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Management of digital communication channels in organisations: The experience of Epiroc Ukraine

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Abstract. The research relevance is determined by the fact that digital tools are gradually transforming from an auxiliary tool into a basic management infrastructure, on which the speed of decision-making, the coordination of business processes and the quality of interaction with customers and partners depend. The study aimed to summarise theoretical provisions on the management of digital communication channels. The article examined the management of an organisation's digital communication channels using the example of the industrial company Epiroc Ukraine, which operates in the mining and construction equipment market. The methodological basis of the study was the analysis of scientific sources, content analysis of the company's internal documents, expert assessment of digital channels by groups of organisational and functional-behavioural criteria, as well as a comparative analysis of the competitive environment. As a result, the study determined that Epiroc Ukraine LLC has a sufficiently developed digital infrastructure, but its practical use is characterised by unevenness, excessive load on individual channels, and an insufficient level of integrated analytics for systematic evaluation of communication effectiveness. A concept for a digital communications management strategy is proposed, which involves the creation of an internal digital interaction team, the introduction of a unified digital communications policy, the modernisation of the internal portal as a centre for information interaction, the development of external content for social networks, and the implementation of a system of key performance indicators. According to the results of the estimated forecast, the implementation of the proposed measures will improve the consistency of information flows, reduce the time required to process requests, and increase the level of engagement of target audiences. It is also expected

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that the transparency of management processes will increase and the quality of management decisions will improve due to the use of real-time analytical data. The practical value of the study is determined by the potential use of the proposed approaches in industrial companies to build a comprehensive digital communications system, increase the transparency of management processes, and strengthen their competitive position in the market

Keywords: corporate communications; digital transformation; industrial enterprise; communications strategy; communications analytics; integrated channels

Introduction

The development of the digital environment has significantly transformed the logic of organisational management, turning digital communication channels into key infrastructure for coordinating management decisions, internal interaction and customer relations. In a modern environment, digital platforms not only ensure the transfer of information but also shape customer experience, manage business processes, provide analytics and support strategic management decisions. Digital business transformation is a complex process that encompasses changes in business models, organisational structures, communication channels and approaches to creating value for customers.

A significant area of scientific research has been devoted to the issues of customer relationship management and the integration of Customer Relationship Management (CRM) systems into corporate communication processes (Salman *et al.*, 2024). In modern organisations, CRM is seen as a tool for centralising customer data, automating sales, providing customer service and ensuring personalised interaction. As noted by H. Hansen *et al.* (2022), the integration of CRM systems into the overall corporate communications system contributes to greater consistency in information flows, transparency of internal processes, and effective customer interaction.

A separate block of scientific works focuses on brand interaction with the audience in the digital environment and communication management in social networks. Thus, C. Ledro *et al.* (2025) recognised social media resources not only as a channel for disseminating information, but also as an environment for shaping brand reputation, consumer engagement and feedback from the audience. Consumer engagement on social networks is a substantial factor in forming an emotional connection with the brand, increasing loyalty and trust, which directly affects the competitiveness of companies.

Contemporary research emphasises the use of digital analytics and data-driven approaches in communication management systems. According to M.Z. Bahand (2025), analytical tools ensure the evaluation of digital channel performance, customer behaviour forecasting, and the optimisation of marketing and service decisions. In the digital environment, marketing analytics is becoming a key tool for justifying management decisions based on large data sets and quantitative performance indicators.

A separate area of research covers omnichannel communication management strategies, especially in the B2B segment. Omnichannel communication involves integrating

internal and external digital platforms into a single customer interaction system, providing a consistent customer experience regardless of the point of contact. As noted by O. Popko & V. Filatov (2025), in the B2B segment, omnichannel communications combine service support, technical consulting, project management, and after-sales support into a single information loop.

Ukrainian scientists have also been actively researching the processes of digitalisation of marketing communications and management at industrial enterprises. O. Chukurna *et al.* (2024) analysed the problems of introducing digital technologies, forming digital channels of interaction, and improving the effectiveness of international and internal communications. According to I. Zakryzhevskaya *et al.* (2025), the integration of digital technologies into the development of global marketing communications of industrial enterprises contributes to increasing their competitiveness and adaptation to the conditions of the digital economy.

At the same time, despite the availability of a significant number of scientific studies, most works focus on individual aspects of digital communications – marketing, analytical or technological – without forming a comprehensive vision of digital communication channel management at the level of a specific enterprise. This necessitates further applied research to analyse real-life practices of using digital channels, their integration into management systems, and the evaluation of their effectiveness in the context of specific companies. The study aimed to summarise theoretical approaches to the management of digital communication channels, analyse the practice of their use using the example of Epiroc Ukraine, and develop practical recommendations for optimising the communication system of an enterprise.

Materials and Methods

The empirical basis of the study was provided by materials from the activities of Epiroc Ukraine LLC, which operates in the mining and construction equipment market and actively implements digital solutions in management, production and service processes. The choice of this company as the subject of the study is determined by the belonging to the segment of industrial B2B companies, for which digital communications perform not only marketing, but also operational, managerial, service and coordination functions. Epiroc Ukraine is characterised by a high level of digitalisation of business processes, active

use of integrated information systems, and an extensive network of long-term partnerships with customers, which creates a representative basis for analysing the effectiveness of digital channels in real management conditions. In addition, the company operates in an environment of high technological complexity of products and services, which increases the requirements for the quality of communications, speed of information exchange and coordination of actions between departments and contractors. This renders it a prime example for studying modern approaches to digital communications management in the Ukrainian industrial sector.

