and Farmer Equity (C.A.F.E.) Practices, which led to 99% of Starbucks coffee being ethically sourced by 2022. This initiative not only improved supply chain transparency but also enhanced consumer trust, which, in turn, contributed to increased same-store sales in socially conscious markets. Furthermore, the decision to offer comprehensive benefits to all employees, including part-time staff, has contributed to one of the lowest turnover rates in the retail sector, supporting operational stability.

Starbucks successfully uses aspects to enter new markets, strengthen its brand, and increase long-term profitability. With values that focus on maintaining customer trust and sustainable development, Starbucks Corporation's Organisational Culture (2024) serves as a powerful foundation for its global growth strategy. The company not only sells coffee but also offers customers a unique experience, which highlights the significance of integrating business culture into the development strategy to succeed in a competitive market.

The case studies of three distinct companies illustrate how business culture affects development strategy in different ways, depending on the specifics of the company's business. For a technology company such as Google, innovation and flexibility are key elements of the strategy. Google has created a unique corporate culture that fosters creativity and experimentation, allowing employees to freely choose work projects that not only support the continuous development of advanced technologies but also allow the company to quickly adapt to changes in the market. In the case of a manufacturing company like Toyota, the focus is on continuous improvement and efficiency. The kaizen culture embedded in all the company's processes encourages employees to take part in product quality improvement and production optimisation, ensuring consistent high quality (Bhuiyan et al. 2020), minimising costs, and supporting the global expansion strategy that has helped Toyota strengthen its position in global markets.

For a service company like Starbucks, customer focus and corporate responsibility are crucial. Starbucks has created a business culture that focuses on delivering a high-quality service and an individualised approach to each customer. Corporate social responsibility helps to strengthen relationships with communities and increase consumer trust, which not only boosts customer loyalty but also contributes to the expansion of the coffee shop network and overall profitability (Krylovskiy 2024). The examples demonstrate that integrating business culture into the development strategy is a crucial factor in a company's successful and sustainable growth in the long term. Every company, regardless of industry, uses its values and principles to formulate a strategy that is tailored to its specifics and market needs, confirming that business culture strongly influences the achievement of strategic goals.

In the modern context of globalisation and integration into the international economic space, Ukrainian companies face the need to implement advanced technologies, management practices, and strategies that have proven effective in developed countries. The process involves not only the adoption of innovative approaches but also the adaptation of corporate culture, which includes the principles of openness, innovation, and customer focus (Kyzenko 2019). Specifically, Ukrainian enterprises have an opportunity to adopt management practices that are actively used in American companies that promote the role of communication and teamwork, which help to increase productivity

and motivate employees. Such management methods can dramatically improve internal processes in Ukrainian companies, reduce staff turnover, and create a more favourable working environment.

Furthermore, European companies demonstrate examples of social responsibility and environmental initiatives that are becoming increasingly relevant for Ukrainian businesses, considering the current environmental challenges. The implementation of these practices not only improves the image of companies but also encourages them to conduct business more consciously. In this context, technological innovations are an integral part of applying international practices. Ukrainian companies are increasingly implementing modern IT solutions, business process automation, and analytical tools for decision-making (Zhivkova et al. 2024). Technologies that are successfully used in European and American companies allow Ukrainian businesses to reduce costs, improve customer service, and respond more quickly to changes in the market. Interaction with international partners opens more opportunities for Ukrainian companies (Kukoba et al. 2020). Participation in international projects, conferences, and business forums facilitates the exchange of knowledge and practices, allowing Ukrainian companies not only to learn from the experience of others but also to adapt it to their unique circumstances. Considering the challenging economic situation in Ukraine, the use of time-tested strategies and approaches can be the key to success in a competitive environment.

