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THE ROLE OF SOCIAL NETWORKS IN THE COMMUNICATION OF LOGISTICS COMPANIES WITH CUSTOMERS

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РОЛЬ СОЦІАЛЬНИХ МЕРЕЖ У КОМУНІКАЦІЇ ЛОГІСТИЧНИХ КОМПАНІЙ З КЛІЄНТАМИ

The role of social networks in the communication of logistics companies with customers has been researched in the context of digital transformation and globalization. The relevance of the topic is driven by the growing demand for rapid feedback, service transparency, and personalized engagement. Companies operating in both B2B and B2C segments must adapt their communication approaches, using social media as a key interaction channel. The core problem analyzed is the insufficient exploration of the specific role of social networks in the logistics field, particularly regarding their impact on customer satisfaction, service quality, and digital reputation. The aim of this study is to examine the functions, effectiveness, and strategic value of social media in the communication systems of logistics companies and to assess their role in shaping customer experience and market competitiveness. To achieve this, the research employed content analysis of the official social media pages of logistics companies, a comparative analysis of communication strategies across B2B and B2C contexts, as well as a review of academic sources, reports, and practical case studies. This approach made it possible to identify key trends, tools, and effects of social media usage in the logistics sector. The study analyzed the communication strategies of four logistics companies operating in the Ukrainian and Polish markets: Nova Poshta, Zammler, Raben Group, and DHL. Nova Poshta was identified as a leader in real-time responsiveness and customer interaction in a challenging national context. Zammler enhances its professional identity and transparency through formal content, with less focus on interactive engagement. Raben Group balances innovation, corporate social responsibility, and human connection using media such as podcasts and visual campaigns. DHL exemplifies global consistency through design-oriented strategic communication. As a result, it was discovered that effective use of social media enhances customer experience, increases loyalty, and strengthens the competitiveness of logistics companies. Therefore, social platforms should be viewed as an essential component of business strategy, not merely as an additional promotional tool.

Досліджено роль соціальних мереж у комунікації логістичних компаній із клієнтами в умовах цифрової трансформації та глобалізації. Актуальність теми зумовлена зростаючим попитом на швидкий зворотний зв'язок, прозорість обслуговування та персоналізовану взаємодію. Компанії, які працюють у B2B і B2C-сегментах, мають адаптувати свої підходи до комунікації, використовуючи соціальні мережі як ключовий канал взаємодії. Проблема, що аналізується, полягає в недостатньому дослідженні специфічної ролі соціальних мереж у сфері логістики, особливо в контексті впливу на задоволеність клієнтів, якість сервісу та цифрову репутацію компанії. Метою дослідження є вивчення функцій, ефективності та стратегічної цінності соціальних мереж у комунікаційних системах логістичних компаній, а також оцінка їхньої ролі у формуванні клієнтського досвіду та конкурентних переваг на ринку. Для досягнення мети дослідження застосовано контент-аналіз офіційних сторінок логістичних компаній у соціальних мережах, порівняльний аналіз їхніх комунікаційних стратегій у B2B та B2C-сегментах, а також аналіз наукових джерел, звітів і практичних кейсів. Це дозволило виявити ключові тенденції, інструменти та ефекти використання соціальних мереж у логістичній галузі. Проаналізовано комунікаційні стратегії чотирьох логістичних компаній, що діють на українському та польському ринку: Nova Poshta, Zammler, Raben Group та DHL. Виявлено, що Нова Пошта є лідером у реагуванні в режимі реального часу та взаємодії з клієнтами у складному національному контексті. Zammler підсилює професійну ідентичність та прозорість за допомогою формального контенту, з меншою увагою до інтерактивної взаємодії. Raben Group знаходить баланс між інноваціями, корпоративною соціальною відповідальністю та людськими зв'язками, використовуючи такі медіа, як подкасти та візуальні кампанії. DHL є прикладом глобальної узгодженості зі стратегічною комунікацією, орієнтованою на дизайн. У результаті дослідження з'ясовано, що ефективне використання соціальних мереж посилює клієнтський досвід, підвищує лояльність і конкурентоздатність

логістичних компаній. Отже, соціальні платформи слід розглядати як важливу складову бізнес-стратегії, а не як додатковий інструмент просування.

***Keywords:** social media, logistics, communication, customer engagement, B2B and B2C marketing.*

***Ключові слова:** соціальні мережі, логістика, комунікація, взаємодія з клієнтами, B2B та B2C маркетинг.*

General statement of the problem and its connection with important scientific or practical tasks. In the context of rapid digital transformation and globalization of markets, the logistics sector is undergoing significant changes not only in operational processes but also in the ways it communicates with customers. Traditional models of B2B and B2C interaction are gradually giving way to more dynamic, personalized, and technology-driven forms of engagement, where social networks play a pivotal role. Today's consumers expect real-time responses, transparency, and interactive engagement, which has positioned platforms such as Facebook, LinkedIn, Instagram, and Telegram as key channels of business communication. Logistics companies, being at the intersection of supply and demand, face increasing pressure to build strong, trust-based relationships with their clients – both corporate and end-users. Social media provides tools not only for brand promotion but also for customer service, feedback collection, crisis communication, and loyalty building.

