

Methodology for Reputational Image Management of an International Company

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ABSTRACT. This article examines the processes of formation, development, and management of corporate reputation and image within the framework of contemporary international economic relations. The methodological analysis applied has become an important tool for understanding the multifaceted nature of the paradigm of business management mechanisms in conditions of geopolitical and geo-economic instability, an integral part of which is the company's reputation and image. It is emphasised that this aspect takes on particular significance in the context of the increasing complexity and diversification of forms of business partnership and international cooperation. The essence and significance of reputation in modern international business are revealed, and the interconnection between a company's reputation and the state of internal communications and the human resources management system is established. The multidimensional nature of an international company's reputational image is demonstrated by identifying and evaluating the functional characteristics of the company's reputation under various approaches to its interpretation: sociological, economic, marketing, legal and digital. The influence of corporate culture and company values on reputation building has been characterised, and the key tools and channels for its formation and maintenance have been identified. An assessment of the effectiveness of international companies' reputation strategies has been carried out, and the role of corporate social responsibility in strengthening the reputational image has been determined. Key areas for implementing corporate social responsibility (CSR) as a tool for strengthening reputation have been identified, and approaches to minimising reputational risks in the activities of international companies have been proposed, taking into account the current challenges of the global environment. The 'factor-mechanism-market effect' continuum demonstrates the impact of reputation on a company's competitiveness. Par-

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ticular attention is paid to the methods and stages of building an international company's reputation, identifying and summarising challenges and risks in the field of reputation management, as well as developing approaches to formulating an effective HR strategy and ensuring sustainable development in the context of post-war recovery. Modern technologies and approaches to monitoring a company's reputation are summarised and characterised, and key directions for improving the system of managing companies' reputational image in an internationalised market environment based on innovative solutions are substantiated. It is emphasised that, against the backdrop of a growing global trend towards the increasing role of companies' intangible assets, reputation is becoming a key strategic resource, determining not only financial performance but also the capacity for long-term sustainability and adaptability to turbulent changes in the business environment. The results of the study can be used by companies to improve their reputational image, refine their marketing communication policy, enhance the effectiveness of human resource management, and strengthen the company's overall competitiveness.

KEY WORDS: research methodology, international economic relations, business reputation, corporate image, reputational image, international marketing, international business, marketing communications, reputational losses, reputation management.

Introduction

Against a backdrop of geopolitical and geo-economic instability and the growing complexity of international economic relations, the challenge of building and maintaining a positive image and a reliable reputation for international companies is becoming particularly pressing. For global business, this is further complicated by the intersection of different cultural, social and regulatory environments. In particular, in Western European countries, public attention is largely focused on the environmental aspects of companies' activities, where any violations can quickly undermine trust in the brand. In contrast, in South-East Asian countries, the priority is on compliance with labour rights and employment standards, which also significantly influences how companies are perceived by stakeholders and the formation of their reputational image.

The reputation of international companies is shaped as a multidimensional concept encompassing strategic communications, corporate social responsibility, the effectiveness of crisis management, and the level of trust held by various audiences. In the context of transnational operations, this process is complicated by the need to take into account local characteristics, expectations and cultural differences. At the same time, reputational capital is built not only through formalised communications, but also through a combination of indirect signals, including the company's behaviour in crisis situations, the nature of its interaction with local communities, and the characteristics of its digital presence.

Such a diversity of requirements and expectations presents international companies with a complex challenge — striking a balance between the standardisation of corporate values and the need to adapt to local operating conditions. In this context, effective reputation management is a key factor in ensuring competitiveness, increasing companies' market value, enhancing customer loyalty and access to investment

resources, as well as the legitimacy of their activities in the global business environment. Thus, reputation is transformed from a derivative result of operations into a strategic intangible asset requiring systematic and long-term management.

The issue of reputation management for international companies has been addressed in the works of a number of domestic and foreign scholars; however, research aimed at identifying contemporary factors shaping reputation in the context of digitalisation and global transformations requires further development. In particular, key aspects of the research presented by the authors include highlighting the nature and significance of reputation in the context of modern internationalised business, identifying causal links between the formation of a positive reputation and the effectiveness of production and commercial activities, determining the role of corporate culture, ESG values and corporate social responsibility, and the development of an algorithm for utilising tools and channels to shape a reputational image that is appropriate to contemporary conditions and standards of international business.

The aim of the study is to substantiate directions for improving the management of the reputational image of international companies based on the generalisation and constructive re-examination of its theoretical foundations and the selection of best global practices. The object of the study is the processes of forming and developing a company's international image, which positively influences its competitiveness, whilst the subject comprises the theoretical foundations and empirical findings in the field of managing the reputational image of an international company.

The methodological basis of the study consisted of general scientific and specialised methods, in particular analysis and synthesis, scientific generalisation and abstraction, the unity of the historical and logical, the systematic approach and systematic analysis (systematisation and classification), logical justification (content analysis) of cause-and-effect relationships, and functional-structural analysis. The information base comprises scientific publications, analytical reports from international consulting firms, official materials from international companies, statistical data from international organisations, and other sources of scientific information.

