

R&D-Report

Business Practice in Ukraine 2019 Ukrainian business and economic outlook: a growth detected

Veronika Vakulenko (ed.)

Nord University
R&D-Report no. 53
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Business Practice in Ukraine 2019

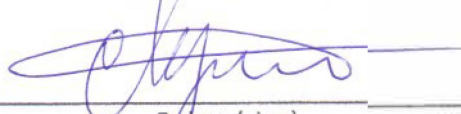
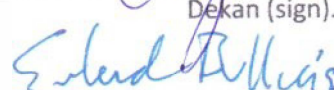
Ukrainian business and economic outlook: a growth detected

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Summary: Written in the manner of a scientific diary, this report summarizes the study trip to the capital of Ukraine, the city of Kyiv, made by a group of Master of Science students from the Management Control specialization at the Nord University Business School, Bodø, Norway. The visit took place between 21 and 28 September 2019.	Keywords: Ukraine, business, management, administration, public sector, reforms, field visit, master students, report	

Executive summary

Written in the manner of a scientific diary, this report summarizes the study trip to the capital of Ukraine, the city of Kyiv, made by the group of Master of Science students from Management Control specialization at the Nord University Business School, Bodø, Norway. The visit took place between 21 and 28 September 2019.

Among this visit's key objectives was to develop students' understanding of the features of management and administration in alternative business environments, as well as to become acquainted with the particularities of public sector reforms. The goals of the course were to:

- Connect theoretical knowledge with practical comprehension of Ukrainian governmental and business realities;
- Establish a cross-cultural vision on management control practices, financial management and internationalization strategies;
- Strengthen Norwegian-Ukrainian cooperation in education and business;
- Increase student mobility from Norway to Ukraine;
- Form a positive image of Ukraine.

Taras Shevchenko National University of Kyiv is a partner university in Ukraine which kindly agreed to host the lectures and provided assistance during the course.

Overall, the goals of the trip were achieved: students formed a positive attitude to the welcoming country and received valuable experience from different perspectives: educational, practical and cultural.

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1. Travel to Kyiv and the Sunday tour

Saturday, 21.09

The group of five Master students from Nord University Business School commenced their trip to Ukraine on Saturday. The students were in their second year of the Master of Business programme and belonged to Management control specialization.

	Name	Specialization
1	Peder Vean Eiden	Management Control
2	Lasse Robertsen	Management Control
3	Siri Pedersen	Management Control
4	Even Furdal Wold	Management Control
5	Ida Mari Lillevoll	Management Control

The students arrived to Kyiv quite late in the evening. The bus was waiting and headed the group directly to the Ibis City Center hotel. Similar as the last year, small bags with snacks and water were prepared for each students and were left in their rooms. Before the trip, several questionnaires had been distributed among the group to identify students' preferences in accommodation, food and ideas for how they would like to spend their free time. Reflecting the answers of the majority, the students were accommodated in the hotel located near to the city centrum.

Sunday, 22.09

The Sunday was a free day for students and the group decided to travel to Chernobyl. The private tour was booked in advance via local travel agency. The students were acquainted with safety instructions prior to the tour and were once more informed by an English-speaking guide, who followed the students throughout the journey.

The reason why the students chosen this activity for their free day was probably conditioned by the popularity of Golden Globe winning HBO mini-series "Chernobyl", which appeared on screens in spring 2019. Filmed in a genre of historical drama, the



Near the welcoming sign to Chernobyl city

series bring back to the nuclear plant disaster, which occurred in April 1986 on Northern part of Ukraine (which at that time was the Ukrainian Soviet Socialist Republic).

During the tour, the students saw a decontaminated Red Forest – place of the first and worst radioactive fall-out; the abandoned town of Pripyat populated by 50 thousand people before the evacuation; saw from the distance the Chernobyl nuclear power plant, the Sarcophagus and a fire station at the plant, from which the first crew arrived to extinguish fire after explosion. The guide told several stories of the people, who were affected the disaster and how they responded to it. Additionally, the guide explained the importance of the efforts of firefighters as the first responders to the catastrophe, volunteers, and teams of miners tasked with digging a critical tunnel under Reactor 4.



Abandoned house in Prip'yat

This tour was in a way a flashback, when a chain of multiple events brought to a dramatic damage to the people and nature. Knowing and remembering the past, can serve as a good example for modern and future generations about how dangerous and devastating human actions might be.

2. A vibrant start of the week

Monday, 23.09

Introductory part at the university

After a quick breakfast at the hotel, the students were transferred to the Faculty of Economics, Taras Shevchenko National University of Kyiv. Let the busy and intriguing week begin! For a detailed schedule of the Business Practice see Attachment 1.

The day started with welcoming speeches from the faculty from Taras Shevchenko National University of Kyiv and Nord University Business School. After the introductory speeches, both Norwegian and Ukrainian students presented their research project ideas.

We were also lucky to get a lot of feedback on our ideas from the attendants at the meeting (Lasse Robertsen, MSc student)

After productive discussions of research ideas, the students had quick lunch at the university canteen and after continued their day with excursion to the museum of the welcoming university.

Acquaintance with Taras Shevchenko National University of Kyiv

Taras Shevchenko National University of Kyiv¹ has a long history starting from 1834. The main (red) building of the university, which captures all its remarkable past, is located in the old part of the city. Specifically there, the group of Norwegian students was invited to explore the roots of the university's life.



*The main entrance of The Red Building (main campus)
Taras Shevchenko National University of Kyiv*

The university is named after Taras Shevchenko – famous Ukrainian poet, prose writer, painter and playwright of the 19th century, who was a major figure in the Ukrainian national revival. In 1847, Shevchenko was punished by exile and compulsory military service for writing his poems.

