SECTION 3. IMPROVING BUSINESS COMMUNICATIONS OF AN ENTERPRISE IN THE INTERNATIONAL BUSINESS ENVIRONMENT

3.1. Directions of digital transformation of business communications based on best international practices

Digital transformation in the field of business communications is an integral part of the strategic development of modern enterprises operating in an international environment. In the context of globalization, changing formats of interaction and transition to hybrid models of cooperation, companies are forced to rethink both the organization of communications and the tools for their implementation. Best international practices demonstrate that successful enterprises use digital solutions not only as technical platforms, but as an element of corporate culture and competitive advantage.

**Table 3.1 - Digital business communications tools: international practice**

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| --- | --- | --- |
| **Tool category** | **Examples of systems** | **Key features/benefits** |
| CRM systems | Salesforce, Zoho CRM, HubSpot | Customer interaction automation, analytics, personalization, contact history |
| Collaboration systems | Microsoft Teams, Asana, Google Workspace | Task coordination, video meetings, document storage, collaborative editing |
| AI-based tools | Intercom, ChatGPT API, Freshdesk | Automation of response to requests, emotional analysis, translation, sorting of requests |
| BIM technologies | Autodesk Revit, Navisworks, BIM 360 | Information modeling of objects, collaboration on technical solutions |

Table continuation 3.1

|  |  |  |
| --- | --- | --- |
| Electronic document management systems | DocuSign, Adobe Sign, PandaDoc | E-signature, remote approval of documents, international legal force |
| Analytical platforms | Power BI, Tableau, Zoho Analytics | Visualization of communication data, KPI monitoring, identification of bottlenecks |
| Data protection and cybersecurity | Google Workspace Enterprise, NordLayer | Communication protection, encryption, backup, GDPR compliance |

One of the basic directions of digital transformation is the integration of new generation CRM systems, which allow not only to automate the processes of interaction with customers, but also to provide communications analytics, demand forecasting, and individualization of service. In international practice, solutions such as Salesforce, Zoho CRM, and HubSpot are actively used, which support a multilingual interface, integration with ERP, and AI modules for predicting consumer behavior [23]. For example, in corporations with an extensive network of offices in different countries, the CRM system acts as a single hub for customer history, including correspondence, meetings, agreements, and complaints.

The next important tool is collaboration management systems, which provide simultaneous access to projects, reports, schedules and presentations. Services such as Microsoft Teams, Google Workspace, Asana or Monday.com allow you to structure communication in distributed teams, organize video conferences, track task status, keep meeting minutes and quickly make adjustments to technical tasks. The use of these systems becomes especially relevant in conditions of remote cooperation with foreign partners and when implementing multinational projects.

Special attention is paid to the use of artificial intelligence (AI) technologies in optimizing communication processes. In leading international companies, AI is used for automatic processing of customer requests (chat bots, voice assistants), generation of responses to typical requests, preliminary analysis of the emotional tone of correspondence, as well as for simultaneous translation of technical documentation. For example, in such technological giants as IBM or SAP, the implementation of AI in business communication has allowed to reduce the workload on managers by more than 30% and speed up the processing time of requests by one and a half times.

In the construction industry, to which LLC "Expertiza ZO" belongs, the integration of BIM systems (Building Information Modeling) into internal and external communication is extremely effective. This allows specialists to work with a single information model of the object in real time, exchange technical solutions, and coordinate between architects, designers, engineers and customers in a digital environment. International partners recognize BIM as a standard for project coordination, and companies that work with such systems (for example, Revit, Navisworks) gain an advantage when participating in tenders and have a higher level of trust from customers.

Another direction is the digitalization of document flow, which involves a complete transition to electronic formats of reporting, contracts, and technical documentation. The European Union already has electronic document flow standards in place that allow documents to be coordinated remotely using an electronic signature (for example, the DocuSign, Adobe Sign systems). In the context of international partnerships, this significantly reduces time and logistical costs, increases the security of information transmission, and speeds up the final stages of project approval. In addition to the technical component, digital transformation also involves cultural and managerial changes. Leading companies in the world are forming the so-called “digital communication culture” — an environment in which communication occurs quickly, transparently, structured, and using corporate digital channels. This involves abandoning informal means of information exchange (for example, personal messengers) in favor of official channels, where every request, response, or comment is recorded and can be analyzed using KPIs.

