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ENSURING EFFECTIVE MANAGEMENT OF COMMUNICATION CHANNELS IN THE ENTERPRISE
ЗАБЕЗПЕЧЕНЯ ЕФЕКТИВНОГО УПРАВЛІННЯ КОМУНІКАЦІЙНИМИ КАНАЛАМИ НА ПІДПРИЄМСТВІ

Summary. *Introduction. Communication activity is an important factor in the development of the enterprise. The dynamics of the development of a modern organization is determined not only by its economic indicators, but also by the existence of effective technologies that ensure information exchange and communication. Therefore, the choice of specific ways, means and methods of ensuring the effectiveness of communication processes is determined by the need to take measures that ensure the proper competitiveness of the enterprise.*

Purpose. The purpose of this article is to analyze the provision of effective management of communication channels in an enterprise that is transforming with changes in information and communication technologies in a modern digital society.

Materials and methods. The research materials are the works of domestic and foreign authors who conduct their scientific and practical research in the field of information and communication activities of enterprises, in particular,

such as management of communication processes, communication channels, and improvement of modern information and communication technologies.

In the process of conducting the research, the following scientific methods were used: theoretical generalization and grouping to characterize the components of the communication activities of enterprises, as well as analysis of the management of the enterprise's communication channels, which allows us to conclude that with the development and improvement of modern information and communication technologies, organizational communications at the enterprise are changing, as well as interaction with the external environment.

Results. The article analyzes in detail the problems of managing communication channels in an enterprise. It is noted that the speed of changes in information and communication technologies is constantly increasing, which is a natural consequence of opportunities or threats, in conditions of slow response, in almost all areas of economic activity and business reputation of the enterprise.

The analysis of information sources shows that there are different approaches to managing communication processes in the enterprise as a whole and communication channels in particular, and modern changes in information technologies and approaches to use are becoming new challenges that encourage rapid response to gain competitive advantages.

Discussion. The importance and significance of managing communication channels in an enterprise is determined by the need for timely response to direct interaction technologies and organizational processes. Therefore, we believe that there is a need to analyze and use international experience in ensuring the implementation of a multifaceted communication policy in enterprises, taking into account specific conditions and new challenges. It remains important to develop and implement effective measures aimed at truly solving the main problems of ensuring effective communicative interaction at enterprises.

Key words: *communication, technology, management, efficiency.*

Анотація. *Вступ. Комунікаційна діяльність є важливим чинником розвитку діяльності підприємства. Динаміка розвитку сучасної організації визначається не тільки її економічними показниками, а й існуванням ефективних технологій, що забезпечують інформаційний обмін, комунікацію. Тому вибір конкретних шляхів, засобів і способів забезпечення ефективності комунікаційних процесів зумовлюються необхідністю вжиття заходів, котрі забезпечують належну конкурентоспроможність підприємства.*

Мета. Метою даної статті є аналіз забезпечення ефективного управління комунікаційними каналами на підприємстві, що трансформується зі змінами інформаційно-комунікаційних технологій у сучасному цифровому суспільстві.

Матеріали і методи. Матеріалами дослідження є праці вітчизняних та зарубіжних авторів, що провадять свої науково-практичні дослідження у сфері інформаційно-комунікаційній діяльності підприємств, зокрема таких як управління комунікаційними процесами, комунікаційними каналами та вдосконаленням сучасних інформаційно-комунікаційних технологій.

В процесі здійснення дослідження було використано наступні наукові методи: теоретичного узагальнення та групування для характеристики складових комунікаційній діяльності підприємств, а також аналіз управління комунікаційними каналами підприємства, котрий дозволяє дійти висновку, що з розвитком та вдосконаленням сучасних інформаційно-комунікаційних технологій змінюються організаційні комунікації на підприємстві, а також взаємодія з зовнішнім середовищем.

Результати. У статті детально проаналізовані проблеми управління комунікаційними каналами на підприємстві. Відзначено, що швидкість змін в інформаційно-комунікаційних технологіях постійно нарощує темпи, що є закономірним наслідком можливостей або ж загроз, за умов повільного

реагування, майже в усіх сферах економічної діяльності та ділової репутації підприємства.

Проведений аналіз інформаційних джерел свідчить, що існують різні підходи до управління комунікаційними процесами на підприємстві в цілому і комунікаційними каналами зокрема, а сучасні зміни в інформаційних технологіях та підходах використання стають новими викликами, котрі спонукають до швидкого реагування для отримання конкурентних переваг.