The theoretical and practical significance of the results obtained lies in the development of scientific approaches to understanding the essence of reputation management and the possibility of applying the proposed recommendations to improve the effectiveness of reputation management for international companies in the modern global business environment.

Theoretical foundations for studying the phenomenon of a company's reputational image within the paradigm of modern international marketing

In the modern globalised business environment, reputation and image have acquired the status of a key strategic resource, determining not only the financial and economic results of a company's operations, but also its capacity for long-term sus-

tainability and adaptation to changes in the external environment. Reputational capital is a key factor in consumer loyalty, the intensity of partnerships and a company's investment attractiveness. According to PwC estimates, between 2020 and 2025, the proportion of companies that have integrated reputation risk management into their strategic planning increased by 37 per cent, demonstrating the growing role of intangible assets in ensuring competitiveness and access to financial resources.

Even local reputational setbacks can quickly escalate into large-scale crises, causing significant financial and strategic losses. This highlights the need to develop comprehensive approaches to reputation management for international companies, taking into account the cultural diversity of markets, the dynamics of the digital environment, and growing public expectations regarding corporate social and environmental responsibility.

The evolution of academic approaches to interpreting the concept of 'reputation' reflects broader transformations in economic and social relations. Within classical economic and sociological theories, it was interpreted as a set of perceptions regarding the moral and business characteristics of an individual or organisation, which shape the level of trust and determine the nature of socio-economic interaction. At the same time, in the 20th century, as a result of the growing role of the corporate sector, there was a shift in emphasis towards the institutional level, where reputation began to be viewed as a specific intangible asset influencing a company's market position and its long-term stability.

The further development of this approach contributed to the formation of a systematic view of corporate image as a set of quantitatively and qualitatively measurable characteristics subject to targeted management. In practical terms, this led to a reorientation of business structures towards investing in the creation of a positive image alongside the development of production capacity and marketing tools. In a number of cases, it is precisely intangible assets that play a decisive role in ensuring the long-term competitiveness of enterprises.

In the context of contemporary globalisation challenges and the simultaneous pursuit of national identity, reputation has transformed into a fully-fledged strategic management tool⁴. Whereas at the end of the 20th century it was viewed primarily as an additional source of competitive advantage, it now acts as a central factor in market performance. Today, a well-established corporate image actively contributes to business value growth, strengthens stakeholder trust and acts as a buffer in times of crisis. In this regard, reputation should be interpreted not as a by-product of activity, but as a strategically managed resource that ensures the viability of companies in the international economic arena⁵.

Thus, the modern scientific paradigm views reputation beyond its traditional understanding as symbolic capital. It emerges as a comprehensive strategic management

⁴ Kanishchenko O.L., Chupryna N.M. Marketing projects in the system of innovative corporate management of an enterprise. *Modern Marketing: Trends, Innovations, Tools*; monograph / edited by Ye.V. Romat and S.F. Smerichevskiy. — Kyiv: Studcentre, 2021. — 308 pp. (pp. 47–56).

⁵ Starodubskaya M. Reputation management: 5 mistakes companies make. School of Strategic Architecture. 2024. <https://www.ssa.kmbs.ua/upravlinnya-reputacijeyu-5-pomilok-yakih-pripuskayutsyakompaniyi>.

tool capable of ensuring organisational stability, maintaining the customer base and attracting investment even in the face of a temporary deterioration in financial performance. This evolution of the concept reflects a shift in approaches to evaluating the activities of business entities and the development of mechanisms for building and monitoring reputational capital within the modern business environment. At various times, the basic characteristics of reputation have been perceived as an assessment of moral qualities, such as honour and social status, or as an element and tool of management, and so on. But today, this list is expanding significantly and being supplemented by the following parameters⁶:

- *setting ambitious goals and high business expectations* — companies must fulfil the corporate brand's mission and embrace cultural values on an emotional level that go beyond the simple sale of products and services;
- *ensuring information confidentiality* — cyber leaks and information espionage have become an everyday reality and a growing threat;
- *responsible investment* — adherence to ESG principles and ethical standards in the management decision-making process;
- *the impact of modern management and communication technologies*, in particular CRM business support software, artificial intelligence, smart devices (the Internet of Things), etc.;
- *environmental awareness and responsibility*, which shapes modern attitudes towards the environment and the use of resources, and ensures safe consumption;
- *The high moral standards and consistently good personal reputation* for intelligence and modesty among business leaders and influencers (politicians, cultural figures, bloggers), which has a significant impact on public opinion.
- *A friendly and open attitude towards consumers*, where the company focuses on its target audience and its staff, taking into account the so-called demographic profile (gender, ethnicity, race, etc.) of its workforce.

Contemporary approaches demonstrate that reputation extends beyond a purely social assessment of a company's activities and is integrated into the system of indicators of its economic performance. Empirical observations show that companies with a high level of trust are characterised by greater resilience to crises and have an enhanced ability to attract investment resources.

