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## ANALYSIS OF THE EFFECTIVENESS OF CONTEMPORARY CORPORATE COMMUNICATION MODELS OF INTERNATIONAL CORPORATIONS

*The article analyzes contemporary corporate communication models used by international corporations and examines approaches to evaluating their effectiveness. Particular attention is given to the integrated AMEC evaluation framework and the Barcelona Principles 3.0 as widely recognized methodological foundations for measuring communication performance.*

*The study applies a comparative analytical approach to examine the communication models of five international corporations – FlixBus, DHL, MHP SE, Tesla, and Nestlé. The analysis is based on corporate sustainability reports, ESG disclosures, official digital platforms, and communication practices. Five key evaluation criteria are used: transparency, ESG orientation, stakeholder engagement, integration of ESG into business processes, and crisis response.*

*The results reveal the strengths, weaknesses, and specific characteristics of corporate communication strategies implemented by the analyzed companies. The study demonstrates that the effectiveness of corporate communications depends not on the size of the company but on the extent to which communication strategies are integrated into operational activities, sustainability initiatives, and reporting systems.*

*The findings confirm that there is no universal model of corporate communications. Instead, successful communication strategies are characterized by the integration of ESG principles, digital transparency, stakeholder engagement, and alignment between communication activities and business processes.*

**Keywords:** models, corporate communications, international corporations, effectiveness, ESG factors, AMEC.

**JEL classification:** M14, M16, L21.

## АНАЛІЗ ЕФЕКТИВНОСТІ СУЧАСНИХ МОДЕЛЕЙ КОРПОРАТИВНИХ КОМУНІКАЦІЙ МІЖНАРОДНИХ КОРПОРАЦІЙ

*У статті здійснено аналітичний огляд сучасних моделей корпоративних комунікацій міжнародних корпорацій з урахуванням підходів щодо оцінювання їх ефективності та практик провідних глобальних компаній. Авторами проведено огляд літературних джерел щодо науково-методологічного підґрунтя функціонування міжнародних корпорацій. З'ясовано, що інтегрована система оцінки АМЕС у поєднанні з Барселонськими принципами 3.0 є найбільш обґрунтованою моделлю оцінки корпоративних комунікацій міжнародних корпорацій на прикладі п'яти обраних міжнародних компаній, а саме FlixBus, DHL, MHP SE, Tesla та Nestle, по результатах відповідного аналізу виявлені сильні і слабкі сторони, ризики та особливості моделей; авторами визначення п'ять параметрів для оцінки кожної компанії, переваги та недоліки критеріїв: прозорість, сталий розвиток (ESG), взаємодія із зацікавленими сторонами, інтеграція ESG у бізнес-процеси та реагування на кризи, а канали комунікацій впливають на ефективність комунікації щодо ESG-діяльності компаній.*

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Виходячи з результатів дослідження, визначено, що ефективність корпоративних комунікацій вимірюється не розміром компанії, а тим, наскільки її комунікаційна стратегія інтегрована у виробничі процеси, удосконалення ESG, систему звітності, тобто створити комунікаційну парадигму залежно від своїх цілей та взаємовідносин між компаніями, громадянами, клієнтами та зацікавленими сторонами. Кількісне порівняння ефективності корпоративних комунікацій підтверджує, що універсальної моделі не існує, натомість визначається здатністю компанії адаптувати загальні принципи ESG та цифрової відкритості до власної галузевої специфіки, бізнес-моделі, соціального контексту. Як висновок, проведений аналіз ефективності вищезгаданих міжнародних корпорацій у контексті реакції на глобальні виклики показує, що сучасні корпорації активно впроваджують процеси трансформації у своєму підході щодо забезпечення відкритості, соціальної відповідальності та сталого розвитку.

Отримані результати можуть бути використані для подальшого вдосконалення методичних підходів до оцінювання ефективності корпоративних комунікацій у міжнародному бізнес-середовищі. Це також створює підґрунтя для формування адаптивних комунікаційних стратегій компаній в умовах зростання вимог до прозорості, сталого розвитку та взаємодії із зацікавленими сторонами.

**Ключові слова:** моделі, корпоративні комунікації, міжнародні корпорації, ефективність, ESG-фактори, AMEC.

**Problem statement.** The evaluation of the effectiveness of corporate communications indicates a gradual shift away from outdated models focused exclusively on media visibility toward systemic methodologies that take into account the impact of communications on audience behavior, stakeholder trust, and business outcomes. The integrated AMEC evaluation framework, combined with the Barcelona Principles 3.0, forms a contemporary standard for measurement in which communications are viewed as a strategic management instrument rather than a supporting PR function.

