

THE ROLE OF BUSINESS COMMUNICATIONS IN SHAPING COMPETITIVE ADVANTAGES AND CREATING A POSITIVE IMAGE OF THE ENTERPRISE

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The modern business world views effective business communications as an advantage and a necessity for the successful development of business relationships. Communicating effectively is an essential and valuable skill that can significantly affect business growth. The article is devoted to studying the role of business communications in forming competitive advantages and creating an enterprise's positive image, making this topic relevant in the current economic environment, where information and image play a key role. The author examines the key aspects of business communications, the impact of internal communications on corporate culture and competitiveness, the main directions of image influence on improving the efficiency of an enterprise and strengthening its competitive advantages, and proves that a positive image of an enterprise not only helps to attract consumers but also increases the efficiency of an enterprise, strengthening its competitive advantages. In business communication, the article examines the peculiarities of intercultural communication in the context of globalization and the adaptation of strategies to cultural differences. The article emphasizes the importance of studying national peculiarities of business communication and intercultural communication for successful interaction in the modern business environment. It is proved that national culture plays a crucial role in shaping the business culture of enterprises operating within its influence. This influence is multifaceted and penetrates all aspects of the enterprise, from the style of communication and negotiation to the formation of corporate culture and decision-making. Understanding cultural differences is key to successful international cooperation and helps avoid misunderstandings and conflicts. Culture impacts the specifics of communication interaction in business, and to succeed, it is necessary to understand the reasons for the behavior of a partner from a particular country. The article focuses on the characteristics of business cultures of European countries and establishes that national culture directly impacts the specifics of communication interaction in business.

Keywords: *business communications, image, competitive advantages, enterprise, communication competence, business environment, national culture.*

РОЛЬ ДІЛОВИХ КОМУНІКАЦІЙ У ФОРМУВАННІ КОНКУРЕНТНИХ ПЕРЕВАГ І СТВОРЕННІ ПОЗИТИВНОГО ІМІДЖУ ПІДПРИЄМСТВА

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Стаття присвячена поясненню важливості ролі ефективної ділової комунікації як стратегічного інструменту у формуванні конкурентних переваг підприємства та створенні його позитивного іміджу. Акцентовано увагу на вмінні налагодження якісного діалогу з внутрішніми та зовнішніми аудиторіями, що є необхідним для успішного розвитку бізнесу. Наголошено на важливості врахування культурних

особливостей й адаптації комунікаційних підходів до міжнародного контексту, що є критично важливим в умовах глобалізації.

Ключові слова: ділові комунікації, імідж, конкурентні переваги, підприємство, комунікаційна компетентність, бізнес-середовище, національна культура.

Statement of the problem. In today's uncertain business environment, characterized by constant market volatility, martial law challenges, increased competition, and globalization, effective business communications are key determinants of successful strategic management of an enterprise.

However, not every company can harmonize these elements to achieve its strategic goals. Communication barriers, such as the lack of clear communication channels, insufficient information exchange between different levels of the organization, or ignoring employee feedback, make implementing the enterprise's strategic direction difficult.

To overcome these challenges, the company's management needs to understand that business communications ensure the exchange of information among employees and structural units and form a positive image, which is a significant competitive advantage. The ability of a company to establish an effective dialog with various audiences - from internal stakeholders to external customers and partners - determines its reputation, level of trust, and loyalty, which, in turn, directly affects its competitiveness.

Analysis of recent research and publications. The issues of studying business communications as a strategic component of enterprise management, which affects the formation of competitive advantages and the creation of a positive image, are devoted to the works of both domestic and foreign researchers, such as Ansari S. N. [1], Bagaria A. [1], Buchynska T. V. [2], Verma A. K. [1], Goley Y. V. [5], Gomotyuk A. A. [2], Grigoruk A. A. [7], Kravchenko V. [4], Krysko J. L. [3], Lytvyn L. M. [7], Nikiforenko V. [4], Pryvarnikova I. Y. [5], Primak T. Y. [8], Rudenko O. A. [6], Sarai N.

I. [7], Sergata M. M. [6], Chalenko V. V. [6], Cherginets V. M. [8], Jain V. [1] and others.

However, despite the significant scientific interest in this issue and its relevance, many different aspects related to the impact of business communications on the formation of competitive advantages and creating a positive image of the enterprise require further research.

Highlighting unresolved parts of the overall problem. It is necessary to realize the critical role of business communications in shaping competitive advantages and ensuring a positive image of the enterprise, which is an integral part of strategic management in the modern business environment. Identification of unresolved parts of the overall problem. It is necessary to realize the critical role of business communications in shaping competitive advantages and ensuring a positive image of the enterprise, which is an integral part of strategic management in the modern business environment.