Despite the growing body of research on social media marketing, the specific role of social networks in logistics communication remains insufficiently studied, particularly regarding their impact on customer satisfaction, service quality perception, and the digital reputation of logistics firms. This gap underscores the relevance of analyzing how social platforms transform communication strategies in the logistics industry.

Analysis of recent studies and publications. In recent years, the intersection of digital communication technologies and logistics management has garnered increasing academic attention. Numerous studies have emphasized the transformative role of social media in modern business practices, particularly within marketing and customer relationship management domains. However, the application of these insights specifically to the logistics sector remains relatively fragmented and underdeveloped.

Some authors [1] examine the complex relationship between social media platforms and morality, emphasizing that platforms are designed to capture attention and drive engagement – often by promoting content that is morally and emotionally charged. This kind of content tends to go viral more easily, which in turn shapes how individuals and groups interact online.

Some authors [2] consider social media marketing as a tool for brand promotion and increasing sales volumes in their works.

Naganawa H. and Hirata E. [3] shows how social media can help shape more agile and informed decision-making in the logistics industry.

At the same time, research gaps remain. Many studies focus on general marketing communication without adequately addressing the specific communication needs of logistics companies, such as real-time tracking updates, handling of customer complaints, or delivery issue resolution. Moreover, most empirical research is focused on large international companies, leaving small and medium-sized logistics enterprises underrepresented in academic discourse.

In summary, existing literature confirms the growing strategic importance of social networks in business communication but underscores a need for more targeted research into how these tools are being integrated into logistics operations. This study seeks to address that gap by analyzing how logistics companies use social networks to enhance customer communication, and what implications this has for service quality and competitiveness.

The purpose of this study is to explore the functions, effectiveness, and strategic value of social media in the communication systems of logistics

companies, and to assess their role in shaping customer experience and competitive advantage in the market.

Presentation of the main research material. The growth of social media use has been a prominent trend over the past decade, with platforms such as Facebook, Twitter, Instagram, and TikTok attracting billions of active users globally. As of 2024, there are more than 5 billion active social media users around the globe (Fig. 1).

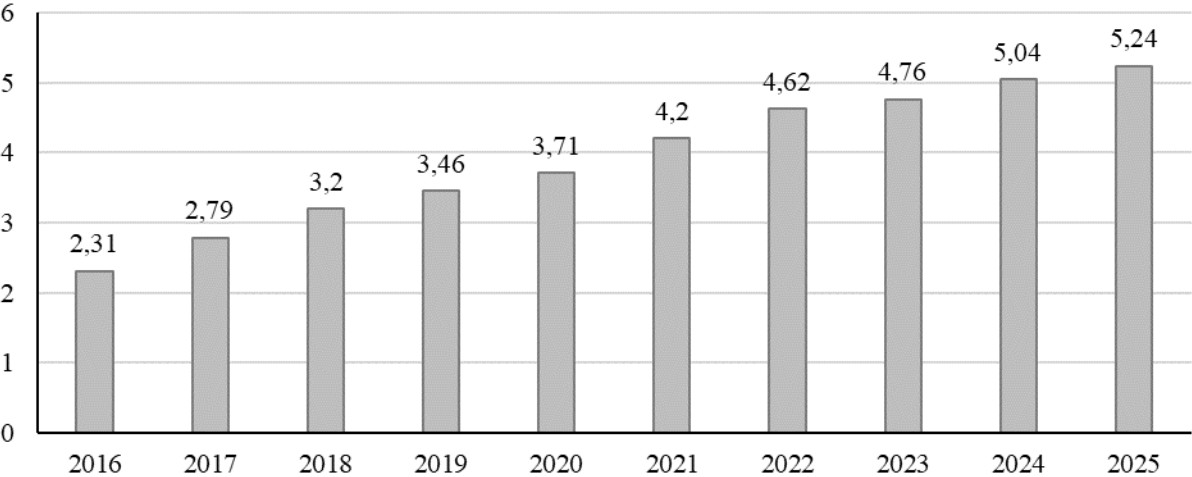


Fig. 1. Number of social media users 2016-2025, billion people

Source: constructed by the authors based on [4]

The number of users grew from 2.31 billion in 2016 to 5.24 billion in 2025, more than doubling in less than a decade. The annual growth remains consistent, showing no periods of decline, which indicates strong global adoption of social media platforms. The most rapid growth phase appears between 2020 and 2022, possibly reflecting a surge in digital engagement during and after the COVID-19 pandemic. This upward trend confirms the increasing importance of social media strategies for companies, especially in sectors like logistics, marketing, and public communication. The data highlights the urgency for organizations to invest in digital presence, customer engagement, and platform-specific communication strategies.