Nowadays, the university is listed in the top 500 universities of the world. Comprising 13 faculties and eight institutes, the university also has a number of other faculties, including: a Ukrainian Studies Centre, a Geological and Zoological Museum, a Museum of the History of the University, an Interfaculty

¹ The link to the university's official webpage is: <http://www.univ.kiev.ua/en/>

Museum of Linguistics, an informatics centre, an astronomical observatory, a publishing and reprographics unit called "Kyiv University", and the Maksymovych Academic Library.

During the excursion, students found out more about the active international positioning of the university. Taras Shevchenko National University of Kyiv currently has bilateral partnership agreements with 227 foreign educational and scientific institutions from 57 countries. Around 180 foreign academics and lecturers visit the university annually to collaborate in research, attending conferences and giving guest lectures. Each year more than 1500 lecturers, researchers and students travel abroad.

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Given the university's growing focus on internationalization, this institution has recently become more attractive to foreign students. Thanks to the programmes taught in Russian and English, at present, more than 900 foreign students are enrolled at the university.

Welcome dinner: the taste of modern Ukrainian cuisine

After the excursion, the students took a chance to have a short walk around the city centrum, have a quick bite in one of the closest restaurants, and then headed to the hotel to get prepared for the dinner.

The dinner venue was located at Kanapa restaurant, which is located in the legendary part of Kiev, in the preserved wooden building of the 19th century with a stone hall. The restaurant specializes in modern Ukrainian cuisine and all dishes are made from local organic ingredients. During the dinner, the students had



Before entering Kanapa restaurant

a chance to try the most popular Ukrainian dishes, such as varenyky, deruny and famous chicken kiev, and enjoy a huge selection of local crafted beers.

3. Apples, information technologies and evening reception at the Embassy

Tuesday, 24.09

Fertile Ukrainian gardens and degustation of apples

The Institute of Horticulture of the National Academy of Agrarian Sciences of Ukraine is the leading research institution for fruit trees cultivation in Ukraine. The Institute was founded in Kyiv in 1930, and since then developed a wide network of regional research hubs.

Since its creation, the Institute's has developed approximately 300 cultivars of fruit and small fruit crops, created over 100 recipes of local non-alcoholic drinks and other processing products with the increased content of biologically active substances and improved storage technologies for fruits under conditions of controlled atmosphere and stores with artificial cooling.

First, the group was guided through the apple farm, where they could observe beautiful fruit trees. The Institute is constantly strives to develop new environmentally friendly technologies of pome and stone fruit crops cultivation by using high-productive dwarf seminal and vegetatively propagated rootstocks, large-fruited winter-hardy disease-resistant cultivars, new methods of trees formation and pruning in order to ensure their high stable yield.



The tour around the apple garden

After the tour around the garden, the group was guided to the meeting room. The students heard about the main activities of the Institute, technologies, which enable mechanization of horticulture, plant protection and nursery. But most important was that the students were able to taste themselves the organic products, which the Institute produced.



Ukrainian apple tasting

The visit started with a guided tour around the garden. We got to both see and taste some of produced fruits. Of course, not all the fruits were ripe at this time of the year, but still it was really exciting to see how everything works in practice. (Peder Vean Eiden, MSc student)

@ Itera – Norwegian IT company that creates digital business

The next scheduled visit was to a famous Norwegian company – Itera, which operates in the Ukrainian IT-market and possesses major competency tools in communication, technology and innovation.

Currently Itera operates in Norway, Sweden, Denmark, Iceland, Slovakia and Ukraine with around 500 employees spread across the offices. The group delivers innovative solutions and services to about 20 countries, including all Nordic countries. The core sectors of the company are banking and insurance, public services, healthcare, retail and utilities.

Itera has been among Norway's 25 most innovative companies across industries, according to *Innovasjonsmagasinet*.

Recognizing the need for hiring enough resources to meet high market demands and to secure flexibility for customers, Itera opened its first nearshore office in the capital of Ukraine in 2008.



Excursion around Itera's office

As the Ukrainian office has been recently relocated, thus driving students had a chance to take a glimpse to a picturesque Podil district. The group was warmly welcomed by Yulia Malich, Public Projects manager in the lobby. After getting to Itera's reception, the group was welcomed by Igor Mendzebrovski, CEO of Itera's offices in Ukraine and Slovakia. Igor guided the group around the new office. He introduced students to the working routines, showed meeting rooms and guided to a chill-out space, where everyone could enjoy a cup of warm coffee and tea with some Ukrainian delights.

...we saw offices with Norwegian flags and the famous Freia milk chocolate on the bench. We felt really welcomed, and it was evident that the cooperation between Norway and Ukraine is important for Itera. (Peder Veian Eiden, MSc student)

After a short welcome coffee, the group proceeded to the room. Igor was very opened and encouraged students to interact. He invited everyone to talk about themselves, their interests and ask couple of questions, which could be interesting for them to know about the company. Everyone we engrossed in conversation, the topics discussed were on:

- how to build successful partnerships;
- management principles and practices, which we implemented;
- human capital development;
- Ukraine as an IT destination country – key facts and figures.



At Itera's office in Kyiv

The summarizing presentation by Yulia focused on Itera’s current and future plans. In fact, Itera was the first Nordic vendor, which implemented Binding Corporate Rules to enable intra-organizational transfers of personal data internationally according to the EU Data Protection Law.

Reception at the Royal Norwegian Embassy

Tuesday afternoon was reserved for an official reception of the group at the Royal Norwegian Embassy. At 18:30, the guests were invited to the residence of Norwegian Ambassador, located in the heart of old Kyiv. All students were invited to sign in the guestbook. And after entering the hallway, they were warmly welcomed by Ole Terje Horpestad, the current Norwegian Ambassador in Ukraine and Belarus, and his wife.

