MANAGEMENT

SYSTEM OF MODERN BUSINESS COMMUNICATION AS A SUBJECT OF RESEARCH

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Abstract. The purpose of this study is a comprehensive analysis of business communication as an integrated system, identifying the key stages in the evolution of its strategies, as well as analyzing modern challenges caused by digital, social and institutional transformations in order to determine the directions for further development of effective communication practices in the business environment.

Research objectives are: to reveal the theoretical foundations of business communication as a systemic phenomenon, to identify its structural elements and principles of operation; to analyze the stages of evolution of business communication strategies in the context of historical, technological and social changes.; to characterize the modern challenges that organizations face when building effective communication systems (including digitalization, information overload, audience fragmentation, growing importance of reputational capital etc.).

The comprehensive and systemic approaches allows to deeply investigate modern business communication as a system, with particular attention to strategy development and emerging challenges.

The main attention is paid to the analysis of the evolution of business communication strategies, the transformation of tools and the problems of the communication process in organizations operating in an information-saturated environment.

The results can be useful for specialists in corporate communications, PR and strategic management in developing and adapting communication strategies taking into account new challenges – digitalization, audience fragmentation, the growing importance of reputational capital and crisis preparedness.

Keywords: business communication, business communication system, communication strategy, efficient organizational performance

JEL Classification: L 14, D83, M1, M 12, B4.

INTRODUCTION

To understand the essence of the modern business communications system, not only applied research of technologies and tools is important, but also, above all, methodological approaches to their study. This is due to the interdisciplinary nature of this area, which relies on the methods of various scientific disciplines, as well as on the ideals and norms of modern science focused on

human-dimensional systems. Hence the main research methods should be, in our opinion, comprehensive and systematic.

In today's fast-paced world filled with technology, business communication has become way more important than just exchanging information. It's a core part of how a company operates, maintains a happy workforce, and builds a good reputation. These days, companies rely on a variety of tools and methods to get their messages across. The way they communicate is influenced by emerging technologies, the global expansion of businesses, and changing expectations from customers and employees alike.

When we dig into the ways businesses communicate these days, we find it's a pretty rich area to explore. It involves ideas from all sorts of fields, including management, technology, psychology, and sociology. To understand how communication actually works, how it's structured, and what it means for a business, we need to look at it as a complete system. This kind of understanding allows companies to create communication plans that really resonate in today's dynamic work settings.

The aim of this research is to take a closer systematic look at what drives modern business communication, how technology plays into that, and what challenges and opportunities businesses might face moving forward. By using solid research methods to examine these topics, we hope to shed light on how better communication can lead to greater success in business and how companies can adapt their strategies to stay current.

It is of paramount importance to shape the way companies communicate with their teams and clients. With the right approach, businesses can not only streamline their communication but also enrich the relationships they have with everyone involved. It's really important to keep messages clear and interesting, while also being ready for whatever changes pop up down the road. In our ever-changing world, getting a good handle on these communication strategies can help a company stand out and lead to long-term success.

LITERATURE REVIEW

The proliferation of digital technologies and increased global interconnectedness have fundamentally reshaped business communication. Traditional methods like email and phone calls are now insufficient. Current research emphasizes a multifaceted approach, integrating strategic planning, technological proficiency, cultural sensitivity, and ethical considerations (Argenti, 2013; Cornelissen, 2017).

The traditional business model was characterized by a one-way flow of communication, where companies primarily broadcasted messages to consumers, employees, and the general public (Shannon et al., 1949). People are getting tired of small talk. Businesses are realizing that really listening matters. When they connect honestly with their partners and customers, it builds trust and helps form long-lasting relationships (Grunig et al., 1984). That's what really matters today – building real connections through open chats instead of just spitting out information (Heath et al., 2010).

Thanks to digital tools, companies are starting to mix things up. They no longer treat public relations, marketing, and social responsibility like they're in separate boxes. Instead, they're bringing them together into one seamless approach that keeps their messaging clear and consistent (Kitchen et al., 2015). Having a consistent message is super important for keeping a good reputation and making sure everyone knows what the brand is all about.

