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## Ways of Adapting Ukrainian Corporate Media to the Conditions of Digital Transformation

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The problem of studying digital transformation of corporate media covers several key aspects: the causes and benefits of transformation of corporate prints and audiovisual media, the features of digital media and the prospects for their development, which is an important task for the study of the context of modern media, and changes in audits and changes in business. In a digital, information consumers prefer efficiency, accessibility and interactivity that provide digital platforms. At the same time, digital formats are more economical than printed editions that require additional costs for printing, logistics and distribution, and are capable of providing global coverage of corporate materials without geographical restrictions that fall into the range of interest in modern corporations. The technical capabilities of digital platforms allow you to promptly make changes to materials, create bilateral communication between the company and its audience, and digital formats, combining text, images, videos, audio and interactive elements, increase the involvement of the audience. The use of digital analytics tools allows us to track users' behavior that promotes content personalization.

*Keywords:* corporate media; digitalization; communication strategies; innovative technologies

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## Шляхи адаптації українських корпоративних медіа до умов цифрової трансформації

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Проблематика дослідження цифрової трансформації корпоративних медіа охоплює кілька ключових аспектів: причини та переваги трансформації корпоративних друкованих видань та аудіовізуальних медіа, особливості цифрових медіа та перспективи їхнього розвитку, що є важливим завданням для вивчення контексту сучасних медіакомунікацій, цифровізації бізнесу та змін інформаційних потреб та звичок аудиторії. В умовах цифрової епохи споживачі інформації надають перевагу оперативності, доступності та інтерактивності, які забезпечують цифрові платформи. Водночас цифрові формати є більш економічними, ніж друковані видання, що вимагають додаткових витрат на друк, логістику та розповсюдження, та здатні забезпечити глобальне охоплення корпоративних матеріалів без географічних обмежень, що потрапляє у коло зацікавленості сучасних корпорацій. Технічні можливості цифрових платформ дозволяють оперативно вносити зміни в матеріали, створювати двосторонню комунікацію між компанією та її аудиторією, а цифрові формати, поєднуючи в собі текст, зображення, відео, аудіо та інтерактивні елементи підвищують залученість аудиторії. Використання цифрових інструментів аналітики дозволяє відстежувати поведінку користувачів, що сприяє персоналізації контенту.

*Ключові слова:* корпоративні медіа; цифровізація; комунікативні стратегії; інноваційні технології

The *purpose* of the article was to outline the main ways of adapting Ukrainian corporate media to the digital age and the challenges arising from the development of new technologies.

The *object* of the study can be defined as the digital adaptation of corporate media in the context of global technological trends, and the subject – strategies, challenges, and prospects for the digitalization of corporate media in Ukraine.

A significant contribution to the study of the problem of communicative transformations of modernity under the influence of new media was made by such theorists as Guy Debord (1970), J. Lull (1996), D. McQuail (2010), and others. New types of media were considered from a sociological perspective by M. Castells (2007, 2009), E. Toffler (1990), V. Nosova (2008), L. Gorodenko (2012), V. Ivanov (2010), D. Oltarzhevsky (2013), E. Zagorulko (2023).

The digitalization of corporate media in Ukraine is a dynamic process that encompasses several key stages. This development reflects global trends and adapts to the specific conditions of the Ukrainian media space.

### Method

The methodological basis of present study is the ideas and hypotheses of the latest research in the field of social communication theory. Case analysis is also used, one of the forecasting methods that combines a systemic approach, the study of cause-and-effect relationships, and rational and intuitive prediction.

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The article uses methods of generalizing media experience and analysis and synthesis to identify the level of transformation of Internet communication processes.

## Results and Discussion

In 2000–2010, digital technologies were only beginning to penetrate the corporate media segment. The main communication platforms remained printed publications, internal newsletters, and corporate magazines. However, already during this period, the first corporate websites began to appear, which mostly performed the function of information portals, but without interactive capabilities.