The ambassador gave an introductory speech, in which he described the embassy’s tasks in Kyiv. The primary task of the embassy, according to the ambassador, is to represent and maintain the interests of Norway and the Norwegian nation in Ukraine and to promote Norwegian-Ukrainian cooperation. Further, the ambassador and the counselors gave an introduction to the background of the current political situation in Ukraine and the position regarding the military conflict located on Ukraine’s eastern border.



*The Norwegian-Ukrainian cooperation in action.
With the Ambassador of Norway, representatives of cooperating universities and
master students from Norway and Ukraine*

After the introductory speeches, everyone enjoyed a mouthwatering light dinner in Norwegian style. Norwegian students mingled with the ambassador and the counselors, as well as with Ukrainian students, who were going to study at Nord University during the spring semester 2020.

We got the opportunity to speak with people involved into this cooperating project. Ukrainian students, professors, the ambassador and all the other people involved into this project gladly took time talking to us. We felt really welcomed and we will remember this visit for the rest of our life. Getting the opportunity to represent Norway and Nord University in this setting was such an amazing experience, and something we will never forget. (Peder Vean Eiden, MSc student)

The students were informed that the Royal Norwegian Embassy in Kyiv, and most of the other Norwegian embassies and consulates, are offering students, every semester, a unique opportunity to become an intern at one of the many worldwide foreign stations and to gain great insight into Norway's interests abroad.

4. Ukrainian public and business sector developments

Wednesday, 25.09

Introduction into Ukrainian economic, social and political background

Located in Eastern Europe (though having the geographic centre of Europe² in its western territories) Ukraine is a democratic, sovereign, independent and social state, with a semi-parliamentary, semi-presidential system and has separate legislative, executive, and judicial branches. Executive power is shared by the government and the president, whereas legislative power lies with the Ukrainian parliament.

After the fall of the USSR, Ukraine declared its independence on 24 August 1991. The first years of transition were challenging, since several difficult tasks, because building own political, economic and defence systems were on the top of agenda. The Constitution of Ukraine was approved in 1996.

According to the Constitution, the President of Ukraine is the head of state and a guarantor of civil and human rights, territorial integrity, freedoms, and national sovereignty. The president is elected by the citizens of Ukraine every five years. The Parliament is the single legislative body in Ukraine, which consists of 450

² This depends on the way how the borders of Europe are defined.

deputies, elected every five years by Ukrainian citizens. The highest body of the executive power is the Cabinet of Ministers of Ukraine, headed by the Prime Minister.

Currently the government of Ukraine has set ambitious aim towards economic growth. This ambition requires multiple reforms to be conducted, among current focus areas are: decentralization, anti-corruption measures, healthcare and education, privatization, energy efficiency and agricultural reforms.

That is why, it was decided that students would benefit from visiting one of the most active non-governmental organisations (NGOs) - the Reanimation Package of Reforms (RPR), whose experts will provide an explicit overview for the students of the process and achievements of Ukrainian reforms.

Conversations with gurus of reforms

RPR is a coalition of non-government organizations of Ukraine that have united their efforts to facilitate and implement the reforms in Ukraine. RPR coordinates more than 80 NGOs and around 20 expert groups in order to develop, promote and control the process of reforms' implementation in Ukraine. The constant priorities of RPR are related to reforms in the judiciary, anti-corruption, decentralization, financial management, public administration, law enforcement agencies and election law.

Founded in spring 2014, after the revolution of Dignity, RPR formed main reforms' trajectories, together with its team of experts and social stakeholders. This initiative included drafts of laws and argumentation to implement those laws. At the moment, RPR has developed road maps in different sectors for the reforms, constituting the major share of the new reforms suggested in the Parliament.

At the office of RPR, students were warmly welcomed by Vasyl Babych, the head of International relation department. Vasyl and colleagues from RPR gave an extensive overview of the current state of reforms in Ukraine and explained the role of RPR in this process. RPR combines the role of an active stakeholder, who provides suggestions for the reforms, with that of a pressure group on the government to implement the reforms. The challenges that RPR currently faces concern, but not limited to anti-corruption and civil service reforms, as there are many civil servants who are still influenced by remains of Soviet structure of authority, and the newer generation trapped in those vertical authority structures.

Several achievements in reforms implementation might be credited to RPR. These include: reform of healthcare funding, the judiciary system and anti-corruption measures. However, RPR's initiatives do not always succeed; there are some challenges, for instance, with reforms of the public administration service, especially law



At the office of Reanimation Package of

enforcement agencies. Nevertheless, the RPR team continues to work and puts effort into promoting and implementing numerous reforms in the near future.

For us, the visit was very interesting because we have not heard much about how the Ukrainian government is run and what challenges the country is facing today, even though the Soviet Union fell apart almost 30 years ago. (Even Furdal Wold, MSc student)

The focus of RPR is also developed on development of international relations. RPR puts significant effort into developing connections and promoting achievements internationally by:

- arranging meetings between RPR experts and foreign high-level officials both in Ukraine and abroad;
- promoting participation of RPR representatives in international conferences, study trips and seminars;
- ensuring participation of international partners in the public events of RPR and the activities of the member organizations of the coalition;
- conducting diplomatic breakfasts dedicated to reforms implementation;
- informing international partners on a regular basis regarding the progress of key reforms through the distribution of weekly updates ;
- development and publication of analytical data on Ukraine's reform achievements;
- partnership with foreign media.

Visit to iHUB

iHUB is a joint Ukrainian-Norwegian project launched to support and develop business focused on technologies. The Norwegian Ministry of Foreign Affairs supported the creation of iHUB. The hub located in Kyiv is the headquarter of the network. Regional branches were also opened in Lviv, Vinnitsa and Kishinev (Moldova).

