

Electronic scientific and practical journal  
**INTELLECTUALIZATION OF LOGISTICS  
AND SUPPLY CHAIN MANAGEMENT**

**#28 (2024)**  
**December '24**



**WWW.SMART-SCM.ORG**

**ISSN 2708-3195**

**DOI.ORG/10.46783/SMART-SCM/2024-28**

ISSN 2708-3195



9 772708 319005

## Electronic scientific and practical publication in economic sciences

Electronic scientifically and practical journal “Intellectualization of logistics and Supply Chain Management” included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

**Field of science:** Economic.

**Specialties:** 051 – Economics; 073 – Management

**ISSN** 2708-3195

**DOI:** <https://doi.org/10.46783/smart-scm/2024-28>

The electronic magazine is included in the international scientometric databases:  
Index Copernicus, Google Scholar

**Released 6 times a year**

**№ 28 (2024)**

**December 2024**

**Founder:** Viold Limited Liability Company

**Editor in Chief:** Hryhorak M. Yu. – Doctor of Economics, Ass. Professor.

**Deputy editors-in-chief:** Koulyk V. A. – PhD (Economics), Professor.  
Marchuk V. Ye. – Doctor of Tech. Sci., Ass. Professor.

**Technical editor:** Harmash O. M. – PhD (Economics), Ass. Professor.

**Executive Secretary:** Davidenko V. V. – PhD (Economics), Ass. Professor.

**Members of the Editorial Board:**

SWIEKATOWSKI Ryszard – Doctor of Economics, Professor (Poland);

POSTAN M. Ya. – Doctor of Economics, Professor;

TRUSHKINA N. V. – PhD (Economics), Corresponding Member of the Academy;

KOLOSOK V. M. – Doctor of Economics, Professor;

ILCHENKO N. B. – Doctor of Economics, Ass. Professor;

SOLOMON D. I. – Doctor of Economics, Professor (Moldova);

ALKEMA V. H. – Doctor of Economics, Professor;

Henryk DŹWIGOŁ – PhD (Economics), Professor (Poland);

SUMETS O. M. – Doctor of Economics, Ass. Professor;

STRELCOVÁ Stanislava – PhD (Economics), Ass. Professor, (Slovakia);

RISTVEJ Jozef (Mr.) PhD (Economics), Professor, (Slovakia);

ZAMIAR Zenon – Doctor of Economics, Professor, (Poland);

SMERICHEVSKA S. V. – Doctor of Economics, Professor;

GRITSENKO S. I. – Doctor of Economics, Professor;

KARPENKO O. O. – Doctor of Economics, Professor;

PATKOVSKYI S. A. – Business practitioner.

The electronic scientific and practical journal is registered in international scientometric data bases, repositories and search engines. The main characteristic of the edition is the index of scientometric data bases, which reflects the importance and effectiveness of scientific publications using indicators such as quotation index, h-index and factor impact (the number of quotations within two years after publishing).

In 2020, the International Center for Periodicals (ISSN International Center, Paris) included the Electronic Scientific and Practical Edition "Intellectualization of logistics and Supply Chain Management" in the international register of periodicals and provided it with a numerical code of international identification: ISSN 2708-3195 (Online).

Recommended for dissemination on the Internet by the Academic Council of the Department of Logistics NAU (No. 7 of February 26, 2020). Released 6 times a year. Editions references are required. The view of the editorial board does not always coincide with that of the authors.

Electronic scientifically and practical journal "Intellectualization of logistics and Supply Chain Management" included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

**Field of science:** Economic.

**Specialties:** 051 – Economics; 073 – Management

t.me/smart\_scm  
facebook.com/Smart.SCM.org  
twitter.com/ScmSmart

DOI: <https://doi.org/10.46783/smart-scm/2024-28>  
e-mail: [support@smart-scm.org](mailto:support@smart-scm.org)