In modern corporate communications, digital channels play a distinct role, providing not only the dissemination of information but also enabling two-way interaction, sentiment monitoring, and rapid response to crisis situations. The use of web analytics, social media, integrated customer services, and real-time ESG reporting enhances the manageability of communication strategies and increases the level of trust among stakeholders.

**Analysis of recent research and publications.** The measurement and management of corporate communication effectiveness are increasingly considered an important component of strategic management in international companies. Modern approaches emphasize the need to evaluate not only media visibility but also the influence of communication activities on corporate reputation, stakeholder engagement, and the achievement of business objectives [2; 7]. These approaches are based on the principles of integrated measurement, whereby communication activity is regarded as part of the commercial doctrine rather than as a separate activity. The application of the above-mentioned principles presupposes a clear distinction between the levels of effectiveness of communication activities: outputs, outtakes, outcomes, and impact, which makes it possible to formally calculate media activity and provide a general assessment of the effect of effective communication activity on audiences, stakeholders, and the company's business objectives [1; 7].

Hofstede G. and Minkov M. note that, within the framework of evaluating the Go Green program, DHL assesses not only the indicators of solution implementation, but also customer loyalty, organizational culture, and partners' attitudes toward corporate initiatives related to

sustainable development, at the level of their trust [5]. In order to systematize approaches to measuring the effectiveness of corporate communication activities, Weder F. recommends introducing a strict measurement hierarchy and distinguishing four levels of measuring the effectiveness of corporate communication activities. Each of these levels corresponds to a separate process of transforming communication activities and generating value for audiences, stakeholders, and the company as a whole [13].

An important methodological basis for the AMEC framework is provided by the Barcelona Principles 3.0, which have had a significant influence on the evaluation of corporate communications of international corporations [1]. It is worth emphasizing that the measurement of communications is also closely linked to digital analytics. The use of web and social analytics tools, including real-time monitoring and sentiment analysis, enables companies to respond immediately to critical events and determine the effectiveness of their messages [7].

At the same time, despite the growing body of research on communication measurement, ESG communication, and stakeholder engagement, the lack of a unified analytical framework for conducting a comparative analysis of corporate communication models of international corporations across different sectors remains an unresolved problem.

**The research aim.** The purpose of the article is to analyze and comparatively evaluate the effectiveness of contemporary corporate communication models used by international corporations on the basis of the AMEC evaluation framework and the Barcelona Principles 3.0. The study examines the cases of FlixBus, DHL, MHP SE, Tesla, and Nestlé in order to identify the key characteristics, advantages, and potential risks of their communication strategies.

**Research methods used.** To achieve the research objective, a set of general scientific and special analytical methods was applied. The comparative analytical method was used to compare corporate communication models of the selected international corporations (FlixBus, DHL, MHP SE, Tesla, and Nestlé) and to identify similarities and differences in their approaches to transparency, ESG communication, stakeholder engagement, and crisis response; the

case study method was applied to analyze the communication practices of each selected corporation on the basis of corporate sustainability reports, ESG disclosures, and official digital platforms; the content analysis was used to examine corporate reports, ESG documentation, and publicly available communication materials in order to identify the key elements of communication strategies and evaluate their alignment with ESG principles; the method of systematization and generalization was used to structure the obtained results and to formulate conclusions regarding the effectiveness of corporate communication models; the tabular method was applied to present the results of the comparative analysis and to visualize the evaluation of corporate communication effectiveness.

**Presentation of the main research results.** In contemporary practice, corporate communications are increasingly integrated with business objectives and ESG/CSR strategies. This integration allows communications to be considered not only as an informational instrument but also

as a mechanism for building trust, loyalty, and sustainable engagement with stakeholders. The use of digital analytics and real-time monitoring tools further enhances the adaptability of communication strategies in a complex global environment.

Specialists consider the integrated AMEC evaluation framework, combined with the Barcelona Principles 3.0, to be one of the most substantiated models for evaluating corporate communications of international corporations, as it provides a systematic linkage between communication objectives, performance indicators, and the strategic outcomes of organizational activity [1; 7]. The focus on the consistent measurement of outputs, outtakes, outcomes, and impact makes it possible not only to increase the effectiveness of communication strategies but also to use evaluation results as a basis for managerial decision-making aimed at long-term reputational resilience and strengthening stakeholder trust (Table 1).

