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THE DEFINITION OF STRATEGIC ALTERNATIVES AS AN ELEMENT OF INTERNAL COMMUNICATIONS MANAGEMENT AT THE ENTERPRISE

In general, the essence of communication management is the implementation of purposeful influence on the employees to ensure the acceptance, processing, stockpiling, transfer timely and unbiased information to appropriate levels of management (responsibility) to ensure the efficiency of enterprises business processes.

Accordingly, the process is carried out according to the results of diagnosis and involves the formation (modernization) of the enterprise communication processes systems. Therefore, on the basis of the conducted system analysis of existing approaches to the assessment and diagnosis of the state of enterprise internal communications (IC) [1, 3-6] the advantages and disadvantages of existing methods were identified and a system of indicators for internal communications measurement was developed. This system is based on authors approach to the allocation four components in the system of internal communications: organizational, social-psychological, informational and technological. For each structural element it is proposed to use selected indicators: quantitative and qualitative.

The improvement of the management of the enterprise system of the IC involves the formulation of an adequate strategy, which is [2]:

- built in terms and taking into account unpredictability of events development;
- must be related to the future prospects;
- takes into account the phased development of activity, the presence of intermediate targets for each of the stages and links these stages and aids by a single objective bases for decision making;

– takes into account the real presence of resources and potential possibilities of their receiving.

Therefore, the matrix of IC diagnosis is formed of the 9 quadrants, among which three areas: «attraction», «various communications», «communication divide» are highlighted. For each quadrant there are certain strategies of IC management optimization with a recommendation actions for situation improving (Fig. 1).

Component/level		Technico-informational component ($K_{\text{tehn.-inf.}}$)		
		(0,66-1] High	(0,33-0,66] Medium	(0-0,33] Low
Socio-organizational component ($K_{\text{soc.org}}$)	(0-0,33] Low	<i>The strategy of the developing diffusion of communications</i>	<i>The strategy of the deepening communications</i>	<i>The architectural strategy (strategy of cardinal changes)</i>
	(0,33-0,66] Medium	<i>The strategy of internal modifying communications</i>	<i>The strategy of the penetrating communications</i>	<i>The strategy of the deepening communications</i>
	(0,66-1] High	<i>The strategy of the positions maintenance</i>	<i>The strategy of the internal modifying communications</i>	<i>The strategy of the developing diffusion of communications</i>

	- area of «attraction»
	- area of «various communications»
	- area of «communication divide»

Fig. 1. Matrix of the diagnostics of the enterprises IC with strategies allocation

The «attraction» area is characterized by a high level of enterprises IC, it would be expedient to use strategies of modifying internal communications (with some differences depending on the quadrant) or maintain positions. The strategy of internal modifying communications consists in development of existent positions with the aim of the further passing to the quadrant with a high level both technical-informational and socio-organizational constituents; envisages the active application of skilled, informative and technological potential of the enterprise. Strategy of the positions maintenance is directed at the strengthening of the existent state of the enterprise IC with the aim of prevention of business processes efficiency decline.

The area of «various communications» is characterized by the presence of the communicative interference of the individual types, a duplication of functions in the framework of the several business processes implementation, the lack of loyalty of

enterprise personnel etc. Enterprise in this area can select one of the mentioned strategies: strategy of the developing diffusion of communications and strategy of the penetrating communications.

The strategy of penetrating communications is aimed to bridge communication gaps and enhance the effectiveness of the business processes through all components of the enterprise potential (human, financial, scientific, informational, technological, etc. [7]). The strategy of the developing diffusion of communications is provided for enhanced development of some less developed components of the IC by reducing the concentration of the strong components. Thus there is a possibility of transition to the «attraction» area of the IC which characterizes with a slightly lower cost level compared with the need to active steps implement in both directions and switching to indicators average values. The existing strengths in certain areas form a wide range of opportunities for the development of other weaker components.