тел.: (063) 593-30-41  
<https://smart-scm.org>

## Contents

INTRODUCTION	6
<b>MARCHENKO V.S.</b> Postgraduate Student, National Aviation University (Ukraine), <b>BUGAYKO D.O.</b> Doctor of Science (Economics), Professor, Academician of the Academy of Economic Sciences of Ukraine, Corresponding Member of the Transport Academy of Ukraine, Vice - Director of ES International Cooperation and Education Institute, Instructor of ICAO Institute, Professor of the Logistics Department, National Aviation University (Ukraine), <b>PALYVODA O.M.</b> Doctor of Science (Economics), Professor, Professor of the Management of Foreign Economic Activities of Enterprises, National Aviation University (Ukraine)	
<i>THE PROSPECTS OF HYDROGEN AS A FUEL OF THE FUTURE: THE IMPORTANCE OF DEVELOPING HYDROGEN TECHNOLOGIES IN UKRAINE AND THE WORLD</i>	7 – 18
<b>GRYTSENKO S. I.</b> Doctor of Economics, Professor, Professor of Logistics Department of National Aviation University, <b>NELIPOVYCH L. O.</b> Master student of Logistics Department of National Aviation University (Ukraine)	
<i>THE ROLE OF EXPORT-IMPORT ACTIVITY IN THE DEVELOPMENT OF THE NATIONAL ECONOMY: LOGISTICS ASCPECT</i>	19 – 25
<b>DAVYDENKO V.V.</b> PhD (Economics), Associate Professor, Associate Professor of Logistics Department National Aviation University (Ukraine), <b>SUVOROVA I.M.</b> PhD (Economics), Associate Professor, Associate Professor of Logistics Department National Aviation University (Ukraine)	
QUALITY SUPPORT OF AN INNOVATION-ORIENTED ENTERPRISE	26 – 35
<b>KOBETS I. K.</b> Bachelor's student of the Institute of Aerospace Technologies, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" (Ukraine), <b>KULYK S. V.</b> Bachelor's student of the Institute of Aerospace Technologies, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" (Ukraine), <b>BOIARYNOVA K. O.</b> Doctor of Economic Sciences, Professor, Professor of the Department of Economic Cybernetics, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" (Ukraine), <b>ROCHSHYNA N. V.</b> PhD in Economics, Associate Professor, Associate Professor of the Department of Economic Cybernetics, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" (Ukraine)	
ECONOMIC ANALYSIS OF AIRLINE PRICING: RETROSPECTIVE ANALYSIS AND CURRENT STATE	36 –46



**HUBARIEVA I. O.** Doctor of Sciences (Economics), Professor, Research Center for Industrial Problems of Development of NAS of Ukraine (Ukraine),  
**HARMASH O.M.** PhD (Economics), Associate Professor, Associate Professor at the Logistics Department, National Aviation University (Ukraine),  
**TRUSHKINA N.V.**, Ph.D. (in Economics), Senior Researcher Research Center for Industrial Problems of Development of the NAS of Ukraine (Ukraine),  
**SHKRYGUN Yu. O.**, Postgraduate Student, Institute of Industrial Economics of NAS of Ukraine (Ukraine), **PATLACHUK T. V.**, Postgraduate Student, Research Center for Industrial Problems of Development of the NAS of Ukraine (Ukraine)

DIGITAL TRANSFORMATION OF ENTERPRISE' LOGISTICS ACTIVITIES:  
*BIBLIOMETRIC AND TREND ANALYSIS*

47 –70

**ZAHORODNIA A.S.** PhD in Management, Associate professor of the Department of international relations and political consulting, Institute of law and public relations, Open International University of Human Development "Ukraine" (Ukraine), **Dr. Manish Sharma** PhD in Business Administration, Assistant Professor of the Department of Business Administration, Jaipur School of Business, JECRC University, Jaipur, Rajasthan (India)

*INTERNATIONAL EXPERIENCE IN BUSINESS PROCESS MANAGEMENT: RELATIONS BETWEEN UKRAINE AND THE REPUBLIC OF INDIA*

71 –77

**DABIZHA V.V.** PhD in Public administration, Associate Professor, Associate Professor of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine),  
**DRYHA D. Yu.** Postgraduate student of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine), **PYSKUN D.V.** Postgraduate student of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine)

*THE INFLUENCE OF THE EXTERNAL AND INTERNAL ENVIRONMENT ON THE FORMATION OF STRATEGIC MANAGEMENT OF THE ENTERPRISE*

78 –86

UDC 338.2

DOI: <https://doi.org/10.46783/smart-scm/2024-28-7>

JEL Classification: D83, L63, M11.