However, despite the growing attention to this issue, there are still several unresolved issues, namely those that require further research, in particular the awareness of the company's management of the role of business communications in the business environment as one of the important tools of effective management and a strategic factor in the development of the enterprise, which ensures its competitiveness, affects relations with partners, state and municipal authorities and the population; the impact of internal communications on corporate culture and inter-company relations.

The purpose of the article is to analyze the role of business communications in shaping competitive advantages and creating a positive image of an enterprise in the business environment and to study the impact of cultural characteristics on business communication in the international context.

Presentation of the main research material. The modern business environment is characterized by turbulence and fierce competition, in which the success of an enterprise largely depends on its ability to communicate effectively.

At any enterprise, the communication process is carried out through the flow of information and mutual understanding between employees and structural units using communication channels and networks.

«...Communication is a two-way process of transferring information in a symbolic form through appropriate channels between the sender and the recipient to establish contact between them. The content of business communications is determined by the need for joint activities, which is manifested in the coherence of both actions

and understanding and acceptance by its participants of the goals, their roles, and capabilities in the implementation of tasks, as well as the specifics of such activities [4]».

Fig. 1 shows the main elements of business communications: business information, sender, receiver, and feedback.

Business communications cover a wide range of processes, including the exchange of information between employees within the enterprise and external interaction with customers, partners, and the public, which play a key role in shaping the competitive advantages of the enterprise. Competitive advantages are «...the advantages of a company in comparison with competitors in the field of activity, in a specific situation (in a given market or segment, at a certain time, etc.) or in the production of goods [8]».

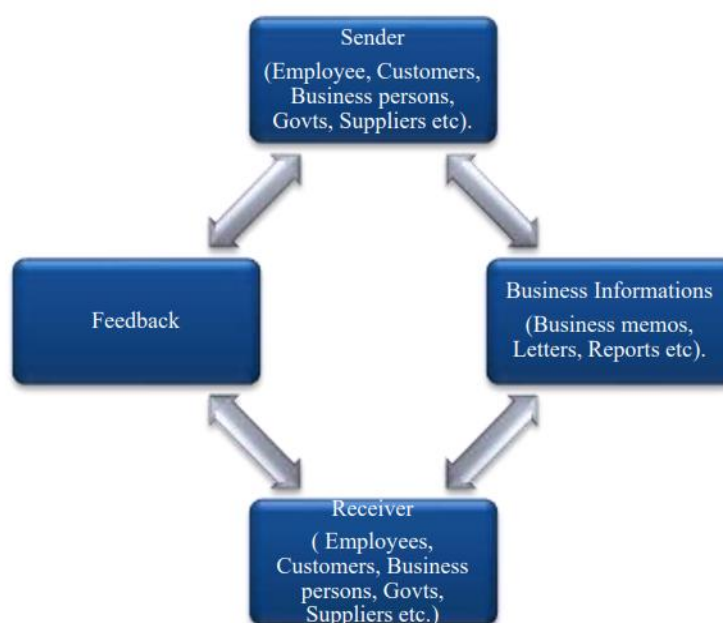


Fig. 1. Key elements of business communication [1]

In the modern business environment, the formation of competitive advantages of an enterprise is considered from the standpoint of three concepts: institutional, which emphasizes adaptation to the external environment and establishing connections; market, which sees the source of advantages in the specifics of the industry and market position; and resource, which is based on a

unique combination of resources and effective management [7].

Unlike the others, the resource concept assumes the firm's priority in the competitive environment, as it considers the unique internal resources of the enterprise to be the determining factor of success.

Effective communication can create an enterprise's positive image and reputation in the eyes of consumers (clients), investors,

and the public. It can become a significant competitive advantage due to an enterprise's competent construction of business communications. It will significantly help attract the best specialists, conclude profitable contracts, and gain public support.

Although the idea of forming an image has existed for a long time, in the 60s of the twentieth century, the concept of «image» began to be actively used in business, politics, and communications. The image is «...a positive image of any company that forms a stable competitive advantage through creating a general image, reputation, public opinion, consumers and partners about the

prestige of the company, its goods and services, after-sales service [4]».

In a fiercely competitive environment where every element of interaction with the market matters, a company's image is a powerful tool for achieving strategic goals. It shapes external perceptions and influences internal processes, creating synergies that increase efficiency and strengthen competitive positions.

The main directions of the image's influence on improving the efficiency of the enterprise and strengthening its competitive advantages can be noted (Table 1).

