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Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Specifics of organizational culture in multinational corporation (based on
Radisson Hotel Group case)

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Abstract

This work examines organizational culture in multinational corporation. The study explores the impact of national culture on corporate culture, the role of leadership in shaping and maintaining a strong organizational culture in multinational corporation, and the challenges and opportunities of managing organizational culture across different locations. The findings suggest that effective leadership and communication are crucial for managing cultural diversity and creating a strong, shared culture across the organization. Moreover, developed organizational culture has its impact on corporation's profit as well. The study also provides recommendations on how effectively manage cultural diversity and promote a strong and shared organizational culture.

Keywords: organizational culture, multinational corporation, leadership.

Анотація

Робота присвячена розгляду питання організаційної культури у транснаціональних корпораціях. У роботі висвітлюється вплив національної культури на корпоративну культуру, роль лідерства у формуванні та підтримці сильної організаційної культури в транснаціональних корпораціях. Також у роботі проаналізовано виклики і можливості, які постають під час управління організаційною культурою в різноманітних локаціях. Отримані результати свідчать про те, що ефективне лідерство та комунікація мають важливе значення для управління транснаціональною корпорацією і створення міцної спільної культури в ній. Крім того, розвинена корпоративна культура впливає також на прибуток корпорації. В роботі також надано рекомендації щодо того, як ефективно сприяти зміцненню організаційній культурі у транснаціональній корпорації.

Ключові слова: організаційна культура, транснаціональна корпорація, лідерство.

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School of Management and Business

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Educational level: **bachelor degree**
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APPROVED

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**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Olha Yampolska

1. Topic of the work:

Specifics of organizational culture in multinational corporation (based on Radisson Hotel Group case)

Supervisor of the work *Olga O. Verkhohlyad, Ph.D.*

Which approved by Order of University from “22” September 2022 № 22-09/2022-3c.

2. Deadline for bachelor’s qualification work submission “23” April 2023.

3. Data-out to the bachelor’s qualification work

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).

The Thesis consists of three main chapters plus Introduction, Conclusion and the References sections. Chapter 1 focuses on specifics of organizational culture in multinational corporations. Chapter 2 studies factors which influence organizational

culture in Radisson Hotel Group. Chapter 3 analyses the impact of organizational culture on multinational corporation's performance. Conclusion section suggests the ways of improvement of organizational culture in Radisson Hotel group. The Thesis is concluded with the Reference section and the Annexes section.

5. List of graphic material (with exact indication of any mandatory drawings)

Figure 1: Radisson Hotel Group revenue and Net Income (2017-2023)

Figure 2: The Impact of the COVID-19 and the Russia-Ukraine War on Hospitality Industry

Figure 3: Comparison between a Traditional Hospitality RM Process and SNAP Process

Table 1: SWOT Analysis of the Radisson Hotel Group

Table 2: Assessment of Ukraine in Terms of Hofstede's Framework

Table 3: Implementation of Business Strengths in Radisson Hotel Group

Table 4: Comparison of the Well-Known Hotel Chains in Terms of Their Competitive Advantage

Table 5: Comparison of the Well-Known Hotel Chains on the Major Business Results

Table 6: How Strategic Alignment is Connected with Organizational Culture.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
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7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>On time</i>
2.	II chapter	<i>20.02.2023</i>	<i>On time</i>
3.	III chapter	<i>11.04.2023</i>	<i>On time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>On time</i>
5.	Pre-defense	<i>27.04.2023</i>	<i>On time</i>

Student Olha Yampolska
(signature)

Supervisor

Olga Verkhohlyad

Conclusion: The Thesis is written on high level corresponding to the Bachelor's work requirements. The Thesis is based on good theoretical foundation obtained via laborious

research. Analysis of the company is conducted on a high level. As a result, suggestions for the company's improvement are theory and research based and are well-thought-through. The Thesis has high practical significance. Upon successful defense, it qualifies for the grade "Excellent."

Supervisor

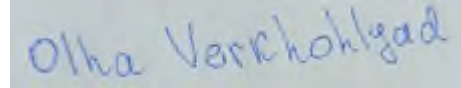
A rectangular box containing a handwritten signature in blue ink. The signature appears to be "Olha Verkhovlyad" written in a cursive, slightly slanted script.

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INTRODUCTION

In today's globalized business environment, multinational corporations operate in diverse cultural contexts and face various challenges that affect their organizational culture. Organizational culture, defined as the shared values, beliefs, and assumptions that shape the behavior of employees within an organization, has a significant impact on multinational corporations' performance, competitiveness, and sustainability. Therefore, understanding the specifics of organizational culture in multinational corporations is crucial for their success.

Despite the increasing recognition of the importance of organizational culture in multinational corporations, there is limited research that explores the specific factors that influence organizational culture in this context. This **research gap** is particularly evident in the studies on how organizational culture affects multinational corporations' performance, and there is a need for more empirical studies that provide insights into this relationship. Additionally, the existing studies tend to focus on Western multinational corporations, and there is a need to examine the specificities of organizational culture in non-Western multinational corporations, particularly in emerging markets.

The **importance** of this study lies in its potential to contribute to the understanding of the specifics of organizational culture in multinational corporations, particularly in emerging markets. By examining the factors that influence organizational culture and the impact of organizational culture on multinational corporations' performance, this study can provide insights that can help to define multinational corporations' strategies and practices. Additionally, this study can contribute to the theoretical and empirical knowledge on organizational culture, particularly in the context of multinational corporations.

The **aim** of this study is to investigate the specifics of organizational culture in

multinational corporations, with a particular focus on the factors that influence organizational culture and its impact on multinational corporations' performance. To achieve this aim, the following **tasks** were addressed:

- Conducted a general review on organizational culture and multinational corporations, with a focus on the factors that influence organizational culture and its impact on performance.
- Collected and analyzed data on the organizational culture of multinational corporations (hotels), with a particular focus on their values, beliefs, and assumptions, as well as their impact on employee behavior and performance.
- Evaluated the impact of organizational culture on the performance of multinational corporations (on example of multinational hotels) and identified the specific factors that contribute to this impact.
- Investigated the organizational culture of several multinational hotels, using qualitative and quantitative research.
- Analyzed the impact of organizational culture on the performance of multinational hotels, using key performance indicators such as revenue, profitability, customer satisfaction, and employee engagement.
- Compared and contrasted the organizational culture of multinational hotels of different brands, highlighting similarities and differences and identifying the factors that contribute to these differences.
- Developed recommendations for improving the organizational culture of multinational hotels, based on the research findings and best practices in the hospitality industry.

The **subject** of research is the specifics of organizational culture in multinational corporations, with a particular focus on the factors that influence organizational culture and its impact on performance. The study is based on a qualitative research design, with data collected through semi-structured interviews and document analysis. The findings

of this study can contribute to the understanding of organizational culture in multinational corporations and define the development of strategies and practices that can enhance multinational corporations' performance and competitiveness.

The **objects** of the study are multinational corporations. The work was aimed to analyze the organizational culture of multinational corporations, focusing on the unique characteristics and challenges that arise from operating across multiple countries and cultures. The study also involves examining the company's values, communication styles, management practices, and other cultural aspects that impact the organization's performance and success in a global context.

The Bachelor Qualification Work on the topic "Specifics of Organizational Culture in Multinational Corporations" is **relevant** for several reasons:

- *Practical Importance:* Multinational corporations play a significant role in the global economy, and their success depends on their ability to operate effectively in diverse cultural contexts. Organizational culture is a critical factor that influences the behavior and performance of employees in multinational corporations, and understanding the specifics of organizational culture in this context is essential for the development of effective strategies and practices.
- *Academic Relevance:* Organizational culture is a topic of significant interest in management and organizational studies, and its impact on multinational corporations has received increasing attention in recent years. Therefore, this study can contribute to the theoretical and empirical knowledge on organizational culture and provide insights into its relationship with multinational corporations' performance.

- *Research Gap:* Despite the growing interest in organizational culture in multinational corporations, there is a research gap in the literature on the specific factors that influence organizational culture in this context. This study can fill this gap by examining the factors that shape organizational culture in multinational corporations, particularly in emerging markets, and identifying their impact on multinational corporations' performance.
- *Professional Development:* Conducting research on complex and relevant topics such as organizational culture in multinational corporations can greatly contribute to my professional development. Through this process, I can gain valuable skills and knowledge that can enhance my critical thinking, problem-solving, and research abilities, which are highly sought-after in the job market.

In general, this work has practical, academic, and professional relevance, and its findings can define the development of strategies and practices that can enhance multinational corporations' performance and competitiveness in the global economy.

The work consists of an introduction, 3 chapters (with 3 subchapters each), conclusion, list of references and annexes. Work is carried out on 80 sheets, containing 6 tables (in Annexes), 3 figures and includes 48 literature sources.

CHAPTER 1. SPECIFICS OF ORGANIZATIONAL CULTURE IN MULTINATIONAL CORPORATIONS

1.1 Theoretical framework of organizational culture in the international hotel business

Theoretical framework of organizational culture in the international hotel business refers to the underlying concepts and models that guide the understanding and analysis of organizational culture in the hotel industry, specifically in a global context. Organizational culture refers to the shared values, beliefs, and behaviors that shape the social and psychological environment of an organization.

In the international hotel business, understanding and managing organizational culture is essential to achieve competitive advantage and success in the highly competitive hospitality industry. The theoretical framework of organizational culture in this context involves several key concepts and models that help to explain and analyze the dynamics of organizational culture in international hotels.

Some of the key concepts and models that form the theoretical framework of organizational culture in the international hotel business include [3]:

- *Hofstede's cultural dimensions*: This model proposes six cultural dimensions (power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence) that help to explain the cultural differences between countries and the impact of these differences on organizational culture.
- *Schein's levels of culture*: This model proposes three levels of culture (artifacts and behaviors, values, and assumptions) that help to explain the underlying

layers of organizational culture and the different levels at which culture operates.

- *Competing values framework*: This model proposes four types of organizational culture (clan, adhocracy, market, and hierarchy) that help to explain the different orientations and values that shape organizational culture and influence organizational performance.
- *Organizational socialization*: This concept refers to the process by which individuals learn and adopt the values, beliefs, and behaviors of the organization and how this process shapes organizational culture in international hotels.

Multinational corporations operate in diverse cultural contexts, which poses significant challenges for managing their organizational culture. Organizational culture is a critical factor that influences employee behavior and performance, and understanding its specifics in the context of multinational corporations is essential for developing effective management strategies. This report examines the specifics of organizational culture in multinational corporations and their impact on employee behavior and performance.

The theoretical framework for this topic draws on several theories and models that explain the nature and dynamics of organizational culture in the context of multinational corporations. These theories include Hofstede's cultural dimensions theory, Schein's model of organizational culture, cultural intelligence (CQ) theory, institutional theory, and organizational learning theory.

While the analysis of this topic focuses on three main areas:

- the impact of national culture on organizational culture in multinational corporations
- the role of leadership in shaping organizational culture
- the importance of communication in promoting a strong and inclusive organizational culture.

National culture plays a significant role in shaping organizational culture in multinational corporations. Hofstede's cultural dimensions theory suggests that different cultures have different values, attitudes, and beliefs that shape employee behavior and communication styles. Multinational corporations must understand the cultural differences that affect their organizational culture and develop strategies to manage them effectively.