**Received:** 12 December 2024

**Dabizha V.V.** PhD in Public administration, Associate Professor, Associate Professor of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine)

**ORCID** – 0000-0002-7000-4635

**Researcher ID** –

**Scopus author id:** – 57218620866

**E-Mail:** [verynchik@ukr.net](mailto:verynchik@ukr.net)

**Dryha D. Yu.** postgraduate student of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine)

**ORCID** – 0000-0003-4426-7551

**Researcher ID** –

**Scopus author id:** –

**E-Mail:** [dimadriga6@gmail.com](mailto:dimadriga6@gmail.com)

**Pyskun D.V.** postgraduate student of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine)

**ORCID** – 0000-0002-7000-4635

**Researcher ID** –

**Scopus author id:** –

**E-Mail:** [piskundmitro90@gmail.com](mailto:piskundmitro90@gmail.com)

## **COMMUNICATIONS MANAGEMENT IN MODERN ENTERPRISES: STRATEGIC, OPERATIONAL AND TACTICAL APPROACHES**

**Vira Dabizha, Dmytro Druha, Volodymyr Pyskun.** *"Communications management in modern enterprises: strategic, operational and tactical approaches". This article explores the role of communication as a fundamental element of enterprise management and its influence on internal and external organizational processes. The study examines the concept of "communication" from multidisciplinary perspectives, including sociology, psychology, and management science, emphasizing its importance for effective decision-making and interaction within organizations.*

*Special attention is paid to the levels of communication management – strategic, operational, and tactical – each of which has specific goals, methods, and tools. The proposed methodological approach to communication management highlights the significance of modern digital platforms, feedback systems, and innovative strategies to improve the efficiency of information exchange.*

*The article concludes that the implementation of an integrated communication system enhances an organization's competitiveness, supports corporate culture development, and provides a foundation for sustainable and innovative growth.*

**Keywords:** communication, management, information flow, strategic communication, feedback, digital platforms, organizational processes

**Віра Дабіжа, Дмитро Дрига, Володимир Пискун. «Управління комунікаціями в сучасних підприємствах: стратегічний, операційний та тактичний підходи».** У статті досліджено роль комунікації як фундаментального елементу управління підприємством та її вплив на внутрішні й зовнішні процеси організації. Розглянуто поняття «комунікація» з міждисциплінарних позицій, зокрема соціології, психології та науки управління, із акцентом на її значенні для ефективного прийняття рішень та взаємодії в організаціях.

Особливу увагу приділено рівням управління комунікаціями стратегічному, операційному та тактичному кожен із яких має специфічні цілі, методи та інструменти. Запропонований методологічний підхід до управління комунікаціями підкреслює значення сучасних цифрових платформ, систем зворотного зв'язку та інноваційних стратегій для підвищення ефективності обміну інформацією.

Зроблено висновок, що впровадження інтегрованої комунікаційної системи підвищує конкурентоспроможність підприємства, сприяє розвитку корпоративної культури та створює умови для стійкого інноваційного розвитку.

**Ключові слова:** комунікація, управління, інформаційні потоки, стратегічна комунікація, зворотний зв'язок, цифрові платформи, організаційні процеси

**Introduction.** In the context of rapid digitalization of society and the development of information and communication technologies, communication has become an integral part of management processes in modern organizations. Effective communication ensures the coordination of actions between structural units, supports corporate culture, and forms the foundation for implementing innovative changes. The development of digital platforms, data exchange tools, and feedback systems has significantly expanded the capabilities of communication channels, contributing to the improvement of decision-making speed and quality.

The relevance of this study lies in the fact that communication is no longer limited to the mere transmission of information but serves as a strategic tool that enables enterprises to quickly adapt to changes in the external environment and ensure effective interaction at all management levels. Effective communication management contributes to the formation of competitive advantages,

which is critical for modern companies in a globalized economy.

This article examines both the theoretical aspects of communication and practical methods for improving its effectiveness. In particular, the study focuses on the strategic, operational, and tactical levels of communication management and emphasizes the importance of implementing modern information technologies to optimize data exchange. Thus, the research covers an analysis of existing theoretical concepts as well as recommendations for the practical application of communication methods in the activities of enterprises across various industries.