A separate role in international digital communication is played by the standardization of the style of business communication, in particular through the adaptation of letters, presentations and technical reports to ISO requirements, as well as the use of universal formats (PDF/A, XML). This not only increases the clarity of information for partners, but also allows you to automate its further processing, including import into analytical systems. The use of cloud technologies, cybersecurity, data backup systems, two-factor authentication has also become an international norm. Companies working with foreign customers must guarantee the security of business communications - this has become a key criterion of trust, especially in the engineering and legal spheres.

Thus, the analysis of international experience shows that the digital transformation of business communications is not limited to the implementation of individual IT products, but requires a comprehensive approach: technological, organizational, personnel and cultural. Ukrainian enterprises, in particular LLC "Expertiza ZO", have significant potential for adapting such practices through the implementation of integrated digital platforms, unification of communication channels, staff training in the field of digital ethics and the application of communication standards adopted in the EU.

3.2. Implementation of a system of intercultural and customer-oriented communications

In modern international business, intercultural competence and customer orientation have become critically important components of effective business communication. In the context of globalization, digitalization and a multilingual environment, companies must not only respond quickly to customer requests, but also deeply understand the cultural contexts in which their partners, customers and investors operate. The formation of a system of intercultural and customer-oriented communications requires a comprehensive approach that combines organizational, personnel, linguistic and technological solutions.

The first step is to implement a unified policy of intercultural interaction, which involves not only knowledge of foreign languages, but also a deep understanding of the specifics of communication in different cultural traditions. For example, in Asian countries, indirect speech, compliance with subordination and etiquette are of particular importance, while in Scandinavian countries and the USA, directness, speed and structured communication are valued. Taking into account such differences allows you to avoid misunderstandings, create an atmosphere of trust and effective partnership. LLC "Expertiza ZO" has a high level of interaction with European partners, but the documentation indicates that the company has not yet implemented systematic training in intercultural communication for technical personnel. Given the growing number of projects within the Horizon Europe programs and cooperation with foreign engineering companies, it is advisable to introduce a modular program for training personnel in the basics of cultural adaptation. Such training should cover the principles of intercultural ethics, the peculiarities of the negotiation process, the adaptation of the visual language of presentations to audiences in different countries, as well as behavioral models in formal and informal communication.

The second key element is the formation of a customer-oriented business communications model, which involves flexible, individual and proactive interaction with customers. In international practice, the concept of "voice of customer" is widely used, which means taking into account the expectations, experience and feedback of customers in the formation of a communication strategy. This includes monitoring requests, quick response to complaints, maintaining a history of requests, multi-channel communication (email, telephone, video call, social networks), as well as the creation of personalized communication routes. LLC "Expertiza ZO" already has a CRM system with advanced capabilities for interacting with customers. However, for the full implementation of a customer-oriented approach, it is advisable to supplement it with analytical modules that allow you to assess the emotional tone of requests, identify recurring requests and determine service priorities depending on the type of client. In addition, the feedback function should be strengthened - implement systematic satisfaction surveys, service quality assessments, and regular updates of client cards.

Particular attention should be paid to language support for customers. Given the geographical breadth of partnerships, the company should provide multilingual service. This can be implemented through multilingual website interfaces, automated support in English, Polish or German, as well as the presence of a responsible translator or manager with knowledge of the language of the partner's country. The pre-graduate internship report emphasizes that the language barrier at the technical level (when working with documentation) remains one of the main obstacles - it should be overcome by training staff or involving professional translators.

Another tool of the customer-oriented strategy is visual adaptation of communication, which involves creating presentations, technical proposals and reports taking into account the visual standards and cultural preferences of the target audience. For example, for Japanese companies, minimalist graphics, clarity of structure, lack of emotional coloring are important, while in France or Italy, stylized presentation with creative elements is allowed. Such adaptation requires a flexible design approach, but allows you to significantly increase the effectiveness of communication in an intercultural context.

In general, a system of intercultural and customer-oriented communication should be based on three principles: respect for diversity, proactivity in meeting customer needs and the use of digital personalization tools. Enterprises seeking to integrate into global value chains need to adapt not only their products, but also their communication culture, contact management style and flexibility in responding to situations. The implementation of such a system based on LLC "Expertiza ZO" will contribute to increasing trust from international partners, strengthening positions in the European market, reducing the number of communication failures, as well as forming a sustainable brand of the company as a professional, modern and culturally sensitive subject of international business.