Leadership is another critical factor that influences organizational culture in multinational corporations. Schein's model of organizational culture proposes that leaders play a crucial role in shaping organizational culture by espousing values and setting an example through their behavior [7]. Effective leaders in multinational corporations must be aware of the cultural differences and promote a strong and inclusive organizational culture that aligns with the company's values and goals.

Communication is also a vital element of a strong and inclusive organizational culture in multinational corporations. Effective communication promotes understanding, trust, and collaboration among employees, and helps to manage cultural differences. Multinational corporations can use various communication channels to promote their organizational culture, such as training programs, employee feedback systems, and internal communication platforms.

Overall, the theoretical framework of organizational culture in multinational corporations can help the management understand the complex nature of organizational culture in the context of the hotel industry operating in multiple countries and cultures. It can also provide guidance for developing strategies and practices that promote a

strong and inclusive organizational culture that enhances the hotel's performance and competitiveness.

The specifics of organizational culture in multinational corporations require careful consideration and management to promote a strong and inclusive culture that aligns with the company's values and goals. National culture, leadership, and communication are critical factors that influence organizational culture in multinational corporations and effective management of these elements can enhance employee behavior and performance.

The theoretical framework and analysis of this work provide insights into the specifics of organizational culture in multinational corporations and can inform the development of effective management strategies in this context.

1.2 Specifics of multinational corporations as the whole, and multinational hotel business in specific

Multinational corporations are organizations that operate in multiple countries, with subsidiaries or affiliates located in different regions of the world. These corporations face various challenges, such as cultural differences, legal requirements, political instability, and language barriers. Therefore, the specifics of multinational corporations' management and operation differ from those of domestic corporations.

Multinational hotels are a type of multinational corporations that operate in the hospitality industry, with hotels or resorts located in different countries. Multinational hotels face similar challenges as other multinational corporations, such as cultural differences and legal requirements, but also specific challenges related to the hospitality industry. These challenges include differences in customer preferences, local market trends, and service quality standards [12].

To succeed in the global marketplace, multinational hotels must develop effective strategies to manage their operations and maintain a strong brand identity. They must

also adapt their business model to fit the local market conditions and cultural preferences, while ensuring consistency in service quality and brand values across all locations.

Understanding the specifics of multinational hotels' management and operation is crucial for developing effective management strategies that address the challenges posed by operating in different countries. This chapter examines the theory of organizational culture and its relevance to multinational corporations, aiming to provide valuable insights into the opportunities and challenges that arise from operating in the global marketplace. It also discusses the importance of cultural intelligence and cross-cultural management skills in managing multinational hotels effectively.

Multinational hotel corporations are organizations that operate in the hospitality industry, with hotels or resorts located in different countries. These corporations face various challenges related to cultural differences, legal requirements, political instability, language barriers, and differences in customer preferences and local market trends. Therefore, the management and operation of multinational hotels require specific strategies to succeed in the global marketplace.

One of the key challenges for multinational hotels is maintaining consistency in service quality and brand values across all locations, while adapting their business model to fit the local market conditions and cultural preferences. This requires a deep understanding of the local culture, including customer behavior, communication styles, and service expectations.

Another important challenge for multinational hotels is managing their workforce, which may be composed of employees from different countries with diverse cultural backgrounds. Effective cross-cultural communication and management skills are essential for creating a positive work environment and ensuring the delivery of high-quality services [2].

To succeed in the global marketplace, multinational hotels must develop effective marketing and branding strategies that resonate with the local customers while

maintaining the overall brand identity. This requires a deep understanding of the local market trends, customer preferences, and cultural nuances.

In summary, multinational hotel corporations face unique challenges related to operating in different countries and cultural contexts [21]. Effective management and operation strategies require a deep understanding of the local culture, cross-cultural communication and management skills, and effective marketing and branding strategies that balance consistency with adaptation to local market conditions and cultural preferences.

1.3 Multinational hotel business development in the scope of economic globalization trends; the influence of globalization on the hotel organizational culture

Economic globalization has had a profound impact on the development of multinational hotel corporations. As barriers to international trade and investment have been reduced, the global marketplace has become more competitive and complex. In this context, multinational hotel corporations have developed new strategies to expand their operations and compete in the global hospitality industry.

One key trend in the development of multinational hotel corporations has been the emergence of global brands. Global brands are characterized by a consistent image, high-quality services, and a strong reputation that extends across different countries and cultural contexts. This has allowed multinational hotel corporations to leverage their global brand to attract customers, investors, and partners [1].

Another important trend has been the growth of online booking platforms and social media. These digital tools have transformed the way in which customers interact with multinational hotel corporations, enabling them to book rooms, share feedback, and

connect with other travelers. This has created new opportunities for multinational hotel corporations to reach customers, enhance their brand reputation, and improve customer engagement.

To succeed in the context of economic globalization, multinational hotel corporations must also navigate complex legal and regulatory environments. This requires them to develop effective strategies for compliance, risk management, and stakeholder engagement. Multinational hotel corporations must also develop effective strategies for managing their supply chains, which may be distributed across different countries and regions.

It is clear that multinational hotel corporations must develop effective strategies for talent management, which may involve recruiting and retaining employees from different countries and cultural contexts. This requires effective cross-cultural communication and management skills, as well as a deep understanding of the local labor markets, laws, and regulations.

The influence of globalization on hotel organizational culture is a topic of significant interest for researchers and practitioners in the hospitality industry. Globalization has created new opportunities and challenges for multinational hotels, requiring them to adapt their organizational culture to fit the diverse cultural and business contexts in which they operate.

Globalization has brought about increased cultural diversity and a growing need for cross-cultural communication and understanding. As a result, multinational hotels must develop organizational cultures that are inclusive and respectful of different cultural norms, values, and beliefs. This requires an emphasis on diversity and inclusion in hiring and talent management practices, as well as training and development programs that promote cross-cultural communication and understanding [8].

Globalization has also created new challenges related to talent management in multinational hotels. As the global marketplace becomes more competitive, multinational hotels must compete for the best talent across different countries and

cultural contexts. This requires them to develop effective strategies for recruiting, retaining, and developing employees from diverse backgrounds. Organizational cultures that prioritize talent development, employee engagement, and work-life balance are likely to be more successful in attracting and retaining top talent.

Another key influence of globalization on hotel organizational culture is the need for flexibility and adaptability. As multinational hotels expand their operations into new markets and regions, they must be able to adapt their organizational culture to fit the local business environment and cultural context. This requires a culture of innovation, experimentation, and risk-taking, as well as a willingness to learn from failure and embrace change.

In conclusion, the influence of globalization on hotel organizational culture is significant and multifaceted. Globalization has created new opportunities and challenges for multinational hotels, requiring them to develop organizational cultures that are inclusive, diverse, flexible, and adaptable. By embracing these values and practices, multinational hotels can succeed in the global marketplace and enhance their long-term sustainability and competitiveness.

It is worth remembering that multinational hotel corporations operate in a dynamic and complex environment, shaped by the forces of economic globalization. To succeed in this context, multinational hotel corporations must develop effective strategies for branding, digital marketing, legal compliance, supply chain management, and talent management. By leveraging these strategies, multinational hotel corporations can compete in the global marketplace and enhance their long-term sustainability and profitability.

CHAPTER 2. STUDY OF FACTORS INFLUENCING ORGANIZATIONAL CULTURE IN “RADISSON HOTEL GROUP” AND ITS COMPETITIVENESS ON THE MARKET

2.1 Examination of the Radisson Hotel Group surrounding, its organizational culture framework, financial and economic

This chapter aims to examine the organizational culture framework, financial and economic indicators of the Radisson Hotel Group as a multinational hotel corporation. The Radisson Hotel Group is a well-known brand in the hospitality industry, with a presence in 114 countries and territories.

I have decided to have my Internship in this company, since it is one of the most famous and successful business entities in Hospitality Industry – Radisson. The company is one of the largest hotel brands with a portfolio of eight distinct and more than 1,400 open and ready-to-open hotels in 114 countries; one of the largest players in the hospitality worldwide.

I was working at the Front Office, as Service Manager. To my mind, FO Department is the best place to work in any hotel, although the most stressful and difficult. Also, I do believe that Front Office is a good way to know Organizational culture of the company as the whole.

The examination of the Radisson Hotel Group's Organizational Culture Framework will explore the Radisson Hotel Group's organizational culture framework. Organizational culture is defined as the values, beliefs, and behaviors that shape the way an organization operates. The Radisson Hotel Group's organizational culture framework will be analyzed through the lens of the Competing Values Framework, which identifies four distinct organizational culture types: clan, adhocracy, market, and hierarchy. The analysis will provide insights into the strengths and weaknesses of the Radisson Hotel Group's organizational culture, and how it can be improved to enhance its performance and competitiveness.

The analysis of Radisson Hotel Group's Financial and Economic Indicators will show the financial and economic indicators of the Radisson Hotel Group. Since financial and economic indicators provide valuable insights into the performance and profitability of a corporation. The analysis will focus on the Radisson Hotel Group's revenue, profitability, market share, and other key financial and economic indicators. The analysis will also explore the factors that have contributed to the Radisson Hotel Group's financial and economic performance, as well as the challenges it faces in a rapidly changing and competitive global marketplace.

And the examination of the Radisson Hotel Group's Surrounding will evaluate the surrounding of the Radisson Hotel Group, including its competitive environment, regulatory framework, and macroeconomic conditions. The analysis will provide insights into the opportunities and threats facing the Radisson Hotel Group, and how it can navigate the complex and dynamic business environment in which it operates.

This chapter will provide a comprehensive examination of the Radisson Hotel Group's organizational culture framework, financial and economic indicators, and surrounding. The analysis will provide valuable insights into the strengths and weaknesses of the Radisson Hotel Group as a multinational hotel corporation, and how it can enhance its performance and competitiveness in a rapidly changing and competitive global marketplace.

The Radisson Hotel Group is a multinational hotel corporation with a presence in over 100 countries and territories, operating under various hotel brands such as Radisson Blu, Radisson Collection, Radisson Red, Park Inn, and Park Plaza. The surrounding of the Radisson Hotel Group includes various factors such as its competitive environment, regulatory framework, and macroeconomic conditions [4].

Before going to deeper analysis, let take a look on:

Competitive Environment: The Radisson Hotel Group operates in a highly competitive market, where other multinational hotel corporations such as Marriott International,

Hilton Worldwide Holdings, and InterContinental Hotels Group (IHG) are its major competitors. The increasing popularity of online travel agencies and sharing economy platforms such as Airbnb has also intensified the competition in the hospitality industry.

Regulatory Framework: The Radisson Hotel Group operates in various countries, and therefore it has to comply with different regulatory frameworks, including labor laws, tax regulations, and environmental regulations. Compliance with these regulations can be costly and time-consuming, and non-compliance can result in legal penalties and reputational damage.

Macroeconomic Conditions: The Radisson Hotel Group's performance is affected by various macroeconomic conditions such as economic growth, exchange rates, inflation, and political instability. Economic downturns can result in lower demand for hotel services, while political instability can result in decreased tourism and travel.

And to better understand the overall position of the company in the market, I suggest to take a look on its SWOT analysis (Table 1).