During our visit, we have learned a lot about entrepreneurial skills and the value of coming up with new ideas. It was interesting to see how the people work from inside and how facilities are used by local entrepreneurs on a daily basis. Since the Norwegian ministry of foreign affairs is supporting the center, it was interesting to see how the hub is used and the value it gives for facilitating creation of businesses initiatives. (Even Furdal Wold, MSc student)

iHUB Kyiv is an A+ class co-working space in the very center of Kyiv and is opened 24/7. Besides creation of start-ups, the hub became a knowledge-sharing place hosting lectures and master classes on regular occasions. The iHUB Kyiv occupies around 1600 m² in a historic house on the Khreshchatyk street. The hub is created for multiple occasions, it has 190 workplaces, 7 conference rooms for negotiations, two conference rooms, 6 recreation areas, 11 separate rooms for teams and 4 rooms for training.



At iHUB with Dmitriy Pogorelov, the founder

5. Norwegian fish companies' success in Ukraine and increasing popularity of local crafted beers

Thursday, 26.09

Visit to the Egersund Seafood store

Egersund Seafood is one of the largest fish producers in Norway and it has its long history dated from 1921. Factories of Egersund located all over Norway which allow us to produce a wide range of products and export it to 35 countries. The company's first fish supply to Ukraine took place in 1996.

Egersund Seafood in Ukraine delivers fish products without intermediaries. This means that the company controls all processes - catching, processing, transporting and selling. This allows to maintain the quality standards on a persistently high level.

This year the group of students was invited into the first Egersund store, which was opened in Kyiv. Upon arrival, students were met by Sergii Lysiuk, Director of Egersund Seafood, who passionately told the story of the company's establishment and growth in Ukraine. Sergii started from explaining the choice of the interior design, which is performed in white-blue colours, representing purity of the sea. Then he introduced the company's profile, which is a leading producer of pelagic fish products for individual consumption and an important supplier of essential ingredients in all kinds of fish- and animal feed: protein concentrate, fish meal, and fish oil. Products exported to Ukraine are sold exclusively in their own outlets.



The presentation by Sergii, Director of Egersund Seafood

When it comes to quality management, the company prioritizes the freshness of raw materials, which in turn requires assurance quality during the whole process. The products are delivered twice a week by plane, thus avoiding salting or freezing. This is crucial for fresh and raw products that Egersund

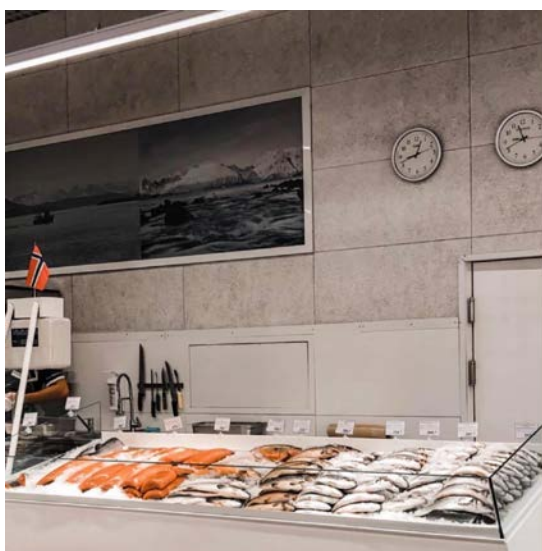
uses in sushi, so the quality of such sensitive dishes is always of a high level.

After an interesting introduction from Sergii, Alexandr Pogosov, manager at Egersund Seafood store, continued with an excursion around the store. Alexandr showed several stations, each being as a small individual department in the spacious store. First, the students saw the caviar and fish station, where numerous types of fish and caviar were displayed on ice. Special attention was given to caviar, as a very sensitive product. In order to avoid using enzymes and antibiotics, the caviar is not sold in cans. Egersund brings the caviar, which was blast frozen immediately after salting on fishing grounds to keep the natural taste. Before selling it is defrosted at temperatures 0°-4° C, and sold during a period which does not exceed 72 hours. The next station, was barrels with slated fish. In the store they offer different species of herring and mackerel, salted in different ways. For example, besides the classic recipe fish and salt, they add such natural ingredients as fennel, juniper berries or lemon zest.



The ice station with exclusive Bluefin tuna

Next, a recently added cold room is a specially designed room to avoid partial melting or defrosting of fish skin. The temperature there is always maintained at the 9°C or less, which provides perfect conditions for fishes, shrimps, and mussels to be stored in open containers. Finally, the group was guided through gastronomic/culinary station, where they saw a wide selection of seafood gastronomic products prepared in multiple ways: seaweed salad, marinated seafood, sushi, sandwiches and warm station with grill. This deliciousness woke the appetite among all the participants.



Walking around the stations at Egersund store

So at the end of the presentation, students were friendly invited for lunch provided by Egersund Seafood. On this occasion the most quality sensitive product was served – delicious sushi, traditional fish soup and a sandwich.

