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POLITICAL AND COMMUNICATION MANAGEMENT IN THE SYSTEM OF ENSURING THE COMPETITIVENESS OF MODERN ENTERPRISES

Serhii Dolynskyi, Vira Dabizha, Tetiana Kostina. "Political and communication management in the system of ensuring the competitiveness of modern enterprises". The article presents a comprehensive analysis of the role of political and communication management as key factors in ensuring the competitiveness of modern enterprises.

Particular attention is paid to the main functions of political management, including analytical, adaptive, integrative, protective, and lobbying functions, which enable enterprises to effectively assess the political situation, forecast its impact on business operations, adapt strategies to changes in the regulatory and legislative environment, establish partnerships with state, supranational, and public institutions, and minimize risks associated with political instability.

Furthermore, the main areas of communication management are examined, including internal communications that support corporate culture and employee motivation, external communications aimed at interaction with clients, partners, investors, and society, reputation management that builds a positive image and trust in the company, and crisis communication that ensures conflict management and minimizes negative consequences.

Based on the conducted analysis, the synergistic effects of integrating political and communication management are identified, which manifest in enhanced strategic stability of the enterprise, strengthened reputational capital, improved communication efficiency, and risk management, all of which contribute to increased market competitiveness.

It is also emphasized that in Ukraine, communication management remains underdeveloped and often implemented in a spontaneous manner, highlighting the need to develop a specialized methodology for its systematic implementation and effective use as a tool for enhancing enterprise competitiveness.

Keywords: political management, communication management, enterprise competitiveness, strategic stability, corporate culture, communications, enterprise adaptation, external environment

Сергій Долинський, Віра Дабіжа, Тетяна Костіна. «Політичний та комунікаційний менеджмент у системі забезпечення конкурентоспроможності сучасних підприємств». Стаття присвячена комплексному аналізу ролі політичного та комунікаційного менеджменту як ключових чинників забезпечення конкурентоспроможності сучасних підприємств.

Особлива увага приділена вивченню основних функцій політичного менеджменту, серед яких аналітична, адаптаційна, інтеграційна, захисна та лобістська, що дозволяють підприємствам ефективно оцінювати політичну ситуацію, прогнозувати її вплив на діяльність бізнесу, адаптувати стратегії до змін регуляторного та законодавчого середовища, встановлювати партнерські відносини з державними, наддержавними та громадськими інституціями, а також мінімізувати ризики, пов'язані з політичною нестабільністю.

Крім того, проаналізовано напрями комунікаційного менеджменту, до яких належать внутрішні комунікації, що підтримують корпоративну культуру та мотивацію персоналу, зовнішні комунікації, спрямовані на взаємодію з клієнтами, партнерами, інвесторами та суспільством, репутаційний менеджмент, який формує позитивний імідж та довіру до компанії, а також кризові комунікації, що забезпечують управління конфліктними ситуаціями та мінімізацію негативних наслідків.

На основі проведеного аналізу визначено синергетичні ефекти інтеграції політичного та комунікаційного менеджменту, які проявляються у підвищенні стратегічної стійкості підприємства, зміцненні репутаційного капіталу, підвищенні комунікаційної ефективності та управлінні ризиками, що в сукупності сприяє зростанню конкурентних позицій на ринку.

Підкреслено, що в Україні політичний та комунікаційний менеджмент залишається недостатньо розвиненим і часто застосовується стихійно, що визначає потребу в розробці спеціальної методології для його системного впровадження та ефективного використання як інструменту підвищення конкурентоспроможності підприємств.

Ключові слова: політичний менеджмент, комунікаційний менеджмент, конкурентоспроможність підприємства, стратегічна стійкість, корпоративна культура, комунікації, адаптація підприємства, зовнішнє середовище

Introduction. In today's world of transformation, companies are forced to seek globalization and constant market new approaches to ensuring their

competitiveness. Business efficiency increasingly depends not only on internal resources and development strategies, but also on the ability of enterprises to interact with political institutions and establish high-quality communications with various stakeholders. Therefore, the combination of political and communication management as key components of corporate governance is becoming particularly relevant.

Political management in the context of business activities covers the processes of interaction between business and government bodies, regulatory structures, international organizations, and professional associations. It creates conditions for businesses to adapt to changes in the political environment, minimizes risks, and allows them to take advantage of new opportunities arising from political decisions.