The study analysed the following structural divisions of the company: service department, sales department, finance and accounting department, logistics department, HR department, and management unit. The study covered the period of the company's activity from 2022 to 2024, which tracked digital transformations in the context of martial law in Ukraine and increased requirements for management efficiency. The object of applied analysis was digital communication channels that ensure internal interaction between company departments and external communication with customers and partners. The sample included the Integrated Management System (IMS), the internal corporate portal Homepage, the Salesforce CRM system, the Vchasno electronic document management platform, corporate email, the company's official website (Epiroc official website, n.d.) and the company's official Facebook page (Epiroc Ukraine Facebook page, n.d.). Access to the company's internal digital communication channels was provided to the authors of the study with the official consent of the management of Epiroc Ukraine LLC, which was used to analyse the functioning of these tools within the framework of existing corporate regulations and information security standards. Content analysis was conducted based on internal regulations, job descriptions, business process diagrams, information security policies, digital platform logs, CRM usage reports, and IMS materials. Only those documents that directly regulate the functioning of digital channels and have a status were included in the study. The units of analysis were management functions, information messages, business processes, digital interfaces, and algorithms for interaction between departments.

The expert assessment was conducted with the participation of nine company specialists, including department heads, sales managers, and service coordinators with 5 to 15 years of experience. The selection of experts was based on their direct involvement in digital communication processes. The assessment was conducted in the form of a structured questionnaire. Each digital channel was rated on a 10-point scale according to criteria such as frequency of use, speed of information exchange, convenience, security, integration, analytical capabilities, level of automation, user engagement, support for corporate culture, and overall satisfaction. The results were processed by calculating average values and the consistency of expert assessments.

The sources of information were official company websites, reports, analytical market reviews, and publicly available statistical data. The comparison was based on the following criteria: level of digitalisation, integrated smart solutions, service support, innovation, and adaptation to the Ukrainian market. Digital communication channels were evaluated on a 10-point expert scale, where 1 point corresponds to a very low level of performance and 10 points to a very high level. The final integrated indicator was determined by adding up the scores for reliability, integration, speed, convenience, and analytical capabilities. The unit of measurement was a conditional score. A radar chart was developed to demonstrate the level of effectiveness of various digital channels.

The main limitations of the study were the small number of experts, lack of access to certain internal financial data, and the subjectivity of some expert assessments. To minimise risks, a cross-checking method was used. Regarding company personnel, the principles of voluntary participation, anonymity, and confidentiality were observed in accordance with international ethical standards and the provisions of the Helsinki Declaration (World Medical Association, 2024). This set of methods combined a descriptive characterisation of the company's digital infrastructure with a quantitative assessment of its effectiveness and the formulation of sound practical recommendations.

Results

The study was conducted to comprehensively assess the state of the company's digital communications, determine the level of development of key interaction channels, and outline their impact on the effectiveness of information and management processes. The results showed that the company's digital communication infrastructure consists of several heterogeneous platforms and services that vary in terms of integration, functionality, and impact on operational activities. On the one hand, this multi-component nature creates opportunities for segmented data processing, but on the other hand, it increases the risk of fragmentation of information flows and reduces the transparency of management processes. They remain functionally relevant but have limited potential in terms of analytics and integration. This is particularly noticeable in cases where employees have to interact with several systems at the same time, spending additional resources on searching for information or manually duplicating data.

Along with performing internal functions, the company's digital channels are in constant interaction, forming a coordinated information flow management system. The integration of corporate platforms ensures continuous data exchange between the company's administrative, service and commercial departments. Digital communication channels are a key link in the interconnection between business processes, as they are used to transfer, process and analyse management information. To illustrate these processes, a diagram of the main data flows between the company's digital tools has been developed (Fig. 1).

Internal	Channels with mixed function	External
<ul style="list-style-type: none"> • IMS (Integrated Management System) • Internal Homepage portal 	<ul style="list-style-type: none"> • Salesforce • Vchasno platform • E-mail 	<ul style="list-style-type: none"> • Official web-site • LinkedIn • Facebook

Figure 1. Scheme of interaction between digital communication channels of Epiroc Ukraine LLC

Source: compiled by the authors based on the Epiroc official website (n.d.)

The system's effectiveness is ensured precisely by the deep integration between individual platforms. To determine the mechanism of this interaction, it is useful to consider the key links between the leading digital tools used in the activities of Epiroc Ukraine LLC. The Salesforce CRM system is the central link in digital interaction. It is integrated with email and the Vchasno system, which can automatically synchronise document flow and correspondence with customers. Any requests or commercial offers sent via email are automatically recorded in Salesforce as customer

inquiries. This avoids duplication of information and ensures transparency in tracking communication history.