3.3. Economic assessment of the effectiveness of the proposed changes

The proposed directions of digital transformation, development of intercultural communication and implementation of a customer-oriented business interaction model in LLC "Scientific and Expert Center of Construction Technologies "Expertiza ZO"" should be not only strategically sound, but also economically feasible. That is why conducting an economic assessment of expected efficiency is an important stage in the formation of an updated communication policy of the enterprise.

According to the data provided by the company, in 2023 the company faced certain losses of time and resources due to the fragmentation of communication systems, delays in the approval of technical documentation, language barriers in working with foreign partners, and weak automation of processes. In particular, the average time for approval of technical specifications was 12–14 working days, and processing of applications from international clients took more than 48 hours. As a result, several projects were lost due to delays or misunderstandings, which is estimated as a loss of profit in the range of 250–300 thousand UAH per year.

**Table 3.2 - Economic assessment of the effectiveness of the proposed changes in the field of business communications**

|  |  |  |  |
| --- | --- | --- | --- |
| **Proposed event** | **Estimated costs, UAH** | **Expected economic effect, UAH/year** | **Key benefits** |
| Implementation of a single digital platform | 60 000 | 90 000 | Reduce time, improve communication management |
| Staff training in intercultural communication | 70 000 | 400 000 | Increasing the efficiency of interaction with foreign clients and partners |
| Creating a customer feedback system | 25 000 | 250 000 | Increase in repeat visits, improvement in service quality |
| Standardization of external documentation and templates | 15 000 | 30 000 | Reduce errors, speed up approvals, improve image |
| Together | ≈170 000 | ≈770 000 | Payback in 3–4 months, ROI ≈ 4.5 |

It is expected that the implementation of a single digital platform (e.g. Microsoft Teams or Slack) with video conferencing, CRM integration, and cloud document management features will reduce the internal document approval cycle by at least 25–30%, saving an average of up to 180 working hours per month [24]. In terms of labor, this corresponds to savings of over UAH 90,000 per year just from optimizing administrative work.

Additional efficiency will be brought by the implementation of training programs on intercultural communication for personnel, which will reduce the number of communication failures with foreign partners. If the cost of a full training cycle for one employee is approximately 3,500 UAH, and the coverage is 20 people (managers, engineers, technical experts), then the total costs will be about 70 thousand UAH. The expected effect is an increase in the quality of communications, a reduction in the risk of losing foreign clients, a probable increase in income from foreign projects by 10–15%, which in the current volume is over 400 thousand UAH per year. In addition, the introduction of a customer satisfaction assessment and feedback system based on CRM will allow identifying weaknesses in service and improving the quality of service. From the experience of international companies, only the introduction of such mechanisms allows to increase the level of repeat applications by 20–25%, which in the case of LLC "Expertiza ZO" can provide an increase in income of up to 300 thousand UAH per year.

In total, the expected economic effect from the implementation of the proposed measures during the first year is over 700 thousand UAH due to:

* reduction in time spent on approval — ≈90 thousand UAH;
* increase in profitability from foreign contracts — ≈400 thousand UAH;
* increase in repeat customer calls — ≈250–300 thousand UAH.

At the same time, the implementation of measures is estimated at UAH 150–180 thousand, which includes training, software licenses, and adaptation of internal processes. Thus, the return on investment (ROI) coefficient during the first year will be approximately 3.5–4.0, which indicates the feasibility of implementing the proposed solutions. In addition, intangible effects should be taken into account that are not subject to direct financial assessment, but significantly affect the long-term competitiveness of the company: improved image, improved reputation among partners, reduced staff turnover, reduced conflicts in the team, and increased institutional resilience to crisis situations.

Thus, the economic assessment of the effectiveness of the proposed changes demonstrates the high payback and strategic feasibility of the digital transformation of business communications at the enterprise. The introduction of innovative tools, combined with staff training and the development of a customer-centric model, allows you to form an adaptive, effective and cost-effective system of interaction with partners in the international business environment. .