So, let's move to the core: organizational culture of Radisson Hotel Group. The organizational culture of Radisson Hotel Group is an important aspect of its operations and success in the highly competitive hospitality industry. The company places a strong emphasis on creating a positive and inclusive work environment that fosters employee engagement, customer satisfaction, and overall business growth.

Radisson Hotel Group's organizational culture is built on the following core values (it is worth telling that while my Internship I did see these values in practice):

- Respect
- Integrity
- Teamwork
- Empowerment

These values guide the behavior and decision-making of the employees at all levels of the organization. The company also has a set of guiding principles that reflect its commitment to sustainability and responsible business practices.

One of the unique features of Radisson Hotel Group's organizational culture is its focus on diversity and inclusion. The company recognizes the importance of having a diverse workforce and creating an inclusive environment where everyone feels valued and respected. The company has set targets for gender diversity and has implemented various initiatives to attract and retain a diverse pool of talent.

The company also places a strong emphasis on employee engagement and training. The company has implemented various programs to promote employee development, including online training modules, leadership development programs, and mentorship programs [16].

In terms of communication, Radisson Hotel Group has an open-door policy, which encourages employees to share their ideas and concerns with their managers and colleagues. The company also conducts regular employee surveys to gather feedback and improve the employee experience.

Here, I have also decided to leave a space for financial and economic overview of the company. Since it is an essential part of any business.

As it was mentioned before, Radisson Hotel Group is a global hotel chain that operates over 1,400 hotels across the world. As a publicly traded company, financial and economic aspects are critical to its performance and success.

In terms of financials, Radisson Hotel Group has consistently demonstrated strong revenue growth over the years. In 2020, the company reported a revenue of €728

million, a slight decrease from €920 million in 2019 due to the impact of the COVID-19 pandemic on the hospitality industry. However, the company has demonstrated a strong recovery in 2021, reporting a revenue of €801 million in the first half of the year, a 34% increase from the same period in 2020 [14].

Radisson Hotel Group has also maintained a strong financial position, with a solid balance sheet and healthy cash flow. The company has a debt-to-equity ratio of 1.72, which indicates that it has a higher level of debt than equity. However, the company's interest coverage ratio is 2.99, indicating that it has sufficient earnings to cover interest expenses.

In terms of profitability, Radisson Hotel Group has consistently reported strong gross margins, with an average gross margin of 45.5% over the past five years. The company's net profit margin has been more variable due to the impact of external factors such as the COVID-19 pandemic, but the company has demonstrated an ability to quickly adapt and recover from challenging situations.

Radisson Hotel Group's economic impact is also significant, as the company employs over 90,000 people across the world and contributes to the local economies in the regions where it operates. The company's focus on sustainability and responsible business practices also contributes to its positive economic impact and reputation.

Below is a graph of Radisson Hotel Group's revenue and net income over the past seven years:

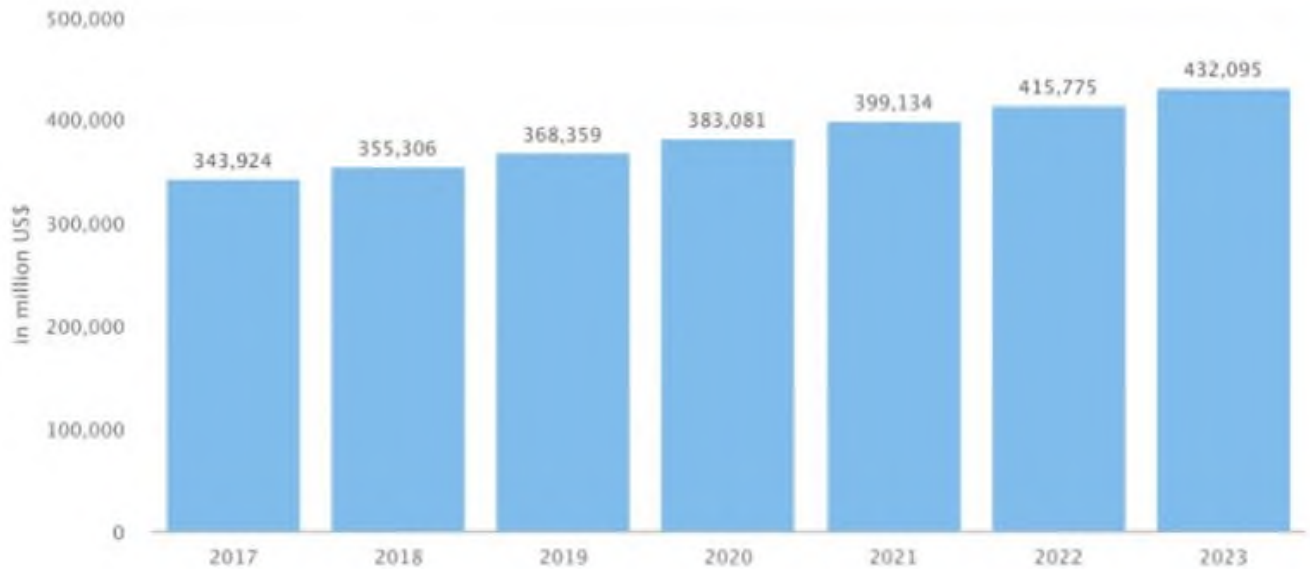


Figure 1: Radisson Hotel Group revenue and Net Income (2017-2023)

Overall, Radisson Hotel Group's organizational culture is centered on creating a positive work environment that fosters employee engagement, customer satisfaction, and sustainable business growth. The company's core values, focus on diversity and inclusion, and emphasis on employee training and development contribute to its success in the highly competitive hospitality industry. Moreover, the company's financial and economic performance is strong, with consistent revenue growth, healthy financial position, and significant economic impact.

2.2 Investigation the global organizational culture of the international market on the example of Radisson Hotel Group

To investigate the global organizational culture of international markets, it is necessary to conduct research and analysis of the cultural dimensions of each country or region where Radisson Hotel Group operates. The cultural dimensions could include

power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term vs. short-term orientation.

However, it is not a realistic scenario for me (at least now), since I have worked only in one country, Ukraine, and can reveal the topic regarding this specific country. Unfortunately, with all the available resources it is not possible to conduct a deep investigation on the international level. But I do want to bring the light to at least a general overview.

By understanding the cultural dimensions of each market, Radisson Hotel Group can tailor its organizational culture and management practices to align with the local culture. This can include adapting communication styles, leadership styles, decision-making processes, and HR practices.

Additionally, conducting interviews and surveys with employees in each market can provide insights into the specific cultural nuances and values that are important to them. This information can be used to shape the organizational culture and ensure that it aligns with the values and beliefs of the local workforce.

Furthermore, benchmarking with other hotel groups or organizations that operate in the same international markets can also provide valuable information on how they have adapted their organizational culture to the local culture.

In general, investigating the global organizational culture of international markets requires a deep understanding of the cultural dimensions of each market and a willingness to adapt organizational culture to align with local values and beliefs.

Now, I also would like to provide a brief overview on the cultural dimensions of the hospitality market in Ukraine.

Ukraine as a country located in Eastern Europe, with a population of approximately 44 million people (in pre-war times) it has a rich cultural history, with influences from both the Eastern and Western European traditions (Table 2).

In fact, the cultural dimensions of Ukraine have an impact on the hospitality industry,

from the way hotels are managed to the services that are provided to guests. It is important for businesses in the hospitality industry to understand and adapt to these cultural dimensions in order to be successful in the Ukrainian market. There are several cultural advantages of doing business in Ukraine. Here are some of them:

- *Hospitable culture:* Ukraine has a hospitable culture, with a strong emphasis on welcoming guests and treating them with respect and kindness. This is particularly advantageous for businesses in the hospitality industry, as it can lead to positive customer experiences and repeat business.
- *Strong work ethic:* Ukrainians are known for their strong work ethic and dedication to their jobs. This can be advantageous for businesses that require a hardworking and motivated workforce.
- *Language skills:* Many Ukrainians are fluent in multiple languages, particularly English, which can be an advantage for businesses that operate internationally or cater to tourists from different countries.
- *Central location:* Ukraine is located in the heart of Europe and serves as a bridge between Eastern and Western Europe. This central location can be advantageous for businesses that operate in multiple countries or seek to expand their operations throughout Europe.
- *Low labor costs:* Ukraine has a relatively low cost of living compared to many Western European countries, which can translate into lower labor costs for businesses that operate in Ukraine.

Ukraine's hospitable culture, strong work ethic, language skills, central location, and low labor costs can provide advantages for businesses that operate in Ukraine or seek to expand their operations in Europe. However, it is important to note that cultural differences can also present challenges and require careful consideration and adaptation [15].

In general, the global organizational culture in the hospitality market is shaped by several factors, including the cultural dimensions of the countries where hospitality businesses operate, the competitive environment of the industry, and the expectations and preferences of customers.

Some common characteristics of the global organizational culture in the hospitality market include:

- *Customer-centric focus:* The hospitality industry places a strong emphasis on customer satisfaction and providing exceptional customer service. This is reflected in the organizational culture of hospitality businesses, with a focus on training employees to prioritize customer needs and expectations.
- *Service-oriented mindset:* Hospitality businesses are focused on providing high-quality services to customers, with a mindset that emphasizes the importance of attention to detail, responsiveness, and personalized service.
- *Teamwork and collaboration:* The hospitality industry often requires employees to work closely together to ensure smooth operations and provide excellent customer service. As a result, teamwork and collaboration are important values within the organizational culture of hospitality businesses.

While there are many advantages to doing business in Ukraine, there are also several cultural pitfalls that businesses should be aware of in order to avoid potential misunderstandings or conflicts. Here are some examples of cultural pitfalls of doing business in Ukraine:

Communication style: Ukrainians tend to be direct in their communication style, which can be perceived as rude or impolite by people from cultures that value indirect communication. Additionally, Ukrainians often use humor in their communication, which can be difficult for non-native speakers to understand and may lead to misunderstandings.

Business etiquette: Ukrainian business etiquette can be complex and formal, with specific rules around greetings, dress code, and gift-giving. Failure to follow these customs can be seen as a lack of respect or professionalism.

Bureaucracy: Ukraine has a bureaucratic culture, with many regulations and procedures that can be time-consuming and frustrating for foreign businesses. It is important for businesses to be patient and persistent in navigating the bureaucracy in order to succeed in Ukraine.

Corruption: Ukraine has a reputation for corruption, particularly in government and business sectors. Foreign businesses should be aware of the risks and take steps to mitigate them, such as working with reputable partners and conducting due diligence.

Personal relationships: Personal relationships and networks are important in Ukrainian business culture, with a focus on building trust and rapport before conducting business. Foreign businesses should be prepared to invest time and effort in building relationships with local partners and stakeholders.

What must be said (despite it is not the direct topic of the work but is crucial anyway) that all the data above is more about pre-war (whole-scale) situation, since a lot of changes has happened after the 24th February 2022. And, unfortunately, it is quite difficult to follow the change, as it happens rapidly.

To my mind, Ukrainian market as the whole, and Hospitality in particular, in post-Covid and ongoing war period have had a significant impact on the Ukrainian market as the whole (Figure 2) and the hospitality industry. However, businesses have been resilient and have adapted to the challenges posed by these events.