The corporate website (Homepage) is integrated with the CRM system through a feedback mechanism: requests left by users on the website are automatically transferred to Salesforce, where they are processed in accordance with established corporate standards. Social media integration is conducted through Salesforce analytics modules and the company's internal reporting system. Audience engagement metrics (engagement level, clicks, comments) are automatically transferred to CRM, where they are processed for further study of customer behaviour characteristics and evaluation of marketing campaign effectiveness. In general, this interaction model forms a single digital communication circuit within which information is continuously transferred between systems. This not only reduces the time required for management decisions but also ensures coordination between departments, which is critical for the effective functioning of a large international company such as Epiroc Ukraine LLC. An analysis of the digital tools used in the organisation revealed significant differences between them in terms of several criteria: reliability, integration, speed of data exchange, ease of use and analytical capabilities. These differences are reflected in Table 1.

Table 1. Overall assessment of digital communication channels of Epiroc Ukraine LLC on a scale of 1 to 10

Communication channel	Reliability	Integration	Speed	Ease of use	Analytics	Total
Salesforce	9.8	9.7	9.5	9.3	9.9	48.2
Vchasno	9.5	8.9	9.7	9.2	8.3	45.6
E-mail	7.4	7.0	7.9	6.1	5.4	33.8
IMS	8.1	7.5	7.2	6.4	5.9	35.1
Homepage	6.7	6.1	6.8	6.0	4.3	29.9

Source: compiled by the authors based on the Epiroc official website (n.d.)

Expert evaluation demonstrated a clear differentiation of roles between digital channels. The highest ratings were given to the Salesforce CRM system and the Vchasno electronic document management platform. They ensure stable information exchange, minimise the time spent on document approval, maintain transparency of business processes, and provide quick tracking of changes in customer requests. On the other hand, traditional tools such as corporate email and the internal Homepage portal showed lower results, indicating a need to modernise these resources or integrate them into a more comprehensive communications ecosystem. Low analytical capabilities and fragmented information content lead to a decline in communication quality and increase the risk of losing necessary data.

The high performance of Salesforce and Vchasno is due not only to their technical characteristics, but also to the regularity with which they are used by staff. These systems act as key hubs through which a significant amount of service, customer and internal information passes. Their dominance is also confirmed by a radar chart showing their superiority over other tools in most criteria (Fig. 2). The radar chart shows that Salesforce is the most effective digital communication channel in terms of a combination of

key parameters (frequency of use, speed, ease of use, security, and integration), demonstrating consistently high ratings across all criteria. Email and Homepage also have a high level of integration and security, confirming their role in supporting internal and mixed communication processes. At the same time, the Vchasno platform and social networks are characterised by lower scores on certain parameters, in particular integration and frequency of use, which indicates their auxiliary nature in the overall digital communications system. Overall, the results confirm the advisability of further developing integrated digital tools and strengthening coordination between internal and external communication channels.

In an era dominated by digital technologies and profound transformation of communication systems, effective management of information flows is becoming a key factor in the competitiveness of industrial enterprises (Teece, 2010; Paul *et al.*, 2024). For Epiroc Ukraine LLC, which combines a complex organisational structure, a large number of internal and external contacts, and active interaction with the international divisions of the Epiroc Group, the formation of a comprehensive digital communications management strategy is a prerequisite for sustainable development. The digital channels already operating within the company, including

IMS, Salesforce, Vchasno, Homepage, corporate email and social networks, form a powerful foundation for building an integrated communication environment. At the same

time, their fragmented use, the lack of uniform regulations and an analytical system for evaluating effectiveness indicate the need for a strategic approach to their management.

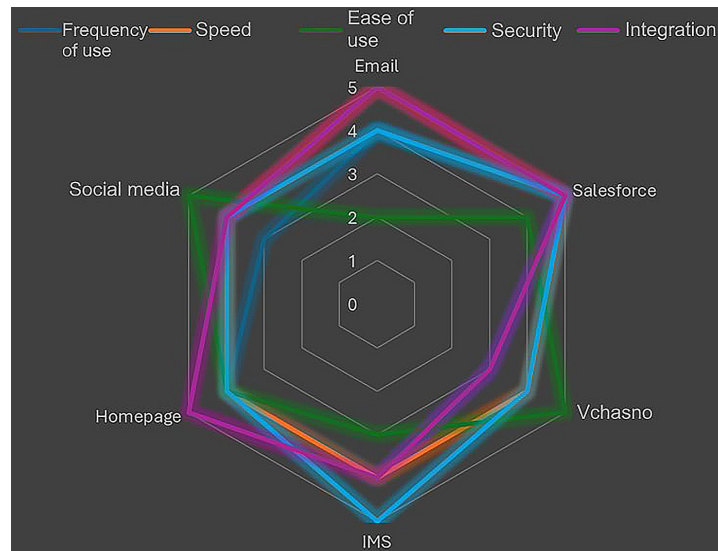


Figure 2. Radar chart of digital channel efficiency levels

Source: compiled by the authors based on the Epiroc official website (n.d.)

Developing a digital communications management strategy involves creating a unified, coordinated information interaction environment in which all systems function in an interconnected manner, ensuring continuous data exchange between departments, customers and partners (O'Reilly & Tushman, 2013). The main goal of this strategy is to form a modern communication management model that combines technological integration, analytical transparency, corporate culture, and information security. Its implementation will accelerate decision-making, reduce the document processing time, improve internal processes and increase the effectiveness of interaction with partners and customers (Sebastian *et al.*, 2017).