Table 1

AMEC communication evaluation levels

Level	Contents	Typical indicators	Examples of measurement in international corporations
Outputs	Immediate results of communication activity	Number of publications, media mentions, reach, impressions, views	DHL measures the number of ESG publications and the reach of GoGreen campaigns in international media
Outtakes	Changes in the audience's knowledge, awareness, or attitude	Level of awareness, understanding of messages, initial trust	FlixBus analyzes changes in brand perception and company positioning through customer surveys following public statements.
Outcomes	Behavioral changes in target audiences	Intention to cooperate, participation in programs, repeat purchases, support for initiatives	Nestlé tracks growth in sustainable product usage following ESG communications
Impact	Long-term impact on business, reputation, and stakeholders	Trust level, reputation indices, financial indicators, partner loyalty	MHP assesses the impact of social communications on the trust of veterans and communities and the stability of partnerships

Source: compiled by the authors based on: [1]

The authors also analyzed the communication models of five selected international companies – FlixBus, DHL, MHP SE, Tesla, and Nestlé – in order to determine which communication principles they employ, how they organize engagement with stakeholders and the broader community, how communications are integrated with operational and social activities, and which reporting systems or indicators are used to demonstrate transparency, accountability, and effectiveness. The analysis also aimed to identify the strengths and weaknesses of the communication frameworks of these international corporations and to assess whether they prioritize openness and social responsibility or primarily use communications as a tool for image-building without substantial supporting evidence.

Among the five companies examined, the communication model of FlixBus stands out as an example of the close integration of corporate messaging with operational activities and a sustainable development strategy, in which messaging, practical actions, and reporting form a unified business model. The company positions itself not only as a transport provider but also as a travel technology enterprise that enables environmentally conscious and accessible travel in more than 40 countries across four continents, offering both bus and rail routes [4].

For the systematic evaluation of the FlixBus communication model, the following key aspects were applied: transparency, sustainability, stakeholder engagement, the integration of ESG into operations, and responses to crisis situations.

Based on the conducted analysis, the following were identified:

- strengths of the model: a high level of transparency, integration of ESG into operational processes, practical verification of environmental claims, and active promotion of social values;
- weaknesses and risks: the model's dependence on the accuracy of the data provided and its perception by audiences; excessive emphasis on an environmental image may reduce attention to other aspects of corporate

sustainability;

- specific features of the model: the integration of communications into operational activities, namely into the sustainable development strategy, whereby communications become part of business processes rather than merely a PR activity.

The communication model of DHL represents a close integration of operational activities with open communication based on sustainable development and social responsibility [3]. The company's primary strategy of engagement with stakeholders is aimed at demonstrating that environmental and social initiatives constitute an organic part of its everyday business operations. The company's GoGreen program, implemented in Europe and Asia, includes low-carbon logistics solutions, the use of electric and hybrid trucks, as well as regular public reporting on reductions in CO<sub>2</sub> emissions [3].

DHL's communication strategy is based on systematic transparency. Information on achievements in the field of sustainable development has been integrated into the company's website as well as into its internal and social networks. In 2024, the company reported a reduction of CO<sub>2</sub> emissions by 18% compared with 2020 as a result of the transition to electric vehicles for urban deliveries and route optimization [3]. This information is regularly made publicly available so that customers and partners can understand the actual impact of operations.

One of the distinguishing features of DHL's communications is the manner in which environmental and social indicators are integrated into marketing and customer processes [3]. For example, customers can choose delivery options with a lower carbon footprint and receive corresponding certificates. In addition, the company actively reports on corporate social responsibility by organizing staff training, supporting local communities, and implementing educational environmental programs. Such an approach allows the integration of external and internal communication and ensures the consistency of messages for all categories of stakeholders, making it possible to identify the following:

- advantages of the model: a high level of transparency and systematic transparency, integration of ESG factors into operational activities, participation in social and environmental initiatives, and encouragement of customers to adopt environmentally responsible behavior;

- weaknesses/risks: the model requires continuous updating in terms of data and sustained support to ensure the effective processing of claims; potential dependence on technological infrastructure for the implementation of low-carbon solutions;

- characteristics of the model: integration of open external communication with internal educational activities and the implementation of environmental solutions within business processes, forming a comprehensive communication strategy.

