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Transformation of Business Communications in Ukraine during the Martial Law: Main Directions and Digital Tools

The aim of the article is to highlight main directions of communication technologies' use and transformation in the development of effective retail business. The topicality of this study grounds on the fact that modern conditions of the Ukrainian market — martial law, competition, mediatisation and rapid implementation of digitalisation — require new approaches from retail companies in order to conduct successful business. It is proved that only high-quality development and implementation of digital, information and communication technologies can ensure the economic development of enterprises and create the necessary conditions for interaction with customers. In this article, the ways of overcoming actual problems of the time period of martial law are outlined. The analysis is focused on the following directions of communication: active communication with customers, productive cooperation with suppliers and partners, effective management of business processes, keeping statistics, monitoring and data analysis. Communication tools of three leading Ukrainian retail businesses, such as internal, external and crisis communications, are analysed: they provide real-time updates on the situation, government regulations and market conditions. Additionally, alternative communication tools are considered: they create favorable conditions for decision-making and the effectiveness of enterprises in the wartime period. The scientific novelty of the obtained results lies in the fact that for the first time, the specifics of communication technologies of Ukrainian retail companies during the war are studied, as well as the implementation of forms of digitalisation by enterprises under conditions of the modern market development is analysed.

Keywords: social communications, information and communication technologies, retail business, communication tools, informational positioning, digital transformation, martial law.

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ТРАНСФОРМАЦІЯ БІЗНЕС-КОМУНІКАЦІЙ В УКРАЇНІ ПІД ЧАС ВОЄННОГО СТАНУ: ОСНОВНІ НАПРЯМКИ ТА ЦИФРОВІ ІНСТРУМЕНТИ

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Метою статті є висвітлення основних напрямів використання комунікаційних технологій у розвитку ефективного роздрібного бізнесу в Україні. Актуальність дослідження полягає в тому, що сучасні умови українського ринку — воєнний стан, конкуренція, медіатизація та стрімке впровадження цифрових технологій — вимагають від роздрібних компаній нових підходів до ведення успішного бізнесу. Доведено, що лише якісне розроблення та впровадження цифрових, інформаційних і комунікаційних технологій можуть забезпечити економічний розвиток підприємства, зокрема створити відповідні умови для взаємодії з клієнтами. У статті окреслено шляхи подолання актуальних проблем періоду воєнного стану. Аналіз зосереджено на таких напрямках комунікації: активна комунікація з клієнтами, продуктивна співпраця з постачальниками та партнерами, ефективне управління бізнес-процесами, ведення статистики, моніторинг та аналіз даних. Проаналізовано інформаційно-комунікаційні інструменти трьох провідних українських роздрібних підприємств, такі як внутрішні, зовнішні й кризові комунікації, що забезпечують оперативне інформування про ситуацію, державні регуляторні заходи та ринкові умови. Також розглядаються альтернативні комунікаційні інструменти, які створюють сприятливі умови для прийняття рішень та ефективності підприємств у воєнний період. Наукова новизна отриманих результатів полягає в тому, що вперше досліджено трансформації комунікаційних технологій українських роздрібних компаній під час війни, розглянуто стан запровадження форм цифровізації підприємствами в умовах сучасного розвитку ринку.

Ключові слова: соціальні комунікації, інформаційно-комунікаційні технології, роздрібний бізнес, комунікаційні інструменти, інформаційне позиціонування, цифрова трансформація, воєнний стан.

Topicality of the problem

In the recent decades, we have witnessed the penetration of information, media and digital technologies into various spheres of human life: social sphere, politics, mass media and communications, culture and other fields today cannot be imagined outside of the information and communication discourse. The economy and business have also been involved into informatisation, mediatisation and digitalisation processes. Ukrainian enterprises faced new challenges, caused by the Russian-Ukrainian war: crisis communications and strategies, the search for new tools for interacting with customers, restrictions on sales, decrease in sales, delays in the supply of raw materials, changes in consumer demand and many other negative effects.

Information and communication activities' transformations of enterprises are important for the functioning of business in today's conditions and contribute to innovative development. Effective management of production and commercial processes is possible only on the basis of proper information support, because only grounded on complete, timely and reliable communication modern enterprise management can be carried out. Information acquires special importance in the conditions of digitalisation, as it became possible to use its various digital formats simultaneously.