Conclusions to Chapter 3

The third section substantiates modern approaches to improving the enterprise's business communications system in a globalized business environment. The main focus is on the areas of digital transformation, integration of cross-cultural and customer-oriented strategies, as well as on the economic analysis of the effectiveness of the proposed changes.

Analysis of international practices showed that the digitalization of business communications is no longer an optional trend, but a basic condition for competitiveness. In this context, important vectors have become the implementation of modern CRM systems, platforms for remote collaboration, automated customer support services, as well as the use of artificial intelligence technologies to optimize communication flows. Integration of BIM modeling, cloud document management and digital KPIs into the practice of communication management allows to increase the efficiency, accuracy and transparency of business processes. Special attention is paid to the formation of a system of intercultural and customer-oriented communication, which is based on knowledge of cultural codes, linguistic adaptation, personalization of service, proactive response to customer requests. The use of such practices allows to significantly reduce communication risks, improve the quality of service and form long-term trusting relationships with foreign partners . The economic assessment of the proposed measures has shown their high feasibility. The expected annual benefit from the implementation of communication innovations may exceed UAH 700,000, with investments of UAH 170,000, which ensures a payback in less than half a year and a profitability ratio (ROI) of about 4.5. In addition to direct economic results, an improvement in the intangible assets of the enterprise is also predicted - an increase in reputational value, an increase in customer satisfaction and a decrease in staff turnover.

Thus, the results of the third section confirm that a holistic modernization of the business communications system based on digital, culturally sensitive, and service-oriented approaches is an effective strategy for adapting an enterprise to the requirements of the international market and the dynamic digital environment.

CONCLUSIONS

As a result of the thesis, the theoretical, methodological and applied aspects of the formation, implementation and improvement of the business communications system in the field of international entrepreneurship were comprehensively investigated. Analysis of literary sources, domestic and foreign experience, as well as a practical case of the LLC "Scientific and Expert Center of Construction Technologies "Expertise ZO"" allowed us to draw a number of scientifically substantiated conclusions and formulate proposals that are significant both in theoretical and applied dimensions.

Firstly, it has been established that business communications in international entrepreneurship are not just a mechanism for exchanging information between business entities, but a holistic strategic system of interaction that determines the level of trust, risk tolerance, competitiveness, and speed of decision-making. Successful communication in an international environment requires taking into account intercultural specifics, standards of professional behavior, language norms, technological support of processes, and compliance with modern requirements of business etiquette. Secondly, the theoretical section reveals the evolution of approaches to business communications, presents modern classifications of their forms (by channels, level of formalization, internal or external orientation) and identifies key factors of effectiveness. It is shown that digitalization, personalization of interaction, flexibility of communication formats and customer-centricity are becoming dominant principles in the formation of sustainable business relationships at the international level. Thirdly, in the second section of the thesis, an in-depth analysis of the communication system of LLC "Expertiza ZO" was carried out, which made it possible to establish a number of both strengths and systemic problems. The advantages include: developed digital infrastructure, experience working with foreign partners, multilingual management competence, participation in international projects. The identified problems include the lack of a single digital platform, fragmentation of internal information exchange procedures, limited intercultural training of personnel, and lack of analytics of communication efficiency. Fourth, the third section substantiates ways to improve the business communications system taking into account best international practices. It is proposed to implement an integrated digital platform for internal and external interactions, unify business document templates, introduce systematic training of personnel in intercultural communication, and expand customer feedback tools. The assessment of the expected effect showed that the implementation of the proposed changes can bring annual savings and revenue growth in the amount of more than 700 thousand UAH with expenses of up to 180 thousand UAH, which confirms a high level of profitability (ROI over 4).

In general, the results of the thesis confirmed the high importance of systematic, professionally organized business communications for the effective functioning of an enterprise in an international business environment. The theoretical provisions, empirical results and practical proposals of the thesis can be used:

* in the activities of the company "Expertiza ZO" LLC to increase the effectiveness of communication policy;
* as a methodological basis for conducting an internal audit of communication processes;
* in the educational process of higher education institutions when studying disciplines in international management, business communications, and transnational project management.

Thus, the goal of the thesis has been achieved, the task has been completed, and the proposed conclusions can be the basis for further scientific research and the implementation of innovative business communication models in Ukrainian companies seeking international expansion.

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