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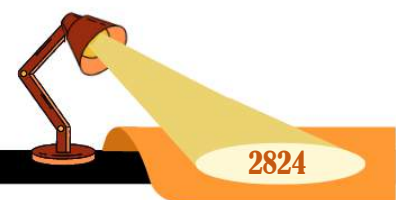
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DIGITAL TRANSFORMATION OF ORGANIZATIONAL COMMUNICATIONS AS A FACTOR IN ENHANCING ENTERPRISE COMPETITIVENESS

Abstract. The article is devoted to substantiating provisions on the digital transformation of organizational communications to enhance enterprise competitiveness. The relevance of the research topic is determined by the need to develop new approaches to managing communication processes that go beyond traditional information exchange and become strategically important for ensuring adaptability, innovation, and sustainable enterprise development. The purpose of the study is to substantiate the theoretical and methodological foundations and to determine the impact of the digital transformation of organizational communications on the formation of competitive advantage for enterprises in modern economic conditions.

The article examines existing approaches to understanding the essence of organizational communications, digital transformation, and enterprise competitiveness. It is substantiated that the digital transformation of organizational communications encompasses technological, organizational, information-analytical, and cultural components of enterprise management. The digital transformation of organizational communications is understood as an integrated system of digital platforms, automated interaction channels, and adaptive mechanisms for managing information flows, designed to enhance enterprise competitiveness. It is revealed that digital communications significantly influence the informational-managerial, innovative, marketing, organizational-adaptive, and strategic components of enterprise competitiveness, thereby enabling faster decision-making, reducing information asymmetry, increasing managerial flexibility, and fostering an innovative environment. The study found that the level of digital maturity of organizational communications is becoming a key





determinant of enterprise competitive advantage. Practical cases from leading international and domestic companies were analyzed, confirming the effectiveness of implementing CRM, ERP, BI systems, corporate platforms, artificial intelligence tools, and omnichannel communications in improving business process efficiency and competitiveness. It is determined that digital tools for organizational communication have a multidimensional impact on various components of enterprise competitiveness, encompassing both internal management processes and external market interactions. They ensure the transformation of traditional communication management models into integrated digital ecosystems that are highly adaptable, responsive, and transparent in information.

Keywords: digital transformation, organizational communications, competitiveness, digital communication tools, communication management.

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ЦИФРОВА ТРАНСФОРМАЦІЯ ОРГАНІЗАЦІЙНИХ КОМУНІКАЦІЙ ЯК ЧИННИК ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВ

Анотація. Статтю присвячено обґрунтуванню положень щодо цифрової трансформації організаційних комунікацій в контексті підвищення конкурентоспроможності підприємств. Актуальність тематики дослідження зумовлена необхідністю формування нових підходів до управління комунікаційними процесами, які виходять за межі традиційного інформаційного обміну та набувають стратегічного значення у забезпеченні адаптивності, інноваційності та стійкого розвитку підприємств. Дослідження має на меті обґрунтувати теоретико-методичні засади та визначити вплив цифрової трансформації організаційних комунікацій на формування конкурентних переваг підприємств у сучасних умовах господарювання.

В статті розглянуто наявні підходи до розуміння сутності організаційних комунікацій, цифрової трансформації та конкурентоспроможності підприємств. Обґрунтовано, що цифрова трансформація організаційних комунікацій охоплює

