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Business Communication as a Driver of Value in Entrepreneurial, Trade, and Logistics Ecosystems: Innovations, Sustainability, and Digital Ethics

The article presents a comprehensive study of the role of business communication as a strategic factor in value creation within the ecosystems of entrepreneurship, trade, and logistics under conditions of digital transformation, increasing sustainability demands, and the growing importance of digital ethics. It is substantiated that modern business communication goes beyond instrumental information exchange and evolves into a multifunctional mechanism for managing partnerships, competitiveness, and organizational resilience. Relevant academic sources and practical cases of Ukrainian and international companies are analyzed, demonstrating the effectiveness of implementing digital platforms, innovative communication channels, and ethical standards.

A five-component classification of business communication is proposed, based on interaction direction, level of formalization, transmission channels, functional purpose, and degree of interactivity. An original model of communication interaction mechanisms is developed, covering three strategic directions: strengthening partnerships, enhancing competitiveness, and ensuring business resilience. Special attention is given to the role of digital ethics as a driver of trust in the networked business environment, as well as to communication's contribution to achieving ESG goals.

Using case studies of companies such as Nova Poshta, MHP, Starbucks, and Siemens, the article highlights practical tools for implementing communication strategies in various sectors. It is established that effective communication in modern ecosystems enables not only information exchange but also the generation of added value through transparency, innovation, personalized interaction, and social responsibility.

business communication, entrepreneurial ecosystem, digital ethics, innovation, sustainable development, logistics, strategic management, communication interaction, competitiveness, trust

Statement of the problem. In the current context of global business environment transformation, rapid advancement of digital technologies, and the intensification of ecological and social challenges, business communication is no longer merely a tool for information transmission. It is evolving into a strategic driver of value creation within the ecosystems of entrepreneurship, trade, and logistics. At the same time, there is an increasing need to rethink traditional communication models in light of new requirements: innovation, sustainability, and adherence to digital ethics. Many enterprises remain confined within a narrowly functional approach to communication, overlooking the potential of integrated, value-oriented strategies capable of ensuring long-term competitiveness and stakeholder trust.

This issue is particularly relevant for Ukraine in the context of full-scale war, where businesses are forced to seek new ways to establish communication, maintain partnerships, and restore supply chains. In this regard, there is a pressing need to develop scientifically grounded approaches to business communication that take into account innovation, sustainability, and digital ethics as key determinants of value creation.

Analysis of recent researches and publications. Over the past 5–7 years, there has been growing scholarly interest in the role of business communication in value creation within entrepreneurial ecosystems, trade networks, and logistics systems. Academic literature emphasizes three key aspects of this issue: the innovativeness of business communication, its contribution to sustainable development, and the adherence to digital ethics in today's business environment. For example, Ukrainian economists S. Nazarenko and N. Matiushenko [9] have demonstrated that internal communication has a direct impact on enterprise performance - a clear and rapid exchange of information between employees and management

fosters an integrated management system, improves the workplace atmosphere and corporate culture, and thus strategically enhances business efficiency. T. Marusey, V. Butorina, and N. Slavina [7] have studied innovative marketing communications in the tourism and hotel-restaurant industries. S. Lavrynenko, A. Zelinska, and O. Bezdytko [6] have analyzed communication processes within enterprises, showing that the implementation of advanced communication tools significantly improves management effectiveness. S. Petropavlovska and K. Kovtun [11] examine online marketing communications as an innovative promotional tool. Foreign researchers also emphasize the importance of technological innovations in business communication. According to S. Kalogiannidis et al. [17], globalization and the development of the Internet act as catalysts stimulating innovation in corporate communications, fundamentally transforming traditional models of information exchange.

The sustainability aspect focuses on how business communications contribute to achieving social and environmental goals alongside economic benefits, in other words, how they create shared value for both business and society. For instance, T. Zubehina, Yu. Sheiko, and A. Slutskiy [4] examined environmentally oriented communication as a component of the marketing strategy in the hospitality industry. Their findings highlight that authenticity and transparency in messaging are crucial for promoting a sustainable brand image, as consumers are highly sensitive to insincerity, and companies should therefore avoid greenwashing. At the international level, the link between communication and sustainable development is also actively explored by S. Kalogiannidis et al. In their study of Greek SMEs, the authors showed that a well-constructed communication strategy supports all three pillars of sustainability - economic, social, and environmental [17]. An interesting synthesis of value and sustainability is demonstrated in the work of K. Verleye and B. Reber [19], who focus on the concept of value propositions as a communication tool within service ecosystems.