Current state of research

The problems of information and communication technologies (ICT) adoption have been raised by many Ukrainian researchers, in particular, M. Chuprina, O. Gudz, T. Ivaniukha, K. Pyrogoва, N. Zrazhevska. Business communication activities have been discussed in works by I. Chuchka, T. Primak, O. Shcherbak, S. Udovichenko. In Ukrainian scientific discourse, the scientists proved that a developed and effectively operated information and communication infrastructure is an important integral part of enterprises, as it satisfies the needs of the target audience, provides consulting services, and raises the professional level of employees and their managers.

In the European scientific discourse ICT and business are studied in the context of management (Deep, 2023; Milovanovic & Jovanovic, 2018; Kamal, 2013; Sandberg & Håkansson, 2020), social processes (Barbera & Rivero, 2015; Stojcevski & Besednjak, 2022), socio-political processes (Obradović & Mitrović, 2019), information positioning (Lopez, Niembro & Ramos, 2014), e-business (Aleksić & Stamenković, 2018; Taherdoost, 2023), etc.

Researchers claim that ICT of enterprises function as components of a single information system, interact with each other and complement each other, which allows to create productive conditions for establishing effective communication. still, the issue of crisis communications, information activity, and the role of information and communication support for business in the conditions of martial law, which determines the relevance of our research, remained outside the attention of the mentioned scientists.

The aim of the article is to identify and analyse information, communication and digital tools in the work of Ukrainian enterprises during the period of martial law. *The object of the study* form information and communication tools for retail business support, in particular, the latest channels for external and internal communications.

Methods and theoretical background

To find out the main directions of communication technologies' use and transformation on enterprises, the following methods are used: analysis, synthesis, content analysis, induction, classification and generalisation methods, problem-thematic and comparative methods. In the next part the case study of retail Ukrainian companies' communicative strategies will provide the insight into key challenges and opportunities of business in the digitalisation and martial law epoch.

The literature analysis in this area shows that the main goal of ICT in business is to increase brand recognition, image formation, ensuring effective work to achieve common goals and solve the main tasks of the enterprise.

Any enterprise formulates strategic goals, develops a number of communication tools, calculates the ways of their implementation. In particular, table 1 demonstrates the strategic goals and the corresponding communication tools of their achievement.

Table 1

Strategic goals and communication tools of Ukrainian retail companies in times of the martial law

Strategic goals	Communication tools
Planning and decision-making	ICT for corporate planning
Providing knowledge of relevant corporate relations	Tools that develop and improve the system of obtaining information for management
Use of the company's limited resources	Technologies that increase labour productivity
Positive relationship building	Information and communication tools that improve the system of formal and informal communication at the enterprise
Mastering new management methods	Educational tools (customised training)

All of them can be considered in the context of the global goal – information positioning of the business in *external and internal interaction*.

Internal communications as a system of forming a positive attitude towards all employees, provides functioning of the enterprise, the staff of the division, management and the goods that the enterprise produces. It can be formed thanks to properly constructed communications taking into account the specifics of the enterprise and the psychological individuality of employees.

ICT are strongly necessary for the internal communication of the enterprise. They perform a number of important functions for a modern enterprise.

The main purpose of their use is a necessity in supporting the policy of the management and the principles of its interaction with the staff, as well as to satisfy the informational needs of the company's staff. Also, technologies can provide and stimulate two-way communication between the company's management and its employees, develop positive motivation in each employee regarding the company and high quality of work. Internal communications contribute to the formation of team spirit, organisational and corporate culture. They are able to ensure mutual understanding between the company's management and its staff and to motivate, maintain high professionalism, and contribute to the formation of a good psychological and moral climate in the team. ICT evaluate the contribution of each employee to the success of the enterprise and introduce the spirit of creativity and innovation.

Successful implementation of the outlined technologies is possible in case if the management of the enterprise includes various types of communication in the management process: ideological, personnel, material and technical, financial, regulatory, technological, informational, etc.

The leading task of ICT for intra-company communication is to ensure two flows of information: from management and from employees. For the first case, information is used that comes from the first persons of the enterprise and is systematically announced to the employees. This is necessary in order for the employee to closely interact with the manager, orient himself in the management's intentions, the results and perspectives of the company's activities, the state of affairs, the validity of rumors.

The second flow of information is organised thanks to feedback from managers to staff. These can be solutions, assessments, possible suggestions for improving communication. The most reliable way for a manager to learn about this is from the employees themselves. Therefore, it is extremely important for managers of enterprises to navigate in the intentions of employees and to have primary information. If the first persons of the enterprise despise this, then everything will be formed spontaneously and will not always bring benefits.