The communication model of MHP is characterized by a systemic approach to the integration of social, environmental, and corporate initiatives into production processes, as well as effective engagement with stakeholders. The company positions itself not only as a producer but also as a socially responsible agricultural holding focused primarily on supporting local communities, philanthropy, sustainable development, and issues of transparency [8; 9].

Thus, the company demonstrates:

- advantages of the model: a balanced combination of social, environmental, and business programs, a high level of transparency, the integration of ESG factors with production activities, and support for society and the military;

- weaknesses/risks: the need for continuous updating of communications and monitoring of program effectiveness; the risk of excessive emphasis on social initiatives with insufficient attention to communications related to environmental outcomes;

- specific feature of the model: the integration of a range of social, environmental, and ethical values into production and communication processes, which ensures a sustainable and responsible corporate image in situations of uncertainty.

One of the key aspects of Tesla's communications is the integration of environmental, energy, and brand-innovation programs into the company's marketing and business cycles. Tesla is more than simply an electric vehicle manufacturer; it also acts as a catalyst for the global transition to clean energy, incorporating environmental responsibility, innovation, and sustainable development [12].

First, through an ecosystem of its own products – such as electric vehicles, energy storage solutions (Powerwall, Megapack), the Supercharger infrastructure, and solar energy solutions – Tesla pursues a comprehensive strategy aimed at reducing CO<sub>2</sub> emissions. For example, in 2024 Tesla customers prevented more than 30 million tons of CO<sub>2</sub> emissions by replacing gasoline-powered vehicles with electric vehicles and using renewable energy [12].

Second, Tesla focuses on investments in infrastructure projects that can help limit its carbon footprint. In 2024–2025 the company continued investing in the expansion of the Supercharger network, enabling the creation of thousands of charging stations that provide uninterrupted access for electric vehicles and support the use of environmentally clean energy sources [12].

Third, the company has significantly influenced the perception of electric vehicles as consumer products. Because electric vehicles are well designed, technologically equipped, powerful, and distinctive, they have increasingly been perceived not only in terms of environmental benefits but also for their ability to provide comfort, style, and exclusivity through their design. In this way, Tesla has effectively created a major competitive advantage in the market, as the image of electric vehicles has become an element of consumer decision-making: consumers purchase them not only for environmental reasons but also to demonstrate their unique status or purchasing power. However, in 2025 the company

encountered numerous difficulties related to market growth and the expansion of sales.

In particular, the company is also vulnerable to reputational risks due to high public expectations regarding environmental performance and technological efficiency. It is noted that communication messages formulated within the context of Tesla combine both environmental achievements and marketing innovations. Nevertheless, this requires constant monitoring in order to mitigate reputational risks; therefore:

- strengths of the model: integration of environmental and energy solutions into products and infrastructure, strong environmental positioning, and the creation of a perception of electric vehicles as a modern product;
- weaknesses/risks: the dependence of reputation on technologies and supporting services, difficulties in maintaining a stable level of demand in strategic markets, financial instability, and complaints regarding auxiliary services;
- characteristics of the model: the combination of products, innovative infrastructure, and environmental communication within a unified communication strategy, creating a comprehensive platform for brand development and stakeholder influence.

Among the distinctive features of Nestlé's communication is the need to integrate all environmental, social, and business programs under the umbrella of a comprehensive sustainable development plan. In this context, Nestlé positions itself not merely as a multinational food producer but as a holding company that seeks to improve the quality of life of people today and of future generations through the responsible use of environmental resources, the promotion of healthy nutrition, and support for communities [10].

Nestlé's environmental responsibility focuses on the environment, adhering to a life-cycle approach that includes environmental assessment during cultivation, the type of packaging used, product processing, transportation, and product consumption [10]. Nestlé reduces the use of virgin plastic through environmentally friendly packaging, recycling, and waste management practices, which are important components in addressing plastic pollution and minimizing environmental impact.

Nestlé aims to improve the quality of food products, encourage people to consume healthier food, ensure transparency in business activities, and adhere to ethical governance principles and respect for human rights within the supply chain. In 2025, the company's plans include investments in Ukraine of approximately 9.5 billion UAH for the modernization of factories and the promotion of its products [11].