To implement this strategy, it is advisable to create an internal digital communications management team (Digital Communication Team). Its composition may be as follows:

- Digital Communication Manager – coordinates all processes, is responsible for implementing strategic initiatives and communicates with the Epiroc Group head office;
- Salesforce CRM system administrator – controls customer data, generates reports and provides analytical support for sales;
- Internal communications specialist – administers the IMS and Homepage portals, responsible for content, announcements, and training materials;
- External Communications Manager (PR & SMM) – manages activity on Facebook, LinkedIn and other social networks, ensures content is consistent with corporate style;
- IT Coordinator – responsible for technical channel integration, data security, and user support.

This team will report directly to the company's CEO, and its activities will be coordinated with the Epiroc Group's global communications policies.

The content of the digital communications management strategy covers several interrelated areas that form the basis for the comprehensive development of the system. Firstly, this concerns the integration aspect, which involves the creation of a single information space within which IMS, Salesforce, Vchasno, and Homepage interact via a shared platform with unified access to data. This approach ensures automatic synchronisation of documents, commercial requests, reports and internal correspondence, eliminating duplication of information and reducing the risk of data loss. The analytical aspect is substantial in the implementation of this concept, involving the introduction of tools for monitoring the effectiveness of communications. The development of an integrated analytical panel based on the Salesforce CRM system will make it possible to visualise key performance indicators such as response speed to requests, staff activity, communication channel load and user satisfaction levels. This will facilitate the transition from intuitive management to a data-driven decision-making system.

An equally relevant component is the organisational and regulatory aspect, which involves the implementation of an internal document, "Digital Communication Policy". This document should define the principles of digital interaction, the procedure for using corporate tools, information security standards, regulated requirements for the format and style of business communications, and rules for ethical communication. Standardisation of communications will contribute to increasing the transparency of management

processes, strengthening corporate discipline and ensuring the information integrity of the enterprise. Furthermore, the strategy provides for a cultural and educational aspect related to the development of digital competence among employees and the formation of a positive attitude towards innovation. The introduction of a system of short training modules, workshops and the “Epiroc Digital Ambassadors” programme will engage employees in the transformation process, increase user activity and strengthen corporate culture. The implementation of these areas involves the gradual introduction of the strategy in several stages, as shown in Figure 3.

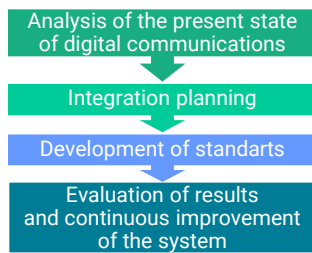


Figure 3. Stages of implementation of the digital communications management strategy of Epiroc Ukraine LLC

Source: compiled by the authors based on the Epiroc official website (n.d.)

The proposed digital communications management strategy is advisory in nature and can be implement-

ed at the enterprise as part of the next stage of digital transformation. Its implementation does not require a radical restructuring of the organisational structure but rather involves the gradual improvement of existing processes through the integration of information systems, automation of data exchange, and expansion of analytical capabilities. This approach maintains the stability of the enterprise while improving the effectiveness of management decisions and the quality of internal and external interactions.

This study examined a strategy for improving the corporate communications system at Epiroc Ukraine LLC, which can be implemented in the medium term after the relevant management decisions have been made. The implementation of the strategy involves a set of organisational and technical measures, including the introduction of analytics tools, document flow automation, and the systematisation of internal interaction. An essential component of the strategy is the definition of key performance indicators that can be used for the assessment of the success of communication changes. These indicators include the speed of processing customer requests, the proportion of documents signed in digital format, the level of employee activity in corporate systems, the number of automated operations, information security indicators, and the dynamics of audience engagement on social networks. Measuring these parameters will provide feedback and can be used to adjust management actions based on results. Key performance indicators are shown in Table 2.

Table 2. Key performance indicators (KPI)

Direction	Indicator	Target value
Communication efficiency	Average response time to customer enquiries	≤3 hours
Document flow efficiency	Percentage of electronic documents signed via Vchasno	≥85%
Staff engagement	Percentage of employees actively using IMS/Homepage	≥90%
Information security	Number of data leakage or loss incidents	0
External communication	Engagement rate on Facebook/LinkedIn	+25%
Process consistency	Share of automated communication operations	≥70%

Source: compiled by the authors

The establishment of target values for digital communication performance indicators is based on a combination of industry standards, B2B communication practices, and the actual capabilities of the company’s digital infrastructure. The target value for the average response time to a customer request of ≤3 hours was determined based on the requirements of the modern industrial services market, where response speed directly affects customer confidence, service quality, and the company’s competitiveness. The indicator of the share of electronic documents signed via the Vchasno platform ≥85% was chosen as a realistic level of document flow digitalisation, which can substantially reduce time and administrative costs, number of paper transactions, and, at the same time, incorporate the existence of certain processes that require paper duplication.

The target value of the share of employees who actively use IMS/Homepage ≥90% is justified by the need for maximum staff involvement in internal information processes to ensure a unified information space, transparency of management and prompt exchange of official information. The indicator of the number of data leakage or loss incidents =0 was set as a non-alternative goal, since even isolated cases of information security breaches create significant financial, reputational and legal risks for an industrial enterprise. The target level of engagement on Facebook/LinkedIn of +25% was set as a benchmark for moderate but stable growth in external communication activity without sharply overloading communication channels and promotion budgets. The target value of the share of automated communication operations ≥70% is justified by the need to move from fragmented digitalisation to systematic automation

of key business processes, which reduces the impact of the human factor, improves process coordination and accelerates management decisions.