The multidimensional nature of an international company's reputation

At the same time, reputation encompasses a wide range of components, including not only economic performance but also environmental responsibility, social engagement and transparency of communications. In a number of cases, it is precisely

⁶ 2020 Global Trends in Reputation.
https://assets.ctfassets.net/az511532ei6u/5cRoMMpsdb8LJK3fPZ9aC3/6ee1a6e296272d0a02102a53aae9b29e/2020_Global_Trends_Report_RepTrak.pdf.

the systematic management of these components that forms the basis of a sustainable competitive advantage. Under such conditions, a positive corporate image transforms into a kind of ‘trust capital’, which is used to improve partnerships, expand market presence and ensure financial stability even in an unstable global environment⁷.

From a theoretical perspective, reputation is viewed as a socially determined assessment of a business entity, formed on the basis of its past activities, behavioural characteristics and interaction with the external environment. It reflects the level of trust, authority and positive perception on the part of society or target groups. Within various academic approaches, the concept of reputation is interpreted taking into account economic, sociological and managerial aspects, which emphasises its multidimensional nature (Table 1)⁸.

Table 1

FUNCTIONAL CHARACTERISTICS OF A COMPANY'S REPUTATION

Approach	Definition of reputation	Key characteristics
Sociological	Reputation is the collective opinion of society regarding a person or organisation, formed through interaction with the environment	Subjectivity, social evaluation, formed through interaction
Economic	Reputation as an intangible asset that creates added value for the company	Impact on trust, profitability, financial indicators
Marketing	Reputation – a tool for shaping image and competitive advantage	Influences consumer behaviour, loyalty and brand perception
Legal	Reputation determines legal protection of honour, business reputation and integrity	Protection against defamation, the possibility of restoring reputation through the law
Digital / modern	Online reputation – the assessment of a company or individual via social media, reviews and ratings	Speed of information dissemination, transparency, impact on online trust

Reputation, as a multidimensional category, takes on various forms and spheres of influence depending on the subject of assessment and the specific nature of the target audiences. It is therefore advisable to consider it from the following perspectives:

- *corporate image and interests*, where the assessment of a company as a holistic entity within economic and social relations encompasses business reliability, social responsibility and ethical business conduct;

⁷ Zaverbyi A.S., Shpak Y.N., Poburko O.Y. ‘Problems and prospects of reputation management application by Ukrainian enterprises in the context of foreign economic activity.’ *Market Infrastructure*, 2020, No. 41, p. 82 (pp. 80–86)

⁸ Abratt R., Kleyn N. «Corporate identity, corporate branding and corporate reputations: Reconciliation and integration.» *European Journal of Marketing*. 2012, Vol. 46, No. 7/8, pp. 1048–1063 (p. 1048). <https://doi.org/10.1108/03090561211230197>

- *brand perception*, where the reputation of the entire company is shaped by perceptions of the quality, value and uniqueness of the brand or an individual product;
- *the personification of image-related information*, where the personal image of company directors, top managers or key employees influences the corporate image and the trust of partners and customers;
- *ESG compliance — principles* where a company is assessed based on its level of environmental, social and governance responsibility and initiatives;
- *digital reputation* — a new dimension of reputational characteristics which, thanks to the intensive use of modern communication channels in the online space, such as social media, reviews, ratings and blogs, demonstrates new tools for influencing the behaviour of customers, partners and investors in the modern digital environment.

The systematisation of reputation types provides a foundation for the development of scientifically grounded approaches to its management and development. The application of a classification approach makes it possible to define the strategic guidelines for reputation management more precisely, to adapt image-building tools to the characteristics of specific stakeholders, and to evaluate the effectiveness of relevant measures across various functional areas of the company's operations. Consequently, a deep understanding of reputation typology is a necessary prerequisite for developing a comprehensive corporate strategy and securing sustainable competitive advantages. The significance of reputation in the modern business environment manifests itself through a number of interrelated functional aspects⁹:

- Firstly, it serves as a source of competitive advantage, as companies with a positive reputation profile are more attractive to consumers, business partners and highly qualified staff.
- Secondly, reputation is a key factor in financial stability, as investors tend to favour companies with a proven track record of trust and a stable business history.
- Thirdly, reputational capital acts as a protective mechanism in times of crisis and risk: a high level of trust from stakeholders facilitates the company's faster recovery following negative events.
- Fourthly, in the context of digitalisation and globalisation, the speed at which information about companies' activities spreads via the media and social networks is increasing significantly, which, on the one hand, makes reputations more vulnerable, and on the other, enhances their strategic importance.
- Fifthly, the role of corporate social responsibility is growing, as society and consumers increasingly assess companies based on their adherence to ethical norms, environmental standards and social obligations.