The rapid digital transformation of business has given rise to new ethical challenges in the field of communication. Ukrainian scholars are actively exploring this issue by introducing the concepts of digital etiquette and netiquette into the business environment. For example, H. Tsikh and T. Vynnyk, in their study, focused on entrepreneurial communicative ethics in the context of digitalization [13]. The researchers define digital ethics as a set of standards and norms designed to regulate human interactions in the Internet environment. International authors have also made a significant contribution to the topic of digital ethics in business communication. M.T. Fulop, C.A. Ionescu, and D.I. Topor published a systematic literature review on the digital business world and related ethical dilemmas [15]. They point out that the transition of business into the digital space significantly accelerated during the pandemic, and, concurrently, many new ethical questions emerged. Finally, it is worth mentioning the collective monograph «Ethics in Business Communication: New Challenges in the Digital World», edited by V. González-Araujo et al. [16]. The book brings together research on various aspects of business communication ethics in the digital era. A dedicated chapter addresses the use of digital tools in professional and educational communication and the associated moral imperatives.

However, despite the availability of both Ukrainian and international studies, certain issues remain unresolved, particularly the integration of digital ethics principles, innovative communication technologies, and sustainability mechanisms within inter-organizational interaction systems. There is a pressing need for a comprehensive scholarly conceptualization of the role of business communication as a driver of synergy and value creation within interconnected systems of entrepreneurship, trade, and logistics, while taking into account the principles of sustainable development and digital responsibility.

Statement of the objective. The purpose of this study is to provide a theoretical justification and practical generalization of the role of business communication as a key factor in value creation within the ecosystems of entrepreneurship, trade, and logistics, taking into

account innovative approaches, principles of sustainability, and digital ethics. The study also aims to identify mechanisms of communicative interaction that contribute to strengthening partnerships, enhancing the competitiveness, and increasing the resilience of business entities under conditions of digital transformation.

The main material. The concept of «communication» is explored in numerous scholarly sources, each offering its own emphasis on the meaning of the term. According to R. Daft, communication is a process in which information is exchanged between two or more individuals, where it is important not only to transmit the message but also to ensure its understanding [2]. American researcher M. Castells emphasizes that management without communication is impossible, as the very process of management is based on existing communication practices and simultaneously fosters the emergence of new ones [5]. In the modern context, effective communication is critically important for any organization. Internal information exchange plays a decisive role in ensuring organizational development and adaptation to a changing environment. A lack of communication among employees can hinder the company's growth and innovation. A key role in this process is played by the manager. According to P. Drucker, a manager is a person who, through their activities, ensures the achievement of organizational goals [3]. Their daily work is largely tied to communication: conducting negotiations, working with clients, participating in business meetings, making phone calls – all of these reflect constant interaction with people. Thus, it can be argued that communication is not merely a function, but a fundamental process within the management system. It forms the basis for organizational success, facilitates coordination, supports team development, and strengthens corporate culture.

In this context, business communication functions not merely as an instrument of information dissemination but also as a mechanism for reputation building, sustainability support, and the implementation of innovations - factors that are particularly important in the context of the digital transformation of the economy. It determines the quality of strategic decisions, the level of trust in the brand, and the overall effectiveness of business ecosystem functioning. Business communication - is defined as the process of exchanging information between participants in entrepreneurial activity (both internal and external stakeholders), aimed at achieving organizational goals, ensuring effective coordination, making managerial decisions, fostering partnerships, and creating value. It encompasses all forms of formal and informal communication both within and beyond the organization, including verbal, written, digital, and visual channels [14]. In the context of the modern economy constantly undergoing transformation due to digitalization, globalization, and external environmental instability, business communication should be regarded not only as a tool for information exchange but as a strategic organizational resource.

In our view, business communication in the 21st century serves as an integral mechanism for value creation, operating at the intersection of economic efficiency, social responsibility, and digital ethics. Successful organizations are № longer limited to internal channels of information exchange, they actively build communication ecosystems in which information is not only transmitted but also transformed, analyzed, and utilized for making innovative decisions.