Communication management, in turn, is aimed at building effective communications both within the organization and in interaction with external audiences. It ensures the formation of a positive image of the enterprise, support for corporate culture, reputation capital management, and the creation of long-term partnerships with customers and society.

The scientific problem lies in the fact that political and communication management are most often considered separately, although it is their integration that creates synergy, which directly affects the competitiveness of modern enterprises.

Analysis of recent research and publications. O. Aharkov, V. Bebyk, V. Shcherbak provide comprehensive insights into the theoretical foundations and practical application of political management. Their works emphasize the role of political actors, institutions, and processes in shaping strategic decision-making, which can be adapted for business environments.

The majority of the sources O. Hudz, I. Makovetska, N. Zhyhailo focus on communication management, covering internal and external communication, reputation management, and crisis

communication. These studies highlight the crucial role of communication in sustaining corporate culture, building stakeholder trust, and ensuring effective interaction with the external environment.

K. Pichyk, V. Khrapkina, O. Lepokhin provide broader perspectives on management theory, with sections dedicated to communication processes. Their works support the integration of communication and political dimensions into a wider strategic framework of enterprise management.

The formulation of the goals of the article is research on political and communication management in the system of ensuring the competitiveness of enterprises, as well as the identification of effective mechanisms for combining them in corporate governance practice.

Presentation of the main results. Political management is the interaction of business with government agencies, regulatory bodies, international organizations, and professional associations. Political management helps create conditions for a company to adapt to changes in the political environment, minimizing risks and taking advantage of new opportunities that arise as a result of political decisions. As for communication management, its activities are more focused on building effective communications both within the organization and in interaction with external audiences. Communication management ensures the formation of a positive image of the enterprise, support for corporate culture, reputation capital management, and the creation of long-term partnerships with customers and society.

In the context of enterprise operations, political management may be conceptualized as a structured system of methods, instruments, and mechanisms designed to facilitate effective interaction between businesses and state as well as supranational institutions, political entities, and civil society organizations. Its primary objective is to anticipate and mitigate political risks, account for the influence of legislative and regulatory

frameworks, and develop adaptive strategies that enable enterprises to remain resilient and competitive within a dynamic external environment [10].

The core functions of political management at the enterprise level are summarized in Table 1.

Table 1 – Main functions of political management in an enterprise

Function	Content
Analytical	Assessment of the political situation and forecasting its impact on business.
Adaptive	Adjustment of the enterprise strategy to changes in the regulatory environment.
Integrative	Establishment of partnerships with political and civil society institutions.
Protective	Minimization of risks related to political crises, instability, or changes in legislation.
Lobbying	Representation of business interests at different levels of government and in professional associations.

Source: developed by author

Thus, political management serves as an important tool for ensuring the stability of an enterprise, as it enables proactive action by shaping not only the internal strategy but also the external operating environment.

Communication management is a set of methods, principles, tools, and forms of influence accumulated in global practice, used by communicators to affect recipients in order to enhance the efficiency of information flow interactions among employees, specific groups, or organizations in the communication process aimed at solving strategic and tactical tasks [8].

When revealing the core essence of communication management as a factor in improving the efficiency of managing economic systems, it is essential to emphasize its dual nature [9].

On the one hand, communication management constitutes a component of the theory of managing economic systems. It studies the interaction and interconnection, in time and space, of the elements that form and effectively utilize all types of capital of economic systems, while also identifying the patterns of exchanging information, knowledge, and intellectual property in the process of forming and developing an economic system. On the other hand, communication management is considered as an independent professional activity of the producer, intermediary, and consumer (subjects and objects of the economic system)

in the implementation of a communication strategy, developed in accordance with the motives, attitudes, interests, relationships, and specific objectives of each participant [9].

Let us consider the key role of communication management. We have defined communication management as an integral component of corporate governance that ensures effective information exchange between the enterprise and its stakeholders. Its essence lies in the planning, organization, and implementation of communication processes aimed at achieving the strategic objectives of the business [7].

The key directions of communication management include:

- internal communications, which support corporate culture, employee motivation, and the coordination of staff actions;
- external communications, focused on interaction with customers, partners, suppliers, investors, and society;
- reputation management, which shapes the company's positive image and builds trust;
- crisis communications, which enable the enterprise to maintain stability and minimize negative consequences in cases of conflict situations [5].