Thus, reputation integrates the perceptions of key stakeholder groups—consumers, partners and investors—regarding the company's activities, shaping levels of trust and loyalty, and serving as a differentiator in a competitive environment. Companies

⁹ Firestein, P. J. 'Building and protecting corporate reputation'. *Strategy & Leadership*, 2006, Vol. 34, No. 4, pp. 25–31. <https://doi.org/10.1108/10878570610676864>

with a high level of trust demonstrate more stable financial performance and greater efficiency in entering new markets compared to companies that underestimate the importance of corporate image (Table 2).

Table 2

THE IMPACT OF REPUTATION ON A COMPANY'S COMPETITIVENESS¹⁰

Influencing factor	Mechanism of influence	Effect on competitiveness
<i>Intangible asset</i>	Reputation as intellectual capital creates added value for the company	Increased market value and attractiveness to investors
<i>Consumer trust</i>	A positive reputation increases loyalty and willingness to buy	Growth in repeat sales and the launch of new products
<i>Attracting partners and investors</i>	A reliable reputation reduces the risks of collaboration	More strategic alliances and better financing terms
<i>Market differentiation</i>	Reputation sets the company apart from competitors	The ability to set higher prices and establish a premium segment
<i>Reputational risks</i>	Negative information damages the image	Loss of market share, reduced profitability

Thus, it is reasonable to conclude that a company's reputation is a complex and multidimensional factor in ensuring its competitiveness. It creates added value as a specific intangible asset, increases consumer trust and loyalty, helps attract partners and investors, and ensures effective market differentiation. At the same time, the presence of reputational risks can significantly offset competitive advantages, highlighting the need for systematic and targeted management of this resource¹¹.

In practical terms, this manifests itself in the transformation of reputation into a strategic management tool that reduces risks, expands market presence, enhances investment attractiveness and strengthens the company's long-term position. In a number of cases, it is precisely an effectively shaped corporate image that becomes decisive for achieving competitive advantages, gradually becoming a priority area of corporate policy and management decisions.

The mechanisms for building reputation should be viewed as a set of systematic actions, methods and tools aimed at creating, maintaining and developing a positive perception of the company among key stakeholder groups. In the context of a highly dynamic information landscape and intensifying competition, their importance is growing significantly, taking on a strategic character.

¹⁰ Freshfields Bruckhaus Deringer. Containing a crisis. Dealing with corporate disasters in the digital age. <https://www.freshfields.com/49fabb/globalassets/campaign-landing/cyber-security/containing-a-crisis.pdf>

¹¹ Bidenko, A., & Zolotarevich, I. Reputational anti-stress: A guide for business owners and top managers. Kyiv: Yakaboo Publishing, 2021. 224 pp. (p. 108)

A company's reputation is one of the key intangible assets of modern business, directly influencing both the economic and social outcomes of its activities. It determines the level of trust from consumers, partners and investors, creates competitive advantages and helps minimise risks. Its influence is realised through a number of key factors¹².

In particular, one of the defining aspects is ensuring financial stability and investment attractiveness. A positive reputation reduces the level of risk for investors and partners, facilitates access to financial resources and contributes to the growth of the company's market value. This is of particular importance for companies with high ESG indicators, which receive more favourable financing terms and support from strategic investors¹³.

Empirical data shows that companies with high levels of trust are able to set prices 10–15 per cent above the market average without a significant loss in sales volume, and also differentiate themselves more effectively from competitors thanks to the brand's association with quality and reliability. In this context, reputational capital determines the company's strategic positioning, ensuring it maintains a leading position in highly competitive market segments.

Furthermore, reputational resilience acts as a kind of protective mechanism ('safety net'), enabling the company to swiftly mitigate negative impacts and maintain strategic flexibility in crisis situations. Research shows that companies which systematically invest in maintaining trust and transparent communication are 35–40 per cent less likely to suffer significant reputational losses, which correlates with an increase in market capitalisation and higher levels of customer loyalty¹⁴.

It is also important that reputation permeates all aspects of an organisation's operations, influencing not only external perception but also internal processes and corporate culture. Practice shows that a positive image encourages adherence to high standards of professional ethics and improves staff discipline: in a number of cases, such companies are 28–35 per cent less likely to face breaches of internal regulations. This also helps to boost teamwork, knowledge sharing and staff engagement in achieving common strategic goals.

Thus, reputation transforms into an integral factor of organisational development, which not only consolidates internal processes and upholds corporate standards but also ensures the long-term sustainability of the business in a global environment. In practical terms, this means that corporate image acts as a catalyst for growth, enhancing management efficiency and strengthening the company's competitive position.

¹² Witt, G., & Bird, D. *Generation Z: How Brands Build Trust*. Translated from English by A. O. Klimovska. Kharkiv: Vivat, 2022. 304 pp. (p. 211)

¹³ Legominova S. V. Conceptual Foundations of Strategic Management of Competitive Advantages of Enterprises. *Global and National Economic Problems*. 2017. Issue 18. <http://global-national.in.ua/archive/18-2017/48.pdf>

¹⁴ Reputation Institute. *The Global RepTrak 100: Most Reputable Companies in the World*. 2022. <https://ri.reprtrak.com/2022-global-reprtrak>

Internal corporate communications in the system of shaping a company's reputational image

In the current environment of international business, a company's reputation is shaped not only by external communications or marketing activities, but is largely determined by internal organisational processes. In particular, the quality of management, the nature of interaction between employees and the level of adherence to corporate values determine the degree of alignment between stated principles and their practical implementation. Empirical observations show that companies with transparent communication channels and effective human resource management systems are 25–30 per cent more likely to demonstrate a stable corporate culture and a lower level of internal organisational conflicts.