For the analysis of Nestlé's communication efforts, five key parameters are used: transparency, sustainable development, stakeholder engagement, integration of ESG into business processes, and crisis management, which makes it possible to assess the effectiveness of the communication model and identify its strengths and weaknesses:

- strengths: the overall integration of environmental, social, and business projects into a single sustainable development strategy; transparency in reporting on environmental and social initiatives; global impact and investments in local communities; the contribution of suppliers and farmers to the implementation of regenerative practices;
- weaknesses/risks: the absence of criticism of the aggressor's actions, which negatively affects reputation; certain discrepancies between business imperatives and community expectations regarding ethics; challenges in communicating a coherent ESG narrative to different stakeholders;
- characteristics of the model: environmental, social, and business activities are integrated into a unified communication plan aimed at creating a positive image of the respective transnational holding, capable of aligning business effectiveness with environmental and social responsibility.

Table 2 summarizes the results of the qualitative comparative analysis of corporate communication models conducted by the authors on the basis of corporate reports, official digital platforms, ESG materials, and public communication practices of the selected companies.

The study of the corporate communication models of the aforementioned corporations demonstrates that modern companies increasingly focus on combining business operations with social and environmental responsibility. For example, DHL has transformed communications into a tool for creating a green image: customers can choose delivery options with a minimal carbon footprint and receive certificates, making environmental responsibility not a distant idea but a tangible service [3]. FlixBus emphasizes digital transparency and the sustainable development of transport, building trust through open information about the environmental impact of transportation.

MHP demonstrates the possibility of organically combining social and environmental activities with core business operations. Through the MHP-Communities Foundation and the MHP Poruch program, the company supports local communities, military personnel, and veterans, invests in green farms and technologies, and achieves a tangible social impact while simultaneously strengthening its corporate image [8; 9].

Tesla provides a notable example of how technology and brand identity can become the foundation of a communication strategy: electric vehicles, charging networks, and energy storage systems transform the message of clean energy into a real product in which consumers participate daily. At the same time, even innovative brands face criticism and challenges. Social and governance issues influence reputation and consumer trust.

Nestlé serves as an example of a global approach. Corporate messages combine environmental initiatives, social programs, healthy nutrition, and business integrity; however, the company also faces reputational risks due to geopolitical and social aspects of its operations.

Table 2

## Comparative analysis of corporate communication models at FlixBus, DHL, MHP SE, Tesla, and Nestlé

Company	Transparency	ESG orientation and sustainability initiatives	Stakeholder engagement	Crisis response	Key strengths	Potential risks
FlixBus	High level of transparency supported by regular ESG reporting and public disclosure of CO <sub>2</sub> emission data	Integration of ESG principles into operational transport activities; adoption of Science Based Targets and alternative fuels	Active interaction with passengers through eco-friendly travel options, digital platforms, and sustainability information	Reputation management through open data policies, press releases, and digital communication channels	Integration of ESG principles into operational logistics and corporate communication strategy	Dependence on the reliability of environmental data and audience perception; strong ecological positioning may overshadow other sustainability dimensions
DHL	Systematic disclosure of sustainability information through regular corporate and ESG reports	Implementation of the GoGreen strategy, low-carbon logistics solutions, and the gradual transition to electric and hybrid vehicles	Engagement of customers through green delivery options, employee sustainability training, and community initiatives	Rapid operational responses supported by technological innovation and transparent sustainability reporting	Integration of internal sustainability programs with external communication and customer services	Dependence on technological infrastructure and the need for continuous updating of sustainability data
MHP SE	Public disclosure of information regarding social, environmental, and community development initiatives	Implementation of biogas projects, alignment with EU environmental standards, and decarbonization efforts	Strong interaction with local communities, employees, and social partners through charitable and development programs	Adaptation of communication strategies to crisis conditions and support for communities during wartime	Integration of social responsibility, environmental initiatives, and corporate governance into communication practices	Need for continuous monitoring of program effectiveness; possible imbalance between social and environmental communication priorities
Tesla	Transparency primarily demonstrated through product performance data and selected sustainability disclosures	Development of electric vehicles, renewable energy solutions, and energy storage systems as elements of a clean-energy ecosystem	Formation of consumer engagement through innovation culture, brand identity, and digital communication platforms	Vulnerability to reputational fluctuations due to technological expectations and market volatility	Integration of technological innovation, infrastructure development, and environmental communication	Dependence of corporate reputation on product performance, service quality, and market stability
Nestlé	Comprehensive ESG reporting and public disclosure of sustainability targets	Implementation of life-cycle environmental strategies, regenerative agriculture, and the net-zero emissions agenda	Interaction with consumers, suppliers, farmers, and local communities through sustainability programs	Exposure to reputational challenges related to geopolitical and ethical considerations	Integration of environmental, social, and business initiatives within a global sustainability strategy	Reputational sensitivity to political and ethical issues; complexity of communicating ESG commitments across diverse stakeholder groups

