

# INSTRUMENTS OF BUSINESS COMMUNICATION IN SUPPORTING EFFECTIVE FOREIGN ECONOMIC OPERATIONS

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**Abstract.** The article examines the key tools of business communication that contribute to enhancing the effectiveness of foreign economic activity management in enterprises. It analyzes the role of interpersonal, corporate, and intercultural communication in the process of conducting international business. The emphasis is placed on the importance of mastering modern digital communication tools, particularly CRM systems, electronic document management, video conferencing, and social media as platforms for business dialogue. The paper provides examples of the practical application of communication tools in foreign economic activity and outlines their impact on establishing partnerships, making managerial decisions, and minimizing risks in the international environment. The study concludes that developing a high level of communicative competence among foreign economic activity managers is essential for the successful operation of enterprises in the global market.

In the current context of globalization and increasing competition in international markets, the effectiveness of a company's foreign economic activity largely depends on the quality of its business communications. Successful interaction with foreign partners, investors, suppliers, and clients requires not only deep professional knowledge but also a high level of communicative competence. Foreign economic activity managers must possess a wide range of business communication tools—both traditional and digital—that enable effective information exchange, prompt decision-making, and the development of long-term partnerships. In this context, the integration of advanced technologies into the communication process becomes particularly significant, allowing adaptation to the dynamic international environment.

The purpose of this article is to substantiate the process of information exchange between business partners within the framework of foreign economic activity management in order to achieve common goals, as such communication occurs between partners from different countries, languages, cultures, and legal systems.

**Keywords:** business communication, business dialogue, tools, foreign economic activity management, CRM systems, management, international environment.

## Author Contribution

The authors conducted the work independently.

## Disclosure Statement

## INTRODUCTION

### Relevance of Business Communication in Foreign Economic Activity Management

The relevance of business communication in the management of foreign economic activity (FEA) is driven by the globalization of business. Managers are increasingly operating in international

environments, interacting with partners, clients, and suppliers from different countries. Effective business communication enables them to avoid intercultural misunderstandings, build trust in international projects, resolve conflicts quickly, and adapt to new markets.

Business communication in management is necessitated by the growing need for efficient information exchange under conditions of globalization, digital transformation, and intense competition. Well-established communication allows leaders to make informed decisions, coordinate team actions, and build strong, long-term partnerships.

In times of constant change and crisis, business communication becomes a key tool for management and for maintaining organizational stability.

## **THEORETICAL FRAMEWORK**

The modern paradigm of business communication in foreign economic activity (FEA) management is shaped by the speed of information exchange. The use of contemporary communication tools contributes to increased productivity, improved interaction between partners, and better adaptation to changing market conditions.

The COVID-19 pandemic had a significant impact on business practices, accelerating the adoption of digital communication tools. A study conducted among domestic enterprises revealed that during the pandemic, reliance on digital tools—such as video conferencing and collaboration platforms—increased substantially. This highlights the necessity of balancing traditional and digital communication methods to optimize overall efficiency. (Kantsur, I., Melinevskyi, A., & Suprunenko, S. (2023). Digital transformation in business management in the conditions of modern challenges. *Via Economica*, 3, 42–47.).

Electronic communication tools in intercultural business interaction play a key role, as they enable companies from different countries to efficiently exchange information, establish partnerships, and coordinate activities in a global environment.

For example, a study conducted in China revealed that local businesspeople prefer to use instant messaging alongside email for intercultural business communication. This combination of tools allows for more effective interaction while taking cultural differences into account. (Intercultural Communication: A Reader. 13th ed. Wadsworth, Cengage Learning. 15. Lee Y., & Kim J. (2021). Cultivating employee creativity through strategic internal communication: The role of leadership, symmetry, and feedback seeking behaviors. *Public Relations Review*, 47, 10)

Another study emphasizes that the intensive digitalization of information collection and processing enhances the quality of communication processes and promotes the integration of innovations into global operations. However, the implementation of digital tools may also be accompanied by risks and challenges, which require the adaptation of traditional systems of corporate interaction to the demands of digitalization.

## **METHODOLOGY**

The research methodology for studying business communication tools in ensuring effective management policy of foreign economic activity is based on a system of principles, approaches, and algorithms that define how business communication is implemented in the management of foreign economic operations.