Internal communications serve as a fundamental structural element in shaping corporate image. When employees feel that their contributions are recognised and that management acts consistently, a higher level of trust and engagement is fostered, creating a synergistic effect across the entire organisation. Practice shows that companies which combine open internal communication with high standards of corporate ethics are characterised by a greater ability to attract human capital; in particular, the number of such organisations has increased by 37 per cent, which has a positive impact on productivity and competitiveness.

Systematically organised internal communications form the 'backbone' of corporate culture, ensuring consistency in the perception of strategic goals, increasing staff loyalty and strengthening trust in the management team. Companies with well-developed communication channels are 20–30 per cent more likely to demonstrate consistency in management decisions and a reduced level of internal conflict¹⁵.

In view of this, reputation should be regarded as the result of the synergy between two key components: the effectiveness of internal communications and the quality of human resource management. The level of organisation of these processes directly determines the company's ability to build long-term trust not only among employees, but also among external stakeholders, including customers, partners and investors¹⁶.

From a theoretical and applied perspective, internal communications can be interpreted as a dynamic system of interaction that integrates all levels of the organisational structure, ensuring the circulation of information, knowledge and values between management and staff. Practical findings show that organisations with well-established channels for information exchange demonstrate up to 30 per cent higher efficiency in decision-making and a significantly lower level of internal conflicts compared to organisations where communication processes are fragmented.

¹⁵ Kanishchenko O.L. Development of international marketing communications in the context of globalisation of commodity markets. *Economic Bulletin of the State Higher Educational Institution 'Uzhhorod National University of Food Technologies'*, 2021, No. 1(13), pp. 161–167. <http://ek-visnik.dp.ua/wp-content/uploads/pdf/2021-1/Kanishchenko.pdf>

¹⁶ Starodubaska M. Reputation management: 5 mistakes companies make. School of Strategic Architecture. 2024. <https://www.ssa.kmbs.ua/upravlinnya-reputaciyeyu-5-pomilok-yakih-priuskayutsyakompaniyi>

The content of internal communications covers the following key areas:

- communicating the organisation’s strategic goals and mission to staff;
- providing information on changes, performance results and new projects;
- establishing and upholding corporate values and standards of conduct;
- ensuring effective two-way communication between management and employees;
- disseminating knowledge and developing skills through training programmes and internal platforms;
- encouraging teamwork and enhancing staff cohesion.

Thus, internal communications go beyond the mere exchange of information, also fulfilling emotional, value-based and corporate-shaping functions. It is their effectiveness that largely determines the level of organisational integrity, the stability of corporate culture and, consequently, the formation of a positive corporate reputation in the global business environment (Table 3).

Table 3

THE FUNCTIONS OF INTERNAL REPUTATION COMMUNICATIONS¹⁷

Function	Content
<i>Informational</i>	Dissemination of information regarding strategic goals, operational and tactical tasks, expected and actual results of the company’s activities, and tools and methods for controlling material, financial and information flows
<i>Motivational</i>	Fostering a sense of responsibility for the company’s mission and the significance of individual departments’ contributions to the common cause
<i>Coordinating</i>	Coordinating interaction between company departments and with external counterparties
<i>Corporate</i>	Promoting corporate values, norms and standards of business conduct
<i>System-forming</i>	Ensuring the systematic nature of business processes within the company and beyond

In modern organisations, internal communications go beyond the basic function of information transfer and take on the characteristics of a strategic management tool. They ensure the coordination of staff activities and contribute to building trust and transparency in interactions between different levels of the management hierarchy.

At the same time, formally enshrining corporate values in a mission statement or policy documents does not automatically ensure they influence employee behaviour. Effective implementation requires systematic measures, including regular communication of value-based guidelines, the delivery of training programmes, the development of mentoring schemes, and the use of practical case studies. Practical experience

¹⁷ Terekhov D. ‘Managing a company’s online reputation using modern content marketing tools.’ *Sustainable Economic Development*. No. 1(48). (2024): 201–205 (p. 21). <https://doi.org/10.32782/2308-1988/2024-48-28>.

shows that organisations which integrate such approaches foster more coherent collective thinking and enhance the effectiveness of interaction between departments.

Open internal communication ensures the timely exchange of information, the involvement of staff in decision-making processes, and the maintenance of shared values. As a result, employee satisfaction and loyalty increase; employees, in turn, act as ambassadors for the organisation's reputation, fostering a positive perception among customers, partners, and in the labour market.