The average user spends 2 hours and 21 minutes on social media per day. According to Facebook, the average person scrolls through roughly 300 feet of

content every day on their mobile device – roughly the height of the Statue of Liberty [1, 5].

The factors influencing decision-making regarding LSPs' social media engagement were organized by choice of social media content and platform. Content refers to the various types of data published on social media, such as photos, videos, and texts [6]. While creating content on social media plays a vital role in branding efforts, especially on these platforms, there is still a lack of understanding about how to craft effective content that boosts audience engagement, particularly in the context of B2B branding.

The interviews identified three primary factors influencing decision-making processes: the organizational structure, the strategic orientation of content engagement, and the alignment between content and the chosen social media platform. Additionally, for certain logistics service providers (LSPs), a key motivator is the use of social media channels as tools for problem-solving in the context of customer relationship management. These platforms facilitate the collection of customer feedback and the resolution of client issues. One respondent noted that the reception of feedback contributes positively to employee morale, and emphasized that active social media involvement – particularly at the executive level – can enhance overall staff motivation. This observation underscores a prevalent challenge among LSPs: fostering employee participation in social media initiatives, which often presents an internal obstacle to the effective execution of social media strategies [7-8].

External factors such as social media [9] and blogs can be used to analyze a company's performance. It is difficult to accurately analyze a massive amount of data. Forecasting the stock market requires a system, which can be built using machine learning algorithms. Machine learning models and other data mining techniques like time series analysis helps to forecast stock prices. The prediction process includes many factors and a huge amount of data; hence, we propose big data techniques to predict stock prices and trends [10].

Meanwhile, despite its widespread use in industrial settings, the use of social media has been less studied. Social media (SM), such as WeChat, offer new capabilities for organizations nowadays, it has massively attracted (and is still attracting) researchers' attention [11]. Social media is increasingly used in the workplace, offering new opportunities for information sharing in logistics. Social media is no longer a tool exclusive to online businesses but is engrained in the professional life of all employees via instant messaging tools such as Chat [12].

Logistics companies that are active in social media are usually not limited to one platform, but perform activities on several. Each platform has its own specifics, which are associated with the ways in which companies operate within these plat-forms. In terms of the business perspective, social media brings benefits mainly related to [13]:

- increased exposure and traffic;
- redirection to online shopping;
- increased sales;
- gaining customer information;
- developing a loyal community;
- stimulating business innovation.

LinkedIn is the most popular social media platform with a business focus. It serves to create business relationships, largely bringing together professionals and executives. Individual users can build their own profiles detailing things like employment history or work experience. The platform allows users to share valuable user-generated content, such as posts with photos or graphics or their own articles. Meanwhile, logistics enterprises have the opportunity to use company profiles, where communication of branches or specific entities can be maintained [14].

Social media platforms serve as vital tools for disseminating information and updates related to DHL Group, while also fostering emotional connections with the brand. The company offers a dedicated guide that introduces the principles of social media content creation in alignment with DHL Group branding. Posts shared

via official DHL Group channels are generally consistent with the established corporate design, with adjustments such as replacing the standard DHL logo with the DHL Group logo in profile visuals and content. Given that these channels represent the organization as a whole, they may include media – such as images, videos, and illustrations – featuring Deutsche Post and DHL brands, including elements of co-branding (e.g., on apparel, vehicles, or infrastructure). To support consistency and effectiveness in social media engagement, DHL provides a comprehensive set of social media guides. These resources offer strategic, content-related, and visual recommendations intended to assist partners in the creation, management, and evaluation of their DHL-affiliated accounts. Each guide is designed as a practical entry point for developing content strategies, selecting appropriate channels, and understanding key performance indicators (KPIs). The materials are structured to be clear, actionable, and interactive, with integrated links to supplementary information and support resources [15].

Raben Group always meets the expectations of its customers, it also likes to focus on innovations, and not only in logistics. In October, the company launched its new website, which includes quick shipment status checks, easy access to the customer zone and "People with drive", i.e. the Raben team, which has been passionate about its tasks for almost 90 years. The journey is as important as the destination. With this message in mind, Raben Group has just launched a pioneering podcast. It is aimed at all those who are constantly on the move, both those with a passion for travel and those for whom the route is a daily routine. Wanting to make all rides more enjoyable, Raben has launched a dedicated podcast #wDrodze [16].

The analysis of Nova Poshta and Zammler – two prominent logistics providers with distinct service scopes – reveals how digital platforms support customer interaction, service transparency, and brand trust.