ICT are used for consulting and covert management. PR-managers have to organise their work in such a way that mutual relations in the collective of enterprises are perceived as an organic interaction based on common interests and values. The content of information activities will not change as a result, but the necessary communication functions will be performed. Also, thanks to this, it is possible to avoid psychological discomfort, suspicion of employees that such management is one-sided.

Nowadays, enterprises use ICT to work with the internal public, in particular, using the following forms:

- collegial meetings between enterprise employees and company management;
- joint meetings, business meetings;

- educational seminars;
- scientific and practical conferences, etc.

Further, we offer to take a closer look at the main communication means and tools for achieving the specified strategic goals. For effective functioning, enterprises use *official communication tools* that organise direct communication between employees and management. The most often used events can be: meetings of members of the labor team, briefings, speeches of the management, open interviews, evenings of questions and answers, oral messages of the management.

The mentioned tools are aimed at official communicating the necessary information to the company's employees. However, unlike information tools, communication takes place in an oral form in order to see the reaction of employees, to respond promptly to their emotions and perceptions, to find out working points, to give answers to urgent questions.

So, internal company communication is a complex information and communication activity that includes a number of different tools. The most important thing is compliance with the goals that the company wants to achieve by building a system of relationships with its internal audience. Internal communications are designed to increase the level of loyalty and motivation of personnel, which means the effectiveness of their activities. The creation of a positive image within the enterprise affects the perception of the company's image in the outside world, because the personnel is one of the channels of communication of information from the outside.

In the conditions of digitalisation, ICT acquire fundamentally new qualitative features that exert an active influence on the social and economic development of enterprises through various Web technologies. Automated technologies are beginning to be successfully integrated into the Internet and entirely transforms business (Gudz, 2018).

Traditionally, *internal communication* is formed thanks to *complex information activities*, which are aimed at forming a positive image of the company among employees and, thanks to this, allows to increase the efficiency of their activities. Among such activities, experts single out the following ones:

- image: development and implementation of mission, company philosophy, rules and procedures, formation of corporate culture, etc.;
- education: conducting seminars and trainings for the purpose of improving the qualifications and professional growth of employees, as well as for the adaptation of newcomers and employees who have transferred to a new position;
- communication: informing employees about all the main events that take place in the company, issuing corporate media, using the Internet, establishing communication between management and employees, holding conferences, giving employees the opportunity to make independent decisions;

– unifying: organisation of corporate events – holidays, tournaments, competitions, observance of corporate traditions, involvement of employees' families in similar events (Primak, 2013).

ICT as intangible tools contribute to *effective external communication*. This is, first of all, the formation of a company's reputation, the transparency of its activities, business relations, brand positioning, compliance with copyright, qualified personnel and talented employees, which undoubtedly determines the company's place in the relevant systems.

A certain modern enterprise must create an image in the public's mind that is associated with trust in it, with its openness and reliability. ICT can be used for:

- creation and establishment of positive relations with certain groups of employees;
- formation of a positive image of the organisation;
- organisation of internal corporate relations (establishment of communication in the enterprise);
- anti-crisis management (neutralisation of conflicts, situations that may negatively affect the image of the enterprise);
- establishment of effective communication with mass media (Pyrogoва, 2022).

Thus, the use of information and communication tools helps to solve not only the issues of promoting the enterprise, but also such important tasks as providing it with information about public opinion for the development of appropriate strategies and forecasting leading tendencies and patterns of behaviour in the labour market.

In the times of high competition on the market, digitalisation for high-quality communication becomes especially important. It is an indicator of the company's performance. Many factors can be included in this concept: a person's positive perception of work results, the number of possible different-level product offers in the country, the professionalism of employees, etc. The quality of ICT covers not only the substantive part of the enterprise's functioning, but also its structural and organizational characteristics.

Main Research Findings

Case study of ICT integration in Ukrainian retail companies

ICT of Ukrainian business in times of martial law include a number of tools aimed at establishing effective interaction between all subjects of the system and ensuring constant and effective activity in difficult conditions.

For this article's analysis the market leaders, successful companies are chosen according to Ub.ua: "Epicenter", "Silpo" and "Nova Poshta" (Catalogue of companies, 2025). Let's consider cases of the use of information and communication tools that facilitate the establishment of direct contact between employees and management.