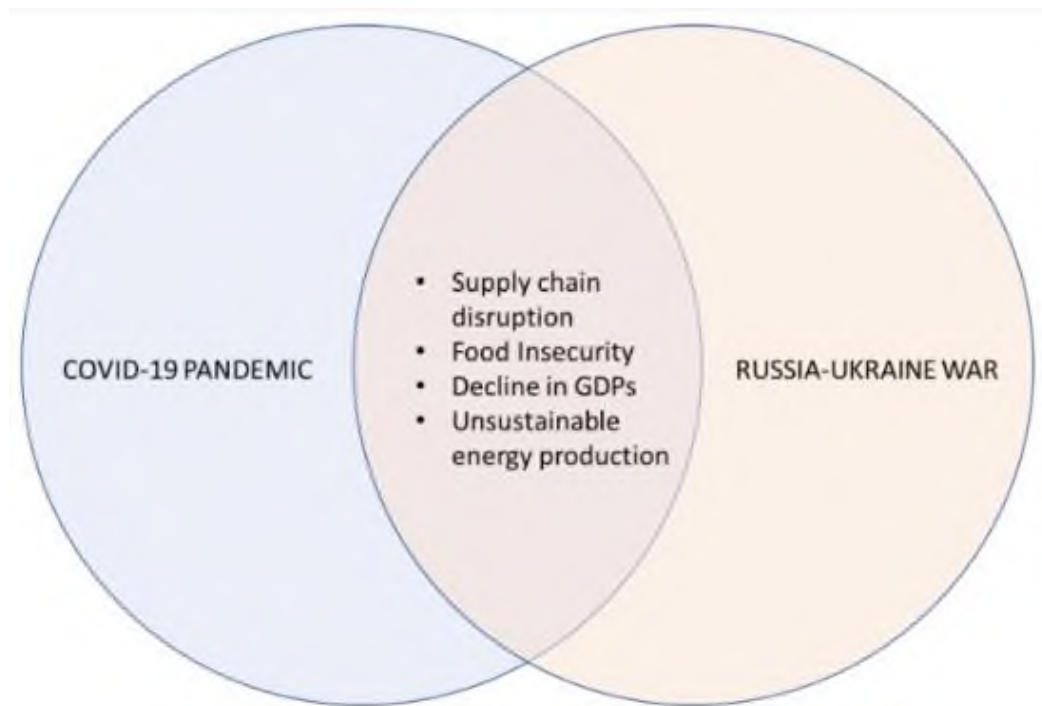


Figure 2: The Impact of the COVID-19 and the Russia-Ukraine War on Hospitality Industry

The Covid-19 pandemic has had a significant impact on the Ukrainian market, with the country experiencing a decline in economic growth as a result of the pandemic's negative effects. The pandemic has caused disruptions to supply chains, decreased

consumer spending, and reduced international trade. The Ukrainian government has implemented measures to support businesses affected by the pandemic, such as tax breaks, financial assistance, and the relaxation of some regulations.

In terms of the hospitality industry, many hotels, restaurants, and bars have been forced to close or reduce their operations due to Covid-19 restrictions. However, as vaccination campaigns have begun and restrictions have been lifted, the industry has started to recover. Some hotels have shifted their focus to domestic tourism, as international travel remains limited.

The ongoing war in Ukraine has also had a significant impact on the country's economy and the hospitality industry [17]. The war has caused damage to infrastructure and decreased foreign investment. Additionally, the war has led to a decline in tourism, particularly in the eastern regions of the country where fighting has been the most intense.

Despite the challenges posed by the war, some hotels and restaurants have continued to operate and serve customers. In some cases, businesses have adapted by offering discounts to attract customers or by focusing on business travelers rather than tourists.

In addition to the impact of Covid-19 and the ongoing war, businesses operating in Ukraine should also be aware of the cultural nuances and potential pitfalls in order to navigate the market successfully [44]. Ukraine is a complex and diverse country with a rich cultural heritage, and understanding the local culture is essential for building strong relationships and achieving success in the market.

One important aspect of Ukrainian culture is the importance of personal relationships in business. Networking and building personal connections is critical for success, and businesses should invest time and effort into building relationships with local partners, suppliers, and customers. Additionally, it's important to understand the role of hierarchy and respect for authority in Ukrainian business culture.

Another key consideration for businesses operating in Ukraine is the importance of

language. Ukrainian is the official language of the country, but Russian is also widely spoken, particularly in the eastern regions [5]. Businesses should be sensitive to language issues and ensure that they are able to communicate effectively with their partners and customers.

Finally, it's important for businesses operating in Ukraine to be aware of potential legal and regulatory issues. The Ukrainian legal system can be complex and bureaucratic, and businesses should seek out experienced legal counsel to help navigate the regulatory environment. By understanding and respecting the local culture, language, and regulatory environment, businesses can build strong relationships and achieve success in Ukraine.

2.3 Assessment of the competitiveness of the Radisson Hotel Group; the influence of the organizational culture on the competitive advantage

Competitiveness in the hospitality market refers to the ability of businesses within the industry to attract and retain customers, generate profits, and maintain a sustainable market position. Competitiveness is influenced by a wide range of factors, including customer preferences, market trends, pricing strategies, branding and marketing efforts, and operational efficiency.

Some key factors that contribute to competitiveness in the hospitality market include:

- *Quality of service:* Customers expect high-quality service from hospitality businesses, including personalized attention, responsiveness to their needs and preferences, and a focus on exceeding their expectations.

- *Reputation:* A strong reputation is critical for success in the hospitality industry. Positive word-of-mouth recommendations and online reviews can greatly influence a business's competitiveness, while negative reviews or poor reputation can harm a business's ability to attract and retain customers.
- *Location:* The location of a hospitality business can greatly impact its competitiveness, with factors such as accessibility, proximity to attractions or amenities, and visibility all playing a role.
- *Price:* Pricing strategies are an important factor in the competitiveness of hospitality businesses. Balancing price with perceived value is key to attracting and retaining customers while maintaining profitability.
- *Innovation:* The ability to innovate and adapt to changing customer preferences and market trends is important for maintaining competitiveness in the hospitality industry. This can include incorporating new technologies, developing new products or services, or offering unique and memorable experiences.

Competitiveness in the hospitality market is a complex and multifaceted concept that requires businesses to focus on a range of factors in order to succeed. By prioritizing quality of service, building a strong reputation, choosing strategic locations, implementing effective pricing strategies, and embracing innovation, hospitality businesses can improve their competitiveness and succeed in a crowded and dynamic market.

Competitiveness in the hospitality market in Ukraine is influenced by a wide range of factors, including the country's cultural and historical attractions, economic and

political environment, and the competitive landscape of the industry.

Here I would like to add deeper characteristics of some key factors that contribute to competitiveness in the hospitality market in Ukraine specifically:

- *Location:* Ukraine has a rich cultural and historical heritage, with a range of attractions that can appeal to both domestic and international tourists. Strategic locations, such as those close to tourist attractions, transportation hubs, or business districts, can greatly impact a hospitality business's competitiveness.
- *Quality of service:* As with any hospitality market, the quality of service is a critical factor in Ukraine. Providing high-quality service that meets or exceeds customer expectations is key to attracting and retaining customers.
- *Reputation:* Reputation is also important in the Ukrainian hospitality market, with positive online reviews and word-of-mouth recommendations playing a significant role in attracting and retaining customers.
- *Pricing:* Pricing strategies are important in the Ukrainian hospitality market, as customers are often price-sensitive and looking for value for money. Balancing competitive pricing with high-quality service and perceived value is key to success.
- *Innovation:* The ability to innovate and adapt to changing customer preferences and market trends is also important in the Ukrainian hospitality market. Embracing new technologies, offering unique experiences, and developing new products or services can help businesses stand out from the competition.

However, there are also challenges to competitiveness in the Ukrainian hospitality market, including a complex regulatory environment, corruption, and economic instability. Businesses operating in the Ukrainian hospitality market must navigate these challenges while focusing on factors that contribute to competitiveness, in order to succeed in this dynamic and evolving market.

Radisson Hotel Group has several competitive advantages that help it succeed in the hospitality market (Table 3).

In other words, Radisson Hotel Group's strong brand recognition, diversified portfolio, global reach, innovative technology, and sustainable practices provide the company with a competitive advantage in the hospitality market. By leveraging these advantages, the company can continue to attract and retain customers, and to succeed in a crowded and competitive industry.

Organizational culture can have a significant influence on a company's competitive advantage. A strong organizational culture that supports innovation, customer focus, and continuous improvement can help a company achieve and maintain a competitive advantage in several ways.

A strong organizational culture that supports innovation, customer focus, and continuous improvement can help a company achieve and maintain a competitive advantage in the market. By fostering a culture that supports these values and behaviors, companies can differentiate themselves from their competitors, build strong customer relationships, and maximize profits.

While working in Radisson Blu Hotel Kyiv, City Centre I have discovered that the main competitors of the company were (the data is relevant in pre-war period; now it might be different): Intercontinental Hotel Kyiv, Hyatt Regency and Hilton Hotel Kyiv. All of these hotels are market giants and do have competitive advantages over one

another in different fields, including the organizational culture framework. Here is the brief overview on each company for better understanding of peculiarities and unique aspects.

Intercontinental Hotel Kyiv is a luxury hotel located in the heart of Kyiv, Ukraine's capital city. Here is some information on the hotel's economic, cultural, and financial aspects:

- Economic:

Intercontinental Hotel Kyiv is located in a prime location in the city's central business district, making it a popular choice for business travelers. The hotel is also located near many of Kyiv's top tourist attractions, such as the Saint Sophia Cathedral and the Golden Gate. The hotel contributes to the local economy by providing employment opportunities and supporting local businesses through its supply chain.

- Cultural:

Intercontinental Hotel Kyiv reflects the cultural heritage of Ukraine through its architecture, decor, and culinary offerings. The hotel's interiors feature a blend of traditional and modern design elements, incorporating elements of Ukrainian folk art and traditional textiles. The hotel's restaurants and bars offer a range of Ukrainian and international cuisine, providing guests with an authentic culinary experience.

- Financial:

Intercontinental Hotel Kyiv is owned and operated by the international hospitality company Intercontinental Hotels Group (IHG). The hotel is one of the most expensive in Kyiv, with room rates starting at around \$200 per night. The hotel's revenue is generated through a variety of sources, including room bookings, food and beverage

sales, and event bookings. The hotel's financial performance is influenced by factors such as occupancy rates, average daily rates, and competition from other luxury hotels in the city.

In terms of financial performance, the exact figures for Intercontinental Hotel Kyiv are not publicly available. However, IHG reported a total revenue of \$1.85 billion in 2020, a decrease of 52% compared to the previous year due to the impact of the COVID-19 pandemic on the hospitality industry. The company has also implemented cost-cutting measures and has sought to optimize its operations to improve its financial performance.

Hyatt Regency Hotel Kyiv is a luxury hotel located in the heart of Kyiv, Ukraine's capital city. Here is some information on the hotel's economic, cultural, and financial aspects:

- Economic:

Hyatt Regency Hotel Kyiv is located in the central business district of Kyiv, making it a popular choice for business travelers. The hotel is also located near many of Kyiv's top tourist attractions, such as the Saint Sophia Cathedral and the Golden Gate. The hotel contributes to the local economy by providing employment opportunities and supporting local businesses through its supply chain.