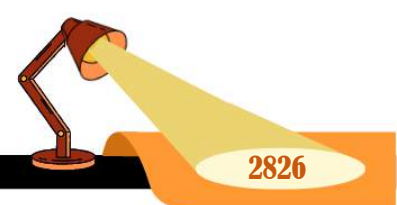




технологічну, організаційну, інформаційно-аналітичну та культурну складові управління підприємством. Пропонується розуміти цифрову трансформацію організаційних комунікацій як інтегровану систему цифрових платформ, автоматизованих каналів взаємодії та адаптивних механізмів управління інформаційними потоками, спрямовану на підвищення конкурентоспроможності підприємства. Виявлено, що цифрові комунікації суттєво впливають на інформаційно-управлінську, інноваційну, маркетингову, організаційно-адаптивну та стратегічну складові конкурентоспроможності підприємств, забезпечуючи прискорення прийняття рішень, зниження інформаційної асиметрії, підвищення гнучкості управління та формування інноваційного середовища. Дослідження дозволило виявити, що рівень цифрової зрілості організаційних комунікацій стає одним із ключових детермінантів конкурентних переваг підприємства. Досліджено практичні кейси провідних міжнародних і вітчизняних компаній, які підтвердили ефективність впровадження CRM-, ERP-, BI-систем, корпоративних платформ, інструментів штучного інтелекту, омніканальних комунікацій, тощо в підвищенні ефективності бізнес-процесів і конкурентоспроможності. Визначено, що цифрові інструменти організаційних комунікацій формують багатовимірний вплив на різні складові конкурентоспроможності підприємства, охоплюючи як внутрішні управлінські процеси, так і зовнішню ринкову взаємодію. Вони забезпечують трансформацію класичних моделей управління комунікаціями у інтегровані цифрові екосистеми, що характеризуються високим рівнем адаптивності, швидкості реагування та інформаційної прозорості.

Ключові слова: цифрова трансформація, організаційні комунікації, конкурентоспроможність, цифрові комунікаційні інструменти, управління комунікаціями.

Problem Statement. In the contemporary context of the development of the digital economy, increasing global competition, growing market turbulence, and rapid progress in information and communication technologies, there is an objective need to reconsider the role of organizational communications within the enterprise management system. Traditional communication approaches, primarily focused on linear information transfer, are gradually losing effectiveness as they no longer meet the speed, flexibility, and integration requirements of today's business environment. In our view, the problem lies in the fact that a significant number of enterprises continue to use fragmented communication systems that fail to ensure adequate integration of internal and external information flows, support timely decision-making, or contribute to the formation of sustainable competitive advantages. This limits organizations' ability to adapt to external changes and reduces their competitiveness. Therefore, the study's relevance stems from the need to develop and implement digital models of organizational communication that integrate information technologies, automate





managerial processes, enable omnichannel interaction, and enhance enterprises' digital maturity. Of particular importance is the study of the impact of digital transformation of communications on the formation of competitive advantages in the context of innovation development, knowledge management, and strategic management.

Analysis of Recent Research and Publications. In contemporary literature, issues of digital transformation of enterprise activity are considered a powerful factor in ensuring competitiveness in the digital economy. In this context, Kolomoiets Ye. [1] states that digital business transformation is a fundamental prerequisite for increasing competitiveness, as it enables the automation of managerial processes, optimization of business models, and integration of digital technologies into the strategic management system. A similar position is held by Verbivska L. and Dziuba T. [2], who emphasize that digitalization creates new competitive advantages by integrating digital tools into enterprise business models, particularly in stakeholder communication.

In the context of organizational communications, researchers Batsenko L. and Galenin R. [3] emphasize that digital communications are a system-forming element of digital transformation management, as they enable faster information exchange, improve the quality of managerial decisions, and facilitate the integration of structural units. Borisenko D. and Khunkhai V. [4] consider socio-communication support as a complex of digital and analytical mechanisms aimed at forming a unified information space of the organization under conditions of digital transformation.

Researcher Chyzhova Yu. [5] proved that omnichannel digital communications contribute to increasing enterprise competitiveness through customer-oriented interaction, CRM system integration, and communication personalization. Gorbanova V. [6] noted that the digital transformation of enterprises has formed a new digital business ecosystem in which communication processes act as an integrator of strategic management, organizational culture, and innovative development.

Among foreign researchers, the contribution of Niemann-Struweg I. [7] is noteworthy, as she substantiated an integrated communication model based on the multilevel and adaptive nature of information flows in the post-industrial environment. Researchers Sliiepchevych M., Kostic M., and Radojevic I. [8] focused on the transition to integrated digital corporate communication models that form new channels of interaction between organizations and their stakeholders. Würsch L. and co-authors [9] considered digital communications as a socio-technical system combining technological platforms, organizational culture, and digital leadership, ensuring knowledge and personnel behavior management. Taruchaian-Poso F. and co-authors [10] defined organizational communications as a strategic tool of change management that reduces uncertainty, builds trust, and enhances enterprise resilience.