The company “Epicenter” uses such tool as *an open interview*, which is designed to officially convey important information to employees. Its advantage lies in the fact that, unlike other communication technologies, information is created in oral form, presents the reaction of selected subjects, quickly represents mood and perception, clarifies important facts, and provides answers to questions. Using such communication technologies, it is possible to effectively influence the recipient, as the facts are perceived better due to the possibility of using not only verbal, but also visual components in speeches and interviews, as well as special psychological techniques of oratory.

For effective communication, modern enterprises apply tools of *crisis and post-crisis response*, which increase the efficiency of working capacity and allow to overcome the relevant problems. This is facilitated by: a thoughtful and balanced attitude to every word addressed to the company’s employees is emphasized; anticipatory work, intensification of information exchange in both directions; special attention to manifestations of reaction, thoughts and moods of employees; maximum flexibility in public relations. For example, the company “Epicenter” uses a communication tool for crisis response. In particular, it involves personnel to help the army, and it also allows to integrate the personnel.

From the beginning of the full-scale invasion, Ukrainian enterprises have begun to use *positive propaganda and patriotic advertising* as an information and communication tool for interaction with the audience. Means of propaganda and advertising are aimed at bilateral communication. The method of distribution of such communications is appeals or inducements to purchase, but through the prism of social needs. For example, in May 2023, the company “Epicenter” launched the promotion of participation in helping children, calls to participate in the reconstruction of the country.

In particular, social advertising, initiated by the company “Epicenter”, is aimed at attracting buyers and clients of the company to rebuild Ukrainian cities, specific destroyed objects, to collect funds for Ukrainian children affected by military actions, to collect funds for the army. The main slogans of the current social actions and sales are “Rebuild for the victory”, “Epicenter works for victory”, “Donate to the front line”, “Gather dragons – help children”, “Epicenter is the participant of e-restoration of the country” and others. The company managed to promote help, appeal to children, army and people affected by military actions, therefore information and communication tools are successful. Information campaigns play an important role, because with their help, communication contact is established between individuals, enterprises, the public, the state and various organisations.

In order to manage company in the direction required by the organisation, enterprises use communication technologies to attract customers to promotions, events, and minimum contributions. For example, “Epicentr” launched a promotion for customers, which involves accumulating points for purchases. It also published an information campaign on the official website, which pres-

ents the number of participants, points, as well as the motive: “Benefit” points for the defense of Ukraine. In this case, we observe an example of an information and communication tool that presents campaign information, sequence of implementation, which is performed to establish psychological and informational contact between existing and potential customers.

ICT of enterprises are used to present knowledge about achievements in economic activity or related to communication processes. Such technologies are mainly aimed at different groups of individuals, built taking into account the psychological and social aspects of customers, employees, and institutions. Conventionally, these information and communication tools can be divided into psychological and social ones.

Psychological tools are used to achieve an effective influence on certain clients and groups. It also allows to establish effective bilateral contact with them, taking into account the peculiarities of their behavior during the purchase of goods. For example, the company “Epicenter” launched a campaign with a psychological focus “Ignite the heart of your car”. Such information and communication technology is developed taking into account physiological accents, since each individual perceives the surrounding environment, certain objects and phenomena as the heart suggests. It is one of the most essential organs in the structure of the body. In this informational aspect, the offered product is viewed via the prism of a physical system dependent on the organism. This has a certain effect on the audience, stimulating it to purchase the product and causing a reverse reaction. Psychological and communication technologies are applied in order to achieve effective influence on consumers and establish effective bilateral relations with them, taking into account the features of the development of society and market conditions. To achieve goals, often such tools are used, which appeal to the inertia of thinking. For example, the company “Epicenter” uses the tool of creative “enlightenment”. Through the analogy “Poseidon knows where to choose everything for the water supply”, the perception of the product by buyers, as well as the enterprise in general, takes place.

Management decisions regarding the development and implementation of informational events are taken into account in accordance with the functioning of stereotypical images, as well as factors that appeal to market dominants. The image of Poseidon is symbolically synthesised with the direction of the enterprise. A throne made of pipeline defines visual dominants and anchors the perception of the product.

The company “Epicenter” uses ICT tools for crisis response, strengthening corporate culture, forming economic behaviour and establishing communication contact. The information flows of the company “Epicenter” for the audience are completely ordered and systematised, therefore the proposals are justified in the social space of Ukraine. Thus, the above makes it possible to state that the information and communication tools of the company “Epicenter” effectively influence the target audience and build trust among partners.