Nova Poshta [17], as one of the most recognized logistics companies in Ukraine, maintains a highly active presence across Facebook (379k followers), Instagram (185k followers), TikTok (204.9k followers) and Telegram (92.2k followers). The content analysis revealed the following key practices:

1. Rapid response to inquiries: Nova Poshta consistently replies to customer questions and complaints within minutes to a few hours, often using informal and approachable language. This responsiveness reinforces customer trust and reduces frustration during delays or service interruptions.

2. Service updates and notifications: social media channels are actively used to notify customers of changes in delivery times, temporary closures, or service modifications due to external factors such as wartime risks or weather events.

3. Customer education and engagement: through visually appealing posts and stories, Nova Poshta educates users on how to use digital services (e.g., self-service terminals, mobile app functions) and collects customer feedback through polls and interactive features.

In contrast, Zammler focuses more on business-to-business (B2B) logistics and international freight services. Its communication strategy emphasizes professionalism and reliability, mainly through LinkedIn and Facebook, although it also has profiles on Instagram (702 followers) and YouTube (202 subscribers) [18].

Key findings include:

1. Thought leadership and trust-building: Zammler frequently publishes industry-related news, success stories, and behind-the-scenes logistics operations, aiming to present itself as a knowledgeable and transparent partner.

2. Client case studies and testimonials: social media posts often feature real-life client cases, showing how the company solves complex supply chain challenges. This content supports long-term relationship building with potential and existing corporate clients.

3. Limited direct customer interaction: unlike Nova Poshta, Zammler's communication is less focused on real-time replies to individual customers, as its target audience typically engages through formal channels like email or direct calls.

These findings demonstrate that both Nova Poshta and Zammler successfully tailor their social media strategies to their customer base, enhancing communication effectiveness in different contexts. While Nova Poshta prioritizes

speed and accessibility for the mass consumer, Zammler uses social networks to strengthen corporate reputation and trust in the B2B sector.

Comparative findings on the use of social media by the studied logistics companies are presented in Table 1.

Table 1. Features of the use of social networks by logistics companies

Company	Market type	Social media focus	Key communication strategies and benefits
Nova Poshta	B2C	Facebook, Instagram, Telegram, TikTok	Fast customer support. Crisis updates during wartime events. Visual guides and user polls to educate and engage mass users.
Zammler	B2B	LinkedIn, Facebook, Instagram, YouTube	Thought leadership through expert content. Client case studies and testimonials. Brand trust in the B2B sector with low real-time interaction.
Raben Group	B2B	LinkedIn, Facebook, Instagram, YouTube, podcast (#wDrodze)	CSR-focused storytelling and sustainability campaigns. Employer branding and staff highlights. Innovative formats like podcasts and upgraded web tools.
DHL Group	B2B, B2C	Facebook, LinkedIn, Instagram, YouTube	Unified brand presence with platform-specific design standards. Emotional branding through visuals and stories. Structured social media playbooks for partners and affiliates.

Source: author's own study.

This comparative analysis shows how logistics companies adapt social media strategies to their operational models, market types, and audience expectations, highlighting the transformative role of digital platforms in shaping corporate communication and customer loyalty.

Conclusions. While previous studies have explored social media marketing and its branding potential, this study contributes to the field by applying this knowledge to the logistics sector, identifying how social media supports specific functions such as:

- crisis communication during wartime or supply chain disruptions (Nova Poshta);

- professional relationship building and knowledge leadership in a B2B context (Zammler);
- cross-border brand alignment and innovation through multimedia engagement (Raben Group);
- institutionalizing branding strategies through formalized content recommendations and KPI tracking (DHL Group).

The comparative analysis showed that successful logistics companies are those that adapt their social media strategy to their business model, customer base, and cultural context. From a practical perspective, the study results suggest that logistics companies can no longer view social media as an additional marketing tool; instead, these platforms should be seen as integral components of service delivery, brand identity, and customer loyalty mechanisms. Properly managed social media channels enable companies to resolve issues faster, collect feedback more effectively, and develop more emotionally resonant customer relationships.

Future research could explore the quantitative relationship between social media activity and customer satisfaction using tools such as sentiment analysis, engagement metrics, or customer feedback data. Measuring the real-world impact of social media campaigns on loyalty, brand perception, and service quality will provide logistics companies with stronger evidence for strategic planning. Also, given the increasing emphasis on ESG (environmental, social, governance) standards, future research could further explore how social media supports CSR communication and sustainability branding in logistics, especially for companies operating in diverse cultural or regulatory environments.

In conclusion, this article confirms the growing strategic value of social media in logistics communications. For companies operating in increasingly volatile and competitive markets, a well-structured, adaptive, and humanized social media presence is not just an asset – it is essential for long-term success. As digital ecosystems continue to evolve, the logistics sector must leverage these tools as drivers of innovation, sustainability, and customer-centric growth.

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