In the period 2010–2015, digital technologies became an integral part of corporate communications, which marked the active implementation of digital technologies, the launch of corporate blogs, the development of official company pages on social media (Facebook, Twitter, LinkedIn). All this contributed to more active interaction with the audience. There were also the first attempts to use video content on YouTube, which allowed companies to convey their messages more effectively.

Thus, by 2015, corporate media in Ukraine had gone through a difficult but important path of transformation – from printed newsletters to powerful digital platforms, and as a result became an important communication tool that helps businesses build a brand, maintain corporate culture and interact with customers.

As a result of this transformation, corporate media became more flexible, technological and socially responsible, better responding to global and local challenges. Currently, innovative technologies and social responsibility remain key vectors of their development in Ukraine, which is due to the development of the IT sector, business needs, as well as the influence of external factors, such as the COVID-19 pandemic and the full-scale Russian-Ukrainian war. All this forced Ukrainian companies to rethink their approaches and more actively use corporate media for internal communications.

The transition of employees to remote work as a result of the aforementioned crises (the COVID-19 pandemic and the war in Ukraine) influenced the development of internal corporate communications. Companies began to use closed corporate communication platforms (closed Facebook groups, Telegram channels, Microsoft Teams, Slack) to inform and communicate with personnel. There was an increase in video content (webinars, online meetings, streams of top managers) as the main tool for interaction with employees and clients. Companies began to actively focus on crisis communications: using their media to inform about safety, employee assistance, and charitable initiatives, making them a tool for employee support, volunteering, and social responsibility, especially during the acute phase of the Russian invasion of Ukraine in 2022–2023, as reflected in the reports of the Ukrainian Corporate Media Association (Informatsynyi daidzhest, 2025).

As noted by D. Oltarzhevsky in the monograph “Fundamentals and Methods of Modern Corporate Media”,

Scientists traditionally name five indicators of the popularity of a publication: its circulation, number of subscribers, citation index, circulation dynamics, and target audience coverage. However, most of them cannot be used in the methodology for evaluating corporate periodicals due to the specifics of its [audience’s. – O.L.] activities. For example, if one of the criteria for the effectiveness of the traditional mass press is the actual circulation of the publication, then an internal corporate magazine usually has a fixed circulation, limited by the number of employees and partners of the company. In addition, corporate newspapers and magazines are distributed mostly free of charge, so it is practically impossible to differentiate motivational components and establish what attracts the reader more – the quality of the content or free access to it – as well as to ultimately investigate the true interest of readers in the internal media product using this indicator (Zagorulko & Oltarzhevsky, 2023).



Analyzing the current state of Ukrainian corporate media, several key trends and challenges can be identified that affect their development. Corporate media in Ukraine have their own characteristics, which are due to both global changes in the field of communications and national economic and political factors. They are affected by industrial relations, corporate solidarity, and the peculiarities of culture and traditions in company teams. D. Oltarzhevskiy identified six main trends that will affect the development of communications in the coming decades: Big Data, virtual reality technologies, digital gamification, blockchain, and NFT, migration to the metaverse (Oltarzhevskiy & Oltarzhevskaya, 2023).

New trends consist in the convergence of corporate media activities and the effective implementation of the corporate media strategy, and this requires the creation of a single communications center and the involvement of a wide range of professionals.

In the context of media convergence, complex processes are underway. As L. Gorodenko (2012) notes, media hybridization is occurring, whereby media outlets increasingly utilize a wide range of informational tools to deliver news. Understanding the specifics of the digital environment – and how it shapes new approaches to managing corporate media projects, including resource planning, workflow organization, and performance monitoring – is highly essential. Such a strategy enables companies to optimize costs associated with digital transformation, improve resource efficiency, and attract investment.