**Analysis of recent research and publications.** The study of communication processes in organizations has attracted significant attention from scholars across various disciplines. Researchers have explored different aspects of communication, focusing on its role in decision-making, organizational behavior, and interaction between individuals and groups.



Classical communication theories have been developed by prominent scholars such as W. Schramm, who emphasized that communication is inherently a human activity, requiring mutual understanding between participants. G. Simon linked communication processes to organizational management, defining communication as the transfer of decision premises within an organization, which is vital for forming organizational behavior. G. Pochetsov considered communication as a process of accelerating information exchange, highlighting its efficiency-oriented nature.

Recent research emphasizes the role of digital platforms, automation, and artificial intelligence in optimizing communication channels. Studies highlight that effective communication is closely linked to the use of modern tools, such as customer relationship management (CRM) systems, internal corporate platforms, and feedback systems that enhance information flow and decision-making transparency.

Despite the abundance of studies on communication, gaps remain in the understanding of the integration of strategic, operational, and tactical communication management. Additionally, the dynamic nature of the external environment and the rapid evolution of information technologies require constant updates to communication management methodologies.

This study builds upon previous research by proposing an integrated approach to communication management, aimed at enhancing the flexibility, adaptability, and overall efficiency of organizational information flows. The analysis of recent findings serves as a basis for developing practical recommendations for improving communication processes at all levels of enterprise management.

**The objective of this article** is to determine the role of communication in the enterprise management system, analyze its functions and levels of implementation, and develop a methodological approach for effective management of information flows.

**Presentation of the main results.** In the era of information civilization and the development of the latest technologies and communication, it is impossible to imagine a modern organization without communication links, information and communication technologies, which are now able to radically change the way communications are managed in enterprises.

The word "communication" comes from the Latin *communicatio* ("communication, transmission"), which is related to the verb *communico* ("to make common; to communicate; to connect"), which is derived from *communis* ("common") [6].

Communication is the most important element of a management system. Therefore, communication is understood as the process of exchanging information between people using various signs, symbols, and methods of communication.

The concept of "communication" is the object of study of many sciences: philosophy, semiotics, sociology, psychology, technical sciences, etc. Each of the sciences investigates certain aspects of communications. Thus, philosophy speaks of the interaction of objects of any nature; semiotics studies the properties of signs and sign systems that function in society, natural and artificial languages, and the features of the symbolic behavior of animals and humans; sociology considers communications in terms of studying the laws and mechanisms of social interaction of social subjects, the social conditioning of norms, stereotypes of communication and behavior, and the formation of public opinion; psychology studies individual and group psychophysiological features of communication; technical sciences study the possibilities and methods of transmitting, processing, and storing information in the process of communication.

Communication theorist V. Schramm: "Communication is what is carried out by people. By itself, without people, it does not exist. To understand the process of human



communication, you need to understand how people communicate with each other" [12].

Researcher H. Pocheptsov proposes to define communication "as a process of accelerating information exchange" [10].

Scientist H. Simon connects the concept of "communication" with the management process, in particular, the formation of organizational behavior: "Communication can be formally defined as the process of transferring the prerequisites of a decision from one member of the organization to another. Obviously, there can be no organization without communication, since then the group cannot influence the behavior of the individual" [4].

So, there are quite a few different interpretations of the concept of "communication". However, it is worth paying attention to the fact that all definitions have something in common: attention is focused on the process of information exchange. Also important for understanding the content of the concept of "communication" is that according to the above definitions, its participants are considered as elements of the system, and communication itself is an element of managerial influence.

Communication is the basis of cooperation in the company, as well as in the personal life of each person. The concept of "communication" is not easy to define, it is a term of broad understanding.

Communication within an enterprise is an integral part of all management actions, and is also the main element that connects and coordinates all activities in a company through people management. In this context, we can understand the communication process as a process of providing, exchanging and receiving information, which should be based on understanding and feedback.

Basically, we can see the meaning of communication in the following types of company activities:

- transmitting news, information and decisions;
- clarifying situations and the state of current affairs of the company;

- persuasion and influence.