Thus, according to modern approaches, the digital transformation of organizational communications is a key factor in shaping enterprise competitiveness, ensuring the integration of information flows, increasing management adaptability, and





developing customer-oriented and innovative business models. However, despite the considerable number of studies on this topic, the impact of digital transformation of organizational communications on enterprise competitiveness still requires further scientific investigation.

Purpose of Research. The study aims to substantiate the theoretical and methodological foundations and determine the impact of digital transformation of organizational communications on enhancing the competitiveness of enterprises in the digital economy.

To achieve this goal, the following research tasks are defined:

to generalize modern scientific approaches to understanding organizational communications and their digital transformation;

to investigate the role of digital communications in the enterprise strategic management system;

to study the practical experience of leading companies in implementing digital communication solutions;

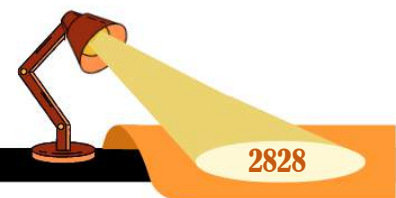
to examine the impact of digital technologies on key components of enterprise competitiveness;

to identify the main digital tools of organizational communications and their functional purpose.

Research Results. In the contemporary context of the digital economy, intensifying global competition, increasing market turbulence, and rapid advances in information and communication technologies, the digital transformation of organizational communications is assuming a system-forming role in ensuring enterprise competitiveness. Communication processes are increasingly moving beyond their traditional function of information transfer. They are being transformed into a multidimensional managerial tool that ensures business process integration, coordination of organizational activities, support for innovation development, formation of organizational culture, and strengthening of enterprise adaptability in the conditions of the digital economy.

A modern enterprise operates in an environment characterized by high information intensity, accelerated managerial processes, the development of digital platforms, the widespread adoption of cloud technologies, artificial intelligence, big data, automated management systems, and digital channels of interaction with stakeholders, among others. Therefore, enterprise performance largely depends on the ability to form an integrated digital system of organizational communications that ensures rapid information exchange, coordination of business processes, support for change management, and adaptive response to external environmental transformations.

Domestic scholars view digital transformation as a multidimensional process that encompasses not only technological changes but also the profound restructuring of enterprises' managerial, organizational, and communication systems. Thus,





Ye. Kolomoiets emphasizes that digital transformation is a fundamental factor in increasing business competitiveness, as it enables the automation of managerial processes, optimization of business models, and integration of digital technologies into strategic enterprise management [1].

A similar position is held by L. Verbivska and T. Dziuba, who emphasize that digitalization establishes a new logic of competitive advantage by integrating digital tools into enterprise business models [2]. The scholars identify mobile technologies, social networks, cloud services, artificial intelligence, IoT solutions, and digital communication platforms as key drivers of digital competitiveness, enabling new levels of interaction with consumers and stakeholders.

L. Batsenko and R. Galenin consider digital communications as a fundamental element of modern organizational management systems [3]. The researchers substantiate that the digitalization of communications significantly increases the speed and quality of managerial decision-making, optimizes information flows, reduces information asymmetry between structural units, and strengthens the integration of internal organizational processes.

D. Borysenko and V. Khunkhai expand this understanding by interpreting socio-communication support as a complex of digital, information-analytical, and managerial mechanisms aimed at forming a unified communication space of the enterprise [4]. The authors emphasize the need to integrate internal and external information flows into a coherent digital management system, thereby enhancing the efficiency of stakeholder interaction.

Modern studies pay considerable attention to the development of omnichannel communication models. In particular, Yu. Chyzhova demonstrates that omnichannel digital communications contribute to the formation of a customer-centric management model, the integration of CRM systems, Big Data analytics, and digital interaction platforms, thereby significantly enhancing enterprise competitiveness through improved customer interaction and communication personalization [5].

V. Horbanova views the digital transformation of enterprises as the foundation for forming a digital business ecosystem, within which the communication system acts as an integrator of digital strategy, organizational culture, and knowledge management [6]. The author proves that the level of digitalization of communication directly correlates with an enterprise's competitive advantages and its capacity for innovative development.