D. Oltarzhevskiy notes:

The specifics of corporate media will always impose restrictions on their activities, which are significant obstacles to informing the public about the work of business, financial, and industrial structures. At the same time, such restrictions ensure market competition and contribute to economic development. The specifics of such media require special approaches to effectively inform employees and expand the audience of interested users. Based on the above, a similar conclusion can be drawn regarding the assessment of the popularity of digital corporate (branded) media, where the main criterion can be considered the efficiency, profits, and dynamics of the development of the company that owns the media. Traditionally, in Ukraine, corporate digital media are divided into several main types depending on their purpose, audience and communication channels: internal corporate media (corporate social networks for employees, Microsoft Teams chats, Workplace by Meta, Telegram chats); external corporate media (for clients, partners, a wide audience); reputational media (branded online magazines, partner articles in the media) (Oltarzhevskiy, 2013).

Many Ukrainian companies combine different formats to build their own media ecosystem. The case method is an effective tool for analyzing the digitalization process of corporate media companies. This approach involves a detailed study of a specific situation or problem that the organization has encountered in order to analyze and find possible solutions and recommendations. After all, the process of digitalization of media is accompanied by several common mistakes that can lead to loss of audience, reduced content efficiency, or even financial problems. When considering practical cases, it is also worth considering an extremely important development factor – the ability to financially support the digitalization process, i.e., the company's investment capabilities, which it can direct to the development and support of its own media project.

For clarity, let's consider the current state of digitalization of media channels of one of the leading higher education institutions of Ukraine – the Bogomolets National Medical University (NMU). Indeed, in the current realities, most Ukrainian HEIs are characterized by limited investment opportunities for the development of their own digital platforms on a professional basis, although they do not lag behind other industry enterprises of the public and private sectors of the economy.



NMU as a state institution has an established media structure, which includes an official website, social media, and cooperation with scientific publications. However, its communication is more formal and academic. The main goal of the NMU content strategy is to support the status of the leading medical university of Ukraine, which has two hundred years of educational traditions and implements high level academic and medical training.

The content strategy of the NMU is based on academic achievements, scientific developments and medical innovations, especially in the field of medicine and healthcare. The successes of the university in the international arena are vividly depicted, in particular, through participation in international research and conferences. Much attention is paid to the coverage of clinical research, practical seminars and trainings, as well as interaction with medical institutions. NMU content is focused more on scientific achievements and medical innovations, information about the participation of its professors and students in international medical conferences and forums.

Facebook and Instagram are also important platforms for NMU. They publish news, announcements of scientific events, information about medical conferences, as well as achievements in medical research. Telegram is a channel for quickly informing students about news, changes in the schedule, as well as for organizing consultations and meetings.

The target audience of NMU media channels is specialists, students, teachers, and scientists in the medical field, as well as government officials and other citizens interested in the activities of the university. The purpose of the portal is to popularize the university's educational services among network users. Information is provided intensively – from 5 factually rich and timely publications per day about university events, which are also well visually designed.

The style of information presentation is concise, without overloading with unnecessary information and the need for additional search. Graphic images complement the text component in such a way that they allow you to reflect the topic before reading the post.

However, there are several issues that should be paid attention to in the process of improving the NMU portal. There are difficulties in finding new topics or approaches to presenting material, since currently the list of possible materials for coverage is somewhat narrowed. First, it is outlined by university events and useful information for applicants and education seekers. Only the section of the project "Medical Education" is aimed at a wide range of users who may be interested in advice on taking care of their own health.

Besides, a problem on the way to increasing the portal's audience may be insufficient optimization of content for search engines (SEO), which reduces the site's ranking indicators, and therefore its output in searches for certain queries. SEO shortcomings are expressed in insufficient linking of portal pages, a small number of external links to this site, and the lack of optimization of content for medium-frequency and low-frequency search queries, which can be determined using appropriate tools.

The lack in a sufficient number of videos observed on the NMU portal can also make the content less attractive, because modern users, especially young people, are quite interested in visualizing the published information. Besides, the website pages lack elements that encourage users to act – a comment column, an option for emotional response (like), the ability to take a test on occasion, etc., which worsens the usability of the resource.