In today's business environment, the effectiveness of internal communications is based on the principles of openness and transparency, which entails not only the transmission of information, but also its timely, reliable and accessible dissemination to all levels of the organisational structure¹⁸.

HR strategies play a particular role in building reputational capital; these go beyond purely administrative functions and shape perceptions of the company as an employer. Through a systematic approach to recruitment, development, motivation, staff assessment and career management, the organisation integrates its own values into day-to-day activities, creating a supportive working environment.

The effectiveness of achieving the company's strategic goals and building a sustainable reputation is largely determined by the quality of internal communications. These serve as a key channel for conveying the mission, values and long-term objectives to staff, ensuring consistency of action and a shared understanding of strategic priorities.

Empirical data shows that companies with effectively organised channels for internal information exchange demonstrate 30–45 per cent higher levels of staff engagement and productivity, and also develop a stronger corporate identity, which positively impacts their external image and the level of customer trust. In a number of cases, internal communications act as a catalyst not only for strategy implementation but also for strengthening competitive positions, as employees who share the organisation's values become active ambassadors for its brand.

Thus, internal communications in modern organisations fulfil not only informational but also integrative, motivational and culture-shaping functions¹⁹. Their systematic, structured and transparent nature helps foster a sense of staff involvement in collective activities, which, in turn, ensures increased team effectiveness and the sustainable development of the organisation²⁰.

In modern organisations, internal communications are significantly expanding their functional scope, going beyond simply informing staff about current activities. They act as a dynamic channel for conveying corporate values, strategic objectives

¹⁸ Kozar, T., & Glinsky, N. 'Managing a company's reputation on social media.' *Academic Visions*, 30. (2024). <https://academy-vision.org/index.php/av/article/view/1040>

¹⁹ Zamkovyi, O. I. 'Corporate culture as a factor in shaping the success of the Ukrainian business environment on the path to European standards.' *Economy and Society*. 2022. Issue 41. <https://doi.org/10.32782/2524-0072/2022-41-62>

²⁰ Kotvytska N. M., Starikov A. O., Kurkovych S. V. 'Innovative development of corporate culture in the context of European integration processes.' *Investments: Practice and Experience*. 2024. No. 20. pp. 54–58. <https://doi.org/10.32702/2306-6814.2024.20.54>

and the company's mission, ensuring the formation of a shared conceptual framework between management and employees.

The practical implementation of this approach is reflected in increased staff engagement, enhanced motivation and greater employee activity in performing their duties. At the same time, an effectively organised internal communications system promotes coordination between departments and the formation of a cohesive corporate environment, which serves as the foundation for strengthening the company's reputational capital.

Empirical observations show that companies with well-developed and systematically organised internal communications are characterised by higher levels of staff engagement, which directly influences their long-term competitiveness and positive market perception.

Methods and stages of building an international company's reputation

Reputation is a fundamental factor in building sustainable partnerships in the business environment, as well as in attracting and retaining customers. Companies characterised by high-quality products and services typically build strong reputational capital, which ensures the stability of their customer base. At the same time, the effectiveness of partnerships is largely determined by the level of business reputation. In the field of international trade, where uncertainty increases due to differences in legal systems and business cultures, reputation becomes a key criterion for selecting counterparties. Characteristics such as reliability, stability and adherence to ethical standards form the basis for long-term and mutually beneficial cooperation²¹.

A company's investment attractiveness also depends significantly on its reputational characteristics, as a positive reputation helps to reduce the perceived risk of investment. Reputational capital directly influences a company's market value and its ability to attract financial resources. Companies that demonstrate stable financial and economic performance and adhere to high standards of corporate ethics have greater potential to attract investment.

Building a sustainable reputation is the result of systematic and long-term efforts, which involve ensuring consistently high-quality products and services, as well as fostering trusting relationships with key stakeholders. Transparency and ethical business conduct are key components of this process, achieved through open communication, social responsibility and adherence to the principles of environmental sustainability. These elements also serve to minimise reputational risks, as the level of a company's established reputation depends not only on its internal efforts but also on the external environment, which may be more or less conducive to the formation of a positive image²².

²¹ Febra, Lígia, Magali Costa, and Fábio Pereira. «Reputation, Return and Risk: A New Approach.» *European Research on Management and Business Economics* 29, no. 1 (2022): 100207. <https://doi.org/10.1016/j.iedeen.2022.100207>.

²² Shkromida V. V. Methods of building a company's reputation in the context of reputation management objectives. *Economic Space*. 2020. No. 164. pp. 134–138. <https://prostir.pdaba.dp.ua/index.php/journal/article/view/769>

Alongside digital resources, offline communication channels play a significant role in shaping an organisation's reputation. Traditional media, corporate events, industry exhibitions and professional associations have a direct impact on the professional and social environment, helping to strengthen an organisation's reputation and increase the level of trust among key stakeholders. These channels are particularly effective in establishing personalised contacts, demonstrating professionalism and expanding business networks.