- Cultural:

Hyatt Regency Hotel Kyiv features a blend of modern and traditional design elements, with a focus on Ukrainian culture. The hotel's interiors incorporate elements of Ukrainian folk art and traditional textiles, and the hotel's restaurants and bars offer a range of Ukrainian and international cuisine. The hotel also hosts cultural events and exhibitions to promote Ukrainian culture to its guests.

- Financial:

Hyatt Regency Hotel Kyiv is owned and operated by the international hospitality company Hyatt Hotels Corporation [5]. The hotel is one of the most expensive in Kyiv, with room rates starting at around \$200 per night. The hotel's revenue is generated through a variety of sources, including room bookings, food and beverage sales, and event bookings. The hotel's financial performance is influenced by factors such as occupancy rates, average daily rates, and competition from other luxury hotels in the city.

In terms of financial performance, the exact figures for Hyatt Regency Hotel Kyiv are not publicly available. However, Hyatt reported a total revenue of \$2.45 billion in 2020, a decrease of 59% compared to the previous year due to the impact of the COVID-19 pandemic on the hospitality industry. The company has also implemented cost-cutting measures and has sought to optimize its operations to improve its financial performance.

Hilton Hotel Kyiv is a luxury hotel located in the heart of Kyiv, Ukraine's capital city. Here is some information on the hotel's economic, cultural, and financial aspects:

- Economic:

Hilton Hotel Kyiv is located in the central business district of Kyiv, making it a popular choice for business travelers. The hotel is also located near many of Kyiv's top tourist attractions, such as the Saint Sophia Cathedral and the Golden Gate. The hotel contributes to the local economy by providing employment opportunities and supporting local businesses through its supply chain.

- Cultural:

Hilton Hotel Kyiv features a blend of modern and traditional design elements, with a focus on Ukrainian culture. The hotel's interiors incorporate elements of Ukrainian folk art and traditional textiles, and the hotel's restaurants and bars offer a range of Ukrainian and international cuisine. The hotel also hosts cultural events and exhibitions to promote Ukrainian culture to its guests.

- Financial:

Hilton Hotel Kyiv is owned and operated by the international hospitality company Hilton Worldwide Holdings Inc. The hotel is one of the most expensive in Kyiv, with room rates starting at around \$200 per night. The hotel's revenue is generated through a variety of sources, including room bookings, food and beverage sales, and event bookings. The hotel's financial performance is influenced by factors such as occupancy rates, average daily rates, and competition from other luxury hotels in the city.

In terms of financial performance, the exact figures for Hilton Hotel Kyiv are not publicly available. However, Hilton Worldwide reported a total revenue of \$4.3 billion in 2020, a decrease of 54% compared to the previous year due to the impact of the COVID-19 pandemic on the hospitality industry. The company has also implemented cost-cutting measures and has sought to optimize its operations to improve its financial performance.

The analysis of the competitiveness advantage of the four hotel corporations was conducted; the data is added to Table 4.

Moreover, Quantitative analysis was conducted, based on the data introduced below. The analysis involves collecting and analyzing data through methods such as observation and document analysis. And since the organizational culture of a hotel plays a crucial role in determining its performance, the legitimacy can be reflected in economic terms as well. The economic comparison of Radisson Hotel Kyiv, Intercontinental Hotel Kyiv, Hyatt Regency, and Hilton Hotel Kyiv, was conducted (Table 5); and the following data points were considered:

1. The total revenue generated by each hotel in a particular year.
2. The percentage of total available rooms that are occupied by guests.
3. The average rate charged per room per day.
4. Revenue per available room
5. Gross operating profit (the total revenue minus the operating expenses).

It must be admitted that the data is relevant for December 2022; it is massively influenced by attacks on Kyiv, mostly on critical infrastructure made by the terrorist state ruzzia (the first such attack is dated October 10, 2022).

Overall, each of these hotel corporations has its own unique strengths and advantages that contribute to its competitiveness in the hospitality industry. The key to success is to continually innovate and adapt to changing consumer preferences and industry trends.

Each of the four hotel groups I mentioned has its own distinct organizational culture, which can be influenced by factors such as their brand identity, mission and values, leadership style, and organizational structure.

Moreover, each of these hotel groups has its own unique organizational culture, which can influence everything from the guest experience to employee morale and engagement. The key to success is to ensure that the company's culture aligns with its mission and values, and that employees are empowered to contribute to the company's success in meaningful ways.

CHAPTER 3. THE IMPACT OF ORGANIZATIONAL CULTURE ON MULTINATIONAL CORPORATIONS' PERFORMANCE

3.1 The interconnection between Organizational Culture and Employee Performance

Organizational culture is an important aspect of any multinational corporation's performance. A positive and strong organizational culture can lead to increased employee engagement, better communication, higher productivity, and ultimately, improved performance. On the other hand, a negative or weak organizational culture can lead to high employee turnover, low morale, and decreased productivity.

Multinational corporations operate in different cultural contexts and therefore, it is important to have a culture that is inclusive and adaptable. Organizations with a strong culture that is aligned with their goals and values can better attract and retain employees, as well as establish strong relationships with their customers and suppliers. In addition, a positive organizational culture can help multinational corporations navigate cultural differences and challenges in their global operations, leading to better decision-making and ultimately better performance [15].

However, the impact of organizational culture on multinational corporations' performance can vary depending on several factors, including the industry, size, and location of the organization. It is important for multinational corporations to continuously evaluate their organizational culture and ensure that it is aligned with their goals and values, as well as the cultural context in which they operate.

As a fact, the impact of organizational culture on multinational corporations' performance is significant and cannot be ignored. By creating a positive and strong organizational culture can improve employee engagement, productivity, and ultimately, their bottom line.

Organizational culture can have a significant impact on the performance of multinational corporations in several ways:

- *Employee motivation and engagement:* A strong and positive organizational culture can motivate and engage employees, leading to higher levels of productivity, lower turnover rates, and increased job satisfaction. This can be especially important for multinational corporations, which may operate in different cultural contexts and need to ensure that employees feel connected to the company's mission and values regardless of their location.
- *Communication and collaboration:* Organizational culture can influence the way that employees communicate and collaborate with each other. A culture that values transparency, inclusivity, and open communication can help to foster collaboration across different teams and locations, leading to better decision-making and problem-solving.
- *Adaptability and innovation:* multinational corporations often need to be adaptable and innovative in order to succeed in different markets and cultural contexts. A culture that values experimentation, risk-taking, and continuous learning can help multinational corporations to stay ahead of the curve and respond to changing market conditions.
- *Reputation and brand image:* Organizational culture can also have a significant impact on a company's reputation and brand image. A strong and positive culture can help to build trust with customers and other stakeholders, while a negative culture can damage a company's reputation and erode trust.

In other words, the impact of organizational culture on multinational corporations' performance is complex and multifaceted. Companies that prioritize building a strong

and positive culture are more likely to succeed in the long run, regardless of their industry or location.

Organizational culture and employee performance are closely interconnected. A positive and supportive organizational culture can motivate employees to perform at their best. When employees feel valued and supported, they are more likely to be motivated to take on new challenges, be more productive, and exceed expectations.

Also, positive organizational culture can also increase employee engagement, which is the level of emotional connection and commitment employees have to their work and the organization. Engaged employees are more likely to be committed to the organization's goals and values, which can lead to improved performance [18].

To add more, it improves employee satisfaction, which is the degree to which employees are content with their work and their workplace. Satisfied employees are more likely to perform well and stay with the organization for longer periods of time.

It can also promote employee well-being, which is the state of being healthy, happy, and fulfilled. When employees are supported and valued, they are more likely to experience positive emotions, which can improve their overall well-being and lead to better performance [9].

Overall, organizational culture can have a significant impact on employee performance. Companies that prioritize building a positive and supportive culture are more likely to have motivated, engaged, satisfied, and well-performing employees.

The Radisson Hotel Group has a strong organizational culture that emphasizes empowerment, accountability, and customer service. This culture is designed to create a positive and supportive work environment that fosters employee engagement, satisfaction, and performance.

The interconnection between organizational culture and employee performance in the Radisson Hotel Group can be seen in several ways:

- *Employee empowerment:* The Radisson Hotel Group encourages employee empowerment by giving employees the freedom to make decisions and take ownership of their work. This approach helps to motivate employees and improve their performance by giving them a sense of autonomy and responsibility.
- *Accountability:* The Radisson Hotel Group also emphasizes accountability, which is the degree to which employees take responsibility for their actions and outcomes. This approach helps to promote a culture of excellence and high performance by encouraging employees to take ownership of their work and strive for success.
- *Customer service:* The Radisson Hotel Group places a strong emphasis on customer service, which is the level of attention and care that employees provide to customers. This approach helps to improve employee performance by providing a clear focus and sense of purpose, as well as by creating a positive and supportive work environment that values customer satisfaction.
- *Continuous learning:* The Radisson Hotel Group also values continuous learning, which is the process of ongoing skill development and knowledge acquisition. This approach helps to improve employee performance by providing opportunities for growth and development, as well as by encouraging employees to stay up-to-date with the latest industry trends and best practices.

To sum up, the interconnection between organizational culture and employee performance in the Radisson Hotel Group is based on a shared commitment to excellence, customer service, and employee empowerment. By creating a positive and

supportive work environment that emphasizes these values, the Radisson Hotel Group is able to motivate and engage its employees, leading to improved performance and customer satisfaction.

3.2 Analysis of Organizational Culture and Strategic Alignment; the influence of strategic alignment in multinational corporations

Organizational culture and strategic alignment are closely connected concepts that have a significant impact on an organization's success. Organizational culture refers to the shared values, beliefs, and behaviors that shape the way employees work together and interact with customers and other stakeholders [6]. Strategic alignment refers to the degree to which an organization's goals, strategies, and operations are aligned with its overall mission and vision.

The connection between organizational culture and strategic alignment can be seen in several ways:

- *Culture shapes strategy:* Organizational culture can shape an organization's strategy by influencing its decision-making processes, priorities, and goals. A strong and positive culture can help to align an organization's strategies with its overall mission and values, leading to greater coherence and effectiveness.
- *Strategy shapes culture:* At the same time, an organization's strategy can shape its culture by setting priorities, goals, and expectations that shape the way employees work and interact with each other and customers. A well-aligned strategy can help to reinforce a positive culture and drive performance and success.

- *Communication and collaboration:* Organizational culture and strategic alignment are also connected through communication and collaboration. A positive culture that values open communication and collaboration can help to ensure that employees are aligned with the organization's strategic goals and objectives.
- *Change management:* Finally, organizational culture and strategic alignment are connected through change management. A strong and positive culture can help to support strategic changes by fostering trust, collaboration, and engagement among employees. Conversely, a poorly aligned culture can hinder strategic change by creating resistance and barriers to innovation.

Also, the connection between organizational culture and strategic alignment highlights the importance of creating a positive and supportive work environment that is aligned with the organization's overall mission and vision. By fostering a strong and positive culture that values open communication, collaboration, and strategic alignment, organizations can improve their performance and achieve greater success.