Getting into the area of «communication divide» (where at least one of the components has a unsatisfactory condition) involves the use of such strategies: strategy of the deepening communications (several options depending on the combination of quadrants) and architectural strategy (the strategy of radical changes). These strategies are aimed at an essential improvement of the situation through the use of financial, personnel, administrative, logistical resources and, consequently, available financial, human, interface, etc. components of the enterprise potential.

The architectural strategy involves a fundamental changes in the system of enterprise internal communications: bridging communication gaps, reducing the number of duplicative functions, formation of employee loyalty and a positive image of the employer as a reliable partner for market counterparties etc. Accordingly it helps to prevent the loss of potential income from the effective implementation of business processes.

Competent implementation of the strategy of deepening communications depending on available resources allows enterprise to stabilize internal communications or maximize the weakest component and to align the state of the other.

A more detailed description of the described strategies is presented on figure 2.

Area	Strategy	Aims	The main ways of realization
«Attraction» area	The strategy of the internal modifying communications	- strengthening of the state of the information space quality; - optimization of the number and quality of technical equipment and software; - preservation of existing patterns of governance and socio-psychological climate in the team	- modernization or replacement of equipment; - implementation of measures of protection and control of information protection; - professional development of the staff; - strengthening of the corporate spirit
	The strategy of the positions maintenance	- position saving ; - the unity of interests of all levels of management; - promoting the efficiency of the decision-making process	- initiated / selective monitoring of the status of the internal communication process and using of its results in the process of enterprise management
	The strategy of the maintenance	- staff orientation to goals achievement; - the growth of labor productivity; - maintenance of existing technical and technological condition; - preservation of "purity" (unity) of the information space	- staff professional development; - strengthening of the corporate spirit; - periodic software updates; - implementation of measures to prevent loss of information, the emergence of communication gaps
Area of «various communication»	The strategy of the developing diffusion	-preservation of existing patterns of governance and socio-psychological climate in the team; - optimization of the quantity and quality of technical equipment and software	- strengthening of the corporate spirit; - equipment modernization or replacement; - implementation of measures of protection and control of information protection; - the creation of a system of primary informational control
	The strategy of penetrating communications	- the extension of the internal communication policy of the enterprise; - meeting the needs of all participants of communicative process; - reducing of the number of communication obstacles	- introduction/development of system of employees motivation; - the development and implementation of the quality system communications; - periodic software updates; - implementation of measures to prevent loss of information, or causing communication gaps
	The strategy of developing diffusion	- management effectiveness increase ; - the formation of a positive HR-brand of the enterprise; - the maintenance of a common information space	- development and implementation of norms, rules, principle IC, quality system of communications; -introduction/development of system of employees motivation; -qualification and training;
Area of «communication abyss»	The strategy of the deepening communications	- the growth of labor productivity; - increasing of the level of personnel loyalty ; - overcoming the failures in the system of technical support; - to avoid losses and distortion of information during transmission and storage	- software update, upgrade or hardware replacement; - implementation of measures of protection and control of information protection; - professional development of staff, including technical education; - strengthening of the corporate spirit; - modernization of the control system
	The architectural strategy (strategy of cardinal changes)	- bridging communication gaps; - prevent a decrease in the efficiency of business processes; - formation of the system	- change the type of control; - activities for the formation of corporate culture, team spirit; - update software
	The strategy of the deepening communications	- establishment of a system of interaction between employees; - bridging communication gaps; - to avoid worsening relations with contractors; - optimization of the number and quality of technical equipment and software	- change the type of control; - activities for the formation of corporate culture, team spirit; - modernization or replacement of equipment; - implementation of measures of protection and control Of information protection

Fig. 2. Comparative analysis of management internal communications strategies

Overall, the results of this research provide an opportunity to develop strategic actions to improve the system of the enterprise internal communications management. Prospects for further research in this direction is to develop tools that will allow to take into account the degree of influence of various categories of enterprise internal and external environment factors on the performance of certain activities in the context of the internal communications chosen strategy.

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