To develop an algorithm for applying business communication tools in support of effective foreign economic management policy, the Google search engine was used as a source for gathering relevant data and insights.

## RESULTS AND DISCUSSION

Effective communication management is a key indicator of a company's ability to create both internal and external environments that support competitiveness. International companies operating in multicultural settings often face communication barriers that impact the effectiveness of collaboration. Proper communication management helps to overcome these barriers and improve mutual understanding between partners.

The use of modern marketing communication tools contributes to increasing the level of innovation within companies. The application of artificial intelligence technologies in online communications with stakeholders—such as mobile marketing applications, analytical tools, or chatbots—enhances interaction and improves communication efficiency. ( Hofstede G., Hofstede, G. J., & Minkov M. (2005). *Cultures and Organizations: Software of the Mind*. Rev. and exp. (2nd ed.). New York: McGraw-Hill. 11. Importance of Communication in an Organization. URL: <https://managementstudyguide.com/importance-of-communication.htm>12. Weber J. L. (2020).

Table 1.

Communication Tool	Type	Application in FEA	Benefits	Challenges
<b>Email</b>	Traditional Digital	Formal correspondence, contract negotiation	Asynchronous, documented, accessible	May cause delays, tone can be misinterpreted
<b>Instant Messaging (e.g., WeChat, WhatsApp)</b>	Modern Digital	Real-time coordination with international partners	Fast response, informal tone helps build rapport	Risk of informality, security concerns
<b>Video Conferencing (e.g., Zoom, MS Teams)</b>	Digital/Visual	Virtual meetings, cross-cultural negotiations	Visual cues aid understanding, reduced travel costs	Requires stable internet, time zone coordination
<b>CRM Systems</b>	Business Software	Managing client relationships, follow-up communication	Centralized data, improved service personalization	High setup cost, requires staff training
<b>Social Media (LinkedIn, X)</b>	Public Communication	Networking, B2B marketing, reputation building	Wide outreach, brand visibility	Public feedback, risk of miscommunication
<b>AI-based Tools (Chatbots, Analytics)</b>	Advanced Digital	Customer support, stakeholder interaction, data-driven insights	Automated, efficient, operates 24/7	May lack human nuance, requires regular updates

The choice of an appropriate communication tool depends on the purpose of the interaction. Experts recommend clearly defining the objectives of each communication in order to select the most effective medium, whether it is an email, a phone call, or a video conference. Strategic use of cameras during video calls can help maintain relationships and reduce presentation fatigue.

Overall, the effective use of modern business communication tools is an integral component of successful foreign economic activity (FEA) management, contributing to increased productivity, improved interaction, and better adaptation to the evolving conditions of the international business environment.

To ensure the effective functioning of the business communication mechanism in FEA management, we have proposed a corresponding algorithm of sequential tasks that outlines the communication process (see Figure 1).

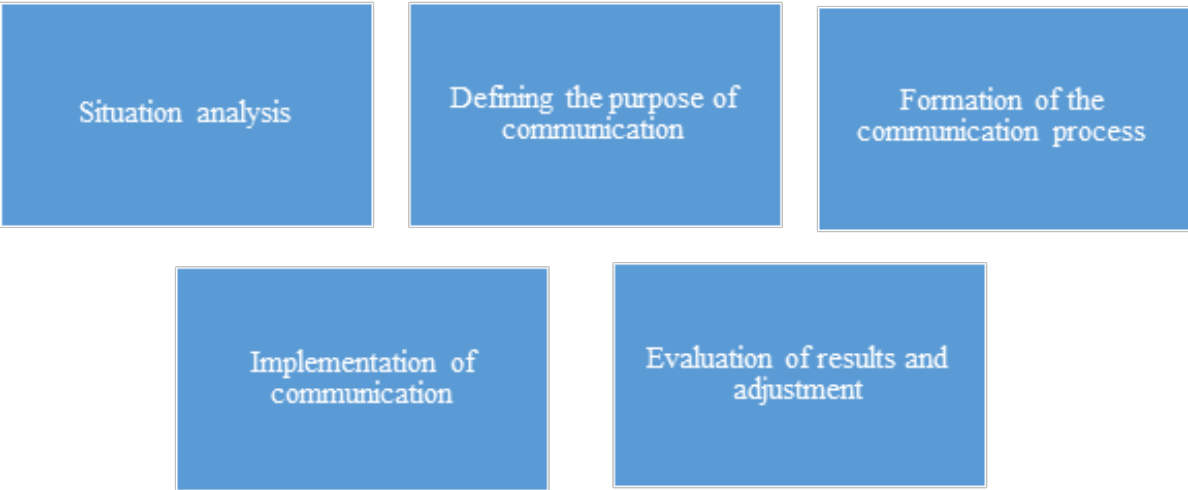


Figure 1

Thus, the algorithm for applying business communication involves the following steps:

- defining the core business objectives to be achieved;
- identifying key stakeholders;
- selecting appropriate communication tools;
- establishing external communication processes;
- monitoring the response time and effectiveness of communication channels;
- evaluating the impact of communication processes on business outcomes.

To implement this algorithm effectively, it is essential to identify suitable communication tools such as global media, email, correspondence, negotiations, and presentations. A systematic approach to these tools ensures the company’s competitiveness in the global market. Indeed, adapting communication strategies to the specifics of foreign economic activity is a crucial condition for achieving success in the global environment.( Pavlenko O.O. (2003). *Teoriia i praktyka navchannia dilovoi komunikatsii*. Kyiv: KNU imeni T. Shevchenka.)



Fig. 2. Tools of business communication in ensuring the effectiveness of foreign economic activity

The study has revealed that the effectiveness of foreign economic activity depends on the application of modern methodological approaches that enable the optimization of business communication processes.

Foremost among these is the systemic approach. This approach views business communication as an integrated system that includes:

1. Communicative processes (the exchange of information between foreign economic activity stakeholders);
2. Tools and channels of interaction (messaging, CRM systems, video conferencing);
3. External and internal factors affecting the efficiency of communication.

Example: In international corporations (such as Siemens), the use of integrated communication management systems (e.g., SAP CRM) enables coordination of activities between departments located in different countries.

On the other hand, the process approach considers communication as a continuous process consisting of several stages:

1. Message formation – creating content for information transmission;
2. Selection of the communication channel – choosing the appropriate tool;
3. Information transmission – delivering the message through the selected channel;
4. Feedback – receiving confirmation of message perception.

Example: DHL has automated customer communication through chatbots and a CRM system, which reduced response time to inquiries by 40%.

The cognitive approach also plays an undeniably important role. It focuses on the perception and understanding of information by communication participants. It includes:

1. The use of adapted formats for presenting information (language features, cultural context);
2. Analysis of cognitive barriers in international business (ambiguity of terms, negotiation traditions).

Example: In international negotiations between Chinese and European partners, differences in communication styles are taken into account – Asian companies tend to emphasize indirect speech, while Europeans prefer open discussion.

For the effective implementation of the above-mentioned business communication algorithm in foreign economic activity, it is essential to consider the strategic goals of the company, the international specifics of partnerships, technological capabilities of cooperation, the human factor, and intercultural communication. Adherence to a purposeful communication process supported by digital technologies enables the automation of routine operations and maintains transparency in interactions.

It should be noted that business communication based on a CRM system is highly multifaceted and serves as a central hub for managing communication between companies and their partners. Moreover, the CRM system concept in the context of international economic activity allows for the coordination of export-import operations, maintaining constant contact with foreign clients, facilitating negotiations through integrated communication tools, and ensuring a prompt response to changing conditions in the external market.

Table 2. The Role of CRM Systems in Business Communication within foreign economic activity

CRM System Function	Description / Role in International Business Communication
Centralization of Information	Ensures storage of all contact data, interaction history, communication records, and deals with international partners.
Automation of Communication	Enables automatic sending of emails, messages, and reminders to partners, taking into account time zones and language.
Support for Multichannel Interaction	Integrates email, messaging, video conferencing, and social media for effective international collaboration.

CRM System Function	Description / Role in International Business Communication
Management of Export-Import Activities	Tracks supply chains, contracts, transaction terms, and changes in external markets in real time.
Customer Behavior Analysis and Forecasting	Allows prediction of demand, analysis of client requests across countries, and adaptation of marketing strategies.
Support for Intercultural Communication	Facilitates personalized communication considering cultural, linguistic, and behavioral differences of foreign partners.

Source: authors’ own development

CONCLUSIONS

During the course of the research, it was established that business communication is one of the key elements in ensuring the effectiveness of foreign economic activity (FEA). Modern tools of business communication – such as business correspondence, email, negotiations, presentations, business meetings, social media, CRM systems, messengers, and video conferencing – enable fast, accurate, and reliable information exchange between partners, regardless of their geographical location.