Перспективи. Важливість та значення управління комунікаційними каналами на підприємстві зумовлюється необхідністю своєчасного реагування на технології прямої взаємодії та організаційні процеси. Тому вважаємо, що є необхідність аналізу та використання міжнародного досвіду у забезпеченні впровадження багатогранності комунікаційної політики на підприємствах, з урахуванням специфічних умов та нових викликів. Важливим залишається розробка та впровадження ефективних заходів, спрямованих на реальне вирішення основних проблем забезпечення ефективної комунікативної взаємодії на підприємствах.

Ключові слова: *комунікація, технологія, управління, ефективність.*

Problem statement. Communication activity is an important factor in the development of the enterprise. The dynamics of the development of a modern organization is determined not only by its economic indicators, but also by the existence of effective technologies that ensure information exchange and communication. Therefore, the choice of specific ways, means and methods of ensuring the effectiveness of communication processes is determined by the need to take measures that ensure the proper competitiveness of the enterprise.

Analysis of recent research and publications. Certain aspects of the features of managing communication channels in an enterprise as an important component of the overall communication process have been studied by such

scientists as O. Kolyanko [1], V. Sokolovska [2], Zh. Krysko [3], O. Gudz [5, 8, 9], V. Makoviy [5]. I. Makovetska [6, 9], O. Bezchasny [7] and others.

Formation of the objectives of the article. The purpose of this article is to analyze the provision of effective management of communication channels in an enterprise that is transforming with changes in information and communication technologies in a modern digital society.

Presentation of the main material. Information and communication are closely related, since it is communication that ensures that interested subjects receive this or that information [1].The task of the communication process is to ensure that the subject understands the information received, which is the subject of exchange.

Communication is the main condition for the existence and development of an enterprise. Its features largely determine not only the construction of the organization, but also the formation and development of organizational culture, as well as missions and goals. A feature of communications is that it acts as a means of ensuring a synergistic effect. This effect is manifested in the newness that the economic system acquires as a result of one or another communication interaction [2].

Adherence to the principles of effective communication in the process of enterprise management is very important in the daily work of all employees. Currently, the enterprise operates in a very unstable economic environment, and the intensification of changes from the outside contributes to changes from the inside. Therefore, an effective communications system will become one of the factors of enterprise management, and reliable communication will mean that participants in the communication process will respond more effectively to new opportunities and avoid new threats [3].

Organizational measures in enterprise management through rationally organized communications are designed to form among all participants in the management process a clear understanding of the enterprise's global mission and

the related goals and specific objectives, and thereby determine the place of each employee in the overall communication process. It is very important that all performers of such management processes realize that connections are necessary for their interactions and can participate in building the structure of these connections.

Communication channels ensure the stability and balance of enterprise management. In the context of enterprise communication management, the stability and reliability of communication channels is defined by their ability to transmit the necessary information in the required volume and without delay.

Timely detection of instability of a communication channel is necessary to take measures to repair it or create a new one. Instability of a communication channel means the presence of already existing delays in communication, loss of information or distortion of the transmitted information. By potential instability, scientists understand "the imminent threat of actual instability due to channel degradation or due to the complication of communications that the old channel will not be able to handle in the near future" [4].

Given the constant advances in information technology, it should be noted that they can seriously help improve the exchange of information within organizations. The introduction of communicators (Communicator, PDA phone) or gadgets (Gadget) into the organization's activities, which include fashionable devices and technical novelties, allows for quick and efficient transmission of information in various formats, which leads to a reduction in the time for making management decisions.

Today, internal e-mail is often used in management, but the use of social networks such as Viber, Telegram, WatsAp, etc. often comes to the fore. On the one hand, the use of social networks in communications is the fastest way, but it also has its drawbacks, the main of which include the possibility of leakage of enterprise data. Therefore, we believe that it is preferable for entrepreneurs to use email that can be secured from external interference.

At the enterprise, direct and reverse communication channels are formed for the smooth functioning of the management apparatus. Thanks to such communication channels, information exchange between heads of structural units and subordinates at the enterprise takes place harmoniously, which affects the efficiency of communication processes, because without a smooth communication system, management between the managing and managed systems would be impossible. The direct communication channel at the enterprise is the input information for the managed system (control actions), and the feedback channel is the output information about the state of the managed management system, on the basis of which management decisions are made.

Communication channels in an enterprise are a clear real or slightly imaginary line of communication, which may include several communication chains along which information flows from managers to subordinates. Communication channels provide all participants in the communication community with certain codes, language, material carriers and technical means.

Nowadays, in the conditions of rapid spread of digital communications, enterprises of any field of activity have a wide choice of communication channels. The difference between communication channels is visible in the estimate which is included in the budget of the enterprise and in the scope of information coverage, location, in perception and trust in communication messages, etc.