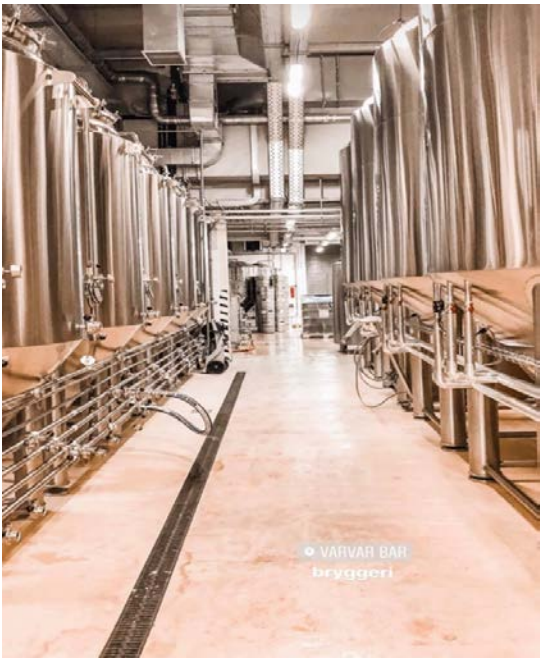
The Varvar brewery with a selection of crafted beer

The next stop was Varvar brewery. The company has founded in 2015 from scratch. The several people sharing the

same idea collaborated in creating a handcrafted brewery in Kyiv at the premises of the former lumber house. The manager met the students and guided them around the factory and explained important details of the technical process of the brewing.

This [the tour] was very interesting, and we got to see how the whole process of brewing beer, from the actual brewing of the beer, to the process of bottling and packaging. (Siri Pedersen, MSc student)

Core range beers counts for 14 types of beers. The most famous are: Golden Ale (creamy-headed texture and softly glowing), the bronze winner at International Beer Challenge 2017, 2018; and Milk Stout (the mix of oats, rye malt, caramel and dark roasted barley malts gives the beer a rich chocolaty taste), the bronze winner all three contests: International Beer Challenge 2019, World Beer Idol 2019; International Beer Challenge 2017 and Country Winner WBA 2017. In addition, Varvar brevery offers a variety of experimental beers with unusual tastes and limited series to satisfy the most exclusive beer lovers.



The brewing process

After the tour around the brewery, students proceeded to the tasting room for a food paring experience. They tasted four different types of beer, taco, light savoury dishes from fish and dried meat, and chocolate fondant for dessert. Each type of beer had to be combined with a suitable dish. The guide explained the differences between the beverages, showed how to fill glasses, explained what kind of glasses go with the different kinds of beer, how to check whether the beer is of good quality and how the beer should be consumed.



Beer tasting and food paring

6. The final day: the jewellery factory and the program summary

Friday, 27.09

The art of jewellery production

The last company on the students' list was Kyiv Jewellery Factory, which is currently a leader among jewellery manufacturers in Ukraine. It was founded in 1936 as a semi-handicraft production – a watch repair and jewellery restoration workshop. Since its foundation, the experience and traditions of preceding masters was saved and at the same time a constant improvement of a production technologies enabled the factory to become one of the largest commercial and industrial complexes in Ukraine. Currently the factory produces almost half of all domestic jewellery products aiming at reaching the products' highest quality.

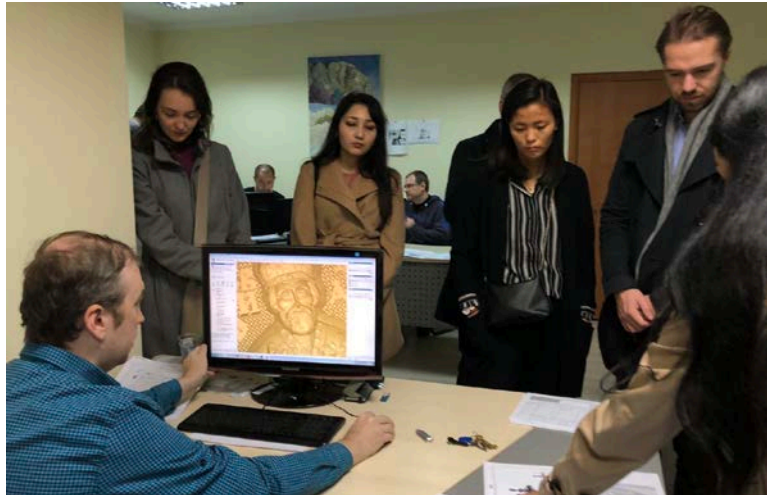
One of the designers, who worked at the factory, met the group and showed how the processes are organized inside. The jewellery line of the factory counts for over 5 thousand items. Every month, the masters of the factory update it by 50%. Today, Kyiv Jewellery Factory is among the largest producers of jewellery for the mass consumption on Ukrainian market.

The company is leading in the development of new technologies and materials. For example, due to the use of the latest equipment, chain-knitting workshop has significantly outpaced all its competitors in terms of production productivity. However, the on that day, the production line was stopped due to financial inventory and accounting procedures. Instead, the designer guided students around several departments showing how the work was done manually.



The jewellery master working on a future piece of art

The first department students visited was the designers' workshop. There, jewellery masters work manually or with digital software on PC. The next department was the prototype department, where prototypes of the products were made by using 3D printer or manual "sculpturing" of prototypes. After the design was completed, the last step was behind adding the details. The next department was decorative, where the diamonds, other stones and details were assembled.



Showing how to design on a PC

...we were amazed how detailed the process was and that the process is a very labour intensive. Many of us imagined the dominance of manufacturing, but now we understood how much human work is behind various products. (Ida Mari Lillevoll, MSc student)

The last department the group visited was polishing and flushing. There, the products were prepared for shipping to the stores.

After this visit we found out that no matter in which industry and what you sell, there is always a need for economists. The impression we are left with after the visit is that everything is done in detail and properly and that this is a company that is serious about the economy, considering that they stop all production to get all the financial aspects in place before continuing. (Ida Mari Lillevoll, MSc student)



The golden earrings ready to be displayed in a store

Closing the programme and final dinner

Last but not least, the students were invited to the main building of Taras Shevchenko National University of Kyiv for a closing ceremony for the Business Practice programme in Ukraine, which was also combined with graduation ceremony of the first double degree Ukrainian master students, who studied on the double program with specialization on public sector economy at Taras Shevchenko National University of Kyiv and Nord University during 2017-2019.