But going digital isn't always easy. There are definitely some bumps in the road with this new way of communicating (Nikolić, 2024; Kotarba, 2018). A lot of chats are happening through emails, messages, websites, social media, and video calls. While these tools make it easier to get the message out, they can also lead to feeling lost in a sea of information (McShane et al., 2024). Plus, people want companies to be open and quick to respond to questions (Derks et al., 2013). So

businesses need to be smart and flexible in how they handle communication across different platforms (Men et al., 2016; Omorede, 2022).

There's also this growing push to make communication feel more human. Emotional intelligence, inclusivity, and respect for different cultures have become a big deal. Since the globe is becoming more interconnected, understanding cultural differences is crucial. Companies need to think about local customs when they're putting together messages or strategies (Gudykunst, 2004).

All these changes bring their own set of challenges. With so much information floating around, it's hard to keep from feeling overwhelmed. Managing a company's reputation is getting trickier too. Everyone has easy access to opinions and news, and that can swing things one way or another pretty fast. On top of that, businesses must consider environmental, social, and governance issues in their communication. They're also figuring out how to get everyone engaged in a hybrid work setup, where some folks are in the office and others are working from home (Dowling, 2001; Globočnik et al., 2022).

These challenges show how important it is for businesses to have communication models that are flexible and responsible. With the right approach, they can build strong, lasting relationships with all their audiences – from customers to employees to the wider community.

Business communication is changing to be simpler and more conversational. Companies that want to succeed will focus on quickly solving problems and building trust, being open, and sticking to their core values. This approach helps create strong and positive relationships with everyone involved.

PAPER OBJECTIVE

The purpose of this study is a comprehensive understanding of business communication as an integrated system, identifying the key stages in the evolution of its strategies, as well as analyzing modern challenges caused by digital, social and institutional transformations in order to determine the directions for further development of effective communication practices in the business environment.

Research objectives

1. To reveal the theoretical foundations of business communication as a systemic phenomenon, to identify its structural elements and principles of operation.

2. To analyze the stages of evolution of business communication strategies in the context of historical, technological and social changes.

3. To characterize the modern challenges that organizations face when building effective communication systems (including digitalization, information overload, decreased trust, etc.).

METHODOLOGY

In accordance with the comprehensive approach, the scientific study takes into account various aspects of the phenomenon under consideration and their interrelations. The systemic approach allows to interpret business communications system as a set of elements united by connections and functioning as a single whole. At the same time, they are separated from the external environment by boundaries, but interact with it through constant bilateral communication.

The methodology allows to deeply investigate modern business communication as a system, with particular attention to strategy development and emerging challenges. It involves a detailed examination of current business communication practices, aiming to identify effective methods and address the issues organizations face today. This approach seeks to gain a clear understanding of the evolving nature of business communication. By monitoring current trends, it aims to uncover practical solutions to enhance how businesses engage with their audiences. Ultimately, it's an exploration of the shifting landscape of communication and how companies can effectively adapt.

RESULTS AND DISCUSSION

This study is devoted to the analysis of business communication as an integrated system undergoing strategic transformation under the influence of digital, social and global factors.

The business communication system as a subject of research is a comprehensive approach to studying various aspects of communication in the business sphere, such as interaction, information exchange, communication strategies, impact on business results and psychological aspects. It touches upon the psychology of business communication, sociology, management and other areas of knowledge.

Corporate communication is a management tool that ensures that all consciously used forms of internal and external communication work most effectively with the overall goal of creating a favorable structure for the group relationships on which the success of the organization depends. According to this definition, corporate communication includes a number of management activities, including planning, coordinating all communication channels, consulting the CEO and senior managers of the organization, and tactical actions.

Thus, corporate communication can be defined as a management function that lays the foundation for the effective coordination of all internal and external communications with the overall goal of creating and maintaining a favorable reputation among the stakeholder groups on which the success of the organization depends (Smidts et al., 2001).