The systemic nature of business communication is of particular importance, as it implies an interconnection between a company's strategic objectives, corporate culture, standards of ethical interaction, and technological capabilities. In this context, digital tools do not replace communication itself, but rather enhance its effectiveness by opening new horizons for feedback, customer experience, and knowledge management within the organization. Thus, it can be argued that modern business communication is transforming from a functional component of management into an innovation- and value-driven force that

ensures competitiveness, adaptability, and resilience of enterprises under conditions of high uncertainty and digital turbulence.

Considering current trends in the digital transformation of entrepreneurial ecosystem development and the growing role of stakeholders, it is advisable to classify business communications according to five interrelated criteria, as presented in Table 1.

Table 1 – Classification of Business Communications According to Five Interrelated Criteria

Criteria	Types
According to the direction of interaction	internal communications (information exchange within the organization: between departments, management and staff, colleagues); external communications (interaction with external stakeholders: customers, partners, suppliers, investors, government bodies, and the media).
By level of formalization	formal communications (official communication regulated by internal documents: reports, orders, memos, business letters); informal communications (personal, situational interaction: oral communication, unofficial negotiations, internal discussions, corporate culture).
By transmission channels	traditional (analog) channels (oral speech, written documentation, telephone calls); digital (electronic) channels (email, messengers, video conferencing, CRM systems, social media, corporate platforms such as Slack, MS Teams, etc.).
By functional purpose	informational (transmission of news, instructions, announcements); motivational (influencing behavior, stimulating action); analytical (exchange of analytics, data, reports); partnership-oriented (building trust, negotiations, establishing cooperation); crisis-related (interaction in non-standard situations such as conflicts, reputational risks, force majeure events).
By degree of interactivity	one-way (message delivery without feedback, e.g., order, report); two-way (communication with exchange of opinions, questions, clarifications); multilateral (dynamic communication within teams, projects, networks).

Source: summarized by the authors based on [4; 5; 6; 14]

Figure 1 presents the classification of business communications according to five interrelated criteria.

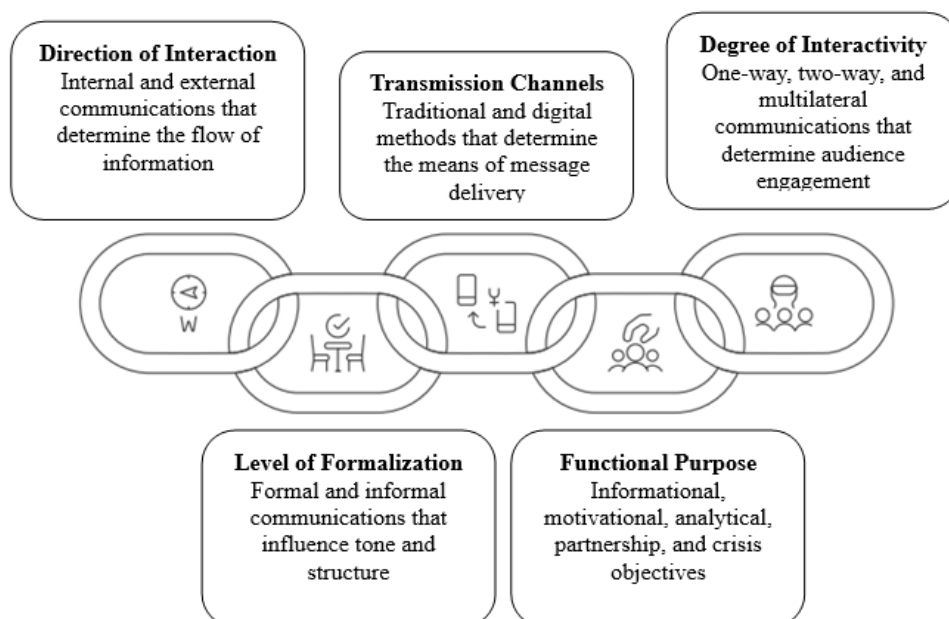


Figure 1 – Classification of Business Communications According to Five Interrelated Criteria
Source: developed by the authors based on [4; 5; 6; 14]