Since 2001, Nova Poshta (Corporate Code of Ethics 2024) has been a leader in the logistics sector in Ukraine, actively implementing best management practices inherent in American companies. The company focuses on the value of communication and teamwork, which greatly contributes to increasing employee productivity and motivation. Thanks to the implementation of these practices, Nova Poshta managed to create an effective corporate culture where each employee feels important and plays a role in achieving common goals. Implementation of such practices in Ukrainian companies can considerably improve internal processes, reduce staff turnover, and create a more favourable working environment. This is especially true in an environment where employee performance and satisfaction directly affect the overall success of the business (Bendak et al. 2020). In particular, Nova Poshta's strategic decision to digitalise its logistics infrastructure has been central to its cultural emphasis on speed, efficiency, and customer satisfaction. The launch of fully automated sorting terminals in major logistics hubs such as Kyiv and Lviv significantly increased operational capacity and reduced parcel processing time by more than 30%, according to the company's internal reports. Moreover, the implementation of the "Nova Poshta Human" initiative – which prioritises inclusivity, safety, and equal access to services – reflects the integration of corporate social responsibility into the company's operational model. As a result, Nova Poshta achieved a customer satisfaction rating exceeding 90% in nationwide surveys and reported a consistent increase in delivery volumes, surpassing 400 million parcels annually as of 2023. These outcomes underscore how a strong and adaptable business culture contributes not only to internal cohesion but also to measurable competitive advantage in the domestic logistics market.

In the modern market, where competition is growing, businesses must explore new ways to attract and retain talented employees (Porkodi et al. 2024). Implementing open communication, regular feedback, and team initiatives can not only increase employee motivation but also improve their attitude towards work, which ultimately leads to an increase in overall company productivity. The example of Nova Poshta demonstrates how important it is to implement modern management practices that are successfully used in developed countries. This approach allows Ukrainian companies to adapt to the changing business environment and stay competitive in the international arena, which is critical for their sustainable development. A comparison of the business cultures of Google, Toyota, Starbucks, and Nova Poshta demonstrates the diversity of management approaches and corporate values that influence their success in their respective industries. Google is renowned for its innovative and flexible business culture, which encourages employee creativity and initiative. Google actively implements the concept of 'free time', allowing employees to work on personal projects, which can lead to new ideas and products. The company also focuses on creating a comfortable work environment where employees have access to a variety of amenities that contribute to their productivity and well-being. In contrast, Toyota is considered a benchmark in production management due to its unique business culture focused on lean manufacturing principles. The company focuses on efficiency, quality, and continuous process improvement. Toyota has implemented the Kaizen system, which promotes the involvement of all employees in the improvement process, strengthening team spirit and increasing production efficiency.

Starbucks emphasises the value of social responsibility and creating a positive customer experience. The company not only offers quality products but also actively engages its employees in initiatives that support the community and the environment. Starbucks' culture is based on trust and mutual respect, which creates a friendly atmosphere in the team and increases customer satisfaction. Nova Poshta demonstrates a different approach, focusing on speed and efficiency of customer service. The business culture is focused on achieving results and introducing innovations in the logistics sector. Nova Poshta is actively implementing advanced technologies to automate processes and boost productivity (Table 1).

Table 1: Comparison of business cultures of Google, Toyota, Starbucks, and Nova Poshta

Aspect of business culture	Google	Toyota	Starbucks	Nova Poshta
Focus on innovation	High: stimulates creativity and experimentation	Implementation of Kaizen principles for improvement	Medium: uses innovations in service	High; actively adopts the latest technologies
Customer orientation	Indirect; focus on product and technology	High; continuously improves product quality	Very high; individual approach to clients.	High; focuses on speed and convenience
Corporate social responsibility	Active; focused on social initiatives	Moderate; attention to environmental aspects	High; actively supports communities and sustainable development	Medium: contributes to social projects
Management style	Decentralised; more autonomy for employees	Centralised management through standardisation	Decentralised; focus on employee engagement	Centralised; clear instructions and procedures
Approach to education	Continuous training and development; investment in education	Hands-on training and process improvement	Customer service training	Training programmes for professional development
Cooperation and communication	Free exchange of ideas, openness to fresh approaches	Teamwork, focus on employee interaction	Communication at all levels to improve service	Involvement of employees in decision-making processes

Source: compiled by the authors of this study based on Hakobyan (2022), Meyer (2024), Ferguson (2024), Corporate Code of Ethics (2024), *How Does Office Design Affect Your Company Culture* (2022), Bhuiyan et al. (2020).