This definition shows the complexity of corporate communication. This is especially noticeable in organizations with a wide geographical scope, such as multinational corporations, or with a wide range of products and services offered, where communication is maintained between the head office and the various industries and divisions of the organization.

Modern communication is a fundamentally new phenomenon that creates new values, changes technologies, product configurations, and customer service systems. Hence, the study of modern company communication requires a more systematic approach to solving traditional problems – advertising, design, and marketing.

Research methods are methods and techniques used for communication interaction in organizations. They act as a tool that allows implementing the methodological principles of business communications.

In business communications, depending on the content and conditions of the tasks being solved, the entire set of management methods is used: administrative (organizational and managerial), economic, and socio-psychological. However, socio-psychological methods (methods of persuasion) are of the greatest importance. The specificity of these methods lies in the significant share of the use of informal factors, the interests of an individual, group, or team in the communication process. The object of their influence is groups of people and individuals.

Among the main target audiences of a business company, G. Dowling, one of the world's leading experts in business reputation, proposed to identify four major groups of target audiences (Dowling, 1986, 2001).

Dowling's classification of target groups divides audiences into four distinct types based on how they relate to the organization or issue at hand. This framework is especially relevant in public relations, crisis communication, and stakeholder management.

It is believed that each of these audiences is independent, has its own interests and information requests, although there is a range of issues that are of interest to everyone, for example, trust issues.

Normative groups establish general laws and rules for the organization's activities, and also evaluate these activities. For authorities, the company's loyalty and whether it can be used are important.

Table 1

Target Groups: Definition, Communication Goal, Examples

Target group	Definition	Communication Goal	Examples
Supporters	Individuals or groups who are positively disposed toward the organization or its goals	Maintain and strengthen their support	Loyal customers, brand advocates, friendly media outlets, long-term partners
Non-supporters (Neutrals)	Those who are not currently engaged with or affected by the organization – either unaware or indifferent	Inform and persuade them to develop a positive view or become supporters.	General public, potential customers, unaware stakeholders
Opponents	Individuals or groups actively opposing or criticizing the organization.	Mitigate hostility or neutralize the impact of their opposition	Protest groups, disgruntled former clients, critical media
Latents	Stakeholders who are not currently aware of their connection to or interest in the organization, but may become important in the future.	Monitor and educate these groups to prepare for future engagement.	Emerging interest groups, future investors, potential regulators

Source: adapted from Dowling, 1986, 2001

Functional groups directly affect all aspects of the organization's daily activities, promoting the development of production and customer service. Thus, the focus of business partners (suppliers, contractors, contractors, and others) is the degree of predictability of the partner, whether one can be sure of the company's loyalty. Consumers represent an extremely important part of the target audiences, while being very heterogeneous. For clients, the answer to the question of whether the company's product carries the values that they share is important, as well as whether decisions can be made based on a comparison of information from different companies.

The general public is interested in its attitude to society, including: the degree of friendliness, positivity, reputation of top management, values and safety for society. For the business community, it is important how the company influences the market and its development, whether it can potentially be trusted, whether the company creates innovations or makes mistakes that can be used/avoided in our business.

Investors traditionally want to know whether the company will make a profit and whether it will be the best investment among possible ones. The main questions of private shareholders concern the risk of losing money and the work of management to maximize profits and ensure long-term presence in the market. The state as a shareholder behaves differently.

Issues of career, money, administrative resources, reputation, cost in the labor market, experience are relevant for the management corps, as well as the real state of affairs in the company, confirming the unity of goals and activities of team members. The staff is interested in how stable and predictable the company is, how the company will develop, whether the company shows respect for its employees, what basic and additional opportunities the company provides in comparison with other companies.

In order to better understand the phenomenon of modern communication, let us turn to the retrospective of this phenomenon. Communication as interaction objectively always accompanies

business and is determined by its goals, its strategy, its competitive environment. Accordingly, the evolution of business allows us to trace the development of communication strategies.