The generalized model of business communications, developed based on theoretical research, acquires practical significance only when effectively implemented in the management practices of enterprises. Real-world company cases demonstrate how various forms, channels, and communication purposes are applied in the daily functioning of organizations. Examples from practice, including Ukrainian companies, illustrate this well. For instance, «Nova Poshta» employs digital communications with customers through a mobile application, chatbots, email newsletters, and interactive panels in offices. Internal communications are actively supported via a corporate training system, the «Diia. Tsyfra» service, internal portals, and messengers [10]. The agroholding «MHP» uses a multi-level communication structure encompassing both vertical (manager-to-employee) and horizontal communications (project groups). During the crisis conditions of the war, they actively utilized crisis communication with stakeholders through public statements, accountability reports, and humanitarian aid [8]. Regarding international practices, «Starbucks» (USA) has implemented an open communication system with employees, including weekly meetings and the digital platform «Partner Hub», where every employee can voice their opinion. Their external communication system with customers through social media and integrated CRM solutions is also well developed [18]. «Siemens» (Germany) actively employs multichannel digital communications in the corporate environment: corporate social networks, virtual conferences, and integrated feedback solutions. It also pursues a proactive information policy in the field of sustainable development.

Thus, a systematic classification of business communications allows for more effective organization of information flows within an organization, enhances manageability and transparency of processes, and creates value for all participants in the business ecosystem [12]. Table 2 presents business communication practices of Ukrainian and international companies based on the cases described. It is structured according to the criteria corresponding to the classification model of business communications.

Table 2 – Comparative Analysis of Business Communication Practices in Ukrainian and International Companies

Criteria	«Nova Poshta» (Ukraine)	MHP (Ukraine)	Starbucks (USA)	Siemens (Germany)
Type of Communication	internal and external	internal and external	internal and external	internal and external
Channels	Mobile application, chatbots, email, messengers, information panels	public reports, internal platforms, online communication	«Partner Hub», social media, corporate meetings	video conferences, corporate social networks, feedback
Form of Communication	primarily digital and interactive	hybrid (digital + face-to-face), adaptive	digital, collectively interactive	digital, formalized, and strategically oriented
Functional Purpose	customer information, service support, logistical coordination	Crisis communication, reputation management, personnel management	Employee motivation, corporate culture development, feedback	building resilient communications in a transnational environment, corporate responsibility
Use of digital solutions	High level: applications, chatbots, interactive channels	Medium level: CRM, email, internal resources	High level: employee platforms, customer CRM systems	High level: multichannel systems, integrated communication modules

Source: compiled by the authors based on [8, 10, 12, 18]

The analysis of Table 2 shows that despite differences in scale and industry specificity, successful companies focus on integrating digital channels, maintaining high adaptability of communications to context (crisis, stability, development), and building trust as a core value of interaction. International experience demonstrates more formalized strategies, whereas Ukrainian companies actively implement operational, client-centric solutions with a high degree of innovation.

Within the ecosystems of entrepreneurship, trade, and logistics, communications play not only an operational role but also determine the quality of interaction, trust, adaptability, and the capacity for collective innovative development, specifically:

- business communication as a coordination mechanism in ecosystems (the ecosystem approach to entrepreneurship assumes the presence of multiple interdependent actors - startups, corporations, government agencies, educational institutions, logistics chains, customers, united by shared value);

- business communications ensure horizontal synchronization among partners, vertical alignment with key stakeholders, and integration of goals within networked interactions;

- the innovative vector of business communications (communication is transformed by cutting-edge technologies, including the use of artificial intelligence (AI) in query processing and message personalization, integration of big data and analytics for content adaptation, development of omnichannel communications in B2B and B2C models, and activation of platform-based solutions for supply chain management);

- digital ethics and trust in business communication (alongside technical progress, there is a growing need for responsible communication. Enterprises must adhere to principles of transparency (openness in information dissemination), confidentiality (protection of personal and commercial data), content accountability (combating manipulation and fake news), and inclusion (information accessibility for all market participants regardless of company size or technical development level));

- sustainability and social responsibility through communication (business communication also serves as a tool for promoting sustainable development values (ESG), including corporate environmental impact reporting, communication of social programs and initiatives, fostering environmental awareness among consumers and partners, and building a reputation as a responsible business at the international level).

Thus, the role of business communication in the ecosystems of entrepreneurship, trade, and logistics extends far beyond classical informational functions. It represents an integrated system of strategic management of relationships, risks, reputation, and innovative dynamics. A visual model of the communication ecosystem can be proposed (Figure 2).