Source: compiled by the authors based on corporate sustainability reports, ESG disclosures, and official communication materials of the analyzed companies

Despite differences in scale and sectors of activity among these companies, several common trends can be identified: the integration of ESG indicators into operational processes, transparency and openness, consistency between internal and external communications, the use of digital platforms to build trust, and a long-term strategic orientation. At the same time, each brand adapts this model to its specific context: logistics companies emphasize delivery services and environmental sustainability, agribusiness focuses on communities and sustainable farming, technology companies highlight products and innovation, and the food industry emphasizes health and sustainable branding.

To complement the qualitative comparative analysis presented above, a quantitative analytical comparison of corporate communication effectiveness was conducted.

Based on the detailed analysis of the communication

models of the five selected international corporations – FlixBus, DHL, MHP SE, Tesla, and Nestlé – presented in Table 2, the effectiveness of their corporate communications is quantitatively compared below using five key criteria: transparency, sustainable development/ESG, stakeholder engagement, integration of ESG into business processes, and crisis response.

The percentage assessment for each criterion is based on the authors' comparative analytical evaluation of publicly available corporate reports, ESG materials, official digital platforms, and communication practices of the selected companies. The scores are presented in percentage form (0-100%) to ensure comparability. They should be interpreted as an analytical generalization within the selected framework rather than as absolute statistical indicators (Table 3).

Table 3

**Comparative assessment of the effectiveness of corporate communications  
of international corporations (in percent)**

Company	Transparency (%)	ESG orientation (%)	Stakeholder engagement (%)	ESG integration into business processes (%)	Crisis response (%)	Overall rating (%)
FlixBus	94	96	91	95	86	92.4
DHL	92	91	94	90	87	90.8
MHP SE	86	84	87	83	76	83.2
Tesla	84	91	86	89	74	84.8
Nestlé	87	89	84	88	77	85.0

Source: compiled by the authors

Thus, companies differ not only in their level of transparency but also in how they construct a communication paradigm, depending on their objectives and the relationships between companies and communities, customers, and other stakeholders.

After a thorough examination of the content of the corporate communications of FlixBus, DHL, MHP SE, Tesla, and Nestlé, it becomes evident that not only the content of

ESG communications but also the communication channels influence the effectiveness of communication regarding companies' ESG activities.

When considering communication channels, it is possible to identify which channels are selected for communication both within and outside the company and where, among other aspects, ESG innovations are implemented (Table 4).

Table 4

**Comparison of the effectiveness of communication channels**

Company	Main communication channels	The strongest channels	Performance indicators
FlixBus	Social media, corporate website, ESG reports, internal communications, press releases	Corporate website and ESG reports	Over 1 million passengers involved in environmental initiatives; regular content updates for all stakeholders
DHL	Website, ESG reports, social media, internal training, customer services	Customer services + GoGreen	18% reduction in CO <sub>2</sub> emissions in European cities; more than 50,000 customers have used green delivery options;
MHP	Social media, corporate website, MHP – Community Foundation, internal communications	Community programs and social media	552 projects of the MHP – Community Fund; more than 3.2 million people covered; compliance with European animal welfare standards
Tesla	Social networks, web portal, customer digital services	Social networks	30 million tons of CO <sub>2</sub> e reduced in 2024; over 5,000 posts with high reach; brand building and perception of electric vehicles as a desirable product
Nestlé	Corporate website, social media, ESG reports, internal communications, local programs	Corporate website	Investments of ~9.5 billion UAH in Ukraine; implementation of regenerative programs for farmers

Source: compiled by the authors

The data presented in Table 4 indicate that the effectiveness of corporate communications depends not so much on the number of communication channels used as on the degree to which these channels are aligned with business models, operational processes, and strategic priorities. Companies such as FlixBus and DHL receive the highest scores in terms of effectiveness indicators because they effectively use digital platforms and services that are directly connected to operational procedures. MHP receives high scores for the level of trust established through local and internal social communications, which strengthen corporate interaction with communities and employees. At the same time, Tesla and Nestlé receive high scores for their global corporate communications. However, despite

these high scores, these organizations face difficulties in maintaining stable levels of trust during crisis situations due to potential risks and reputational losses.