The introduction of such metrics will ensure a systematic measurement of progress in strategy implementation and timely adjustments to communication policy. The development of the strategy also requires consideration of the potential risks and barriers to its implementation. Among the main challenges are the insufficient level of digital literacy of individual employees, psychological and professional unpreparedness for change, difficulties with the technical integration of systems, and risks of confidential data leaks. These problems can be addressed

through phased staff training, the creation of a secure infrastructure with multi-level protection, the introduction of two-factor authentication, and a clear information access policy (Gensler *et al.*, 2013). Internal communication support for change is particularly relevant, which includes demonstration of the benefits of the new system and the positive impact on routine activities. The proposed digital communications management strategy provides for several organisational, informational and economic effects. Table 3 further illustrates the core of digital communications management strategy, demonstrating the expected results, the criteria for achieving them and the corresponding implementation tools.

Table 3. Expected results of strategy implementation

Expected result	Achievement metric	Implementation method
Increased speed of internal communications	Reduction of document approval time by 40-50%	Salesforce integration – Vchasno
Increased effectiveness of management decisions	Quick access to analytics in the dashboard	Analytical CRM dashboard
Optimisation of information flows	Reduction of data duplication	Digital Communication Policy
Development of corporate culture	90% of employees are involved in internal communications	Homepage, IMS
Improvement of external brand reputation	Increased activity on social media	SMM-strategy of Epiroc Ukraine

Source: compiled by the authors

Thus, the conceptually structured digital communications management strategy for Epiroc Ukraine LLC is not only a technical tool for modernising internal processes, but also a management model that combines technological, analytical and social aspects of the company's activities. It creates the basis for building a comprehensive system of corporate interaction capable of ensuring the effective functioning of the enterprise in the digital economy and increasing its competitiveness at the national and international levels. Research on external digital channels has shown that the Epiroc official website performs mainly

an informational function, but the level of interaction with users remains low. At the same time, the Facebook page shows potential for growth in reach, but its use is irregular and unsystematic. This confirms the need to create a single communication centre and develop an updated Homepage portal that would integrate key interaction processes. The proposed layout in Figure 4 demonstrates a clearer structure that will provide faster access to key documents and information flows. Its implementation will effectively eliminate the identified problem of communication fragmentation.

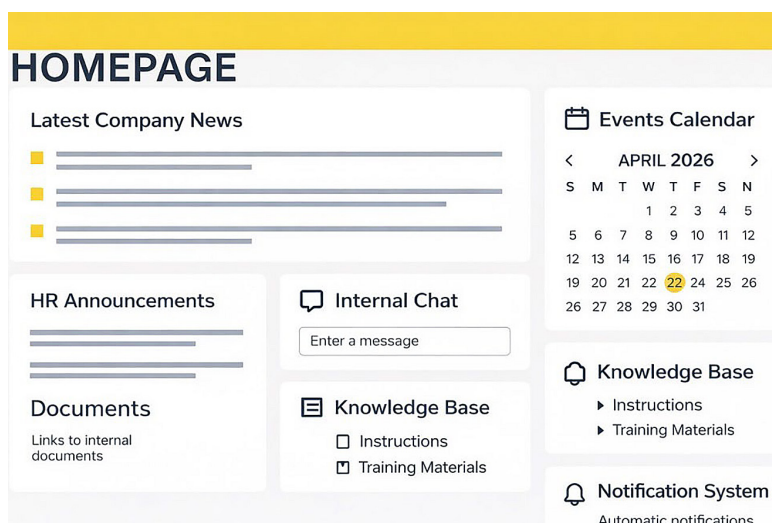


Figure 4. Layout of the updated internal portal Homepage

Source: compiled by the authors based on the Epiroc official website (n.d.)

The proposed layout of the updated internal Homepage portal demonstrates an integrated approach to organising internal communications within the institution. The structure of the main page provides quick access to the latest news, documents, knowledge base, events calendar and internal chat, which helps improve the efficiency of information exchange between employees. The implementation of such a portal will reduce communication fragmentation, increase staff engagement and optimise internal information flows.

Along with internal channels, it is necessary to develop external digital platforms that shape the brand's information field and ensure its communication with external stakeholders (Gawer & Cusumano, 2014; Homburg *et al.*, 2017). Thus, the external direction of digital communications development is primarily associated with the active use of social networks, which shape the public image of the company. One of the most effective channels of interaction with the market for Epiroc Ukraine LLC is Facebook, which provides coverage of the target audience, the possibility of two-way communication, and support for the image of an innovative brand. To increase the effectiveness of this channel, a partial test of the proposed digital communications strategy was conducted as part of the practical part of the study.

During this stage, a series of advertising publications and graphic banners were developed to promote Epiroc's modern technological solutions on Facebook. The visual materials were created in accordance with corporate brand standards, preserving the company's colour palette, fonts and logo, as well as the principles of informational conciseness and visual clarity. The content focused on the company's key values: innovation, energy efficiency, safety and reliability.