Figure 2 illustrates a schematic model of the communication ecosystem of entrepreneurship, trade, and logistics, with business communication positioned at the center as a key driver of value creation. From this central element, four main directions branch out, reflecting its systemic role: 1) coordination within ecosystems (ensuring alignment of actions among stakeholders and actors in entrepreneurship, trade, and logistics); 2) innovative approaches (application of digital technologies, analytics, and omnichannel platforms); 3) digital ethics and trust (adherence to principles of transparency, confidentiality, and credibility); 4) sustainable development and social responsibility (communication as a tool for promoting environmental, social, and governance sustainability (ESG)). The proposed model illustrates the interconnection between the key functions of business communication in building sustainable, value-based relationships within modern entrepreneurial ecosystems.

In the context of the communication ecosystem of entrepreneurship, trade, and logistics, several strategic recommendations can be formulated for enterprises: 1) develop a systemic communication strategy integrated into the overall business strategy of the enterprise, encompassing internal, external, digital, and crisis communication channels;

2) implement digital platforms (such as CRM, ERP, corporate portals, and omnichannel services) to automate and personalize communication with customers, suppliers, and partners; 3) foster a culture of digital ethics, including staff training on data protection, responsible communication practices, and counteracting manipulative behaviors; 4) engage stakeholders in transparent discussions regarding the company's values, goals, and social initiatives, in order to build trust and long-term partnerships; 5) leverage communication as a tool to strengthen the enterprise’s ESG policy, enhancing social responsibility through open dialogue with society.



Figure 2 – Visual Scheme of the Communication Ecosystem of Entrepreneurship, Trade, and Logistics
 Source: developed by the authors

It is evident that modern enterprises must operate under conditions where information transparency, the speed of data exchange, and trust in sources play a decisive role in partner selection, building customer relationships, brand development, and ensuring resilience to crisis impacts. Therefore, it is essential to identify specific mechanisms of communication interaction that not only facilitate effective business operations but also enhance competitiveness, foster long-term development, and establish sustainable relationships based on shared values. Consequently, there is a need to systematize these mechanisms, taking into account advanced technological solutions, principles of digital ethics, and a focus on sustainable development (Table 3).

Table 3 - Systematization of Communication Interaction Mechanisms Considering Advanced Technological Solutions, Principles of Digital Ethics, and a Focus on Sustainable Development

Mechanisms	Types
1. Mechanisms for Strengthening Partnerships	1) integrated communication platforms (CRM systems, cloud services, shared interaction channels) that ensure openness, transparency, and shared access to information, thereby increasing the level of trust between business partners; 2) programmable feedback channels that enable the adaptation of offers to the needs of counterparties, fostering long-term and mutually beneficial relationships; 3) ethical communication, which implies adherence to standards of transparency, accountability, and reputational reliability, thereby shaping a resilient partnership ecosystem.

Continuation of the table 3

2. Mechanisms for Enhancing Competitiveness	1) analytical communication (the collection, processing, and analysis of large volumes of data on consumer behavior, markets, and competitors, enabling informed marketing and strategic decision-making); 2) brand communication (the development of a clear, persuasive, and emotionally resonant brand identity through digital and social media enhances market differentiation); 3) omnichannel presence (ensuring synchronized presence across multiple communication channels - mobile apps, websites, social media, email - increases target audience reach and response speed).
3. Mechanisms for Ensuring Business Resilience	1) crisis communication (pre-developed response protocols, prompt stakeholder notification, and reputation management during emergencies such as war, pandemics, or reputational risks); 2) adaptive communication (the ability to adjust the content, style, and channels of message delivery in accordance with environmental dynamics - including customer behavior, technological shifts, and regulatory changes); 3) transformational leadership through communication (effective internal communication by leadership fosters employee engagement, organizational cohesion, and internal flexibility).

Source: compiled by the authors based on sources [1, 14, 16, 17]

Thus, the proposed communication interaction mechanisms function as multi-tools for managing organizational complexity, enabling sustainable engagement with partners, expanding the competitive capacities of the business, and increasing its resilience to external shocks. Their implementation in the context of digital transformation opens up new horizons for building intelligent, ethical, and adaptive business systems (Figure 3).