Recognizing the Norwegian-Ukrainian cooperation on the highest institutional level, such important figures from Taras Shevchenko National University of Kyiv were presented on the ceremony and held the speeches: Volodymyr Buhrov, Professor, Vice-rector of Education and Research; Anzhela Ignatuyk, professor, Dean of the Faculty of Economics, Igor Lytyuy, professor, the Head of the Department of Finance.

From Nord University, Anatoli Bourmistrov, professor, the Head of Department of Economic Analysis and Accounting and Veronika Vakulenko, PhD student attended the ceremony. Afterwards, the certificates were awarded to the Norwegian students and Ukrainian students



Norwegian students with their certificates for completing the program

received MSc diplomas from Nord University.



The faculty and the first group of graduates of the double degree program established by Nord University and Taras Shevchenko National University of Kyiv

The last planned activity for Friday was a farewell dinner, where the students as well as several project participants could relax and communicate with each other. This time the dinner was served by a cosy restaurant of Crimean-tatar cuisine Musafir. The guests were served delicious salads and traditional bread with humus. For the main everyone enjoyed



Delicious starters during the final dinner

while enjoying the meal, the students were told about the history and culture of Crimea, the origins of tatarian cuisine and the importance of this land as a part of Ukrainian nation.

7. From Kyiv to Bodø, returning home

Saturday, 28.09

The time flew and now a week program in Kyiv was over. This trip was an interesting combination of educational, practical and social activities. The students developed their understanding of the Ukrainian context of doing business and noticed that there is a great potential for the growth and development of Ukrainian economy. The students heard about the national reform strategies and evidenced successful results of Norwegian-Ukrainian cooperation activities. At the same time, students learned more about the history of Ukraine and became acquainted with its spiritual heritage, traditions, national life and cuisine.

8. Attachments

Separately:

- BPU programme
- Students' reports



PROGRAM¹

Business Practice in Ukraine 2019

Ukrainian business and economic outlook: a growth detected

Saturday, 21.09	Arrival accommodation at Ibis Kiev City Center Hotel (address: Taras Shevchenko Boulevard 25, Kiev, Ukraine)
Sunday, 22.09	Free day // Excursion (departure time 09:30)

Monday, 23.09	
10.00 – 10.15	Opening by Professor Igor Lyutyy, the Head of Finance department, Economic Faculty, Taras Shevchenko National University of Kyiv
10.15 – 10.30	Brief introduction about learning objectives of the trip by Professor Anatoli Bourmistrov, Nord University Business School
10.30 – 11.30	Short presentation of students' POPP ideas
11.30 – 12.00	Lunch at University Canteen
12.30 – 14.30	Excursion to KNU museum and botanical garden
19.00	Welcome dinner (place – tba)

Tuesday, 24.09	
09.00 – 10.45	Visit to the “Apple” garden
11.45 – 13.00	Visit to Itera
18.30	Reception at the Royal Norwegian Embassy

Wednesday, 25.09	
10.00 – 11.30	Visit to an NGO Reanimation Package of Reforms
12.00 – 12.40	Lunch in the city centre
13.00 – 15.00	Visit to Kyiv City Administration (iHub)

Thursday, 26.09	
12.30 – 13.30	Visit to Egersund seafood store and restaurant
	Lunch with Egersund
14.30 – 16.00	Visit to Varvar brewery

Friday, 27.09	
09.00 – 11.00	Visit to Kyiv Jewellery Factory
12.00 – 13.00	Closing the program, handing out certificates
19.00	Final dinner (place – tba)

Saturday, 28.09	Departure
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¹ Please, note the program might be changed due to occurred circumstances.

Monday 23.09.19

by Lasse Robertsen

The first official day of our business practice in Ukraine started with visiting the Economic Faculty at the Taras Shevchenko national university of Kyiv. We left Ibis Hotel at 09.00 in the morning and had a morning coffee in the cafeteria at the University. Thereafter we went to the Ukrainian-Norwegian Center of International Education, which was a dedicated room for the Ukrainian and Norwegian cooperation. Once arriving here, we met some of the students that had the course “Risk management and internal audit” together with us at Nord University in Bodø the semester before.



Igor Lyutyty opened the meeting by welcoming us to Ukraine. Thereafter all the Norwegian students presented their ideas for their POPP. We were also lucky to get a lot of feedback on our ideas from the attendants at the meeting. In addition, one of the Ukrainian students presented her ideas for future work in regard of her master thesis, and there were also some students that discussed some of their ideas.

After the meeting was finished, we drove to the main building of the university. This building is a very big and bright red building and it really stands out in the surrounding area. Walking around the historical building, we got so see how big it was compared to our university. We had a tour around the museum of the history of the university. The museum contained a lot of pictures, old school uniforms, old furniture from offices etc.

We then had a walk from the university to the Fomin Botanical Garden where we were guided by a nice lady, and one of the Ukrainian students, Tamara, translated for us. After looking at the different plants, we were went to another museum and heard about all the famous botanists and also the history of this botanical garden.

When we left from the botanical garden at around 4 o'clock, and we were quite hungry. We went together with some of the Ukrainian students to an Italian restaurant in the area to have a small snack and a chat with them before heading back to the hotel to change clothes for the evening plans.

In the evening, we were invited to the welcome dinner at Kanapa restaurant. We chose to take an Uber Van from the hotel to the restaurant, and luckily, we left the hotel early, because there was quite heavy traffic this evening. At the dinner, we met central persons in the cooperation between Norway and Ukraine, professors from Nord, and also Veronika Vakulenko, who was the one that planned the trip. The restaurant served traditional Ukrainian cuisine, which we thought was nice to be able to experience. Something that I found very exciting is that I got served a green beer which was made of nettles.