In this aspect, it is advisable to distinguish between internal and external communication channels. In turn, internal communication channels can be vertical and horizontal. Vertical channels connect departments or individual employees of different levels of the hierarchy, that is, one of the channel participants is subordinate to another [5]. Horizontal channels connect departments or employees of the enterprise who are at the same level of the hierarchy.

External communication channels are aimed at establishing effective relations with those with whom they interact. Specific organizational forms of

external communications are: business meetings; negotiations (oral or via fixed, computer connections); telephone conversations; memos; reports; regulatory and legislative documents; agreements, etc.

Internal communication channels ensure the interaction of enterprise employees with each other (establishing effective connections between performers and managers of the communication process) [6].

Mostly, the communication channel between the enterprise and the external environment is asymmetrical, because enterprises usually do not have direct contact with the consumer. The enterprise presents information about its products through advertising, and obtains information about the attitude of consumers towards the enterprise's products through marketing research and direct complaints. Advertising communication channels are usually unstable due to the very principle of implementing advertising campaigns, which are limited in time. The exception is advertising through a permanent presence on the Internet, that is, through the company's website [7]. The stability of such a communication channel can be assessed through the dynamics of visits and the level of consumer satisfaction.

Communication channels of an enterprise have their own disadvantages and advantages. Describing different types of channels, it can be stated that communication channels are different in their characteristics and affect the efficiency of task performance in different ways.

It can be stated that communication channels are the means or ways by which information is transmitted. Communication channels play an important role among employees of enterprises in order to establish communication links between management and subordinates and ensure effective exchange of information without information losses in the enterprise.

Enterprise communication channels that focus on certain means and contact audiences primarily involve in their organizational arsenal the drawing up of schedules, development of scenarios and planning, which focuses on the transfer

of information with the formation of tasks at all hierarchical levels with the construction of rational arguments for the communication direction in the enterprise.

The effectiveness of an enterprise's communication channels goes through all methods of coordinating communications activities, where mutual agreement, control of actions, standardization of employee knowledge and work processes can affect the enterprise's management apparatus with various sources of horizontal and vertical coherence of the information message transmitted through communication channels.

If we consider communication in this way and put the coordination between the elements of the communication process and the balance of the relationships between communication channels at the center of assessment, then we can state that communication is not just a reaction to action, but an awareness of awareness of action [8]. It is the relationships in communication channels that lead to communication influence through interaction between employees, who view action at the enterprise as an uninterrupted communication dialogue in an inseparable process of understanding intentions and observing each other's reactions.

One of the important aspects of managing communications in enterprises is the communication network, which is a set of entities and connections between them that are united by a certain type of network participation and are formed on the basis of voluntary and responsible participation of these entities to carry out communications using various information resources between each other or with a third party.

A communication network in an enterprise provides communication flows of links and signals between two or more recipients of such information. The most common types of network structure are: chain (linear), star (wheel), general channel (full matrix).

Communications management in enterprises involves the implementation of a set of measures at different time intervals, with different intensity and in different areas of operation aimed at identifying, localizing, preventing and eliminating crisis phenomena, regardless of the scale of the destructive impact and the depth of their spread [5]. This set of measures is carried out based on arrays of certain information and specialized communication channels, means, methods, and tools that contribute to counteracting the impact of crisis processes. At the same time, information flows and communication channels, means, methods, and tools of communication management in enterprises are considered identifiers of the information and communication support mechanism. Accordingly, there was a need to substantiate new approaches to identifying the mechanism for managing communications in enterprises in the new realities of today and in the context of the widespread use of modern digital technologies.

The advantage of using enterprise communication channels is the ability to take into account resource and time constraints and additional communications management capabilities in enterprises.

Identifying security needs, scanning business processes, and diagnosing communications management in enterprises allows you to identify and modernize or transform inefficient information and communication chains of enterprises.

An enterprise cannot operate in an internal organizational vacuum. It is necessary to promote the creation of an optimal communication system in the internal environment of enterprises in order to increase awareness and loyalty of personnel [9].

Conclusions. Therefore, considering the problem of enterprise communications management makes it possible to see its complexity and multifacetedness, since it encompasses the implementation of organizational innovations, modernization of organizational design and organizational behavior, reengineering, change management, organizational culture, etc. Nowadays, in order to compete successfully, an enterprise needs to carry out constant

communication transformations, as more and more often traditional communication structures do not allow achieving certain results.

The importance and significance of managing communication channels in an enterprise is determined by the need for timely response to direct interaction technologies and organizational processes. Therefore, we believe that there is a need to analyze and use international experience in ensuring the implementation of a multifaceted communication policy in enterprises, taking into account specific conditions and new challenges. It remains important to develop and implement effective measures aimed at truly solving the main problems of ensuring effective communicative interaction at enterprises.

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