Among foreign researchers, I. Niemann-Struweg made a significant contribution to the development of the concept of digital organizational communications, proposing an integrated model of strategic communications for post-industrial enterprises [7]. Her approach emphasizes the multilevel structure, flexibility, and adaptability of the communication system, ensuring continuous digital information exchange between the organization and its stakeholders.



M. Sliiepecheych, M. Kostic, and I. Radojević substantiate the transition from traditional corporate communication models to integrated digital interaction platforms [8]. The scholars emphasize that digitalization fundamentally transforms organizational communication structures, creating new channels of interaction between employees, management, customers, and the external environment.

L. Würsch and co-authors consider digital communications as a complex socio-technical system integrating technological platforms, digital leadership, artificial intelligence, organizational culture, and mechanisms of collective interaction [9]. Within this approach, digital communications serve as a tool for knowledge management, employee behavior modeling, and organizational adaptability.

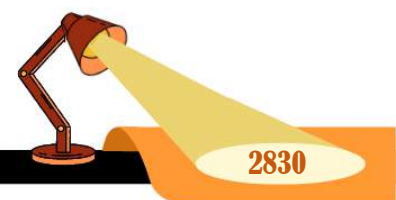
F. Taruchain-Poso and co-authors define organizational communications as a strategic enterprise asset that supports transformation processes, reduces uncertainty, builds trust among organizational participants, and enhances enterprise resilience in crisis conditions [10].

Based on the generalization of modern scientific approaches, it is appropriate to propose our own interpretation of the digital transformation of organizational communications as an integrated process of systematic implementation of digital technologies, information-analytical platforms, automated interaction channels, and adaptive mechanisms for managing communication flows aimed at ensuring organizational resilience, increasing competitiveness, and forming long-term competitive advantages.

In our view, the digital transformation of organizational communications should be considered not only as a process of technological upgrading of communication infrastructure but as a comprehensive transformation of the enterprise management system, which includes:

- digitalization of internal and external information flows;
- integration of CRM, ERP, and BI systems;
- use of big data and artificial intelligence in communication management;
- development of omnichannel interaction models;
- formation of a digital corporate culture;
- implementation of real-time communication monitoring systems;
- development of adaptive communication risk management mechanisms.

We are convinced that, in the digital economy, enterprise competitiveness is increasingly determined not only by traditional resource or financial indicators but also by the level of digital maturity of organizational communications. Key determinants include the speed of information exchange, the degree of digital platform integration, the level of analytical data processing, the flexibility of communication architecture, and the organization's ability to manage information flows adaptively in a constantly changing external environment.





From our perspective, competitiveness should be viewed as an integral characteristic of an enterprise shaped by interconnected economic, organizational, technological, and communication factors, among which digital communications play a system-forming role.

First and foremost, the digital transformation of organizational communications significantly influences the information and managerial components of enterprise competitiveness. The implementation of digital communication platforms, corporate portals, electronic document management systems, CRM, and ERP systems accelerates the circulation of information, reduces information asymmetry, and improves the accuracy of managerial decisions. As a result, enterprises gain the ability to respond promptly to changes in the external environment, which is critically important amid high market turbulence. As noted by L. Batsenko and R. Galenin [4], the digitalization of the communication system directly affects the speed of managerial decision-making and the level of coordination between structural units, thereby creating additional competitive advantages.

Digital communications enable a flexible organizational structure that can rapidly transform in response to external changes. Through digital interaction channels, enterprises can implement adaptive management models that involve continuous, real-time adjustments to business processes. In this context, the digital transformation of communications strengthens the organization's capacity for change management, reduces employee resistance to transformation, and enhances organizational flexibility.

Digital transformation of organizational communications fosters an innovative environment within the enterprise, enabling the rapid exchange of knowledge, ideas, and managerial decisions. The use of artificial intelligence technologies, big data analytics, automated communication systems, and digital collaboration platforms enables enterprises to accelerate innovation cycles, reduce the time required for new product development, and increase the efficiency of innovation implementation. In this context, digital communications act not only as a channel for information transfer but also as a mechanism for generating innovative value.