Modern tools for building a company's reputation are based on an integrated digital strategy aimed at ensuring transparency of operations, prompt responsiveness and targeted management of online brand perception²³. Key components of this approach include social media monitoring, SERM technologies (search engine results management), PR and media communications, encouraging user reviews, influencer marketing, content marketing, and the use of artificial intelligence tools to analyse the sentiment of mentions. Corporate social responsibility (CSR) practices and ESG approaches, the use of analytics and Big Data technologies, as well as effective crisis management also play an important role^{24, 25}.

These tools enable international companies not only to respond to negative signals but also to proactively shape a positive image. In practice, this manifests itself in the timely handling of customer enquiries, the creation of relevant and valuable content, and the maintenance of an ongoing dialogue with a loyal audience, which collectively contributes to increasing trust in the company.

The need to develop a systematically organised, logically coherent and well-founded model of corporate behaviour in the process of making reputation-related decisions, as well as the application of modern management technologies in an internationalised market environment, necessitates the implementation of comprehensive approaches to shaping and maintaining a corporate reputation. This is particularly relevant in the context of market instability and the growing number of force majeure and turbulent factors in the global economy. In this regard, the development of a consistent, phased management system should be regarded as a necessary condition for the effective functioning of an enterprise and an integral element of its reputation management.

Contemporary processes of business internationalisation highlight the need for clear regulation and consistency in the implementation of management measures. Such consistency is manifested in the structuring of the enterprise's activities into distinct stages — the formulation, implementation and monitoring of management decisions — as well as in the identification of key procedures in the form of formalised algorithms that ensure improved efficiency in the management of reputation processes (Fig. 1).

²³ Korobka S. V. Reputation management in the context of digitalisation: strategies and tools for small enterprises in the age of information technology. *Social Economy*. 2025. Issue 69. pp. 116–126. <https://repository.lvet.edu.ua/handle/123456789/1940>

²⁴ Chirva Yu. Yu., Zaverbnyi A. S. Features of the formation of a reputation management system in the context of the development of internet technologies. *Scientific journal 'Management and Entrepreneurship in Ukraine: Stages of Formation and Development Issues'*. 2022. No. 4(2). pp. 121–127. <https://science.lpnu.ua/sites/default/files/journal-paper/2022/dec/29517/220972maket-125-131.pdf>

²⁵ Sun Y., Wang C., Wang Y. CEO reputation in corporate innovation: Financing versus talent-attraction. *Research in International Business and Finance*. 2025. Vol. 75. <https://doi.org/10.1016/j.ribaf.2024.102736>