Figure 5 shows the first example of the Epiroc Smart Solutions advertising campaign. The main goal of this campaign is to crystallise sustainable brand recognition among industrial customers and emphasise the technological advantages of smart solutions in drilling, compression and process automation. The slogan "Epiroc Smart Solutions – automate productivity" conveys the key message: the company's innovations help businesses operate more safely, economically and quickly, as smart control systems, energy-efficient solutions and reliable service are the future of industry.



Figure 5. The first example of an advertising campaign
Source: compiled by the authors

The second option for an advertising campaign is "Revolutionary Drilling Solutions", shown in Figure 6. The campaign type is promotional, and its goal is to attract new customers and retain existing ones by demonstrating the benefits of service support. The concept of the slogan is that the company not only sells equipment, but also offers solutions for full life cycle support: diagnostics, spare parts supply, and remote monitoring.

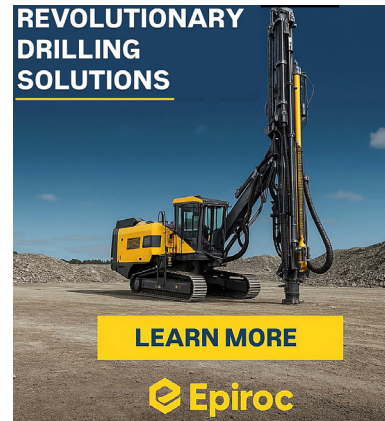


Figure 6. The second example of an advertising campaign
Source: compiled by the authors

As part of practical testing, several test advertising campaigns were created, one example of which was the Epiroc Green Power campaign (Fig. 7). The presented fragment of the Epiroc Green Power advertising creative focuses on the environmental friendliness and energy efficiency of the company's industrial equipment. The visual combination of green colours, equipment and infographic elements reinforces the brand's association with sustainable development and CO₂ reduction. This approach helps create a positive image for the company and increases the target audience's trust in the brand's environmental initiatives.



Figure 7. Excerpt from the Epiroc Green Power advertising campaign
Source: compiled by the authors

The analysis of Epiroc Ukraine LLC's digital communication system conducted in the previous sections showed that the existing tools – IMS, Salesforce, Vchasno, the internal Homepage portal, corporate email, and social media accounts – formally create a powerful foundation for building an integrated interaction environment, but in fact, they are used unevenly and fragmentarily. This is particularly evident in external communications: the company's official Facebook page has not been updated since 2021, which, in the eyes of external stakeholders, can be interpreted as a lack of activity or even stagnation of the brand. At the same time, internal channels are overloaded with routine correspondence, and the lack of a single centre for information interaction and systematic analytics leads to duplication of messages and the loss of substantial information. Under such conditions, the key task is not so much the introduction of new tools as the construction of a holistic, analytically managed communication model based on existing systems. The generalised structure of an optimised digital communications system for an enterprise is shown in Figure 8.

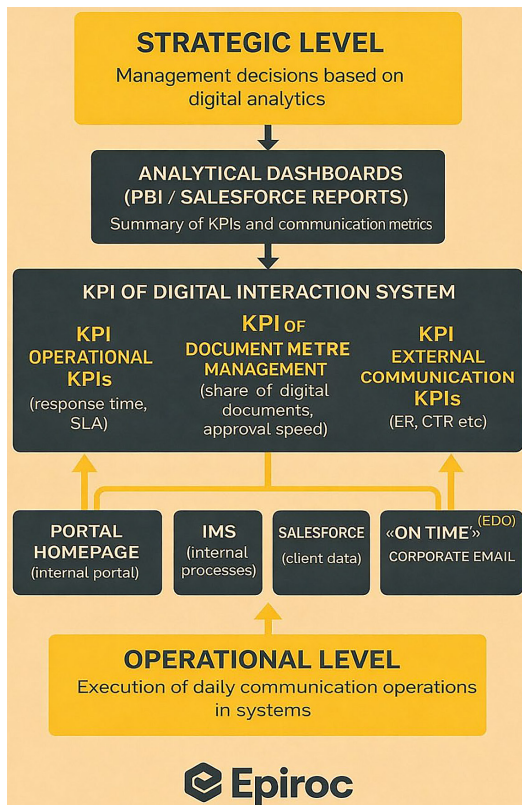


Figure 8. Infographic model of the optimised digital communications system of Epiroc Ukraine LLC

Source: compiled by the authors

The proposed infographic model includes two inter-related levels: operational (daily communications in IMS, Salesforce, Vchasno) and strategic (dashboards, KPIs, analytical conclusions). The infographic demonstrates the scheme “strategic level → analytical dashboards → KPI

interaction systems ← communication systems ← operational level”, which ensures systematic management of digital channels and immediate response to changes in the internal and external environment. Therefore, the proposed practical recommendations for optimising communication processes at Epiroc Ukraine LLC are based on a combination of three interrelated components: integration of internal interaction channels around a modernised Homepage portal, development of an analytical support system for management decisions based on dashboards and KPIs, and restoration of the company's systematic presence in the external digital environment, primarily on social networks. The use of numerical indicators, efficiency calculations, and infographic solutions not only makes communication processes transparent and manageable but also ensures their organic integration into the overall digital transformation strategy of the enterprise. As a result, this creates the basis for the formation of a holistic digital communications ecosystem capable of supporting the competitiveness of Epiroc Ukraine LLC in the context of growing demands for speed, flexibility and information transparency in business.