Organizational culture and strategic alignment are closely interconnected. Organizational culture refers to the shared values, beliefs, and assumptions that shape how employees think and behave within an organization. Strategic alignment refers to the degree to which an organization's goals, objectives, and strategies are aligned with its culture, structure, and processes.

When organizational culture and strategic alignment are in sync, the organization is more likely to achieve its goals and objectives.

Some of the ways in which organizational culture and strategic alignment are connected were gathered (Table 6).

In general, organizational culture and strategic alignment are closely interconnected. When an organization's culture and strategy are in sync, the organization is more likely to achieve its goals and objectives, and employees are more likely to be engaged, productive, and satisfied with their work.

Strategic alignment is crucial for the success of multinational corporations. Strategic alignment refers to the degree to which an organization's goals, objectives, and strategies are aligned with its culture, structure, and processes.

Moreover, strategic alignment is crucial for the success of multinational corporations. It helps these organizations to maintain global consistency, gain a competitive advantage, improve communication, be more flexible, and maintain a consistent corporate culture.

Strategic alignment is essential for the success of multinational corporations. Multinational corporations operate in different markets, cultures, and environments, and their success depends on their ability to align their goals, objectives, and strategies with local conditions.

And here are some ways in which strategic alignment can influence the performance of multinational corporations:

- *Local responsiveness:* Multinational corporations need to be responsive to local market conditions and customer needs to be successful. Strategic alignment helps multinational corporations understand and adapt to local conditions, which can help them better serve local customers and gain a competitive advantage.
- *Resource allocation:* Multinational corporations have limited resources, and they need to allocate these resources strategically to achieve their goals. Strategic alignment helps multinational corporations prioritize their resources

and investments, which can lead to better performance and improved outcomes.

- *Consistency:* Multinational corporations need to maintain consistency in their operations, brand identity, and customer experience across different markets. Strategic alignment helps multinational corporations ensure that their operations are consistent and that their brand identity and customer experience are maintained across different markets.
- *Risk management:* Multinational corporations face a range of risks when operating in different markets, including political, economic, and cultural risks. Strategic alignment helps multinational corporations manage these risks by ensuring that their strategies and operations are tailored to local conditions and that they are prepared for potential risks and challenges.

The strategic alignment is essential for the success of multinational corporations. It helps multinational corporations adapt to local market conditions, allocate their resources strategically, maintain consistency across different markets, and manage risks effectively. By aligning their strategies with local conditions, multinational corporations can improve their performance and achieve their goals more effectively.

If we take Radisson Hotel Group as an example, it is a multinational corporation that operates in various countries around the world. The company's success depends on its ability to align its strategies with local conditions and maintain a strong organizational culture across all its operations. Here are some ways in which organizational culture and strategic alignment influence the performance of Radisson Hotel Group:

- *Local responsiveness:* Radisson Hotel Group needs to be responsive to local market conditions and customer needs to be successful. The company's organizational culture and strategic alignment help it understand and adapt to local conditions, which can help it better serve local customers and gain a competitive advantage.
- *Resource allocation:* Radisson Hotel Group has limited resources, and it needs to allocate these resources strategically to achieve its goals. The company's organizational culture and strategic alignment help it prioritize its resources and investments, which can lead to better performance and improved outcomes.
- *Consistency:* Radisson Hotel Group needs to maintain consistency in its operations, brand identity, and customer experience across different markets. The company's organizational culture and strategic alignment help it ensure that its operations are consistent and that its brand identity and customer experience are maintained across different markets.
- *Risk management:* Radisson Hotel Group faces a range of risks when operating in different markets, including political, economic, and cultural risks. The company's organizational culture and strategic alignment help it manage these risks by ensuring that its strategies and operations are tailored to local conditions and that it is prepared for potential risks and challenges.

Radisson Hotel Group's organizational culture is focused on a set of core values, including respect, integrity, and service. The company's strategic alignment is based on its commitment to providing exceptional customer service and delivering high-quality

experiences to its guests. This alignment helps the company maintain consistency across its operations and maintain its competitive advantage in the hospitality industry.

In general, organizational culture and strategic alignment are crucial for the success of Radisson Hotel Group. The company's organizational culture helps it maintain a strong sense of identity and purpose, while its strategic alignment helps it adapt to local market conditions, allocate resources effectively, maintain consistency across different markets, and manage risks effectively. By aligning its strategies with local conditions and maintaining a strong organizational culture, Radisson Hotel Group can continue to improve its performance and achieve its goals.

Strategic alignment is an important factor in the success of Radisson Hotel Group, as it helps the company achieve its goals and objectives by aligning its operations with its overall strategy. Here are some ways in which strategic alignment influences the performance of Radisson Hotel Group:

- *Improved focus:* By aligning its strategies and operations, Radisson Hotel Group can focus its efforts on achieving its goals and objectives, which can lead to better performance and outcomes.
- *Resource allocation:* Strategic alignment helps Radisson Hotel Group allocate its resources effectively to achieve its goals. By aligning its resources with its strategy, the company can ensure that it is investing in areas that are critical to its success.
- *Improved decision-making:* Strategic alignment helps Radisson Hotel Group make better decisions by ensuring that its decisions are aligned with its overall strategy. This can help the company avoid decisions that may be detrimental to its goals and objectives.

- *Increased efficiency:* Strategic alignment can help Radisson Hotel Group improve its efficiency by ensuring that its operations are aligned with its strategy. This can help the company reduce waste and improve productivity, which can lead to improved performance and outcomes.
- *Improved innovation:* By aligning its strategy with its operations, Radisson Hotel Group can foster innovation and develop new products and services that meet the needs of its customers. This can help the company maintain a competitive advantage in the hospitality industry.

In conclusion, strategic alignment is critical to the success of Radisson Hotel Group. By aligning its strategies with its operations, the company can improve its focus, allocate its resources effectively, make better decisions, improve efficiency, and foster innovation. This can help the company maintain its competitive advantage in the hospitality industry and achieve its goals and objectives.

In order for Radisson Hotel Group to succeed in the highly competitive hospitality industry, it's critical that the company achieves strategic alignment. This means that the company's strategies, goals, and objectives are aligned with its operations, processes, and resources.

By achieving strategic alignment, Radisson Hotel Group can improve its focus and clarity, ensuring that everyone in the organization is working towards the same goals and objectives. This can help the company allocate its resources effectively, making sure that they are being used in the most productive and efficient manner.

Strategic alignment also enables the company to make better decisions. By aligning its strategies with its operations, the company can ensure that decisions are based on a comprehensive understanding of the organization's goals and objectives, as well as the

resources and capabilities available.

Additionally, strategic alignment can improve efficiency and foster innovation. By streamlining processes and focusing resources, Radisson Hotel Group can optimize its operations and identify opportunities for improvement and innovation.

Maintaining a competitive advantage in the hospitality industry is critical for Radisson Hotel Group, and achieving strategic alignment is an important tool for doing so. By aligning its strategies with its operations, the company can stay ahead of competitors and meet the needs and expectations of its customers.

3.3 The innovations of the Organizational Culture: creativity, experimentation, and risk-taking

Innovation is a critical aspect of organizational culture as it drives growth and success in today's fast-paced business environment. Creativity, experimentation, and risk-taking are key components of a culture that promotes innovation.

- **Creativity:** Creativity is the ability to come up with new ideas and solutions to problems. In an innovative culture, creativity is encouraged and celebrated. Employees are given the freedom to think outside the box, and new ideas are welcomed, regardless of their origin.
- **Experimentation:** Experimentation is the process of testing new ideas and approaches to see what works and what doesn't. An innovative culture encourages experimentation, and employees are given the freedom to try new things without fear of failure. The results of experimentation are used to inform future decisions and drive innovation.

- **Risk-taking:** Risk-taking is the willingness to take chances and pursue new opportunities, even if they are uncertain or potentially risky. In an innovative culture, risk-taking is encouraged and celebrated. Employees are given the freedom to take risks and pursue new opportunities, knowing that failure is a natural part of the innovation process.

These three aspects of organizational culture work together to drive innovation. Creativity generates new ideas and approaches, experimentation tests these ideas to see what works, and risk-taking allows the organization to pursue new opportunities and push the boundaries of what is possible.

Innovative organizations that promote creativity, experimentation, and risk-taking are better equipped to adapt to changing market conditions, respond to new challenges and opportunities, and ultimately achieve success in their industries.

Innovation is a key driver of organizational success and growth, and organizational culture plays an important role in fostering a culture of innovation. Creativity, experimentation, and risk-taking are three key components of an innovative organizational culture.

Creativity involves the generation of new and innovative ideas that can lead to new products, services, or processes. A culture that values creativity provides employees with the freedom to think outside the box and encourages them to share their ideas with others. This can lead to the development of new and innovative solutions that can help the organization remain competitive and adapt to changing market conditions.

Experimentation involves testing new ideas or processes in a controlled environment to see if they are viable. A culture that encourages experimentation allows employees to take risks and try new things without fear of failure. This can lead to the development of new and innovative products, services, or processes that can help the organization remain competitive.

Risk-taking involves taking calculated risks that can lead to new opportunities or innovations. A culture that values risk-taking encourages employees to take risks and provides them with the support they need to do so. This can lead to the development of new products, services, or processes that can help the organization remain competitive and adapt to changing market conditions.

The innovative organizational culture that values creativity, experimentation, and risk-taking can help organizations remain competitive and adapt to changing market conditions. By fostering a culture that encourages these behaviors, organizations can develop new and innovative solutions that can help them achieve their goals and objectives.

Creativity can have a significant influence on an organization's culture. A culture that values and encourages creativity can create an environment where employees are motivated to think outside the box, take risks, and develop innovative solutions. When employees feel supported and encouraged to be creative, they are more likely to feel engaged and motivated in their work, leading to higher levels of job satisfaction and retention.

Furthermore, creativity can help organizations differentiate themselves from their competitors by developing unique products, services, or processes. This can lead to increased brand recognition, customer loyalty, and market share. By fostering a culture of creativity, organizations can stay ahead of the curve and adapt to changes in the marketplace.

Overall, a culture of creativity can have a positive impact on an organization's culture by promoting employee engagement and motivation, differentiation from competitors, and adaptability to changing market conditions.

The creativity of a company influences its organizational culture because it fosters an environment that encourages innovation, experimentation, and risk-taking. Creativity is the foundation of innovation and it is the driving force behind the development of new products, services, and processes that can help a company stay competitive and

adapt to changing market conditions.

An organizational culture that values creativity provides employees with the freedom to think outside the box, encourages them to share their ideas, and provides them with the resources and support needed to turn those ideas into reality. This can lead to a culture of innovation, where employees feel empowered to take risks, experiment with new ideas, and develop new solutions to old problems.

When employees feel valued for their creativity and innovative ideas, it can also improve job satisfaction and employee engagement. This can lead to a positive work environment where employees are motivated to do their best and contribute to the success of the company.

In fact, creativity is essential to the development of an innovative and successful organizational culture. By valuing creativity and providing employees with the freedom to explore new ideas, companies can foster a culture of innovation that can help them remain competitive and achieve their goals and objectives.

The example here might be SNAP: a multiphase, multiyear project that required careful shepherding by Radisson Hotel Group business units and presales personnel to justify each step, preserve momentum, create the system's vision, and meet financial expectations. This shepherding involved not only keeping various stakeholders apprised of progress, but also actively proselytizing the vision within the RHG organization to build support for it.