Digitalisation as a communication tool of Ukrainian business in the martial law conditions

As Gartner defined it, digitalisation is “the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business” (Gartner, 2023). Digitalisation helps businessmen to involve digital information technologies to entirely transform a business’ processes and overcome modern obstacles. According to the researcher H.Taherdoost, “Internet has revolutionized business operations, transforming them from local brick-and-mortar establishments to global digital enterprises [...]. E-business plays a vital role in a company’s ability to innovate, expand internationally, and maintain a competitive edge in the twenty-first-century global economy” (Taherdoost, 2023).

Since the beginning of the full-scale invasion, digitalisation has contributed to the emergence of new areas of business activity and now has a significant influence on the operational activities of enterprises. The modern trend of digitalization is the creation and rapid development of such phenomenon as e-business (business conducted through electronic networks), in particular e-commerce (electronic trade, electronic commerce). For example, such enterprises as: “Epicenter”, “Darnytsia”, “Eva”, “Silpo” conduct trade not only offline, but also online. E-commerce is considered one of the most powerful today. Unfortunately, the development of *e-commerce in Ukraine* is influenced by objective factors. One of them is that Ukraine has the lowest level of Internet penetration in Eastern Europe — 82,4 percent (90,6 percent — for in Eastern Europe by the beginning of 2025). And among them, only 44 percent of Internet users shop online (Kemp, 2025).

But the most important factor is the war, which leads to the destruction of the Ukrainian economy. With the start of the full-scale aggression in February, 2022, e-commerce almost disappeared in Ukraine. Income from it decreased by 87 percent. However, the Ukrainian e-commerce market persevered, adapted to wartime and began to recover. According to estimates, already in May the volumes began to approach 80 percent, and in June-July they were 90 percent compared to pre-war indicators (Scherbak, 2022).

In addition, the share of global B2C turnover of the electronic trade segment was 16,8 percent of the total trade in services. The influence of modern ICT on enterprise management is huge, as it is directly related to the improvement of the work efficiency of each manager individually and the enterprise as a whole.

The use of modern ICT usually requires considerable costs from the enterprise both for development and implementation, as well as for their further maintenance and development, but in the conditions of the Ukrainian market, this is the only way out for functioning. For example, “*Silpo*” company has actively implemented digital technologies in its activities. Paying for goods by cashless payment provides certain advantages when buying goods in an online

supermarket. Such digital technology is a type of digitalization. Customers are invited to accumulate points for in-app purchases and increase bonuses. Such dominance is necessary for the enterprise in the conditions of war, because it strengthens the solution of the problem in a natural, digital way. Such an offer was especially important during the Covid pandemic and martial law. Activating activities in the “Own account” application allows the enterprise to save costs, as well as to encourage customers to self-service. By installing the Silpo application, you can easily track points for purchases, bonuses, and discounts. Such information will come automatically in the application.

Graphic communication technology is observed at “Silpo”, which sounds under the motto “QR-code is your card”. It is necessary to scan the QR code from the application at the cash register and points are added immediately, offers are activated and the bonus can be used to pay for the purchase. For every 1 hryvnia spent at “Silpo” and LeSilpo, 1 point is credited to “Own Account”.

ICTare used to improve the economic component of the enterprise, as they can replace the personnel of the enterprise. Digitalization of the enterprise allows to reduce the cost of production due to the reduction of operating costs.

For example, in the “Silpo” online store, you need to add promotional products marked “Save with Mastercard” to the cart with a 20 percent discount, pay for the order online with a Mastercard® card and the discount will increase to 40 percent. At the same time, they can automatically change the company’s organizational policy, hierarchy decision-making, save money and expand the possibilities of using services. For example, the company “WOG” offers customers to use “WOGPAY”. The use of such technologies will allow you to buy everything without queuing, receive bonuses, personal offers, promotions.

Digitalisation means in the Ukrainian consumer market are followed in eGrocery (“electronic grocery”). As the full-scale invasion began, entrepreneurs began to record the rise in demands for online grocery shopping made a reality thanks to these tools.

According to “Grocerydive.com”, food products in online e-grocery stores sold out in significant volumes, and mobile app downloads for grocery shopping beat all as customers increasingly order online (Grocerydive.com, 2022). For example, Instacart saw a 218 percent increase in daily US downloads in February, followed by WalmartGrocery (160 percent) and Shipt (124 percent). In Europe, courier services began to introduce contactless delivery options (“drop-off”) with the beginning of the COVID-19 epidemic, for example, the British service Deliveroo, the Spanish Glovo or UberEats.