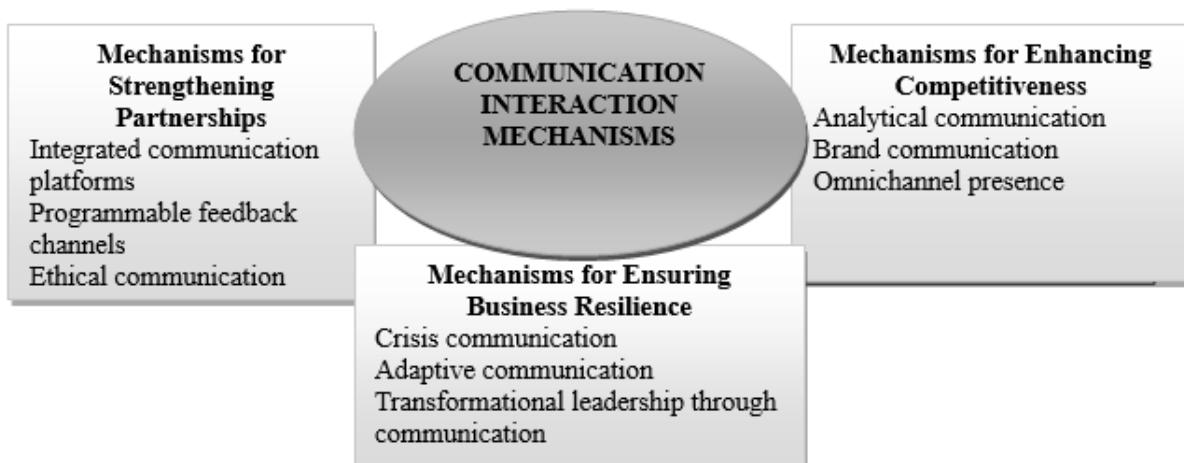


Figure 3 – Communication Interaction Mechanisms

Source: compiled by the authors

The presented conceptual diagram reflects a systemic model of communication interaction mechanisms grouped according to strategic directions corresponding to the key objectives of modern business: strengthening partnerships, enhancing competitiveness, and ensuring sustainability. Thus, communication interaction mechanisms form the foundation for building stable and productive relationships both within the organization and beyond its boundaries with partners, clients, suppliers, and society at large. The classification of mechanisms according to functional vectors (partnership, competitiveness, sustainability) is appropriate from a management perspective, as it allows for the targeted development of communication strategies aligned with the strategic goals of the business. Successful implementation of these mechanisms requires institutional support at the level of corporate policy, investment in digital solutions, and the development of soft skills among personnel, particularly emotional intelligence, critical thinking, and leadership qualities.

Table 4 presents a comparative analysis of examples of implementing communication interaction mechanisms in domestic and international practice. Table 4 demonstrates how various companies apply corresponding mechanisms to strengthen partnerships, enhance competitiveness, and ensure sustainability.

Table 4 - Examples of Implementing Communication Interaction Mechanisms in Domestic and International Practice

Mechanism	Examples from Ukrainian Practice	Examples from International Practice
Integration Platforms	Rozetka: integration with logistics partners via API and CRM	Amazon: centralized B2B platform Amazon Vendor Central
Feedback Channels	Nova Poshta: bot, mobile application, feedback form after delivery	Starbucks: «My Starbucks Idea» platform for customer suggestions
Analytical Communication	Ukrposhta: customer satisfaction analytics through surveys	Netflix: User behavior analysis for personalized recommendations
Brand Communication	MHP («Nasha Ryaba»): ethical communication through environmental initiatives	Apple: focus on simplicity, design, and transparent communication across all channels
Crisis Communication	Kernel: timely partner communication during the war (reporting, PR)	Toyota: global campaign following the vehicle recalls in the 2010s
Adaptive Communication	OKKO: flexible pricing system and communication with customers through a mobile application	IKEA: adaptation of advertising and communication strategies to local markets
Transformational Leadership	Ukrzaliznytsia: transformation of internal communications in the public sector	Microsoft: Satya Nadella's strategy on fostering a culture of open communication

Source: compiled by the authors based on sources [1; 4; 8; 10; 12; 18]

As demonstrated in Table 4, Ukrainian companies are actively implementing communication mechanisms focused on responsiveness, customer orientation, and stability under crisis conditions. In contrast, international corporations exhibit a higher level of systematic and strategic integration of communication into corporate culture, with emphasis on innovation, branding, and ethical interaction. The greatest potential for growth in Ukrainian business lies in the development of analytical and transformational communication, as well as multichannel integration based on digital solutions.

Conclusions and prospects for further researches. Based on an in-depth study, it has been established that business communication in the modern transformational environment is not merely an informational tool but a strategic factor in creating added value within the ecosystems of entrepreneurship, trade, and logistics. Its role has significantly increased due to digitalization, growing demands for corporate social responsibility, and the need to ensure resilience to external challenges - particularly in the context of military aggression against Ukraine. As a result of the analysis, a number of key conclusions have been formulated:

1. The innovativeness of business communication is a key factor in the adaptability and competitiveness of enterprises. The implementation of digital technologies (such as CRM systems, chatbots, mobile applications, and omnichannel platforms) significantly enhances the efficiency of internal and external interactions, improves the customer experience, and creates new channels for value generation.