Furthermore, the marketing and communication potential of the enterprise is also directly transformed by digitalization. Omnichannel communication models, social network integration, digital customer engagement platforms, and personalized analytics systems enable the development of a customer-oriented enterprise strategy. As noted by Yu. Chyzhova [7] argues that omnichannel digital communications integrate CRM systems, big data, and digital interaction channels, thereby improving customer service quality, increasing customer loyalty, and consequently enhancing enterprise competitiveness.

Digital transformation of communications creates a unified information space within the enterprise, where knowledge is accessible, structured, and easily transferable among employees. This contributes to staff upskilling, the development of internal





training, the formation of an innovative culture, and the strengthening of team collaboration. In turn, this directly affects labor productivity and overall enterprise efficiency.

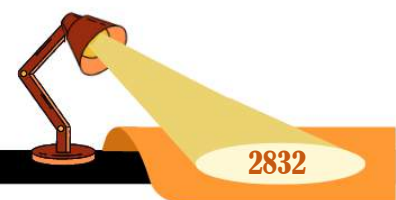
Digital communication systems enable enterprises to form a multichannel model of interaction with customers, partners, investors, and society. This ensures greater transparency in operations, strengthens the company's reputation, and builds trust, all of which are important intangible components of competitiveness. In this context, D. Borysenko and V. Khunkhai [7] emphasize that digital communications form a unified information environment of interaction between the enterprise and its stakeholders.

Digital transformation of organizational communications also affects the enterprise's strategic competitiveness. By using digital analytical systems, forecasting tools, and monitoring instruments for communication processes, enterprises can make proactive managerial decisions oriented toward long-term development. This allows them not only to respond to changes in the external environment but also to anticipate them, thereby forming sustainable competitive positions.

Thus, the digital transformation of organizational communications influences enterprise competitiveness comprehensively, encompassing informational-managerial, organizational-adaptive, innovative, marketing, social, and strategic components. As a result, a new paradigm of competitiveness emerges, in which not only the enterprise's resource potential but also the level of development of its digital communication system play key roles.

The effectiveness of implementing digital tools for organizational communication in ensuring enterprise competitiveness is also confirmed by the experience of leading companies that have adopted such practices. One notable example is Microsoft's implementation of integrated digital platforms in partnership with enterprises in the real economy. In particular, the transformation of business processes using Microsoft Dynamics 365 (ERP and CRM systems) enabled companies to integrate financial, production, and communication data into a unified system, ensuring greater transparency in management and shorter decision-making time. In the case of Grande Cheese, integrating CRM and ERP systems shortened the production cycle and improved interdepartmental coordination, thereby positively affecting revenue growth and customer service quality [11].

An example of internal communication transformation is the experience of the Ukrainian company Eldorado, which implemented Microsoft 365, including Teams, SharePoint, and Exchange Online [12]. This enabled the formation of a unified digital communication ecosystem that ensured continuous information exchange among employees, faster communication, and the elimination of information gaps between departments. As a result, the company improved business process coordination and enhanced the quality of customer interactions.





Similar results are demonstrated by the international logistics company C.H. Robinson, which implemented Microsoft Dynamics 365 Sales, Power Apps, and Power BI [13]. The integration of digital tools enabled the creation of a centralized customer communication management system, improving customer orientation and reducing the sales cycle. A key effect was the creation of a unified digital environment of interaction among employees, clients, and partners, which increased the company's adaptability to market changes.

Klöckner & Co transformed its internal communications by introducing the principle of "communication without hierarchy" and using the corporate social platform Yammer [14]. This approach reduced hierarchical barriers, increased communication openness, and enabled faster knowledge exchange among employees. The level of digital communication adoption in the company exceeded 70%, indicating high effectiveness of this approach.

Vonage, a company specializing in digital communication platforms, demonstrated the integration of unified communications combining messaging, video conferencing, voice services, and social channels into a single system [15]. Such integration ensures continuous client interaction and improves internal coordination, directly affecting productivity and the quality of managerial decisions.