The analysis reveals that business culture manifests differently across sectors due to the distinct operational demands, innovation cycles, and customer expectations that shape strategic priorities. In the technology sector, such as in the case of Google, business culture prioritises creativity, autonomy, and rapid prototyping. Here, innovation is not only a cultural value but also a strategic necessity, as competitive advantage depends on continual advancement and disruptive thinking. By contrast, in the manufacturing industry, as exemplified by Toyota, business culture focuses on discipline, precision, and process optimisation. The emphasis on lean production, standardisation, and quality control reflects a need for efficiency and long-term cost reduction rather than rapid innovation. Business culture in this context acts as a

framework for maintaining consistency, minimising defects, and integrating continuous improvement mechanisms across all levels of the organisation.

In service industries, as demonstrated by Starbucks, the cultural focus shifts to customer experience, interpersonal relationships, and brand loyalty. Emotional intelligence, employee-customer interaction, and shared values such as social responsibility become central to strategic differentiation. Culture in this sector supports consistency of service and emotional connection with customers across dispersed locations. Finally, in the logistics and delivery sector, represented by Nova Poshta, business culture must balance speed, reliability, and technological integration. The operational tempo and infrastructure dependency of logistics require a culture that values adaptability, real-time responsiveness, and streamlined communication. Technological innovations are deployed not only for internal efficiency but also to meet high consumer expectations for tracking, speed, and convenience (Ivanchenkov et al. 2024).

The business cultures of Google, Toyota, Starbucks, and Nova Poshta demonstrate the diverse approaches that shape their identities and development strategies. Google has a strong focus on innovation and creativity, which allows the company to maintain its technology leadership (Khan et al. 2025). Its decentralised management style promotes employee autonomy, which encourages the free exchange of ideas and continuous learning. Toyota implements Kaizen principles, which reflect its focus on process and product improvement. Their centralised management approach allows for efficient standardisation, but also focuses on environmental considerations.

Starbucks places a strong emphasis on customer centricity and an individual approach to consumers. The company actively uses service innovations, while maintaining a decentralised management style that ensures the involvement of employees in decision-making processes. Nova Poshta also demonstrates commitment to the introduction of the latest technologies and the speed of service, while maintaining a centralised management style that allows it to maintain clear instructions and procedures. The analysis showed that all these companies have a common focus on innovation and development, but their approaches to management and customer engagement differ considerably. Google and Starbucks focus on decentralisation and active employee engagement, while Toyota and Nova Poshta prefer a centralised system that ensures standardisation of processes. The findings of the study showed that each company adapts its business culture to the specifics of the market and internal needs, which allows it to compete effectively in its industry.

European companies often focus on social responsibility and environmental initiatives (Caglar et al. 2025). These aspects are becoming increasingly important for Ukrainian businesses, especially in the context of current environmental challenges (How to implement..., 2024). Adapting European approaches to business can help Ukrainian companies not only improve their image but also attract new customers who value a responsible approach to business. Thus, the experience of Nova Poshta and European companies can become a valuable reference point for Ukrainian enterprises in their quest for sustainable development and increased competitiveness in the market.

Evaluating the effectiveness of strategies based on business culture is a pivotal step in the enterprise management process. Business culture affects all aspects of a company's operations, including its strategies, work processes, and customer interactions (Azeem et al. 2021). A well-developed business culture can be the foundation for success, as it determines how employees interact with each other, what values they share, and how they approach their duties. The effectiveness of strategies based on business culture can be measured through various indicators, such as productivity, employee satisfaction, and the impact on the company's overall financial performance (Caprar et al. 2022). Employees of such companies are more motivated, less prone to staff turnover, and better equipped to respond to market challenges.