Production-oriented strategies were the first strategies that appeared in business. They all have one main goal in common – maximizing production volumes as a way to increase profits. The communication strategy of such companies is characterized by a number of features. In particular, a narrow range of interactions, since their volume does not affect profits. Information is dosed, and the language of communication is dominated by numbers, diagrams and graphs. The heyday of companies with such strategies occurred in the mid-19th – early 20th centuries.

Markets with stronger competition are characterized by a market-oriented system of interaction. The public activities of such companies are subordinated to the goal of firmly establishing themselves in the minds of audiences as a synonym for their product. The mass emergence of such strategies in the world can be attributed to the first third of the twentieth century.

Customer-oriented interaction strategies are chosen by companies whose production and sales of products are focused on a specific clientele. The main goal is either to form a customer culture or, based on cultural trends, to predict the behavior of existing customer groups. The time of active development of customer-oriented strategies in companies is the second half of the twentieth century.

Personally-oriented strategies of influence appeared in business and began to determine the competitive space of the market at the end of the twentieth century. The interaction system, in which an individual acts as an object, was called "CRM (Customer Relations Management)". These systems allow you to accumulate information about the client and use it in the formation of an individualized product. It is precisely such strategies that began to determine the competitive space of the market.

New factors influencing success should also include, in particular, the growing role of intangible assets as new sources of value creation. New solutions in the field of communication and new ways of working with information determine new requirements for modern personal-oriented interaction and determine changes in the culture of information and communication in the world.

The emergence of computer networks has led to a significant increase in the availability of information and the elimination of traditional information barriers. Quantitative changes in information have naturally led to qualitative ones. The increased demand for the dialogic nature of information has actualized the significance of emotional components of communication in relation to informational and semantic ones.

Unlike real-life communication, where non-verbal cues are important for understanding the emotions of the interlocutor, digital communication channels run the risk of limiting the expression of emotions, which certainly complicates emotional interpretation. Emoticons and emojis are often insufficient compensation, and sometimes are not even appropriate in a business context.

The lack of visual contact makes digital communication less personal and can reduce empathy levels. This is especially true in difficult, sensitive circumstances, as it reduces the effectiveness of the digital format.

Digital channels are well suited for conveying routine information (e.g., confirming a meeting time), but they do not cope well with processing new, non-standard situations that require a quick response and interactive interaction. In such cases, oral communication is preferable.
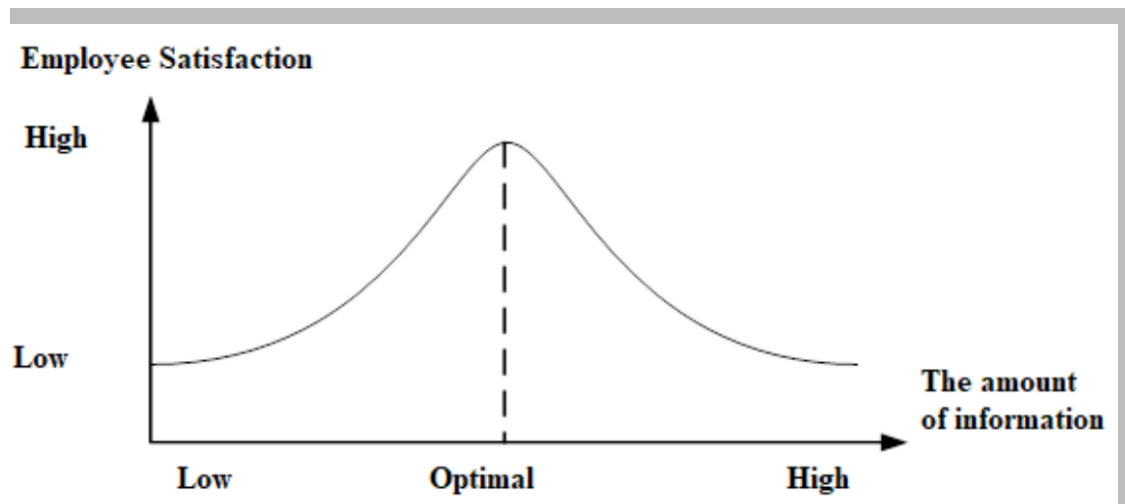
Figure 1. The relationship between the amount of information and employee satisfaction
Source: adapted from Opitz & Hinner, 2003

The constant flow of digital messages can exceed the cognitive capabilities of participants. Information overload leads to difficulties in processing information, which over time causes anxiety, irritation, and decreased satisfaction with communication (McShane & Von Glinow, 2017).