It is important to note that the effectiveness of foreign economic activity (FEA) largely depends not only on the choice of communication tools but also on the level of proficiency in using them, as well as the ability to adapt communication styles to the cultural, linguistic, and ethical characteristics of international partners. The application of intercultural communication, knowledge of business etiquette, adherence to protocol norms, and negotiation practices all contribute to building trust, reducing communication barriers, and enhancing the level of partnership interaction.

The application of a comprehensive approach to business communication tools in ensuring effective foreign economic activity makes it possible to optimize information flows, ensure communication transparency, control response speed to inquiries, and improve the efficiency of communication channels. The successful implementation of these approaches creates favorable conditions for establishing sustainable business contacts, concluding profitable international contracts, expanding sales markets, and enhancing the company’s image in the global arena.

Thus, a necessary condition for effective business communication is the development of an algorithm of tools (goals, processes, communication) aimed at ensuring continuous information exchange between the subjects of foreign economic activity and all participants in the international market, ultimately contributing to innovative development.

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## ІНСТРУМЕНТИ БІЗНЕС – КОМУНІКАЦІЇ ДЛЯ ЗАБЕЗПЕЧЕННЯ ЕФЕКТИВНОГО ЗДІЙСНЕННЯ ЗОВНІШНЬОЕКОНОМІЧНИХ ОПЕРАЦІЙ

**Анотація.** У статті досліджено ключові інструменти бізнес-комунікації, що сприяють підвищенню ефективності управління зовнішньоекономічною діяльністю підприємств. Проаналізовано роль міжособистісної, корпоративної та міжкультурної комунікації в процесі ведення міжнародного бізнесу. Акцент зроблено на важливості володіння сучасними цифровими засобами комунікації, зокрема CRM-системами, системами електронного документообігу, відеоконференцзв'язком і соціальними мережами як платформами для ділового діалогу. У роботі наведено приклади практичного застосування комунікаційних інструментів у зовнішньоекономічній діяльності та окреслено їхній вплив на налагодження партнерських відносин, прийняття управлінських рішень і мінімізацію ризиків у міжнародному середовищі. У результаті дослідження зроблено висновок, що розвиток високого рівня комунікативної компетентності у менеджерів зовнішньоекономічної діяльності є необхідною умовою успішного функціонування підприємств на світовому ринку.

В умовах глобалізації та зростання конкуренції на міжнародних ринках ефективність зовнішньоекономічної діяльності підприємства значною мірою залежить від якості його бізнес-комунікацій. Успішна взаємодія з іноземними партнерами, інвесторами, постачальниками та клієнтами вимагає не лише глибоких професійних знань, а й високого рівня комунікативної компетентності. Менеджери зовнішньоекономічної діяльності повинні володіти широким спектром інструментів бізнес-комунікації — як традиційних, так і цифрових, — що забезпечують ефективний обмін інформацією, оперативне прийняття рішень і розвиток довгострокових партнерських відносин. У цьому контексті особливого значення набуває інтеграція передових технологій у процес комунікації, що дозволяє адаптуватися до динамічного міжнародного середовища.

**Метою** цієї статті є обґрунтування процесу обміну інформацією між бізнес-партнерами в межах управління зовнішньоекономічною діяльністю з метою досягнення спільних цілей, оскільки така комунікація відбувається між партнерами з різних країн, мов, культур і правових систем.

**Ключові слова:** бізнес-комунікація, діловий діалог, інструменти, управління зовнішньоекономічною діяльністю, CRM-системи, менеджмент, міжнародне середовище.

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**Abstract.** The article examines the key tools of business communication that contribute to enhancing the effectiveness of foreign economic activity management in enterprises. It analyzes the role of interpersonal, corporate, and intercultural communication in the process of conducting international business. The emphasis is placed on the importance of mastering modern digital communication tools, particularly CRM systems, electronic document management, video conferencing, and social media as platforms for business dialogue. The paper provides examples of the practical application of communication tools in foreign economic activity and outlines their impact on establishing partnerships, making managerial decisions, and minimizing risks in the international environment. The study concludes that developing a high level of communicative competence among foreign economic activity managers is essential for the successful operation of enterprises in the global market.

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