Corporate culture is dynamic and evolves in response to internal and external changes, new challenges, and shifting market conditions, which is essential for the long-term sustainability and success of an organization (Jing & Brychko, 2025). Leadership plays a crucial role in this adaptation process, as leaders redefine the vision, values, and practices of the organization to align with new strategic directions. Engaging and empowering employees is also vital, as it fosters open communication, collaboration, and innovation, enabling organizations to identify emerging trends and respond effectively to challenges. Continuous learning and development, flexibility, and agility are key components that help build a resilient and adaptive workforce capable of navigating a rapidly changing business environment (Buzhymyska et al. 2024). Additionally, embracing diversity and inclusion, maintaining a customer-centric focus, leveraging technology and innovation, and establishing mechanisms for feedback and continuous improvement are all essential practices. By embracing these principles, organizations can foster a corporate culture that is adaptive, resilient, and aligned with their strategic goals and market dynamics, ultimately achieving long-term success and sustainability.

Evaluation of the effectiveness of strategies should consider external factors, such as changes in the market situation, the competitive environment, and consumer needs. Strategies that adapt to these changes may prove to be more successful, as they meet modern requirements and expectations. Thus, regular analysis of business culture and its effect on strategies helps enterprises to stay competitive and ensures their long-term sustainability (Schmiedel et al. 2019). Overall, the effectiveness of strategies based on business culture is critical to the success of a company, allowing it not only to achieve business goals but also to build a positive image in the market, which ultimately attracts new customers and partners (Arnulf & Larsen, 2020). Therefore, regular evaluation and adjustment of these strategies to reflect changes in business culture is essential for the long-term success of the enterprise.

Business culture strongly influences the development strategies of enterprises, as it determines not only internal management processes but also interaction with the market (Caprar et al. 2022). An effective business culture forms the basis for achieving high financial performance, increasing competitiveness, and ensuring sustainable development (Fig. 1).

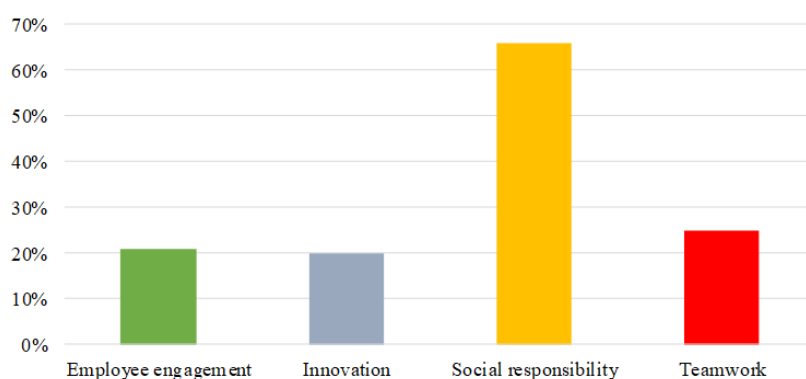


Fig. 1: Influence of business culture on the enterprise development strategy

Source: compiled by the authors of this study.

Figure 1 illustrates the perceived influence of key components of business culture on enterprise development strategy. The bar chart presents four core dimensions: employee engagement, innovation, social responsibility, and teamwork. Among these, social responsibility demonstrates the most significant impact, with approximately 65% influence, indicating its central role in shaping strategic development. Teamwork follows with an estimated 25%, while employee engagement and innovation exert comparable but lower levels of influence, both around 20%. This distribution suggests that enterprises increasingly prioritise ethical conduct and societal contribution as strategic imperatives, aligning with contemporary expectations for corporate sustainability. Meanwhile, although innovation and engagement remain relevant, their relatively lower emphasis may reflect challenges in integration or measurement within organizational culture. The figure thus reinforces the assertion that cultivating a socially responsible business culture is fundamental to strategic resilience and long-term sustainability.

Studies show that companies that actively implement the principles of open communication and transparency have a greater level of employee engagement, which directly correlates with productivity. According to Gallup (Watkinson & Kar 2023), organisations with a strong level of engagement demonstrate 21% higher profitability and 41% lower staff turnover, suggesting that transparent communication and active employee engagement can be catalysts for improving the economic efficiency of a company. In particular, Gallup's meta-analytic research across 276 organisations in over 50 industries confirmed that highly engaged business units experience a 17% increase in productivity, a 10% improvement in customer satisfaction, and a 70% reduction in safety incidents. These outcomes are not limited to a specific sector but are observed consistently across manufacturing, services, and logistics, indicating the universal strategic value of fostering engagement through cultural mechanisms such as regular feedback, employee autonomy, and participatory decision-making. As such, investment in communication infrastructure and internal leadership development can yield measurable returns across both operational and financial performance metrics.