Communication in a broader sense can include working with information, summarized in the following types of activities:

- monitoring searching for and understanding the content, collecting, recording and storing information;
- interpretation using information for its intended purpose;
- distribution using information with a certain efficiency in accordance with its value;
- dissemination understanding the meaning of information by all team members;
- implementation practical implementation and use of information to set standards in the company [16].

Therefore, communication is a continuous process of exchanging verbal and non-verbal messages. A prerequisite for communication is a message that must be understood by the addressee (receiver), who, in turn, must respond, taking into account certain time frames. Therefore, communication is a two-way process that is incomplete without feedback (from the addressee to the addressee (sender)) about the understandability of a particular message.

Communicating information to employees and ensuring that all information is involved in the work are essential components of communication for modern companies. For this purpose, companies use certain means of communication [8].

Communication management in enterprises is mainly carried out between employees, and it is a process of information exchange within the team, where the transmission through the communication chain is distributed across departments and between individual employees of the enterprise.

In other words, "communication" is a specific management function that allows, with the correct transfer of information, to ensure reliable connection of all channels of the enterprise and their interaction. Communication as a rapid exchange of information has determined the possibility of

coexistence of human groups of different quantity and quality, and, by and large, has become perhaps the main reason for their long existence [11].

The successful functioning of organizations depends on the links between individual internal variables, the direct and reverse influence of situational factors of the external environment, and the implementation of management functions. None of this is possible without appropriate information flows [7].

Communication is an important component of the effective functioning of an enterprise. In modern organizations, communication has ceased to be an ordinary way of transmitting information. Communication has become an important tool for managing business relationships. The management infrastructure of organizations is made up of information channels, which include: information, communications, and the means to ensure their effective use.

Communications in management are referred to as management processes, and they are connected by the functions of planning, motivation, organization and control.

The quality of management decisions determines the effectiveness of communications in the management system. The entire management system of an organization is permeated with communications (communication). The purpose of communication is to understand and comprehend the transmitted information, because the mere fact of exchanging it does not always ensure the effectiveness of employee communication. The effectiveness of the communication process and the degree of its organization in an organization directly depends on the manager's experience, theoretical knowledge and abilities that will help him or her invent new, more effective methods of communication: master the ability to assimilate and use information and the rational process of information transfer. And if communication is removed from the

workflow, the management of the organization ceases to be manageable, the process of activity becomes uncoordinated and even chaotic [9].

When managing innovative communications, it is necessary to have information about the information needs and capabilities of employees and to master the basic technologies of communication in management [2].

An enterprise is a living organism that cannot exist in the absence of relations within the enterprise and separately from the subjects of the external environment. At the same time, the nature of such relations can be different. For example, Melnyk L.G. [14] distinguishes relations between the owner and the labor collective; between the enterprise and suppliers of material, energy, financial resources; between the enterprise and consumers; between the enterprise and the state, between the enterprise and the higher organization, etc. Accordingly, information is transferred both within the business entity and to other subjects of the micro- and macroenvironment.

Organizational communications can be divided into two separate groups: external (between the organization and its environment) and internal (between divisions and levels of management).

The first group includes communications, which are: "information interaction of the organization with the external environment - the media, consumers, suppliers, other contractors, state regulatory bodies, political and other groups. In this case, various forms are used: marketing and advertising programs are used to sell goods (services); written documentation is required to comply with state regulatory norms; market research is conducted with the help of special organizations, etc [5].

The second group includes communications that arise within the organization in the form of messages, discussions, telephone conversations, etc., and, as a rule, are a reaction to the influence of the external environment. This group

includes communications between different departments, between managers and subordinates, within the department, as well as interlevel and informal communications.

As already noted, communication can occur by various means - in writing, orally, using non-verbal signals, including gestures, facial expressions, body position, and using various channels: orally, in writing, through electronic media. Each of the methods and channels has its advantages and disadvantages, which determines the areas of their use. The sharp complication of the production and sales system, the rapid development of information and computer technologies require the transition to new

management technologies and, first of all, to new communication methods and channels [1].

Under the management of communications in enterprises it is proposed to understand the targeted managerial influence on the exchange of information, to obtain the frequency of data in communication channels through the interaction of several elements of the communication process, which ensures the stability of achieving the established development goals [3].