Discussion

The results obtained in the study on the state of digital communication channels at Epiroc Ukraine LLC generally confirm the modern approaches to digital business transformation, CRM system management, and omnichannel communication development presented in the latest scientific research. At the same time, empirical analysis revealed several practical limitations and industry-specific features characteristic of the industrial B2B segment, which complement and specify the existing theoretical provisions. According to G. Vial (2019), digital transformation is a systemic process that encompasses changes in business models, organisational structures, and digital platforms. The results of the analysis of Epiroc Ukraine's activities confirm this position, as the company's digital channels are integrated into key business processes – customer enquiry management, service maintenance, document flow and analytical support for management decisions. At the same time, in contrast to generalised models of digital transformation, empirical data show that in the industrial market, digital transformation is primarily operationally and service-oriented, rather than marketing and communication-oriented.

J. Järvinen & H. Taiminen (2016) demonstrated that integrating CRM systems into corporate communications significantly improves the consistency of information flows, management transparency, and the effectiveness of customer interactions. The results fully confirm this position: at Epiroc Ukraine, Salesforce CRM serves as the central hub for customer data management, combining email, service requests, and document flow channels. At the same time, it has been established that the integration of CRM with internal platforms remains partially fragmented, which complicates a comprehensive analysis of the customer experience. The use of digital analytics and data-driven approaches is substantial in improving the

effectiveness of digital communications. According to M. Wedel & P.K. Kannan (2016), marketing analytics in a data-rich environment provides the ability to quantitatively justify management decisions and predict customer behaviour. At Epiroc Ukraine, analytical tools are used to evaluate customer inquiries, the speed of request processing, and the effectiveness of service channels, but the potential for using analytics for strategic forecasting remains limited due to the lack of integrated dashboards.

As noted by L.D. Hollebeek *et al.* (2014), consumer engagement in the digital environment is central in shaping brand loyalty. The results of the study show that Epiroc Ukraine's social networks perform a supporting function in image building and information dissemination but are not the main channel of interaction with B2B customers. This confirms the industry-specific nature of the industrial market, where the main focus is shifting from social networks to service channels, personal communications and CRM systems.

The omnichannel approach to communications management deserves special attention. As noted by O. Popko & V. Filatov (2025), omnichannel in the B2B segment involves the integration of marketing, service and management channels into a single customer experience system. At Epiroc Ukraine, the prerequisites for an omnichannel model are already in place (CRM, email, the Vchasno platform, corporate platforms), but the lack of a single coordination centre for channel management is preventing the full implementation of omnichannel.

The results of a study by I. Zakryzhevskaya *et al.* (2025) confirmed that the integration of digital technologies into the marketing communications of industrial enterprises contributes to the formation of their competitive advantages. The results of the Epiroc Ukraine study confirm this thesis: the use of digital channels ensures the efficiency of communications, reduces the time spent on document approval, and improves the quality of customer service support. At the same time, the study established that personnel and organisational constraints remain a limiting factor for digital efficiency. From a strategic management perspective, the digital transformation of communications is also linked to changes in business models. As D.J. Teece (2010) notes, innovative business models are formed through the integration of digital technologies into key management processes. The practice of Epiroc Ukraine confirms that digital channels not only support existing processes but also transform the logic of customer interaction and service.

The results of the study are consistent with the approach of A. Teece *et al.* (2013) view digital business strategy as an integrated set of solutions that combines digital platforms, organisational processes and strategic goals of the company. An analysis of Epiroc Ukraine's activities confirms that digital communication channels are integrated into the company's key business processes, including customer service management, maintenance, document flow, and analytical support for management decisions. At the same time, in contrast to generalised models of digital

transformation, in the industrial market, these processes are primarily operational and service-oriented rather than marketing-oriented.

CRM system management is substantial in the development of digital communications. O. Berestetska *et al.* (2023) defined CRM systems as a key tool for the formation and implementation of digital brand management communication strategies. The results confirm this position: at Epiroc Ukraine, Salesforce CRM is the central element of customer data and communications management, combining email, service requests and document flow. Similar conclusions are also consistent with the findings of T. Coltman *et al.* (2011), demonstrating the positive impact of CRM systems on company performance when strategically integrated into business processes. At the same time, empirical analysis has shown that fragmented integration of CRM with other internal platforms limits the possibilities for comprehensive analysis of customer experience. The results also correlate with the conclusions of J. Bughin *et al.* (2017), emphasising the need for a digital rethinking of business processes as a condition for increasing organisational flexibility and efficiency. At Epiroc Ukraine, the implementation of digital communication channels contributes to reducing the time spent on processing requests, increasing the transparency of internal interaction, and optimising service processes, which correlates with the concept of digital reinvention.

The use of analytical and data-driven approaches are substantial in improving the effectiveness of digital communications. As noted by W. He *et al.* (2017), the analysis of large amounts of digital data is substantial for the support of management decisions. In the company under study, analytical tools are used primarily to monitor customer inquiries, the speed of their processing, and the effectiveness of service channels, but the potential of integrated analytics for strategic forecasting remains underutilised. Similar conclusions are also confirmed by the results of D.P. Reklitis *et al.* (2025), emphasising the significance of knowledge-driven approaches in digital transformation processes.