It is also worth paying attention to innovation as a key aspect of business culture. According to McKinsey (Weddle et al. 2024), companies that promote innovation show revenue growth 20-30% faster than their competitors. For example, Google, thanks to its culture of innovation, managed to achieve annual revenues exceeding USD 307,394 in 2023 (Alphabet Announces Fourth... 2023), which is a result of the introduction of such advanced technologies and products as artificial intelligence and cloud solutions. Social responsibility also significantly affects the development strategies of enterprises. According to Nielsen in Ukraine (2020), 66% of consumers are willing to pay more for goods and services from companies that actively support social and environmental initiatives.

Companies that focus on developing teamwork also show positive results. According to research by Harvard Business Review (Meyer 2024), companies with a strong team culture are more likely to achieve financial goals, as evidenced by Toyota, where the Kaizen concept (continuous improvement) leads to cost reduction and product quality improvement, which ensures the company's position as a leader in the automotive market. The influence of business culture on the development strategies of enterprises is undeniable. Cultural values that support innovation, transparency, social responsibility, and teamwork contribute to strong financial performance and sustainable development (Goncalves et al. 2020). The figures showing the positive impact of these principles emphasise the significance of their implementation for modern organisations.

Based on the findings, it is crucial to integrate the principles of business culture into the strategic management of an enterprise to achieve its sustainable development in a globalised market. In the modern business environment, characterised by constant change and intense competition, enterprises face numerous challenges that require flexibility and adaptability (Shao 2019). Integration of business culture into strategic management not only increases the efficiency of internal processes but also creates a unique image of the company that can become its competitive advantage. Business culture defines the values, norms, and behaviours that prevail in a company and affect the way employees perceive their responsibilities and interact with each other and customers (Porkodi 2024). When business culture becomes an integral part of the strategy, it creates a more cohesive team that works together to achieve its goals.

Employees who share common values and goals are more engaged in the process, which translates into greater motivation and productivity. Integrating business culture into strategic management allows companies to respond more effectively to changes in the external environment (Choi et al. 2023). For example, in the context of globalisation and rapid technological transformation, enterprises with an adaptive business culture can innovate faster and adapt their strategies to new market conditions, which ensures their sustainable development and ability to compete internationally. Business culture is not only a background element of a company, but also a major factor influencing its strategic management (Amar & Romdhane, 2019). By integrating the values and principles of business culture into all aspects of their operations, businesses can ensure sustainable development (Samiee & Chirapanda, 2019) and success in a globalised world where competitiveness depends on the ability to adapt quickly and think innovatively.

In light of the findings, several recommendations can be formulated based on enterprise type and context, with particular emphasis on Ukrainian companies seeking to improve competitiveness and ensure sustainable development. For technology-oriented businesses in Ukraine, adopting innovation-driven cultures similar to those of Google should include allocating protected time for experimentation, establishing internal accelerators, and incentivising intrapreneurship. These practices can stimulate product development and support global market integration. For manufacturing firms, strategies should prioritise standardisation and continuous improvement through practices such as lean management or Kaizen. Ukrainian industrial enterprises could benefit from creating cross-functional teams focused on quality enhancement and cost reduction, following Toyota's example. Targeted investments in employee-led improvement initiatives can significantly improve production efficiency and adaptability to resource constraints (An et al. 2024).

Despite the clear benefits of integrating Western business culture elements – such as innovation, transparency, and decentralised management – Ukrainian enterprises may face significant obstacles in their implementation. These include rigid organisational hierarchies, limited financial resources for corporate training, and the persistence of paternalistic leadership models, which hinder employee autonomy and cross-functional cooperation. Additionally, insufficient legal protections for corporate governance and limited institutional support for social responsibility initiatives can delay the adoption of sustainability-focused practices. Cultural mismatches also play a role. For example, while Western models often promote flat hierarchies and open dissent, Ukrainian organisational culture may place higher value on authority and stability, creating resistance to participatory decision-making and rapid change. Moreover, employees may initially perceive bottom-up innovation initiatives or internal transparency platforms with scepticism, particularly in companies where communication has traditionally been top-down.