There are three levels of communications management: operational, tactical and strategic (Tab. 1).

Table 1 –Levels of communications management

No	Levels	Methods of implementation	Ways to achieve goals
1.	Strategic	Communication strategy	A program for achieving the goal for a long-term period that will influence the enterprise and effectively use certain communication resources and create innovative developments for the successful development of the communication environment, as well as lay the foundation for the latest communication strategies and their solutions in the future
2.	Operational	Implementation of various organizational standards	Organizing and conducting operational communication activities aimed at increasing the communication attractiveness of the enterprise
3.	Tactical	Implementation of communication rules	Organizing and conducting tactical communication activities to ensure the clarity and flexibility of information, assessing the communication mechanism of management and developing human resources

Source: compiled by the author

Thus, the emergence of new information and communication systems indicates the growing importance of communications in the functioning of enterprises in various fields of activity. With the development of science and technology, communications in enterprise management began to be considered depending on the specific content with the identification of their varieties that relate to different areas of human activity [15].

So, based on Table 1., we propose to expand our proposed methodological

approach to managing communications in the enterprise.

1. Strategic level. The goal is to form a long-term communication strategy that defines key goals, resources and tools for achieving results.

The implementation methods are:

- development of a strategic communications development program;
- conducting a SWOT analysis to assess external and internal factors influencing communications;

- implementing innovative tools and technologies for the enterprise's communications support.

Ways to achieve goals:

- ensuring the effective use of information resources;
- creating innovative communication products and services;
- forming a sustainable corporate image system;
- involving personnel in building a culture of open information exchange.

2. Operational level. The goal is to implement current communication activities to support the functioning of information flows.

The implementation methods are:

- establishing standards for internal and external communication;
- holding daily meetings and reports for information exchange between departments;
- using electronic means to optimize information transfer (CRM systems, internal platforms).

Ways to achieve goals:

- reducing information barriers between structural units;
- regular monitoring of information flows and adjusting them according to the needs of the company;
- increasing the company's communication attractiveness through rapid data exchange and reports.

3. Tactical level. The goal is to ensure flexibility and transparency of information exchange to perform medium-term tasks.

The implementation methods are:

- establishing communication rules and regulations at the department level;
- training employees in methods of effective communication and information processing;
- implementing feedback mechanisms to assess communication effectiveness.

Ways to achieve the goals:

- conducting internal trainings to develop information skills;

- assessing the effectiveness of communication processes using KPIs (key performance indicators);

- increasing the flexibility and accuracy of transmitted messages through the introduction of digital communication channels.

General recommendations for the implementation of the presented communication system:

1. Using communication platforms that ensure rapid data exchange and integration of teamwork.

2. Supporting transparent information exchange between all levels of management;

3. Regularly assessing the effectiveness of information flows and adjusting communication strategies in accordance with changes in the market and external environment.

The proposed and presented methodology allows you to effectively combine strategic plans with tactical decisions and operational actions to create a holistic communications management system.

**Conclusions.** Thus, communication is a key element of management and the functioning of an enterprise, as it ensures the coordination of actions between structural units and individual employees, supports effective information exchange, and contributes to achieving the organization's strategic and tactical goals.

Managing communication processes is an essential function of management that integrates the main managerial functions – planning, organizing, motivating, and controlling. Without proper information exchange, it is impossible to ensure the efficiency of managerial decision-making and coordination of the organization's activities.

Levels of Communication Management: The proposed division into strategic, operational, and tactical levels allows for the optimization of information flows depending on the scope of tasks and their implementation timelines. At the strategic level, long-term communication system

development plans are formed; at the operational level, daily information exchange processes are supported; and at the tactical level, the system's flexibility and adaptability to changes are ensured.

**Implementation of Innovative Technologies:** To increase the efficiency of communication processes, it is crucial to use modern digital platforms that enable the automation of information transfer, data accessibility, and team collaboration integration. This contributes to the operational efficiency and transparency of management processes.

**Importance of Feedback:** The effectiveness of the communication process depends on establishing a feedback system that provides timely assessment of message comprehension and makes adjustments according to the organization's needs.