Table 1

The impact of image on improving the efficiency of activities and strengthening the competitive advantages of the enterprise [4]

Content of the main areas of influence	Result of impact
1	2
Internal influence factor	
ensuring a positive moral and psychological climate and increasing cohesion	increasing labor productivity and quality of work
developing a clear understanding among employees of what actions are required to create formal rules	improving the quality of communications
improving the quality of the management process and simplifying the implementation of management decisions	optimization of the decision-making process and its quality
promoting creative decision-making and teamwork skills	development of teamwork skills and employee initiative
External influence factor	
forming a positive image of the enterprise in the business environment	simplifying communications with business partners
promoting cohesion among consumers, suppliers, partners, and investors	perception of partners as colleagues and reduction of transaction costs
formation of the prestige and authority of the management apparatus in business circles and among consumers	increase in goodwill, growth of the company's image (reputation)

As seen from Table 1, the impact of images on improving the efficiency of operations and strengthening the competitive advantages of an enterprise is to improve the quality of business communications. Well-established internal communications increase the efficiency of internal processes, are a fundamental element of the effective

functioning of any enterprise, and create the basis for the coordinated and productive work of the entire team.

By effectively interacting with each other and exchanging information, the company's structural units and employees will be able to solve various problems more quickly, preventing them from occurring and

eliminating them at early stages, minimizing their negative impact on the company's operations. To make competent, strategically essential management decisions, the company's management needs to have relevant information based on facts and analytical data that corresponds to the realities of the business.

Forming strategic guidelines for an enterprise's business communications is a multifaceted process that requires careful analysis and consideration of various problems. Among the fundamental problematic aspects that must be considered, we highlight those presented in Fig. 2.

The basis for any enterprise's well-coordinated and productive work is the quality and efficiency of internal communications with clear and transparent

channels of information exchange, which is the basis for its effective operation. Well-established communications help to ensure precise coordination of actions, which helps to avoid duplication of work and increase the efficiency of resource use. In addition, internal communications play an essential role in building a positive corporate culture based on trust, openness, and mutual respect. As a result of regular information sharing and feedback, employees are better motivated to work in an environment of trust and mutual understanding, leading to better team relationships and effective performance.

Effective customer communication also helps build strong and lasting relationships, affecting the company's competitiveness.