In Ukraine, contactless delivery is offered by the Nova Poshta company. The company has developed a mobile application in which you can track a parcel, create an electronic invoice, and make an online payment. To reduce contact with other customers, you can use self-service zones in Nova Poshta branches. In advance, you need to pack the goods at home, create a waybill in the application, scan in the branch and leave the parcel in the self-service

area. Mailboxes were also created, which allow to receive a parcel contactless in just 10 seconds. Specialists have developed contactless options for address delivery by courier to the door with a contactless payment option.

Thus, enterprises in Ukraine will not be able to exist in the long term without the application of information strategies of digital transformation. We observe a rapid accelerated implementation of communication trends to optimize contact with clients and provide quality service. Digitalisation of enterprises allows to optimise communication, to function of business in conditions of development of society. The use of digital ICT maximally changes the company's work methods, expands the types of activities and the circle of partners. Business appropriately uses digital tools: specialised global networks; multi-functional global social networks; cloud computing and internet sensors.

Conclusions

The article systematizes materials on directions, means, tools and strategic goals of ICT and digital tools in business, analyses the communication activities of Ukrainian retail companies. It has been found that internal and external communications, which are a system of forming a positive attitude towards all employees, the functioning of the enterprise, the team of the division, the management, and the goods produced by the enterprise, belong to ICT.

Information and communication tools for organising the internal activities of the enterprise can be: holding business meetings, creating and signing orders, benevolent attitude of management towards subordinates, timely informing about internal and external events of the enterprise, formulation of necessary orders, prompt response to innovations and changes, organization and implementation joint corporate holidays of the company with the involvement of the majority of the team, the presence of intra-corporate chats, uniforms of the company's employees, etc. All this helps to create a friendly and benevolent atmosphere in the team. Traditionally, internal communication is formed thanks to a set of information activities, among which image, educational, communication and unifying measures are highlighted.

This study formulates the definition of information and communication tools and establishes that these are intangible tools that contribute to effective external communication and are applied in order to build the company's reputation, transparency of its activities, business relationships, brand positioning, and copyright compliance.

ICT of 3 Ukrainian successful companies are analysed. During the research, it is found that the company "Epicenter" uses such a tool as an open interview, which is designed to officially convey important information to employees; also applies meetings of members of the labor team, personal meetings of the head of the enterprise with employees, tools of crisis and post-crisis response; propaganda that extends to a mass audience or to specific employees of the same rank; a tool of creative "enlightenment",

conducts social actions, uses patriotic advertising. Information campaigns of “Epicenter” play an important role for business, because with their help, communication contact is established between individuals, companies, the public, various organisations and the state. Psychological tools are also used to achieve effective influence on individual clients or their groups.

The use of ICT in the digitalisation conditions is an important factor that affects the development and functioning of enterprises. In Ukraine, digitalisation tools are being followed in eGrocery and contactless delivery. “Silpo” company has actively implemented digital technologies in its activities. In particular, paying for goods by cashless payment provides certain advantages when buying goods in an online supermarket.

In accordance with the business strategy of positioning, enterprises apply the following information technologies: positioning (consumer, competitive) and re-positioning. In Ukraine, many enterprises use a positioning strategy: an offensive (attacking) strategy, in particular for managing the product range. This is necessary to expand the assortment, because thanks to this. So, it becomes possible to increase the market share and overcome the competitive market of goods and services.

ICTs are used by companies if there has been a complication or introduction of goods to the market, a significant number of competitors has begun to exist, or if it is necessary to strengthen the competitive advantages of the enterprise. They use a defensive strategy (“fortress on an island”), which allow them to position themselves as expensive and high-quality products, to protect them from price competition with cheaper products intended for price-sensitive buyers. The application of information tactics of positioning is based on consumer positioning, positioning relative to competitive goods of analogues, competitive positioning.

Thus, modern ICTs maintain the management of enterprises under the martial law conditions, use modern e-business tools, as they are directly related to the improvement of the work efficiency of each employee and the business as a whole. ICT can become both a useful tool for improving and optimising the work of the enterprise during the martial law period, as well as contribute to the development of business companies of socially important information, become a platform for solving urgent work issues, be the main channel of communication between all parts of the company.

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