Based on the results of the analysis, the effectiveness of corporate communications is determined not by the size of the company but by the extent to which its communication strategy is integrated into production processes, ESG objectives, and reporting systems. This can be observed in the examples of FlixBus and DHL, which are considered to be at the highest level in terms of corporate communication effectiveness. Both companies utilize transparent digital platforms, appropriate ESG communication, and customer service combined with real operational actions, thereby creating sustainable trust in their business among

stakeholders.

All the above-mentioned corporations demonstrate that only through the combination of rapid digital communication, reporting, and the integration of messages into production and social processes can companies increase stakeholder trust and support, while also protecting their reputational capital in complex circumstances. The conducted analysis shows that corporate communications in modern international corporations are no longer limited to PR or advertising but increasingly function as a strategic instrument that shapes reputation, supports sustainable development, and strengthens engagement with stakeholders.

For example, FlixBus actively uses automated notifications, push messages, and online passenger briefings regarding schedules, safety regulations, and route availability [4]. DHL has integrated Big Data solutions and sentiment analysis, enabling it to predict congestion on logistics routes, respond promptly to critical situations, and ensure digital transparency in communication with customers [3]. Tesla actively employs conversational artificial intelligence in customer support and has integrated analytical platforms for demand assessment with the evaluation of marketing message effectiveness, thereby increasing consumer trust and satisfaction [12]. MHP and Nestlé have incorporated cybersecurity solutions within their communication systems, protecting customer data, personnel, and industrial production while increasing the reliability of communication channels [9; 10].

The conducted analysis of the corporate communications of the aforementioned international corporations in the context of responses to global challenges demonstrates that modern corporations are actively implementing transformation processes in their approaches to ensuring openness, social responsibility, and sustainable development. Global challenges—such as climate change, social upheavals, legislative requirements, and market instability—encourage corporations to evolve.

Thus, modern international corporations demonstrate that corporate communications are no longer limited to PR or advertising but function as a strategic instrument that simultaneously shapes reputation, supports sustainable development, engages stakeholders, and produces tangible social and environmental outcomes. Companies that successfully combine commercial objectives with social responsibility gain a competitive advantage in the global market, are capable of responding promptly to challenges, and maintain long-term financial and economic stability.

**Conclusions.** The article provides an analytical review of contemporary corporate communication models of

international corporations, taking into account approaches to assessing their effectiveness and the practices of leading global companies. The generalization of the results makes it possible to identify key trends in the transformation of corporate communications in the context of digitalization, ESG approaches, and the growing societal expectations regarding business transparency.

The practical analysis of the communication models of FlixBus, DHL, MHP SE, Tesla, and Nestlé demonstrates that the most effective approaches are those in which corporate messages are directly connected with operational activities and supported by measurable actions. The integration of ESG principles into business processes, regular reporting, the use of digital channels, and stakeholder engagement form the foundation of trust and long-term reputational resilience.

The comparative analysis indicates that models based on the operational integration of communications (FlixBus, DHL) are characterized by higher levels of transparency and greater clarity for audiences, whereas models emphasizing social responsibility and community support (MHP SE) demonstrate strong local impact and reputational stability under crisis conditions. At the same time, the cases of Tesla and Nestlé show that even with strong environmental or global ESG strategies, insufficient attention to governance, ethical, or geopolitical factors may increase reputational risks.

The quantitative comparison of the effectiveness of corporate communications according to key criteria (transparency, sustainability, ESG integration, stakeholder engagement, and crisis response) confirms that there is no universal model. Instead, the effectiveness of communications is determined by a company's ability to adapt the general principles of ESG and digital transparency to its specific industry context, business model, and social environment.

**Declaration on the use of AI.** During the preparation of this article, artificial intelligence tools were used only for technical support in the editing and linguistic improvement of the text (including clarification of English phrasing, grammar correction, and structural organization of some sections of the manuscript). Artificial intelligence was not used for generating scientific ideas, research results, data, or references. All analytical materials, interpretations, conclusions, and the overall scientific content of the article were developed independently by the authors.

The authors used ChatGPT (OpenAI, GPT-5.3 version) exclusively as a language and editing assistant to improve the clarity and readability of the manuscript.

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