At first, the project only involved the business unit and didn't need help from the formal IT department of the parent company. This helped to save money and allowed the project to continue until the formal IT development processes were needed for the system rollout (Figure 3).

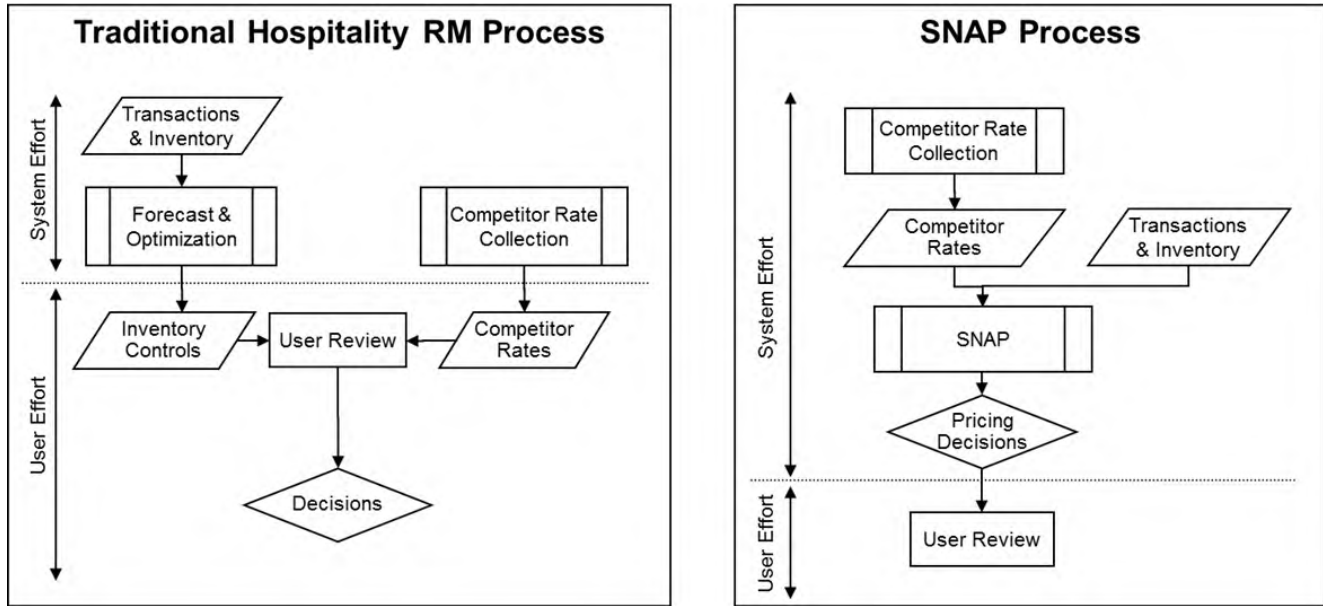


Figure 3: Comparison between a Traditional Hospitality RM Process and SNAP Process

Experimentation influences the organizational culture of a company by encouraging a mindset of continuous learning and improvement. In an experimental culture, employees are encouraged to test new ideas, methods, and processes to find better ways of doing things.

An organizational culture that values experimentation provides employees with the opportunity to try out new ideas, learn from their successes and failures, and iterate on their findings. This can lead to a culture of continuous improvement where employees are constantly learning and adapting to new challenges.

Experimentation also encourages risk-taking, which is an essential component of innovation. When employees are allowed to take risks and experiment with new ideas, they are more likely to come up with innovative solutions to problems.

Additionally, an experimental culture can lead to improved decision-making. When employees are encouraged to experiment and test ideas, they are more likely to make informed decisions based on real-world data and experience.

Overall, an experimental culture can help a company stay ahead of the competition by

fostering a culture of innovation, continuous learning, and risk-taking. It can also lead to improved employee engagement and job satisfaction, as employees are given the opportunity to explore their creativity and contribute to the success of the company.

Experimentation is an essential aspect of organizational culture because it encourages employees to try out new ideas, approaches, and processes. When a company values experimentation, it creates an environment where employees are not afraid to take risks and try new things. This can lead to more efficient and effective ways of doing things, which can ultimately lead to better business outcomes.

When employees are encouraged to experiment, they are more likely to find new and innovative solutions to problems. This can lead to a culture of continuous improvement, where the company is constantly striving to improve its products, services, and processes.

Moreover, experimentation can also foster a sense of empowerment among employees, as they are given the freedom to take risks and try out new ideas. This can lead to higher levels of job satisfaction and engagement, as employees feel valued and empowered to make a positive impact on the company.

In summary, a culture of experimentation can help a company to stay innovative and adaptable, as well as empowering employees to take ownership of their work and contribute to the success of the company.

Risk-taking is an important aspect of organizational culture because it encourages employees to take calculated risks in pursuit of new opportunities and ideas. When a company values risk-taking, it creates an environment where employees feel empowered to take ownership of their work and pursue new and innovative ideas.

When employees are encouraged to take risks, they are more likely to think creatively and come up with new solutions to problems. They are also more likely to take on new challenges and try new approaches, which can lead to improved performance and better business outcomes.

Moreover, a culture of risk-taking can help a company to stay ahead of its competitors and take advantage of new opportunities in the market. By encouraging employees to take risks, the company can become more adaptable and responsive to changes in the market, which can ultimately lead to long-term success.

However, it's important to note that risk-taking should always be balanced with appropriate risk management strategies. A company should encourage employees to take risks, but also provide them with the necessary resources, training, and support to manage those risks effectively.

So, a culture of risk-taking can help a company to foster innovation and adaptability, as well as empowering employees to take ownership of their work and pursue new opportunities. However, it's important to manage those risks effectively to ensure long-term success.

Risk-taking is an essential aspect of organizational culture because it can lead to innovation, growth, and success. When a company values risk-taking, it creates an environment where employees are encouraged to take calculated risks and pursue new opportunities. This can lead to breakthrough ideas, new markets, and improved business outcomes.

When employees are empowered to take risks, they are more likely to come up with new ideas and approaches. This can lead to a culture of innovation, where the company is constantly seeking out new ways to improve its products, services, and processes. Moreover, taking risks can also lead to increased employee engagement and motivation, as employees feel valued and empowered to make a positive impact on the company.

Radisson Hotel Group has implemented several innovations to foster a culture of creativity, experimentation, and risk-taking. Here are some examples:

Radisson Hotel Group's "Think Planet" initiative: This is a sustainability program that focuses on reducing the company's environmental impact. The initiative has led to several innovations, such as the installation of energy-efficient lighting, water-saving

fixtures, and waste reduction programs. The program demonstrates the company's commitment to innovation and risk-taking to drive positive change.

Radisson Hotel Group's "Hospitality School": The company offers a training program called Hospitality School that provides employees with the skills and knowledge needed to succeed in the hospitality industry. The program is a creative solution to the industry-wide challenge of finding and retaining talent. By investing in employee training, Radisson Hotel Group is fostering a culture of innovation and experimentation.

Radisson Hotel Group's "Guest Experience Index": This is a data-driven program that measures guest satisfaction and feedback across all Radisson Hotel Group properties. The program uses data analytics to identify areas for improvement and innovation. By using data to drive decision-making, the company is fostering a culture of experimentation and risk-taking.

Overall, these examples demonstrate how Radisson Hotel Group has fostered a culture of innovation by implementing programs that encourage creativity, experimentation, and risk-taking. By investing in sustainability, employee training, and data analytics, the company is constantly seeking new ways to improve its operations and drive positive change in the industry.

CONCLUSIONS AND PROPOSALS

In conclusion, the specifics of organizational culture in multinational corporations are complex and require careful attention to various cultural dimensions, such as values, beliefs, communication, and leadership. Multinational corporations need to establish a strong organizational culture that promotes inclusivity, innovation, and strategic alignment to ensure that they can adapt to different cultural contexts and achieve their goals.

The case study of Radisson Hotel Group illustrates how a multinational corporation can leverage its organizational culture to gain a competitive advantage in the hospitality market. The company's strong commitment to values, such as integrity and respect, and its focus on employee empowerment, innovation, and risk-taking have enabled it to create a unique brand identity and build a loyal customer base.

Moreover, during the pre-defense of my Thesis, I got several recommendations on how to improve my work. The following adjustments were done:

1. Reviewed the list of tasks for the Thesis; it was extended to 7 task per work, including economic data.
2. Was conducted the Quantitative analysis of the reviewed hotels, based on the data relevant on December 2022.
3. Additional sources were addressed; the list of References was extended to 45 references.
4. The Thesis was restructured ; all the tables (6) were moved to Annexes.

To improve their organizational culture, multinational corporations can adopt various strategies, such as cross-cultural training, promoting diversity and inclusion, and aligning their values and goals with those of the local culture. It is also essential for multinational corporations to ensure that their organizational culture aligns with their overall business strategy, and that they constantly evaluate and adjust their culture to meet the evolving needs of their stakeholders.

Overall, the success of multinational corporations depends on their ability to build a strong organizational culture that fosters innovation, inclusivity, and strategic alignment. By doing so, these corporations can not only achieve their business objectives but also contribute to the economic and social development of the countries in which they operate.

The organizational culture of a multinational corporation is a complex system that influences the company's performance, strategic alignment, and employee behavior. Multinational corporations need to pay close attention to the specifics of their organizational culture to ensure that it aligns with their overall business strategy and values.

Organizational culture plays a crucial role in shaping the behavior and attitudes of employees, affecting their motivation, job satisfaction, and productivity. A positive and strong organizational culture can drive innovation, creativity, experimentation, and risk-taking, leading to better business outcomes.

Multinational corporations face additional challenges in maintaining a consistent organizational culture across different geographic locations and cultural contexts. Companies need to consider cultural differences and adapt their organizational culture to local conditions to ensure that it is effective and aligned with the company's values.

Proposals:

1. Conduct a comprehensive analysis of the company's existing organizational culture and identify areas for improvement. This analysis should take into account the company's values, strategic goals, and the specific cultural context of each geographic location.
2. Develop a clear and consistent communication strategy to ensure that employees understand the company's values and how they are reflected in the organizational

culture. This strategy should include regular training sessions, workshops, and other forms of communication to reinforce the company's values and ensure that they are integrated into daily business operations.

3. Foster a culture of innovation, creativity, experimentation, and risk-taking by implementing programs that encourage employees to come up with new ideas and solutions. This can include initiatives such as innovation labs, idea contests, and other programs that reward employees for their creativity and ingenuity.
4. Adapt the organizational culture to local conditions and cultural differences. This can include modifying the company's management practices, communication styles, and HR policies to ensure that they align with local cultural norms and expectations.

In summary, this study has shown that despite the fact that multinational corporations nowadays are very diverse and multicultural indeed, there is still a lot of work to be done in terms of establishing and developing organizational culture. Multinational corporations must be ready for fostering a culture of innovation, creativity, experimentation, and risk-taking, since these actions will definitely lead to positive business outcomes and achieve long-term success in a global marketplace.