The main directions of communication management in enterprises are presented in Table 2.

Table 2 – Main areas of communication management in a company

Direction	Content
Internal Communication	Supporting corporate culture, employee motivation, and coordination of staff actions.
External Communication	Interaction with customers, partners, suppliers, investors, and society.
Reputation Management	Building a positive corporate image and trust.
Crisis Communication	Managing conflict situations, maintaining stability, and minimizing negative consequences.

Source: developed by author

Communication management directly affects the competitiveness of an enterprise, since in today's information society the value of a brand and reputational capital are becoming important intangible assets. An enterprise that communicates effectively with its target audiences has a much greater chance of maintaining competitive positions

even under challenging economic conditions [2].

We have summarized in Table 3 the process of synergistic effects arising from the combination of political and communication management (strategic resilience, reputational advantages, adaptability).

Table 3 – Synergistic effects of combining political and communication management of an enterprise

Area of Influence	Synergy Result
Strategic Resilience	Ability of the enterprise to effectively adapt to political changes and regulatory challenges
Reputational Advantages	Building stakeholder trust and enhancing corporate legitimacy
Communication Efficiency	Ensuring transparent dialogue with authorities, partners, and the public
Risk Management	Reducing negative consequences of crisis situations through political and communication integration
Competitiveness	Strengthening market position through harmonization of political and communication strategies

Source: developed by author

The systematization presented in Table 3 demonstrates that the combination of political and communication management creates additional competitive advantages for the enterprise. In particular, strategic resilience is achieved through the ability of businesses to promptly adapt to changes in the political environment and legislation. Reputational advantages are reflected in the strengthening of trust among key stakeholders, which enhances the legitimacy of the enterprise in the market. Communication efficiency is manifested in establishing open and transparent dialogue with governmental bodies, partners, and society. Risk management is also a crucial factor, as the integration of political and

communication strategies minimizes the consequences of crisis situations. Altogether, these effects increase the competitiveness of the enterprise, ensuring its stable development under the changing conditions of a globalized economy [6].

Therefore, the analysis of the functions of political management, the directions of communication management, and the synergistic effects of their combination indicates that these managerial components are complementary elements in the system of ensuring enterprise competitiveness. Political management enables businesses to adapt to changes in the external environment, establish effective interaction with governmental and civil institutions, and

minimize risks associated with political instability. Communication management, in turn, ensures the creation of a positive image, the development of corporate culture, and effective interaction with key stakeholders. Their integration generates an additional synergistic effect, which is manifested in strengthening reputation, increasing strategic resilience, and enhancing the competitive positions of enterprises in the market [3].

In Ukraine, communication management remains a relatively underexplored phenomenon. In many cases, communication processes are managed spontaneously, guided by inspiration rather than systematic approaches. Ukrainian enterprises have not yet fully harnessed the potential that communication can offer. Unfortunately, communication has not received sufficient attention as a factor of enterprise competitiveness. Issues related to communication management at both the enterprise and regional levels remain insufficiently studied. These aspects highlight the necessity of developing a specialized theoretical approach to communication management [1, 4].

Conclusions. The conducted analysis demonstrates that political and communication management are complementary components of enterprise governance, both of which significantly influence strategic stability and competitiveness in a globalized environment. Political management ensures adaptation to external political and regulatory changes,

enables risk minimization, and strengthens relationships with state and supranational institutions. Communication management, in turn, facilitates effective interaction with internal and external stakeholders, supports corporate culture, enhances reputation, and provides resilience during crisis situations.

The integration of political and communication management generates a clear synergistic effect. Enterprises that combine both approaches gain strategic sustainability, improved legitimacy, enhanced reputational capital, and the ability to build transparent dialogue with partners, authorities, and society. This synergy ultimately increases competitiveness, allowing companies to maintain stable development even under conditions of political and economic uncertainty.

At the same time, in the Ukrainian context, communication management remains relatively underdeveloped and often occurs spontaneously rather than systematically. Enterprises have yet to fully recognize its role as a driver of competitiveness. This indicates the urgent need to develop a comprehensive theoretical and methodological approach to communication management, which would allow businesses to leverage its potential more effectively. Strengthening this direction, along with the integration of political and communication strategies, will contribute to the sustainable growth of Ukrainian enterprises and their successful positioning in the international arena.

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