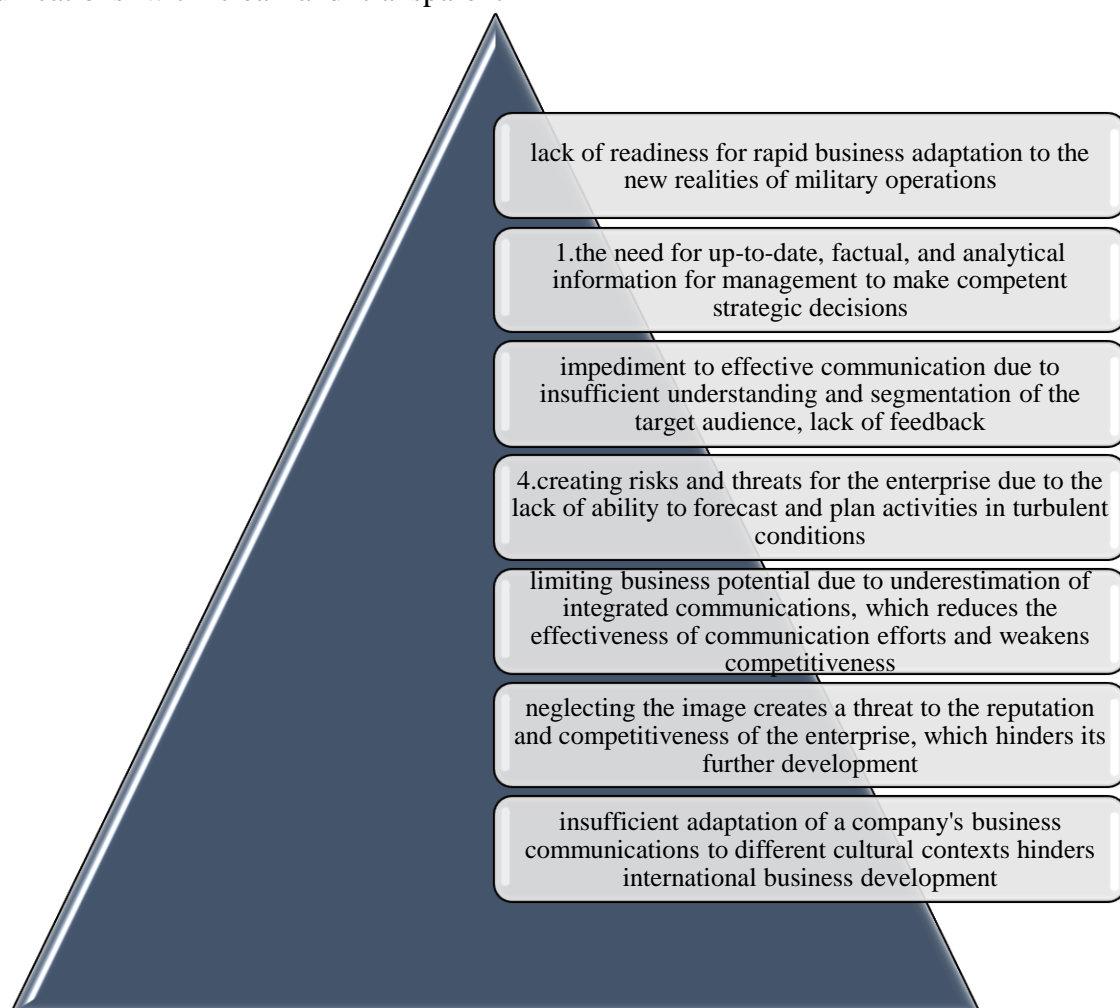


Fig. 2. Key problematic aspects of forming strategic guidelines for business communications of domestic enterprises in conditions of socio-economic turbulence [author's development]

The ability to actively listen and deeply understand the needs of consumers enables businesses to provide personalized service by creating products and services tailored to the individual needs of each consumer, taking into account their characteristics and preferences, demonstrating a sincere interest in solving consumer problems builds trust and promotes long-term loyalty, creates an atmosphere of openness and mutual understanding. Thus, effective communication with consumers is a tool for maintaining relationships and a strategic asset that allows a company to create competitive advantages by increasing customer loyalty and achieving market success.

Forming a positive image of the enterprise is a multifaceted process requiring complexity and detail. It is necessary to understand that this is the construction of a holistic image that reflects the values, mission, and strategy of the enterprise, and the main thing in this process is to create a reputation as a reliable and responsible partner, which is achieved through the constant quality of goods and services, conscientious fulfillment of obligations to customers and partners, as well as adherence to high ethical standards of business conduct.

Demonstrating professionalism and competence in resolving any issues related to consumers is another important aspect of forming a positive experience through the atmosphere of service, positive feedback in marketing campaigns, and an individual approach to each consumer since consumers will share it with others. Such components create a positive image of the enterprise, strengthening its competitiveness and ensuring long-term market success.

Establishing effective communication between consumers and the enterprise, which includes transparency, quality service, social responsibility, and the use of modern technologies, is a key factor in forming a positive image and strengthening trust and loyalty, which, in turn, directly affects the

competitiveness and profitability of the company.

Effective internal communication is the key to successful external interaction. Internal communications, which are formed under the influence of national culture, reflect its values, norms, and communication style, which, in turn, affects interaction with foreign partners.

To achieve maximum efficiency in international communication, enterprises, in addition to understanding the characteristics of the partner's national culture, need to be aware of how their own national culture affects internal communications and external interaction, which requires studying the partner's culture, analyzing the impact of their own culture, adapting communication strategies, developing intercultural competence and building trusting relationships for effective interaction in the international market.

National culture is the basis for determining the specifics of communicative interaction in business. It requires a deep understanding of the national characteristics of business communication, as it affects values, communication style, management, attitude to time, and ethical norms, all of which determine the success of international business relations.

National culture plays a decisive role in shaping the business culture of enterprises operating within its influence. Such influence is multifaceted and penetrates all aspects of the enterprise's activities, from strategic planning and decision-making to everyday employee communications and interaction. National culture influences communication style, including language and nonverbal cues. In some cultures, direct and frank communication is the norm, while indirect and diplomatic communication is preferred in other cultures.

Lewis Richard Donald, a competent specialist in the field of intercultural communications, a culturologist, and a linguist, taking into account such features as ways of communication of people from

different cultures, peculiarities of their business behavior, thinking and decision-making process, was the first to propose a classification of types of business cultures. The author proposes dividing cultures into the following types: monoactive, polyactive, and reactive.

Richard Donald Lewis, who is considered a well-known expert in the field of intercultural communications, a culturologist, and a linguist, proposed a classification of types of business cultures based on the analysis of ways of communication, business behavior, thinking, and decision-making in different cultures, identifying three main types: monoactive, polyactive and reactive [5].