After a delicious meal and dessert in combination with good company, we chose have a look around in the area of the restaurant. Even though it was Monday, there were quite a lot of people both out in the streets but also in the restaurants and bars. We found a place to sit at for a while before taking an Uber back to the hotel to get some sleep before the next day.

Tuesday 24.09.19

by Peder Vean Eiden

On Tuesday, the 24th of September, the students were invited to visit two companies during daytime. First, they visited the Institute of Horticulture of the National Academy of Agrarian Sciences, also known as the Apple Garden. After the Apple Garden, the students visited the IT company – Itera. Furthermore, the students had some spare time to explore the city, and to get ready for the big evening. For the evening, the students were honoured to attend the reception at the Royal Norwegian Embassy in Kiev.



Visit to the Apple Garden

Early Tuesday morning the students left the hotel, heading to the Apple Garden. It is a research institution, studying different types of fruits and berries. In Ukraine they are a leading research institution in this branch. Trying to put word on how big The Apple Garden is, when it comes to production, technology and number of

researchers we can use some statistics. They are producing around 300 different types of fruits and small fruit crops. Both Ukrainian cultivars and cultivars from other countries. Being able to produce all these types, the institute uses over 100 different technologies. Also, the research that have been done have led to over 200 graduates theses.

The visit started with a guided tour around the garden. We got to both see and taste some of produced fruits. Of course, not all the fruits were ripe at this time of the year, but still it was exciting to see how everything works in practice. We also learnt about some of numerous technologies used to produce fruits as smooth as possible. After the sightseeing, our guide took us inside to a conference room. There we got to meet one of the main persons behind all the products they are developing. He told us about the products and their production. As an example, they had to test around 20 different types of carrots before they found the perfect combination to one of the juices. Thus, the products they made are not a simple result of a coincidence. We tried different kinds of delicious juices.

The Apple Garden makes a lot out of their different cultivars. It is not all about selling ripe fruits. Here every inch of the different cultivars is researched to make sure they will be used as good as possible. They are continuously experimenting with methods, to see how the fruits grow in the best way possible. As our guide said: "The fruits we make is not necessary the final product. They can as well be a resource for making an even more wonderful products." The visit showed us how much something "as simple as" fruits can be a big business.

Visit to Itera

After the visit to the Apple Garden, we jumped into the car travelling to our next destination. This was a Norwegian IT company Itera, which also operates in the Ukrainian IT market. We started the visit with a guided tour around their office. It was easy to see the connection they had with Norway, but also all other countries around in Europe. We saw different departments and some of their customers. In the end of the tour, we were surprised of noticing familiar names, like IF and Santander. In addition, we saw offices with Norwegian flags and the famous Freia milk chocolate on the bench. We felt really welcomed, and it was evident that the cooperation between Norway and Ukraine is important for Itera.

After the introduction, we had a presentation about the company. We learnt more about how they work, how they cooperate with other companies around the Europe and their thoughts about the future. The employees of Itera were all very good speakers. They included all the students in the conversation, and they answered all questions from the students. After the presentation was over, we went for some sightseeing and lunch together with some of our local friends.



Visit to the Royal Norwegian Embassy in Kiev

When we headed back to the hotel from our lunch and sightseeing, it was all about dressing up for the big night at the Royal Norwegian Embassy in Kiev. The students were excited about this new experience, since none of them had ever visited an embassy before. Well dressed and ready the students travelled to the Embassy.

At the Embassy, the students were met by a lovely host. From the very first second all the students felt welcomed. We got the opportunity to speak with people involved into this cooperating project. Ukrainian students, professors, the ambassador and all the other people involved into this project gladly took time talking to us. We felt really welcomed and we will remember this visit for the rest of our lives. Getting the opportunity to represent Norway and Nord University in this setting was such an amazing experience, and something we will never forget. The evening was filled with many good speeches, delicious food and drinks, and of course many friendly conversations. The welcoming host made this possible, and we are thankful we had an opportunity to visit them. After the visit, we went out to have a talk with the Ukrainian students we met at the Embassy, before going back to the hotel to get ready for an interesting next day.



Wednesday 25.09.19

by Even Furdal Wold

Visit to the Reanimation Package of Reforms

After a nice evening both at the Embassy and later on cultural exchange with the local students, the day started with a visit to the Reanimation Package of Reforms, which is an association of multiple organizations working to change the political landscape in Ukraine towards a more market-oriented economy through reforms. There have been many protests from the people lately, and they want to use the energy to create irreversible reforms to help the economy grow and cooperate and trade more with the rest of the world.

The speakers told us about Ukrainian history and phases the country had been through since the fall of the Soviet Union in 1991. We learned about the different changes they have gone through and how the situation is today with corruption and bribes still being performed without much consequences.

For us, the visit was very interesting because we have not heard much about how the Ukrainian government is run and what challenges the country is facing today, even though the Soviet Union fell apart almost 30 years ago.



Visit to iHUB

After a delicious lunch where we all ate Chicken Kiev at a nearby restaurant, we visited iHUB. iHUB stands for innovation hub and works as a meeting point and office space for many entrepreneurs and startups. They can rent office space, and new startups without any capital can also use the facility for free. It contains a huge open space of seats and some closed meeting rooms and small telephone booths for people to use when in a phone call. They also had a relaxation area for people to have a nap during long working days and a couple of big rooms for conferences and other occasions. The whole complex is situated in an old building right in the center of the city, so the location is perfect.