Infosys implemented digital communication transformation through the Microsoft Dynamics 365 ecosystem, which integrates data, processes, and people within a unified digital environment [16]. This reduced decision-making cycles, improved analytical accuracy, and enabled more effective interaction between clients and internal teams.

The Ukrainian agro-industrial holding MHP (Myronivsky Hliboproduct) implemented Microsoft Teams as a unified digital communication platform that integrates HR processes, operational management, and internal communication [17]. This increased business process transparency, automated a significant part of communications, and improved coordination among employees at different management levels.

The study of practical cases from leading companies allows us to conclude that the digital transformation of organizational communications is generally based on the following key trends: integration of CRM, ERP, and BI systems into unified digital platforms; implementation of corporate communication environments; development of omnichannel and customer-oriented interaction models; use of big data analytics and artificial intelligence for communication support; formation of flexible, decentralized, and "hierarchy-free" communication models; strengthening the role of digital communications as a strategic management tool.

Digital tools of organizational communication have a multidimensional impact on various components of enterprise competitiveness, spanning both internal management processes and external market interactions. They transform traditional communication





management models into integrated digital ecosystems characterized by high adaptability, rapid response, and transparent information (Table 1).

Table 1

Digital tools of organizational communications and their contribution to ensuring enterprise competitiveness

Tools	Application in Organizational Communications	Impact on Competitiveness
CRM Systems	Centralization of customer data, automation of interaction, personalization of communications.	Increased customer focus, consumer loyalty, and service quality.
ERP Systems	Integration of internal business processes and information flows.	Improved operational efficiency, cost reduction, and resource optimization.
Corporate Platforms	Ensuring internal communication and team collaboration.	Increased speed of decision-making, improved coordination and organizational cohesion.
Cloud Services	Real-time access to data and communications.	Increased business flexibility, scalability, and staff mobility.
Social Media & Digital Marketing	External communication with consumers and brand building.	Strengthening market positions, brand competitiveness, and customer acquisition.
Big Data & Analytics Tools	Analysis of large arrays of communication and behavioral data.	Improved quality of management decisions, forecasting of demand and trends.
AI & Chatbots	Automation of communication with customers and personnel.	Reduced service time, cost reduction, and improved service quality.
Video Conferencing	Remote communication between organization members.	Increased mobility, reduced transaction costs, and ensuring business continuity.

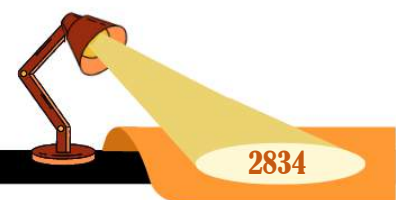
Source: developed by authors

The use of the tools presented in Table 1 enables synergy among information flows, managerial decisions, and the organization's strategic development goals.

As a result, new qualitative competitive advantages are formed, based not only on resource potential but also on the level of digital maturity of the communication system, the ability to adapt quickly, and the effective use of information and communication technologies across all areas of enterprise activity.

Conclusions. The digital transformation of organizational communications directly influences the formation and strengthening of modern enterprises' competitiveness. Digital communications go beyond traditional information exchange and evolve into a comprehensive managerial mechanism that ensures business process integration, improved decision-making efficiency, the development of innovation potential, and the formation of customer-oriented strategies.

The synthesis of scientific approaches and the practical experience of leading companies has revealed that implementing CRM, ERP, and BI systems, corporate





digital platforms, artificial intelligence tools, and big data analytics significantly increases organizational flexibility, the speed of information exchange, and the quality of managerial decisions.

Enterprise competitiveness in the digital economy is formed not only based on resource potential but also depends on the level of digital maturity of organizational communications, the ability to integrate digital technologies, and the efficiency of information flow management.

Thus, the digital transformation of organizational communications systematically ensures sustainable enterprise development, adaptability, and long-term competitive advantages.

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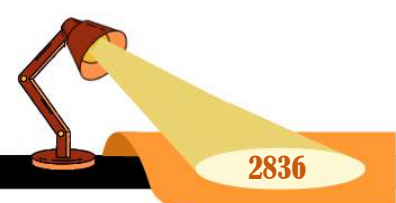
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