2. Digital ethics is increasingly becoming a fundamental principle of communication activities. Adherence to ethical standards in the digital environment, such as transparency, confidentiality, and information accuracy builds trust in business, reduces the risk of reputational losses, and contributes to shaping a positive image of the enterprise in the market.

3. Business communication contributes to the achievement of sustainable development goals. Through communication, enterprises promote their social and environmental initiatives, engage in dialogue with the public, report on ESG indicators, and build a responsible brand that aligns with the expectations of modern society.

4. The systematic approach to the classification of business communications developed by the authors enables the structured organization of communication flows by direction, form, channels, functional objectives, and level of interactivity. This provides a solid foundation for developing a comprehensive communication policy within enterprises.

5. The synthesis of practical experience from Ukrainian and international companies shows that successful businesses combine digital tools with flexible, ethical, and transparent communication strategies. While Ukrainian enterprises actively develop operational and client-oriented solutions, international companies emphasize systematization, analytical capacity, and strategic integration.

6. The proposed authorial model of communication interaction mechanisms demonstrates that communication plays a critical role in: strengthening partnerships (through platforms and ethical interaction), enhancing competitiveness (through branding, analytics, and personalization), ensuring business resilience (through adaptability, crisis response, and leadership communication).

Thus, in the context of digital transformation, emerging challenges, and global instability, business communication represents a multidimensional system of strategic management that ensures enterprise efficiency, sustainability, and value orientation. Its further scientific exploration and practical refinement are essential preconditions for sustainable economic growth, the development of partnership networks, and the strengthening of trust within the ecosystems of entrepreneurship, trade, and logistics.

Considering the challenges of the current economic environment, promising directions for future research include: the development of performance indicators for business communication in the digital environment, particularly under martial law conditions; the creation of crisis communication models for small and medium-sized enterprises in emergency situations; the adaptation of communication strategies to meet the needs of recovery economies and integration into global markets. These directions will form a scientifically grounded basis for the modernization of business communication within Ukraine's entrepreneurial environment and for enhancing its role in ensuring sustainable economic development.

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Бізнес-комунікація як рушій створення цінності в екосистемах підприємництва, торгівлі та логістики: інновації, сталість і цифрова етика

У статті здійснено комплексне дослідження ролі бізнес-комунікації як стратегічного чинника створення цінності в екосистемах підприємництва, торгівлі та логістики в умовах цифрової трансформації, зростаючих вимог до сталості та необхідності дотримання цифрової етики. Обґрунтовано, що сучасні бізнес-комунікації виходять за межі інструментального обміну інформацією і перетворюються на мультифункціональний механізм управління партнерськими відносинами, конкурентоспроможністю та організаційною стійкістю. Проаналізовано актуальні наукові джерела та практичні кейси українських і міжнародних компаній, які засвідчують ефективність впровадження цифрових платформ, інноваційних каналів комунікації та етичних стандартів.

Запропоновано п'ятикомпонентну класифікацію бізнес-комунікацій за напрямком взаємодії, рівнем формалізації, каналами передачі, функціональною метою та ступенем інтерактивності. Розроблено авторську модель механізмів комунікаційної взаємодії, яка охоплює три стратегічні напрями: зміцнення партнерства, підвищення конкурентоспроможності та забезпечення стійкості бізнесу. Особливу увагу приділено аналізу цифрової етики як чинника довіри у мережевому бізнес-середовищі, а також ролі комунікацій у досягненні ESG-цілей.

На прикладі таких компаній, як «Нова Пошта», МХП, Starbucks, Siemens, розкрито практичні інструменти впровадження комунікаційних стратегій у різних секторах економіки. Визначено, що ефективна комунікація в сучасних екосистемах забезпечує не лише обмін інформацією, а й сприяє генерації доданої вартості через прозорість, інноваційність, персоналізацію взаємодії та відповідальність перед суспільством.

бізнес-комунікація, екосистема підприємництва, цифрова етика, інновації, сталий розвиток, логістика, стратегічне управління, комунікаційна взаємодія, конкурентоспроможність, довіра

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