**Overcoming Information Barriers:** To avoid informational gaps between management levels and departments, mechanisms for monitoring and standardizing communication channels should be implemented. This will enhance productivity and foster corporate culture.

**Flexibility of the Communication System:** Special attention should be paid to adapting the communication system to market changes, allowing the organization to quickly respond to external challenges.

Therefore, the proposed communication management methodology provides a comprehensive approach to the process of information interaction, combining strategic planning with daily operational activities. Its implementation contributes to improving the enterprise's competitiveness, developing corporate culture, and creating conditions for innovative growth.

## References

1. Babchynska, O.I. (2018). Communication process in management: basic provisions. Retrieved from: [http://www.economy.nayka.com.ua/pdf/9\\_2018/51.pdf](http://www.economy.nayka.com.ua/pdf/9_2018/51.pdf).
2. Betteke Van Ruler (2018). Communication Theory: An Underrated Pillar on Which Strategic Communication Rests. *International Journal of Strategic Communication*. Retrieved from: <https://doi.org/10.1080/1553118X.2018.1452240>.
3. Chukut, S. A. (2021) Communication strategies in public management and administration: foreign and Ukrainian experience. *Investments: practice and experience*. (12), 72-79. Retrieved from: [http://nbuv.gov.ua/UJRN/ipd\\_2021\\_12\\_1420](http://nbuv.gov.ua/UJRN/ipd_2021_12_1420).
4. Communication is about listening, not talking. Retrieved from: <https://ecpl.com.ua/comments/15455/>
5. Dabizha, V. V., Pyskun, D. V. (2024). Communication strategies in public management and administration: the Ukrainian context. *Modern scientific journal*. Vol. 3(1), Pp. 92-100. Retrieved from: <https://doi.org/10.36994/2786-9008-2024-3-12>
6. Etymological dictionary of the Ukrainian language: in 7 volumes, ed. by O. S. Melnychuk. Kyiv: Nauk. Dumka, 1985. Vol. 2.
7. Ialoveha, N. I. (2007). Principles of application of the basic communication tools in activity of the enterprises of consumer cooperation. Retrieved from: [http://www.rusnauka.com/19\\_NNM\\_2007/Economics/23199.doc.htm](http://www.rusnauka.com/19_NNM_2007/Economics/23199.doc.htm)
8. Lipkan, V. A. The role of strategic communications in countering hybrid war against Ukraine. Retrieved from: <http://goal-int.org/rolstrategichnixkomunikacij-v-protidii-gibridnij-vijni-proti-Ukraini/>.

- 
9. Pedchenko, N. S., Shymanovska-Dianich, L. M., Gusakovska, T. O., Rybalko-Rak, L. A., Kuzhel, N. L. (2022). Strategic communications in the enterprise management system. *Scientific Bulletin of Poltava University of Economics and Trade*. Vol. 2 (106), P. 26-30. Retrieved from: <https://doi.org/10.37734/2409-6873-2022-2-4>
  10. Pocheptsov, G.G. (2010). Social communications and new communication technologies. No. 1. P.19-26.
  11. Polovinchak, Yu. M. (2017). Modern information and communication environment as a space for the transformation of Ukrainian national identity: monograph, scientific editor V. Gorovyi. NAS of Ukraine, National University of Ukraine named after V. I. Vernadsky. Kyiv, 372 p.
  12. Schramm, W. (1954). The process and effects of mass communication. In Wilbur Schramm (Ed.). Urbana: University of Illinois Press. Pp. 3–26
  13. Skibitska, L. I. (2007). Management: a textbook / L. I. Skibitska, O. M. Skibitsky. Kyiv: Center for Educational Literature, 416 p.
  14. Stakhurska, S. A., Tkachuk, S. V. (2015). Modern system of enterprise communications as a factor of successful activity in the market. Formation of market relations in Ukraine. No. 12. Pp. 112-115.
  15. Yakubenko, I. M., Makovetska, I. M. (2017). Development of communications in enterprises. *Economics. Management. Business*. No. 1. Pp. 107-113.
  16. Zrazhevska, N. I. (2015). Communication Technologies: Lectures. Cherkasy: Brama-Ukraine, 224 p.