

pattern to individuals, and creating a vibrant and engaging culture is a life-long journey one with great rewards.

Conclusion. Corporate culture is challenging, multidimensional, and often difficult story to deal with; a company's cultural situation constitutes a powerful set of emotional resources. As is the case with other resources — human, technological, financial — it is incumbent upon leaders to strive to get the most value out of it.

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FACEBOOK'S CORPORATE CULTURE

Анотація. В статті розглянута корпоративна культура компанії Facebook. Корпоративна культура передбачає визначення основних цілей компанії, аналіз її внутрішньої організації та виявлення базових чинників, що є запорукою успіху компанії.

Ключові слова: корпоративна культура, Facebook, культурні комунікації, персонал компанії, місія, внутрішня політика компанії, найважливіші характеристики.

Abstract. The article deals with the issue of the corporate culture of Facebook. Corporate culture determines the main objectives of the company, analysis of its internal organization and identifies the basic factors that are key to company's success.

Key words: corporate culture, Facebook, cultural communication, staff, mission, internal policy of the company, most notable characteristics.

Background. Facebook is a well-known company with highly progressive methods of corporate motivation and astonishing business results. The question is what characteristics are most remarkable for successful innovation process. To find the answer we have to figure out the company's philosophy and corporate mission.

Exposition of the basic material. First thing to know is that Facebook, which was famously founded by college students, still does not want to be a place where people are defined by what is already on their résumé. It has a culture that inherently believes that you do not have to have a huge amount of experience to be able to do big things. Secondly, the Facebook's headquarters influence the company's culture and working process very much. The floors are still bare cement; girders and vents remain exposed. Staffers, as before, are encouraged to write on walls. Everyone — CEO Mark Zuckerberg and COO Sheryl Sandberg included — works at tables in open spaces. Thirdly, employee referral program is really strong in Facebook. People send their best former colleagues to the company, or the people who were in their class that they always thought were really great. The next and maybe the most tangible sign of Facebook's culture — at least to visiting outsiders — is the inspirational signage on its walls, most of which involves slogans encouraging staffers to regard their work as important to the world, experiment early and often, and empathize with the needs of Facebook users.

Considering all of the above mentioned, Facebook Inc. describes its corporate culture as a *hacker culture*, which pushes employees to strive for improvement. Such improvement focuses on Facebook's mission and vision statements to emphasize making the world more connected. The company applies its organizational culture as a tool for supporting business resilience and competitiveness. Human resources are developed and maintained through training that ensures talent and skills for the company's aims in creativity and innovation for its social media business.

The following characteristics are the most notable in Facebook's organizational culture:

- Rewards creative problem solving and decision-making
- Boldness
- Openness
- Speed
- Continuous improvement

Rewards Creative Problem Solving and Decision-Making. Facebook values creative problem solving and decision-making, which are embodied in the company's organizational culture. This feature of the corporate culture pertains to the ability of employees to generate unusual ideas that enhance Facebook's social networking website and related offerings. Rewards are provided through recognition, incentives and other forms that motivate workers to be more creative in contributing to the business.

Boldness. Facebook's organizational culture facilitates boldness in employees' activities. This cultural feature aims to maximize the company's flexibility in addressing business issues. The company benefits from this cultural characteristic in terms of minimizing the negative effects of problems encountered in the social media business.

Openness. Openness significantly influences Facebook's corporate culture. This cultural feature highlights the importance of effective and efficient internal communications. For example, Facebook has systems in place to facilitate dissemination of information critical to solving problems. In addition, Facebook's organizational culture facilitates openness in terms of minimizing restrictions on employees' activities. Through this characteristic of the organizational culture, Facebook Inc. supports employees' problem solving abilities to enhance the company's social networking website and online advertising services.

Speed. Facebook has the ability to easily respond to trends and changes in users' preferences. This ability is partly based on employees' speed in responding to problems in the social media business. Such speed is a significant feature of Facebook's organizational culture. The company believes that it is essential for its human resources to rapidly react to new needs in the market.

Continuous Improvement. Facebook has an organizational culture that facilitates continuous improvement. The company adheres to the principle that improvement is a never-ending process. Facebook encourages its small teams to continuously iterate products. This cultural feature provides opportunities for the company to regularly evaluate its social networking website and related products.

Furthermore, Facebook offers, as do many similar companies, lots of food, stock options, open office space, on-site laundry, a focus on teamwork and open communication, a competitive atmosphere that fosters personal growth and learning and great benefits.

Yet, Facebook has the same struggles as similar companies: a highly competitive industry leads to a sometimes stressful and competitive workplace. Additionally, a free and organic organizational structure that worked for the smaller organization is less successful for the larger one.

Eventually, to meet these challenges, Facebook has created conference rooms, has separate buildings, lots of outdoor roaming space for breaks and has management (even CEO Mark Zuckerberg) working in the open office space alongside other employees. It's an attempt at a flat organizational culture using the buildings and space itself to promote a sense of equality among the competition.

Conclusion. Talking about the norms of the Facebook's corporate culture which could be followed by Ukrainian businessmen, it should be noted that there is much of support for flexibility, especially in rapidly addressing issues and problems in the social media business. Another advantage is that the culture facilitates Facebook's continuous improvement, which is essential in the context of online social networking, as the online environment changes rapidly. However, a possible disadvantage of this organizational culture is the difficulty in strictly implementing new mandates that impose limits on employees' activities. This is so because Facebook's workers are accustomed to a corporate culture where they are empowered to flexibly do their jobs.

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THE SECRET OF MICROSOFT'S SUCCESS

Анотація. У даній статті висвітлено основні характеристики специфічної корпоративної культури корпорації Microsoft, що дозволяє великим і малим, формальним і неформальним структурним підрозділам компанії відчувати себе єдиним організмом, який може цілеспрямовано і послідовно вирішувати всі проблеми на шляху до спільної мети.

Ключові слова. Корпоративна культура, корпорація Microsoft, основні характеристики, інновації, розуміння проблем клієнтів.

Abstract. This paper focuses on the main characteristics of the Microsoft Corporation's pronounced and very specific corporate culture, that allows large and small, formal and informal structural units of the company feel like a single organism, that can purposefully and consistently resolve all the problems on the way to a common goal.

Key words. Corporate culture, Microsoft Corporation, main characteristics, innovations, responsiveness to customers' concerns.

Introduction. If you asked people to rate the world's most successful technology company is, most would say Apple. Others might say Google. However, for others, it would be Microsoft because, while at any given time the fortunes of an enterprise can wax and wane, Microsoft has maintained a superior business for over three decades in virtue of its corporate culture, innovative solutions and original products.

The purpose of this article is to highlight the main characteristics of the Microsoft Corporation's corporate culture and to give a piece of advice for managers of Ukrainian companies.