The analysis of Salesforce platform usage is consistent with the conclusions of K. Kaliuta (2022) regarding the economic benefits of implementing CRM solutions in business. At Epiroc Ukraine, the use of Salesforce contributes to improving communication efficiency, standardising customer service, and reducing administrative costs, which is particularly relevant for industrial B2B companies. At the same time, the results of the study confirm the thesis of T.F. Cawsey *et al.* (2015) that the effectiveness of organisational changes primarily depends not only on technological solutions, but also on management approaches and the level of digital competence of staff. At Epiroc Ukraine, personnel and organisational constraints remain a limiting factor in the full realisation of the potential of digital communication channels. The role of social media in the digital communications system is consistent with the approach of K. Sharma & P. Kumar (2018), emphasising the need for strategic use of social media marketing. In the case of

Epiroc Ukraine, social networks perform a supporting image function and are not the main channel of interaction with customers, which confirms the industry specificity of the industrial B2B segment.

Thus, the results of the study generally confirm modern scientific approaches to digital transformation, CRM management, omnichannel communications, and digital analytics. At the same time, empirical data deepen theoretical positions by identifying industry-specific features of digital channel management in industrial B2B companies in Ukraine. The conclusions view the proposed management solutions as a practical extension of existing scientific concepts in the field of digital communications.

Conclusions

The study made it possible to comprehensively assess the structure, effectiveness, and degree of integration of Epiroc Ukraine LLC's digital communication channels in the context of modern requirements for communication process management in the industrial B2B segment. The generalisation of theoretical approaches, analysis of the practice of using digital channels and the development of recommendations for their optimisation formed a holistic view of the state of the enterprise's digital communication system. The results confirmed that the company's digital infrastructure is functionally developed but characterised by uneven levels of technological maturity of individual channels.

The practical results of test advertising campaigns demonstrated the effectiveness of using external digital tools to increase brand awareness and build a positive image for the company. In particular, the Epiroc Green Power campaign demonstrated an increase in audience engagement, reach and positive user responses, confirming the

promise of environmentally oriented communication solutions in the industrial sector. This suggests that external digital channels can be an effective tool not only for marketing but also for reputation management.

The scientific novelty of the study is determined by the combination of structural analysis of digital communication channels with their assessment based on a set of organisational, technological, behavioural and communication criteria, as well as the development of an applied model of integrated digital communication management for industrial enterprises in the Ukrainian context. In contrast to most existing works, the study considers digital channels not only as marketing tools but also as an element of management and service infrastructure. In summary, the results of the study prove that effective management of digital communication channels is a prerequisite for increasing the competitiveness of a modern industrial enterprise. The further development of digital communications at Epiroc Ukraine LLC should be directed towards deepening the integration of heterogeneous systems into a single digital ecosystem, scaling analytics and automation, and strengthening the strategic role of external communications in forming long-term partnerships and sustainable development of the company.

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Conflict of Interest

None.

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Управління цифровими каналами комунікацій організації: досвід компанії «Епірок Україна»

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Анотація. Актуальність дослідження зумовлена тим, що цифрові інструменти поступово перетворюються з допоміжного засобу на базову інфраструктуру управління, від якої залежать швидкість прийняття рішень, узгодженість бізнес-процесів і якість взаємодії з клієнтами та партнерами. Метою дослідження було узагальнення теоретичних положень щодо управління цифровими комунікаційними каналами. У статті розглянуто управління цифровими каналами комунікацій організації на прикладі промислової компанії «Епірок Україна», що працює на ринку гірничо-будівельного обладнання. Методичну основу дослідження становили аналіз наукових джерел, контент-аналіз внутрішніх документів компанії, експертне оцінювання цифрових каналів за групами організаційних і функціонально-поведінкових критеріїв, а також порівняльний аналіз конкурентного середовища. У результаті виявлено, що ТОВ «Епірок Україна» має достатньо розвинуту цифрову інфраструктуру, однак її практичне використання характеризується нерівномірністю, надмірним навантаженням на окремі канали та недостатнім рівнем інтегрованої аналітики для системного оцінювання ефективності комунікацій. Запропоновано концепцію стратегії управління цифровими комунікаціями, яка передбачає створення внутрішньої команди цифрової взаємодії, запровадження єдиної політики цифрових комунікацій, модернізацію внутрішнього порталу як центру інформаційної взаємодії, розвиток зовнішнього контенту для соціальних мереж і впровадження системи ключових показників ефективності. Реалізація запропонованих заходів, за результатами розрахункового прогнозування, дозволить підвищити узгодженість інформаційних потоків, скоротити час опрацювання запитів і збільшити рівень залученості цільових аудиторій. Очікується також зростання прозорості управлінських процесів та підвищення якості управлінських рішень за рахунок використання аналітичних даних у режимі реального часу. Практична цінність роботи полягає в тому, що запропоновані підходи можуть бути використані промисловими компаніями для побудови цілісної системи цифрових комунікацій, підвищення прозорості управлінських процесів та зміцнення конкурентних позицій на ринку

Ключові слова: корпоративні комунікації; цифрова трансформація; промислове підприємство; стратегія комунікацій; аналітика комунікацій; інтегровані канали