In the service and retail sectors, such as food and logistics, companies should focus on developing a customer-centric culture rooted in feedback mechanisms, personalisation, and community engagement. For instance, businesses can replicate Starbucks' focus on ethical sourcing and service customisation, or Nova Poshta's emphasis on logistics transparency and team-based problem solving. In the Ukrainian market, this translates into offering multilingual customer service, real-time delivery tracking, and socially responsible branding that appeals to value-driven consumers. Moreover, Ukrainian SMEs and start-ups should be encouraged to institutionalise internal communication platforms, provide leadership training, and formalise corporate values. These steps will create a scalable culture that attracts talent, strengthens investor confidence, and increases resilience in unstable economic environments. Ultimately, the cultural model must be adaptable and

sector-sensitive. For Ukrainian enterprises, combining local organisational strengths with selected international cultural practices can serve as a hybrid strategy to achieve both market relevance and sustainable growth.

4. Discussion

The findings of the study confirmed the critical role of incorporating the principles of business culture into the development strategy of an enterprise to ensure its long-term success and competitiveness. A systematic approach to integrating corporate values, ethics, and social responsibility into the development strategy can have a profound impact on the sustainability and efficiency of an enterprise, but the absence of such an approach can lead to serious challenges. For example, companies that actively implement the principles of social responsibility and ethics not only gain consumer trust but can also attract investors looking for companies with lofty standards of conduct, which ensures stable financial results and reduces risks associated with social and environmental factors.

At the same time, the lack of a systematic approach to integrating business culture can cause a series of issues. Without proper consideration of corporate values and principles, companies may face internal conflicts, low employee motivation, and negative perceptions from customers and partners. Inconsistency in the implementation of ethical standards and social responsibility can lead to a loss of competitive advantage and a deterioration in the company's reputation, which can ultimately have a negative impact on its long-term sustainability and financial performance.

The findings of this study reflect the critical need to integrate the principles of business culture into the company's development strategy and confirm the conclusions of many researchers who investigated analogous processes in other contexts. Comparison of the study findings with the results of other researchers, such as Wahyuningsih et al. (2019), indicates the significance of implementing business culture as a complex and multifaceted process. The researchers emphasised that this process entails not only the development of relevant strategies but also the effective practical implementation of corporate values in the company's daily operations. The researchers also noted that without proper integration of business culture, an enterprise may face multiple challenges, such as internal team conflicts, a lack of employee motivation, and a lack of a unified vision of development. These problems undermine the overall efficiency and stability of the company, because without clearly defined and implemented cultural norms and values, it is challenging to achieve harmony in the work environment and the effective implementation of strategic goals. The findings of this study support these conclusions, demonstrating that companies that successfully integrate their business culture into their development strategies achieve better results in all aspects of their operations. The findings of this study confirm these conclusions, pointing to the value of business culture adaptability in maintaining the competitiveness of enterprises in a changing environment. Some industries (such as the technology sector) require rapid adaptation to changing market conditions, while others (such as conventional industry) may require a more stable business culture. Zhou et al. (2019) focused on a systematic approach to shaping business culture in the development strategy, which includes not only strategic planning but also the active involvement of all levels of management in shaping corporate values. This approach enables organisations to create a more sustainable business culture, which can contribute to the overall development of the company. Zhou et al. (2019) emphasised that business culture should be dynamic and adaptive to meet changes in the external environment and market needs. Otherwise, the company risks losing its competitive advantage, which adversely affects its market position. Studies show that a business culture that ignores the role of adaptation to change can lead to severe consequences within an organisation. The researcher also emphasised that insufficient adaptation of business culture to modern challenges causes negative social consequences, such as conflicts within the team that undermine corporate spirit and interaction between employees. Changes in the external environment require a flexible and rapid response from the company; ignoring these requirements can lead to strategic miscalculations and loss of market opportunities.