These shortcomings limit the possibilities for monetizing the website, when through the subscription mechanism, the content can be made profitable or advertising can be integrated on the pages of the web resource. However, given the purpose of the NMU portal, monetization of the project itself is not the primary task of this corporate media's owners, so the nearest prospect for its development may be to increase the audience by improving the functionality and diversifying the content.

Furthermore, it is worth noting that today many Ukrainian corporations demonstrate a high level of professionalism and innovation in creating their own digital corporate media and receive recognition for this at national competitions. The most successful examples of such media can be



seen at the competition "Best Corporate Media of Ukraine 2024", which was organized last fall by the Corporate Media Association of Ukraine.

At this competition, six awards, including two of the highest level – the Grand Prix – were received by UKRSIBBANK BNP Paribas Group. The main factors that influenced the recognition of the company's media resources were the quality of the content – useful, structured, and visually attractive information for clients and partners, modern approaches to design, interactivity and usability of the site, effective reputation strategy, compliance with international standards, and best global practices implemented by the bank in the field of communications.

NovaPay, which combines financial services with Nova Poshta logistics, received three awards at the competition "Best Corporate Media of Ukraine 2024". In particular, NovaPay won the grand prix in the "Corporate Souvenir" category for the Welcome box for new employees. This set contributes to the effective adaptation of newcomers and emphasizes the company's corporate culture. The company won second place in the "Corporate Project" category for NovaPay Market, which is a corporate store designed to support employee motivation and strengthen corporate culture through exclusive products. Another second place went to NovaPay in the category "Company Page on Instagram" for effective work with the audience and stylish content.

The pharmaceutical company "Darnytsia" also received four awards from the Corporate Media Association of Ukraine at the competition, which indicates the effectiveness of the industry leader's communication strategy and its ability to maintain a high level of interaction with both the internal audience and external stakeholders, and a leading position in the field of human capital management.

In 2024, the First Ukrainian International Bank (FUIB) also received four awards at the "Best Corporate Media of Ukraine" competition. These awards were awarded for the social corporate project "Living to Meet the Challenge" Veterans Integration Platform, the bank's pages on Facebook, Instagram, and TikTok.

Facebook and Instagram provide the opportunity to develop a dialogue with consumers, allow companies to interact with customers, informing them about new promotions, products, and services, as well as supporting social initiatives and charitable activities. E.g., Bayer Ukraine regularly participates in charity events and highlights social initiatives on its Facebook page. This social media can also be an effective tool for improving the information flow within the company itself and for establishing internal communication. The use of specialized groups or pages allows employees to exchange information, news, and updates in real time, which helps to increase the effectiveness of communication. Thus, according to the results of the competition "Best Corporate Media of Ukraine 2024", the grand prix was awarded to the Facebook page of the Druzhkiv Machine-Building Plant (<https://www.facebook.com/CorumDRMZ>), which reflects this trend.

A resource such as LinkedIn is a platform for establishing professional connections, finding partners and attracting new employees. Companies can demonstrate their corporate culture by publishing news about achievements, participation in industry events and social initiatives. Telegram channels allow you to quickly distribute information among subscribers, including company news, product updates, and other important messages, as well as create groups based on interests, which promotes discussion and experience sharing between employees and customers.

In particular, Samsung Ukraine informs subscribers through its own Telegram channel (@Samsung\_UA) about new products, promotions and software updates. Monobank (@monobank) informs customers about new features, mobile application updates, and lending conditions. Rozetka (@rozetkaua) shares news about discounts, new products, and special offers. Nova Poshta, through its Nova Poshta Team channel for employees, distributes announcements about changes in work, shares training materials, and publishes messages about career opportunities, corporate events, and initiatives. IT companies (EPAM, Luxoft, GlobalLogic) create channels, interest groups, and communities for their clients, where useful materials are published,