In business communication with representatives of monoactive cultures, it is necessary to strive for a relatively pragmatic constructive dialogue since the main priority of the activities of people of this type of culture is a straightforward solution to the tasks set. This group includes Germans,

English, Americans, Australians, and Norwegians.

Representatives of polyactive cultures prefer to talk rather than listen because people of this category of culture are very impatient and emotional, spontaneously active, and capable of doing several things simultaneously. This category includes Spaniards, Greeks, Italians, Latin Americans, and Arabs.

Representatives of reactive cultures are classified as listeners; they practically never interrupt the person speaking but listen attentively to him, taking their time with their answer, do not express their definite opinion, and try to calmly find out the proper expectations and intentions of the speaker, respecting their interlocutor. This category of culture includes Vietnamese, Japanese, Chinese, and Korean.

Characteristics of the features of the business culture of European countries are presented in Table 2.

Table 2

Characteristics of business cultures of European countries [5]

Country characteristics	Main features of business culture	Lewis's culture type
1	2	3
Austria	The business culture is conservative (wariness towards foreigners). The main features are punctuality, formalism, strict hierarchy, and adherence to traditions.	Monoactive
Germany	The business culture is conservative. The main features are punctuality, formalism, and strict hierarchy.	Monoactive
Great Britain	The business culture is conservative. The main features are punctuality, formalism, strict hierarchy, and adherence to traditions.	Monoactive
Spain	Business culture is traditional (friendliness, openness to cooperation)	Polyactive
France	In business culture, the main features are traditional formalism (long-term focus) and punctuality.	Polyactive
Italy	Business culture is traditional (friendliness, openness to cooperation, hospitality). An essential factor in Italian business culture is building close relationships.	Polyactive

Continuation of Table 2

1	2	3
Greece and Cyprus	The business culture is traditional (friendliness and sociability, but the first step towards dialogue is expected from the interlocutor).	Polyactive
Belgium	The business culture is traditional (punctual according to schedule).	Monoactive
Latvia	The business culture is conservative (keeping a distance in communication, cautious behavior with strangers), pedantic in discussing business problems, and boldly expressing their point of view.	Monoactive

Although the general principles of business communications in the European context have many standard features, each country is unique and demonstrates unique features resulting from its historical development, cultural traditions, and national customs. Understanding all the nuances is a decisive opportunity for the enterprise to conduct negotiations and establish practical cooperation successfully. Business communications in most European countries are characterized by straightforwardness, clarity, and focus on specific issues, and clarity and clarity of expression of thoughts are highly valued. Undoubtedly, national culture directly impacts the specifics of communicative interaction in business, which emphasizes the need for in-depth study and understanding of national characteristics of business communication in all its types and forms.

However, to succeed in business communications in modern business conditions, it is not enough to know and understand cultural differences; it is necessary to understand the reasons that underlie the behavior of a partner from a particular country. Therefore, when planning joint interaction, it is important to focus on the partner country's history, culture, and specifics of business communication. The success of modern communicative interaction in business is determined by the degree of partners' preparedness for intercultural communication, their understanding of

cultural differences, and the ability to take adequate actions to achieve the set goal.

Therefore, effective business communications are a key factor in the successful functioning of a modern enterprise striving for competitiveness and a positive image. In a dynamic market where information and reputation are crucial, business communications not only exchange information but also form a positive image, which is a powerful tool for achieving competitive advantages. The ability of an enterprise to establish a high-quality dialogue with different audiences becomes a strategic advantage.

A positive image formed through effective communications helps to strengthen customer trust and loyalty, attract talented personnel, establish partnerships, and increase the effectiveness of marketing efforts, which gives the enterprise a competitive advantage, increases its market value, and contributes to long-term success. Investments in developing communication competence and forming a positive image are strategically crucial for the success of an enterprise in the modern business environment.

Conclusion. The development of communication competence is an integral part of the successful operation of a modern enterprise since effective communication with various audiences, both internal and external, is becoming a key factor in forming a positive image and strengthening competitive advantages. Communication

competence covers a wide range of skills and knowledge, from strategic planning of communication campaigns to adapting communication style to different cultural contexts, including clear expression of thoughts, active listening, reputation management, and digital communication channels. Effective communication provides clear and concise expression of thoughts, understanding the interlocutor, and adapting communication style to different audiences; intercultural communication involves understanding cultural differences and the ability to communicate effectively with representatives of other cultures.

Further research in this area may be aimed at identifying best practices and developing recommendations for adapting the European experience to the conditions of domestic enterprises, as well as analyzing the impact of digital technologies on intercultural communications in business. These research areas are essential for increasing the effectiveness of intercultural communications in business and ensuring the competitiveness of domestic enterprises in the international market.

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