The study showed the impact of corporate values on the development strategy through the lens of local market conditions and industry specifics. Kassem et al. (2019) confirmed the significance of a thorough understanding of corporate values and their impact on the overall strategy of an enterprise. Kassem et al. (2019) emphasised that the successful integration of business culture into the development strategy is only possible with a systematic approach that includes not only internal changes but also active communication with all stakeholders. According to their findings, effective integration requires a detailed analysis of corporate values and their alignment with the company's strategic goals. For comparison, other studies, such as D. Denison et al. (2020), also confirmed the role of alignment between corporate culture and strategy but emphasised that this alignment should reflect global trends and cultural characteristics of each market.

The study revealed some discrepancies with the findings of Ogbu & Oaya (2020) and Ozcan & Ozturk (2020), especially in terms of the impact of the introduction of business culture in the development strategy on social stability. Specifically, it was found that this impact is less significant than expected. The analysis showed that effective communication and active involvement of employees in the implementation of corporate values considerably contribute to a positive perception of changes and reduce the risks associated with resistance to innovation. Companies that implement systematic training programmes and provide regular updates on corporate values and strategic goals demonstrate a greater level of employee support (Karpenko et al. 2024). They also have lower staff turnover and a reduced level of internal conflict, which is indicative of the successful integration of new cultural aspects into everyday practice. Thus, the conducted study highlighted that while the role of business culture in social stability is essential, effective communication strategies and training programmes can substantially mitigate the potential negative effects identified by Ogbu & Oaya (2020) and Ozcan & Ozturk (2020).

At the same time, more stable industries may require a business culture focused on long-term values. Furthermore, effective engagement of employees in the implementation of corporate values contributes to their positive perception of change and reduces the risk of resistance to innovation. Regular training and communication with staff are key factors in creating a harmonious atmosphere within the team, reducing staff turnover, and increasing overall employee engagement (Innola et al. 2022). In the context of global business operations, cultural and social factors play a pivotal role in shaping the business culture of companies across different countries. National culture, with its unique values, norms, and traditions, significantly influences organizational behaviour and management practices. For instance, Hofstede's cultural dimensions theory highlights how aspects such as power distance, individualism versus collectivism, and uncertainty avoidance can affect workplace dynamics and strategic decision-making. Communication styles, work ethics, and social norms further contribute to the diversity in business cultures, impacting how information is conveyed, decisions are executed, and relationships are managed within an organization. Additionally, religious beliefs, educational systems, and economic conditions can shape the attitudes and expectations of employees, thereby influencing the overall business environment.

Moreover, the legal and regulatory environment, technological advancements, and social and political stability of a country can also impact business culture. These factors can dictate the ethical standards, innovation capabilities, and risk management strategies of companies. For global corporations, understanding and adapting to these cultural and social nuances is crucial for developing effective business strategies and fostering a cohesive organizational culture. By considering these factors, companies can enhance their operational efficiency, employee satisfaction, and market competitiveness, ultimately contributing to their long-term success and sustainability in the global marketplace.

The findings of the study underscore the critical role of integrating business culture principles into an enterprise's development strategy to ensure its long-term success and competitiveness. A systematic approach to embedding corporate values, ethics, and social responsibility into the development strategy can profoundly impact an enterprise's sustainability and efficiency. Companies that actively implement these principles often gain consumer trust and attract investors who value high standards of conduct, leading to stable financial results and reduced risks associated with social and environmental factors. However, the absence of such an approach can lead to significant challenges, including internal conflicts, low employee motivation, and negative perceptions from customers and partners, ultimately affecting the company's long-term sustainability and financial performance.

While the study highlights the importance of these principles, it does not compare its findings with those of other studies in the field, making it difficult to assess whether the results are unique or consistent with existing research. Previous studies have emphasized that implementing business culture is a complex and multifaceted process that requires both the development of relevant strategies and the effective practical implementation of corporate values in daily operations. Without this integration, companies may face internal team conflicts, a lack of employee motivation, and a lack of a unified vision of development, undermining overall efficiency and stability.