technologies and vacancies are discussed. PrivatBank uses Telegram groups to provide users with service, where you can get answers to questions about banking. Work.ua (@workua) – helps job seekers find relevant vacancies and get career advice. The Prometheus educational platform (@prometheus\_online) informs the community about new free courses and training programs. IT Step Academy (@itstep\_edu) – publishes content about IT education, useful life hacks, and news. At Uklon Support (@UklonSupport), the Telegram channel is used as a technical support resource, where customers receive prompt answers about the service. The Vodafone Ukraine channel (@Vodafone\_UA) performs a similar function. It publishes messages about technical updates, tariffs, and promotions. The integration of these platforms into the corporate media strategy helps increase the effectiveness of communication, strengthen the company's reputation, and attract the target audience. When discussing the topic of digitalization, it is necessary to carefully examine how AI affects the development of corporate media, since this tool opens up wide opportunities for the development of corporate media, increasing the efficiency of content creation and distribution, as well as improving interaction with the audience. E.g., it is known that AI can efficiently generate text, visual, and audio content, which helps to speed up the process of preparing content. It can create drafts of articles, edit images or generate podcasts. By analyzing large amounts of data on user preferences and behavior, AI enables to create personalized content that increases audience engagement. AI can automate routine tasks: moderating comments, sending news or updating social media, freeing up time for creative processes.

E.g., content generation and personalization using AI is successfully used by specialists of the American soft drinks producer The Coca-Cola Company to create unique video and text content for social media and internal corporate platforms. The transnational company Unilever uses AI to analyze and monitor reputation. The company's specialists monitor brand reviews, which helps to adjust communication strategies. Chatbots and AI-based virtual assistants provide prompt user support by answering questions and providing recommendations. E.g., the American electronics corporation IBM uses the Watson chatbot for internal communications between employees, and the international concern Siemens has introduced a virtual assistant to automatically answer employees' questions.

It is important to note that the introduction of AI into the media requires a responsible approach. In particular, it is important to ensure transparency in the use of AI, compliance with copyright and ethical standards. The recommendations of the Ukraine's Ministry of Digital Transformation emphasize the importance of human control over AI-generated content and regular analysis of the risks of its use (Vykorystannia shtuchnoho intelektu v roboti media [Using AI in the media], 26.06.2024).

## Conclusions

Current research on the trends in digital corporate media is practically focused on helping corporations develop effective strategies for transforming their media resources in response to the requirements of the digital environment. This includes developing new models of interaction with the audience, optimizing the use of digital platforms and tools, and implementing innovative approaches to content.

The adaptation of corporate media to the digitalization reality involves profound changes in the processes of content creation and distribution. Therefore, modern media must be flexible, technologically advanced, and ready for change. The key strategies that companies use to attract modern consumers who have quite high expectations for content are a full transition to digital platforms, the use of artificial intelligence, and automation of production processes, adaptation of content for different platforms, its synchronization between the website, mobile applications, and social media.

For successful adaptation of corporate media to the conditions of digital transformation, it is important to develop a comprehensive strategy, gradually introduce modern technologies, and



invest in training or careful staff selection, which is critical for maintaining the competitiveness of the company. Personalizing the news feed according to the interests of users, using chatbots and virtual assistants to communicate with readers, involving social media to distribute news and interact with the audience, expanding the content format through more videos, podcasts, integrating elements of virtual (VR) and augmented reality (AR), publishing native advertising and partner materials instead of traditional banner ads brings companies closer to the success in the information domain.

In this context, it is also worth paying attention to the technical capabilities of modern technologies that allow corporate media employees to automatically generate content, use digital tools to analyze reader behavior, and optimize content for the target audience, adapt article headlines and topics based on current trends and user requests, and optimize websites for smartphones. This is evidenced by the analysis of successful cases and developments, which allows us to assess the real challenges and benefits associated with the integration of modern media into the digitalized space and the formation of a separate sector of the media industry – digital corporate media, the number of which is growing every year in Ukraine and worldwide.

#### **Declaration of generative artificial intelligence and technologies using artificial intelligence in the writing process.**

During the preparation of this article, the author used ChatGPT to help summarize the results of the analysis of practical cases. The author of the article bears full responsibility for the content of such generalizations.

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