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ANNEXES

Table 1: SWOT Analysis of the Radisson Hotel Group

<p>Strengths:</p> <ul style="list-style-type: none"> - Strong brand recognition and reputation in the hospitality industry - Wide range of hotel brands catering to different market segments - Diversified geographic presence across over 100 countries and territories - Strong focus on sustainability and corporate social responsibility 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Dependence on third-party booking channels for revenue generation - High competition in the hospitality industry resulting in pricing pressure - Overdependence on certain markets, which can lead to revenue fluctuations
<p>Opportunities:</p> <ul style="list-style-type: none"> - Expansion into new geographic markets such as emerging economies in Asia and Africa - Embracing technology to enhance customer experience and operational efficiency 	<p>Threats:</p> <ul style="list-style-type: none"> - Economic downturns leading to lower demand for hotel services - Increasing popularity of sharing economy platforms such as Airbnb

<ul style="list-style-type: none">- Diversification into complementary businesses such as leisure and travel services	<ul style="list-style-type: none">- Political instability in certain regions resulting in decreased tourism and travel.
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Table 2: Assessment of Ukraine in Terms of Hofstede's Framework

The dimension	The outcome
<i>Power distance</i>	Ukraine has a relatively high power distance, which means that there is a significant level of respect for authority figures and hierarchy in organizations. This is reflected in the hospitality industry, where there is a clear chain of command and employees tend to follow the directives of their superiors.
<i>Individualism vs. collectivism</i>	Ukraine is considered to be a collectivist culture, which means that there is a strong emphasis on the importance of family and community. This is reflected in the hospitality industry, where there is a focus on building relationships with customers and creating a sense of community within the hotel.
<i>Masculinity vs. femininity</i>	Ukraine is considered to be a relatively masculine culture, which means that there is a greater emphasis on assertiveness, competition, and material success. This can be reflected in the hospitality industry, where there is a focus on providing high-quality services and

	amenities to guests in order to create a competitive advantage.
<i>Uncertainty avoidance</i>	Ukraine is considered to have a moderate level of uncertainty avoidance, which means that there is a level of tolerance for ambiguity and risk-taking. However, there is also a desire for clear rules and regulations. In the hospitality industry, this can be reflected in the need for clear policies and procedures for employees to follow.
<i>Long-term vs. short-term orientation</i>	Ukraine is considered to have a short-term orientation, which means that there is a focus on immediate results and gratification. This can be reflected in the hospitality industry, where there is a focus on providing instant gratification to guests through high-quality services and amenities.

Table 3: Implementation of Business Strengths in Radisson Hotel Group

Advantage	Description
<i>Strong brand recognition</i>	Radisson Hotel Group has a well-established brand with a strong reputation for quality service and guest experience. This helps the company attract and retain customers, particularly those who value consistency and reliability.
<i>Diversified portfolio</i>	Radisson Hotel Group has a diversified portfolio of brands, including Radisson Blu, Radisson Collection, Radisson RED, and Park Inn by Radisson, among others. This allows the company to cater to a wide range of customer segments and markets, and to adapt to changing market conditions and trends.
<i>Global reach</i>	Radisson Hotel Group operates in more than 110 countries, with over 1,400 hotels and resorts worldwide. This global reach provides the company with economies of scale, as well as access to a wide range of markets and customer segments.
<i>Innovative technology</i>	Radisson Hotel Group has invested in innovative technology to enhance guest experience and operational efficiency. For example, the company has introduced a mobile app that allows guests to check-in

	and access hotel services, as well as a revenue management system that helps optimize pricing and inventory management.
<i>Sustainable practices</i>	Radisson Hotel Group has a strong commitment to sustainability, with a focus on reducing its environmental footprint and supporting local communities. This can help the company appeal to customers who value sustainability and social responsibility.
<i>Innovation</i>	A strong organizational culture that encourages innovation and creativity can lead to the development of new products and services that meet customer needs and differentiate the company from its competitors. This can result in a competitive advantage that is difficult for competitors to replicate.
<i>Customer focus</i>	A strong organizational culture that prioritizes customer satisfaction can help a company build strong customer relationships and loyalty. This can lead to repeat business, positive word-of-mouth recommendations, and a reputation for high-quality service that can be difficult

	for competitors to match.
<i>Operational efficiency</i>	A strong organizational culture that promotes continuous improvement and operational efficiency can lead to cost savings, improved productivity, and better utilization of resources. This can help a company offer competitive pricing and maximize profits, while also maintaining high levels of quality and service.
<i>Employee engagement</i>	A strong organizational culture that values and supports employees can result in high levels of employee engagement, motivation, and productivity. This can lead to lower turnover rates, better customer service, and a positive company culture that attracts and retains top talent.

Table 4: Comparison of the Well-Known Hotel Chains in Terms of Their Competitive Advantage

Hotel Group (Kyiv city)	Competitiveness Advantage
<i>Radisson Hotel Group</i>	<p>Radisson Hotel Group has a strong brand image and global presence, with over 1,100 hotels in 100 countries. The company has a diverse portfolio of hotel brands, including Radisson Blu, Radisson Collection, Park Plaza, and Park Inn, which allows them to cater to a variety of customers. Radisson also has a reputation for providing exceptional customer service and innovative amenities, such as its Radisson Rewards loyalty program and mobile app. In terms of competitiveness, Radisson's strength lies in its brand reputation and ability to cater to a wide range of customers.</p> <p>Radisson Hotel Group places a strong emphasis on customer service, innovation, and teamwork. The company encourages its employees to be creative and take ownership of their work, while also fostering a collaborative environment where teamwork and communication are highly valued. Radisson's culture is also characterized by a commitment to sustainability and</p>

	social responsibility.
<i>Hyatt Regency</i>	<p>Hyatt Regency is known for its luxury hotels and resorts, with over 900 properties in 65 countries. The company's focus on quality service and attention to detail has earned it a reputation as one of the top luxury hotel brands in the world. Hyatt also has a strong commitment to sustainability and social responsibility, which has helped to differentiate it from its competitors. In terms of competitiveness, Hyatt's strength lies in its luxury brand image and commitment to sustainability.</p> <p>Hyatt Regency is known for its culture of excellence, with a focus on quality service and attention to detail. The company encourages its employees to strive for excellence in everything they do, while also valuing diversity, inclusion, and teamwork. Hyatt's culture is also characterized by a commitment to sustainability and social responsibility, with a focus on minimizing the company's environmental footprint and making a positive impact in the communities where it operates.</p>
	Hilton Hotel Group is one of the most

Hilton Hotel Group

well-known and respected hotel brands in the world, with over 6,500 hotels in 119 countries. The company's portfolio includes a wide range of brands, including Hilton, Waldorf Astoria, and DoubleTree, which allows them to cater to a variety of customers. Hilton is also known for its exceptional customer service and innovative amenities, such as its Hilton Honors loyalty program and digital key feature. In terms of competitiveness, Hilton's strength lies in its strong brand reputation and ability to cater to a wide range of customers.

Hilton Hotel Group is known for its culture of hospitality, with a focus on delivering exceptional customer service and creating memorable guest experiences. The company encourages its employees to be passionate about their work and to go above and beyond to exceed guest expectations. Hilton's culture is also characterized by a commitment to innovation and sustainability, with a focus on leveraging technology to enhance the guest experience and reducing the company's environmental impact.

<p><i>Intercontinental Hotel Group</i></p>	<p>Intercontinental Hotel Group (IHG) is one of the world's largest hotel companies, with over 6,000 hotels in over 100 countries. The company has a diverse portfolio of hotel brands, including InterContinental, Crowne Plaza, Holiday Inn, and Kimpton, which allows them to cater to a wide range of customers. IHG is also known for its innovative technology, such as its IHG Connect program, which provides guests with seamless connectivity during their stay. In terms of competitiveness, IHG's strength lies in its global presence and ability to cater to a wide range of customers.</p> <p>Intercontinental Hotel Group (IHG) values diversity, inclusion, and teamwork, with a strong focus on building relationships and delivering exceptional customer service. The company's culture is characterized by a commitment to innovation and technology, with a focus on leveraging technology to enhance the guest experience. IHG also places a strong emphasis on sustainability and social responsibility, with a focus on reducing</p>
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	the company's environmental impact and supporting local communities.
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Table 5: Comparison of the Well-Known Hotel Chains on the Major Business Results

<i>Hotel Name</i>	<i>Revenue</i>	<i>Occupancy Rate</i>	<i>ADR</i>	<i>RevPAR</i>	<i>GOP</i>
<i>Radisson Hotel Kyiv</i>	<i>\$94,464</i>	<i>97%</i>	<i>\$150</i>	<i>\$145.5</i>	<i>\$855,536</i>
<i>Intercontinental Hotel Kyiv</i>	<i>\$108,52</i>	<i>90%</i>	<i>\$300</i>	<i>\$270</i>	<i>\$107,420</i>
<i>Hyatt Regency</i>	<i>\$134,738</i>	<i>98%</i>	<i>\$200</i>	<i>\$196</i>	<i>\$133,388</i>
<i>Hilton Hotel Kyiv</i>	<i>\$112,65</i>	<i>93%</i>	<i>\$250</i>	<i>\$232.5</i>	<i>\$107,351</i>

Table 6: How Strategic Alignment is Connected with Organizational Culture.

The example of strategic alignment	The way of connection with organizational culture
<i>Shared values and beliefs</i>	<p>When an organization's culture is aligned with its strategy, its values and beliefs will be consistent with its goals and objectives. This makes it easier for employees to understand and embrace the organization's strategy, which can lead to improved performance and better outcomes.</p>
<i>Employee engagement</i>	<p>When employees feel a strong connection to the organization's culture and strategy, they are more likely to be engaged in their work. This engagement can lead to better performance, improved productivity, and a greater sense of satisfaction and well-being.</p>
<i>Communication</i>	<p>When an organization's culture and strategy are aligned, communication is more effective. Employees will be more likely to understand the organization's goals and objectives, and they will be better able to communicate their ideas and concerns to management.</p>

<i>Change management</i>	<p>When an organization's culture and strategy are aligned, it is easier to implement changes and make adjustments to the organization's direction. Employees will be more willing to embrace change and adapt to new strategies, which can lead to improved performance and better outcomes.</p>
<i>Global consistency</i>	<p>Multinational corporations often have operations in multiple countries and regions. Strategic alignment ensures that the organization has a consistent approach to achieving its goals and objectives across all of its operations, regardless of location.</p>
<i>Competitive advantage</i>	<p>Strategic alignment can give multinational corporations a competitive advantage by ensuring that the organization is focused on the right goals and objectives, and that its resources are being used effectively to achieve them.</p>

<p><i>Improved communication</i></p>	<p>Strategic alignment can improve communication within multinational corporations by ensuring that all employees are working toward the same goals and objectives. This can lead to better collaboration, more effective decision-making, and improved outcomes.</p>
<p><i>Flexibility</i></p>	<p>Multinational corporations often face complex and rapidly changing business environments. Strategic alignment can help these organizations be more flexible and adaptable by ensuring that they have a clear understanding of their goals and objectives, and that their strategies are aligned with those goals.</p>
<p><i>Corporate culture</i></p>	<p>Strategic alignment can help multinational corporations maintain a consistent corporate culture across all of their operations. This can help to ensure that employees in different locations feel connected to the organization and its values, which can lead to better performance and higher levels of employee engagement.</p>