CONCLUSION

The modern system of business communication has evolved into a dynamic and complex field of study, shaped by rapid technological advancements and the growing demands for strategic, transparent, and human-centered interactions. With companies dealing with a more connected and competitive world, good communication is really important for making decisions, getting people involved, and achieving success.

A company's success really depends on how its stakeholders see it. If people have a good view of the company, they're more likely to support it. One of the best ways to build a good reputation is by communicating clearly and honestly. Keeping everyone in the loop and dealing with issues directly helps build trust. That trust can lead to loyalty from customers, employees, and partners, which is super important in today's competitive market. So, good communication is essential for any business that wants to succeed and keep a solid reputation.

When we talk about business communication today, we can't just rely on old methods. We have to consider all the different factors at play now, like digital tools, diverse cultures, quick feedback, and emotional awareness. Using scientific methods to study this area offers a better grip on what shapes communication in modern businesses.

Business communication as system has a number of key characteristics. The need for a strategic and systematic approach to organizing communication interaction comes to the fore. At the same time, the requirements for the reliability and accuracy of the information transmitted are increasing. When more people can easily find information, it makes their interaction more dialogic. This makes it easier for teams to communicate and work together.

New technological solutions in the field of communication contribute to the development of dialogue forms of interaction, contribute to the humanization of business communication and enhance its emotional component. This helps make communication clearer and more centered on people.

Still, coming up with good strategies and programs for corporate communication can be tough at times. Effective corporate communication requires a holistic and integrated approach to managing all aspects of the communication process, going beyond the use of individual tools. Analysing business communication as a system confirms its importance as a key factor in the

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effectiveness of organizational performance. Changing the mode of communication, one should stay aware of new trends, tackle challenges, and look for practical solutions for businesses today.

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СИСТЕМА СУЧАСНОЇ ДІЛОВОЇ КОМУНІКАЦІЇ ЯК ПРЕДМЕТ НАУКОВОГО ДОСЛІДЖЕННЯ

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Метою даного дослідження є комплексний аналіз ділової комунікації як цілісної системи, виявлення ключових етапів еволюції її стратегій, а також визначення сучасних викликів як результат цифрових, соціальних та інституційних трансформацій для обґрунтування напрямів подальшого розвитку ефективних практик комунікації в діловому середовищі.

Завдання дослідження: розкриття теоретичних засад ділової комунікації як системного явища, виявлення її структурних елементів та принципів функціонування; аналіз етапів еволюції стратегій ділової комунікації в контексті історичних, технологічних та соціальних змін; характеристика сучасних викликів, з якими стикаються організації при розбудові ефективних систем комунікації з огляду на сучасні виклики: цифровізацію, фрагментацію аудиторії, значущість репутаційного капіталу та готовність до криз. Використання комплексного та системного підходів дозволяє глибоко дослідити сучасну ділову комунікацію як систему, фокусуючи особливу увагу на розробці стратегії та викликам, що виникають.

Основна увага приділяється аналізу еволюції стратегій ділової комунікації, трансформації інструментарію та проблемам комунікаційного процесу в організаціях, що працюють в інформаційно-насиченому середовищі. Ефективна корпоративна комунікація потребує цілісного та комплексного підходу до управління всіма аспектами процесу комунікації, що виходить за межі використання окремих інструментів.

Аналіз ділової комунікації як системи підтверджує її значущість як ключового чинника ефективності організаційної взаємодії.

Ключові слова: ділова комунікація, система ділової комунікації, стратегія комунікації, ефективна організаційна взаємодія.