Moreover, the study's findings align with the idea that a systematic approach to shaping business culture within the development strategy is crucial. This approach includes strategic planning and the active involvement of all management levels in shaping corporate values. A dynamic and adaptive business culture is essential for maintaining competitiveness, especially in rapidly changing industries. In contrast, more stable industries may benefit from a business culture focused on long-term values. Effective engagement of employees in implementing corporate values, through regular training and communication, is key to creating a harmonious work environment, reducing staff turnover, and increasing overall employee engagement (Lagotyuk 2023).

The study also acknowledges the influence of cultural and social factors on business culture. National culture, with its unique values, norms, and traditions, significantly influences organizational behaviour and management practices. Communication styles, work ethics, social norms, religious beliefs, educational systems, and economic conditions shape the attitudes and expectations of employees, thereby influencing the overall business environment. Additionally, the legal and regulatory environment, technological advancements, and social and political stability impact business culture, dictating ethical standards, innovation capabilities, and risk management strategies. For global corporations, understanding and adapting to these cultural and social nuances is crucial for developing effective business strategies and fostering a cohesive organizational culture, ultimately enhancing operational efficiency, employee satisfaction, and market competitiveness.

5. Conclusions

Based on the findings of this study, the business culture, which reflects the basic principles of the organisation and supports corporate values, substantially affects the strategic management efficiency. Business culture, as a set of common ideas, norms, and values, determines not only the management style but also the way of implementing the strategic goals of the enterprise. Incorporating elements of business culture into the development strategy allows organisations to ensure not only compliance with internal standards, but also adaptation of the strategy to changing market conditions.

Organisations such as Google, Toyota, Starbucks, and Nova Poshta, which actively integrate business culture into their strategic plans, demonstrate better results in managing human resources, maintaining employee motivation, and building a positive company image. This is because a corporate culture that focuses on innovation, collaboration, and social responsibility contributes to a favourable working environment and creates a positive perception of the company among employees and external partners. For example, companies that encourage open communication and an innovative approach tend to have more motivated and loyal employees, which positively affects the overall productivity and efficiency of business processes.

It is also important to highlight that the study findings confirmed the necessity of continuous monitoring and adjustment of development strategies in line with changes in the business environment and cultural trends. Adapting strategies to emerging challenges and opportunities allows businesses to stay competitive and ensure long-term success by regularly reviewing and updating strategic plans, particularly in the context of changing external conditions such as economic fluctuations, technological innovations, and socio-cultural changes.

The study showed that companies with transparent communications and a strong level of employee engagement demonstrate 21% higher profitability and 41% lower employee turnover. Furthermore, innovative companies grow 20-30% faster than their competitors.

For example, Google, thanks to innovations, managed to achieve a revenue of more than USD 307,394 in 2023 as a result of the introduction of innovative technologies and products, such as artificial intelligence and cloud solutions. Social responsibility also affects customer loyalty: 66% of consumers are willing to pay more for products from companies that support environmental and social initiatives. Finally, businesses with a formidable team culture are 25% more likely to achieve their financial goals, as evidenced by Toyota and its Kaizen concept.

A limitation of the study was the small number of companies surveyed, which did not allow for exhaustive results, and the fact that not all sectors of the economy were covered. The impact of particular cultural and socioeconomic aspects on corporate culture across different organisations introduced additional complexities that hindered comprehensive comparison and generalisation of the results. Swift alterations in the corporate landscape, like technology advancements or shifts in economic policy, significantly influence the pertinence of the findings. Future research may explore the influence of diverse elements of business culture on strategic efficacy across sectors such as information technology, manufacturing, finance, and healthcare. For instance, in the information technology sector, one might examine the influence of corporate values on innovation and the pace of adaptation to change. In the manufacturing sector, the influence of corporate culture on productivity and adherence to environmental norms merits consideration. In the financial sector, research may investigate the impact of ethical standards on risk mitigation and customer trust enhancement, whereas in healthcare, it might analyse how principles of social responsibility can enhance patient care and human resource management. Formulating recommendations for the adoption of optimal methods in corporate culture management can significantly enhance strategic planning and execution, guaranteeing superior outcomes. Comprehending and adeptly utilising cultural elements can significantly augment an organization's competitiveness and guarantee its enduring longevity.

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