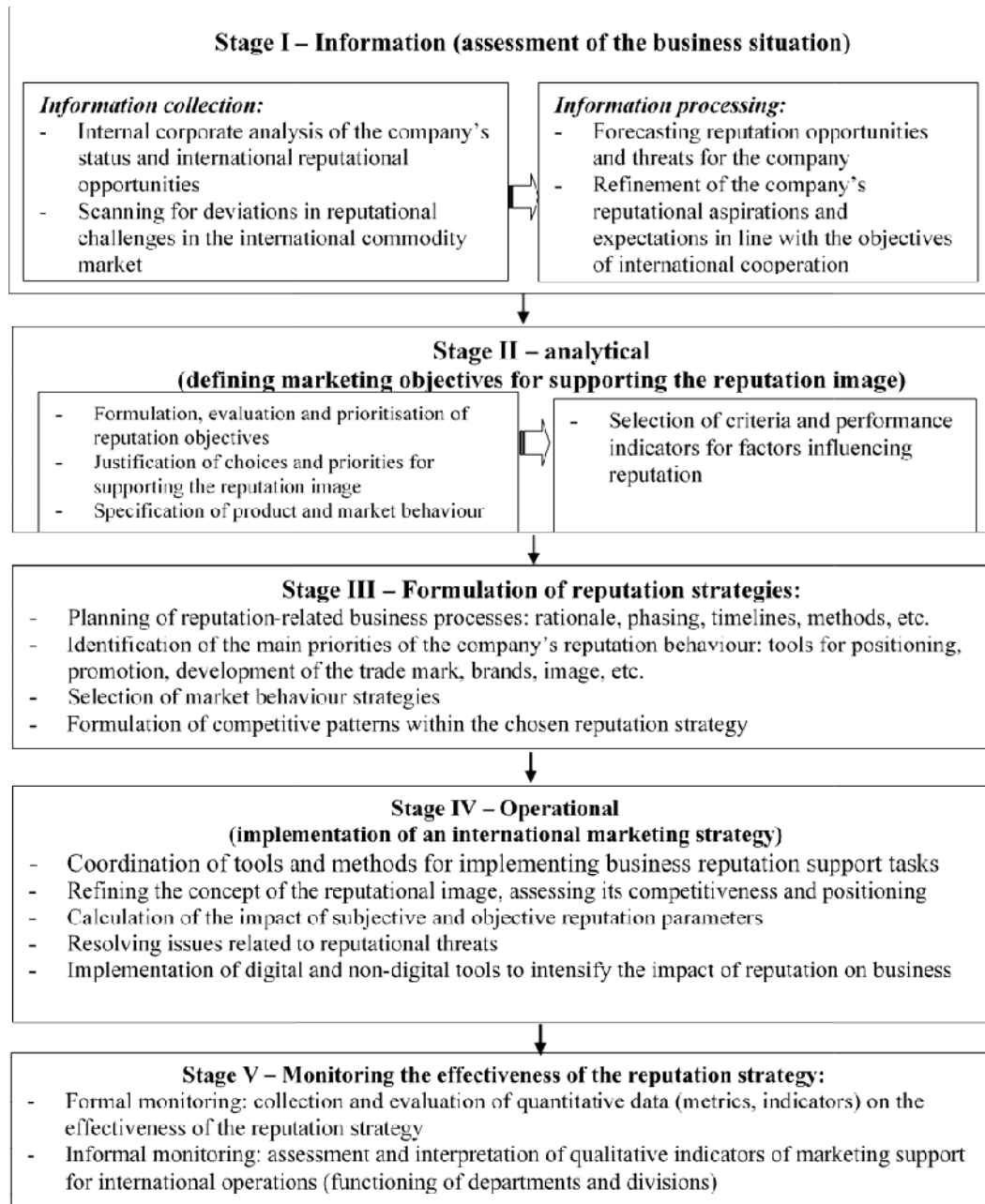


Fig. 1. The logic of reputation management for an international company

Source: authors' development.

Thus, the reputation management process should be viewed as a step-by-step structured analytical and managerial cycle encompassing the sequential stages of formulating, implementing and evaluating strategic decisions.

At the first, information-gathering stage, a comprehensive diagnosis of the business situation is carried out, involving the collection, systematisation and initial analytical processing of data regarding the internal state of the organisation and the characteristics of the external environment. The outcome of this stage is the identification of key reputational opportunities and potential threats.

The second, analytical stage is aimed at conceptualising the company's reputational goals, their strategic justification, and the formation of a system of criteria and indicators that allow for the assessment of the effectiveness of managerial influence on reputational processes.

The third stage involves the formulation of reputation strategies and consists of developing alternative strategic directions for reputation management, defining development priorities, positioning tools, and models of the company's competitive behaviour within the reputation landscape.

The fourth, operational stage, covers the practical implementation of the chosen strategy through the integration of relevant management tools, the coordination of communication and marketing activities, and the management of reputational risks during its implementation.

The final, monitoring and evaluation stage involves the systematic measurement of the effectiveness of the implemented reputation strategy based on quantitative and qualitative indicators, as well as the introduction of corrective management decisions to enhance its effectiveness in the future.

Conclusions

This study presents a comprehensive solution to a pressing research problem, which consists of substantiating the theoretical and methodological foundations and developing practical recommendations for managing the reputational image of an international company.

Reputation has undergone an evolutionary transformation from a socio-ethical phenomenon to a strategic intangible asset that is acquiring the characteristics of a financial resource and digital capital. This transformation is driven by changes in the socio-economic environment, globalisation processes and the development of digital technologies, which have significantly broadened approaches to assessing and managing reputational processes.

Internal communications play a system-forming role in shaping corporate culture, ensuring the communication of the organisation's mission, values and strategic objectives. The transparency of internal communications helps to increase staff trust, employee engagement and the formation of a positive image of the company, both internally and externally. In summary, modern corporate culture serves as the cornerstone of the human resources management and internal communications systems, and its

alignment with organisational processes ensures the integrity of the company's operations and the development of a long-term positive reputation.

Corporate values serve as a key instrument of managerial influence, defining behavioural standards, shaping organisational culture, increasing the level of engagement among staff and stakeholders, and strengthening the company's reputational standing in the international market. Their strategic integration is a vital prerequisite for ensuring business competitiveness and stability.

The main tools for reputation management include: social media, content marketing, PR techniques, analytical tools, ORM, CSR practices and crisis PR. Their comprehensive application ensures a controlled influence on stakeholder perceptions, a rapid response to reputational threats, and the accumulation of reputational capital.

Modern reputation monitoring technologies, in particular the use of Big Data, artificial intelligence, sentiment analysis, automated analytical platforms (Brandwatch, Meltwater, Talkwalker, etc.) and blockchain solutions, contribute to increasing the transparency of information and improving the communication process. To improve the management of marketing communications, it is advisable to integrate monitoring results into a strategic reputation risk management system. The improvement of reputation management in international companies should be based on the implementation of innovative technologies.

Effective management of a company's reputation requires clear logic and consistency in the implementation of management actions, as reputation is a complex and multidimensional system shaped by internal and external factors. Adhering to a phased approach ensures the process is structured — from the collection and analysis of information to the formulation of strategic decisions, their practical implementation and the subsequent monitoring of results. This approach minimises the risk of piecemeal or intuitive decisions, enhances the soundness of management actions and ensures consistency between objectives, tools and expected outcomes. Consequently, a phased approach is a key prerequisite for the systematic, controlled and effective development and protection of a company's reputational image.

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