The purpose behind iHUB is to encourage people to establish new companies and give them support and supply office space in the first phases of work. We had a nice talk with one of the managers about similarities and differences between Norway and Ukraine and learned a lot about Ukrainian entrepreneurship. During our visit, we have learned a lot about entrepreneurial skills and the value of coming up with new ideas. It was interesting to see how the people work from inside and how facilities are used by local entrepreneurs on a daily basis. Since the Norwegian ministry of foreign affairs is supporting the center, it was interesting to see how the hub is used and the value it gives for facilitating creation of businesses initiatives.



Thursday 26.09

by Siri Pedersen

Egersund Seafood

Since the Ministry of Finance could not receive us as planned, we had the opportunity to sleep a little longer today, which the whole class appreciated after a hectic week so far. Our program started with pick-up at the hotel at 11.30 am, and we then headed for Egersund seafood. We arrived around 12.15 pm, and were met by the director of Egersund Ukraine. He gave us some general information about the company, when and how they started, and how they operate today.

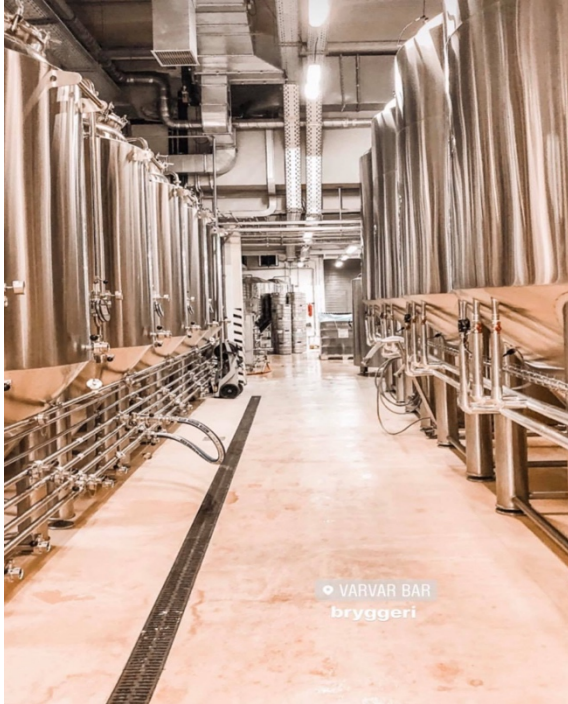


After a brief introduction from the director, we got a tour around the store by one of the employees, who had been with the company since they started. He guided us through the various stations in the shop, which consisted of a station for fresh fish, a cold room for frozen fish, a station where customers could make their own salad, and a station with sushi and various sandwiches. Along this tour, we were presented with facts about processes and how the various stations operate on a daily basis.

After the tour around the store, we got an exclusive lunch. It consisted of fish soup, two types of sushi and a sandwich. Delicious!

Varvar brewery

Next, we headed off to Varvar brewery, which was a short drive away. Here we were met by an employee at the brewery who briefly told about the company, and further on took us on a tour there. This was very interesting, and we got to see how the whole process of brewing, from the actual beer brewing to the process of bottling and packaging. After the tour, we got to meet a trainee from Leeds who worked at the brewery and had the opportunity to ask him questions.



Last on the agenda was the beer tasting. We were served four different types of beer, taco, light dishes of fish and dried meat, and chocolate fondant for dessert. Each type of beer was to be combined with a suitable dish.

After the visit at the brewery we were picked up by the bus and headed back to the hotel.



Friday 27.09

by Ida Mari Lillevoll

Visit to the Kyiv Jewellery factory

The last day started by visiting the Kyiv Jewellery Factory. Here we got a tour of one of the designers, who worked at the factory. The designer mentioned that at that time there was a stop in production so not everyone was at work. The reason for the stop in production was the need for accounting to be settled. Thus, it was important that such things as tax and inventory were carefully considered.

The factory consists of various departments. The first department we were introduced to was where the designers workshop, where employees work manually and with digital programs on PC. Here we were advised not to take pictures because these products were not launched yet.



The next department was the prototype department, here the prototypes were made by using 3D printer. They also used another method, which was to cut the figures into a kind of material and then fill it with the type of mass and freeze it so that prototypes were formed out of it. Furthermore, the prototypes were turned in a product. After the products were fully designed, the details remained. After shaping the right products, they are moved to the next department where the diamonds, other stones or details were put. The factory uses gold, white silver and diamonds. This department surprised many of us, we were amazed how detailed everything is done and that it is very labour intensive.

Many of us imagined the dominance of manufacturing production, but we understood how much human work is behind various products. The last department we visited was polishing and flushing, here the products were first polished and then sent in for flushing. There, the products were



prepared for shipping to the stores. The marketing and finance department consisted of over 30 employees.

After this visit we found out that no matter in which industry and what you sell, there is always a need for economists. The impression we are left with after the visit is that everything is done in detail and properly and that this is a company that is serious about the economy, considering that they stop all production to get all the financial aspects in place before continuing.



Closing the program and the final dinner

After the jewellery factory we headed to the red building of the university, where a closing ceremony was held. We were awarded certificates for participation in the Business Practice course. At the same time, many speeches from the both sides were held. We also got to see the Ukrainian students who received the diploma for completing their masters at Nord University in spring 2019.

In the evening, there was a closing dinner with Nord University and Taras Shevchenko National University of Kyiv representatives. We were at a Crimean-tatar restaurant with lots of delicious food. First, starters were served, which consisted of Turkish-style bread and salads. Then the main course of mixed grilled meat chicken and lamb. Then it all ended with oriental desserts. Speeches were held along the way by almost everyone attending the dinner. We also said how thankful we were for this trip and gave a little gift to Tamara Volodina for being our private guide and helping us out in Kyiv. She was one of the Ukrainian students who were in Bodø this spring, where we got to know her through one of the courses we shared.