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SPECIFICS OF COMMUNICATIVE MANAGEMENT IN SERVICE

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ОСОБЛИВОСТІ КОМУНІКАТИВНОГО МЕНЕДЖМЕНТУ У СФЕРІ ПОСЛУГ

The article examines the role and significance of communicative management for modern business communications. The importance of knowledge and careful use of communicative management for managing the economic activities of modern enterprises is shown. It does not depend on the organizational and legal forms and ownership structure of operating enterprises. The exceptional importance of accurate truthfulness timely communications and their management for business, especially for the service industry is proved. Communication management is part of the management of every organization, but its particular importance is revealed when studying the management of a service firm. For such a business, the need to constantly maintain active information communication with the company's internal and external environment is a vital necessity. The specifics of different kinds of partnership relations in the service sector have been determined. The importance of active, versatile use of modern communication methods and tools for establishing and maintaining stable direct and reverse information connections between businesses and business partners and clients in the service sector is shown. The conditions of the widespread use of marketing and marketing communications for contribution of acceleration of a consumer's society are substantiated. The exceptional role of feedback in the process of promoting goods and services has been proven. The influence of the reverse information flow on the formation of quantitative and qualitative parameters of service products in the modern service sector has been shown. Receiving up-to-date information from customers regarding the offered services helps to expand their range and improve quality characteristics in accordance with the needs and wishes of consumers. It has been proven that several important differences between the management of enterprises of material production and the sphere of services put forward additional requirements for the personal qualities of service industries' managers. These circumstances should be given special attention in the general training of future managers by deepening the communication management component for service sector employees.

У статті досліджується роль та значення комунікативного менеджменту для сучасних бізнес-комунікацій. Показано важливість знання та ретельного використання комунікативного менеджменту для управління господарською діяльністю сучасних підприємств незалежно від організаційно-правових форм і структури власності. Доведено виняткову важливість точних правдивих і своєчасних комунікацій та їх управління для бізнесу, особливо для сфери послуг. Частиною управління кожною організацією є і комунікативний менеджмент, але його особлива важливість розкривається при дослідженні управління сервісною фірмою. Для такого бізнесу життєвою необхідністю є потреба постійної підтримки активного інформаційного зв'язку із внутрішнім та зовнішнім середовищем компанії. Визначено специфіку різних видів партнерських відносин у сфері послуг. Показано важливість активного різностороннього використання сучасних комунікаційних методів і засобів для налагодження та підтримки стійких прямих і зворотних інформаційних зв'язків бізнесу з діловими партнерами та клієнтами у сфері послуг. Обґрунтовано умови широкого використання маркетингу та маркетингових комунікацій для сприяння прискоренню розвитку споживчого суспільства. Доведено виключну роль зворотного зв'язку в процесі просування товарної та сервісної продукції. Показано вплив зворотного інформаційного потоку на формування кількісних та якісних параметрів сервісної продукції в галузях сучасної сфери послуг. Одержання актуальної інформації від клієнтів щодо пропонованих послуг сприяє розширенню їх асортименту та поліпшенню якісних характеристик відповідно до потреб і побажань споживачів. Показано, що кілька важливих відмінностей між управлінням підприємствами матеріального виробництва та сфери послуг висувають додаткові вимоги до особистісних якостей менеджерів сфери послуг. На ці обставини слід звертати особливу увагу при загальній підготовці майбутніх менеджерів, поглиблюючи компоненту комунікаційного менеджменту для працівників сфери послуг.

Keywords: *business communications, communicative management, information-filled feedback, manager, service, service sector.*

Ключові слова: *бізнес-комунікації, комунікативний менеджмент, інформаційно насичений зворотний зв'язок, сервіс, сфера послуг.*

Formulation of the problem in general terms and its connection with important practical tasks. Communication is a need of a person as a rational and social being. It can be considered a way to satisfy various human needs, such as: material, cognitive, social, cultural. Communication is inherent in all living beings, but human communication takes on the most perfect forms. It occurs not only consciously, but also with the help of language, facial expressions, gestures. When communicating, we exchange information, interact with products of activity, skills, abilities, plans, etc.

Considering communication as a basic category in the theory of communications, it is important to pay attention to it from the position of communicative management, where communication is a form of activity that is carried out between individual people or organizations as partners. As a result, appropriate contacts are created. This takes the form of mutual information exchange. A common connection between people or organizations in the person of their managers or other responsible persons is born and strengthened. Mutual influence and understanding within the “entity” system, that is, between their management and personnel, is growing. At the same time, the same processes are taking place in the “entity – business partner” system.

Analysis of recent research and publications. The problem of communication management of enterprises and organizations has been reflected in numerous works by domestic and foreign researchers. Scientific literature confirms that effective functioning of business entities in modern conditions is impossible without a well-established information and communications management system. Sources note the importance of improving communication management methods as an element of strategic management of enterprise development processes (Cherednychenko V.V., 2022). There were researched the communications in

enterprises and organizations as a system, determining its main components, interconnections and interactions, as well as its role in ensuring an effective management process (Husakovska T. O., Voit B. R., 2024). The authors examined communicative management as a functional and target component of the mechanism of public administration, determine the role of communications in the formation of tourism management strategies and the establishment of effective feedback (Lyubchuk O.K. and Yarchenko Y.V., 2021). Shpak N. O., (2010) clarifies the essence of communication management, defines its functions, and develops methodological approaches to its organizing, in particular for machine-building enterprises. Novak V., Mostenska T., Iliencko O., and Danilova E. (2015) showed the importance of communicative management in business behavior and rising of communications' quality inside organization.

As a summary it should be noted that the phenomenon of communicative management has been studied by scientists mainly in the context of one of the types of specialized management and has not been sufficiently analyzed as an integral part of management, especially of the tertiary sector of the economy.

Task statement of the article is to clarify the role of communicative management in business management in the service sector.

Presentation of the main research material. Different communications make a basement for mutual understanding in all spheres of human life. It is difficult to overestimate the role of communicative management for modern humanitarian and business communications. Several means of communications create the ways to successful provisioning of the variety of human needs: material, social, cultural, cognitive. They must be managed like any other process of interaction between individual members or groups of society. Increasing of the number and improvement of the quality of information and communication technologies became a world phenomenon of the end of the XX - first quarter of the XXI century [5, p. 35].

Contacts between people need active communications which include the exchange of information, perception and understanding of another people, the

development of a common strategy of interaction in business. It becomes more important in service sector, where communications with customers come to the fore, which allows to increase business efficiency by decision of the most interesting and important products.

Communicative management is an important part of management of modern business and its success really depends on the knowledge and experience of the specialists who performs this difficult task. Manager of communications must have an appropriate level based on ability enhanced by professional training [2, p. 143]. Actual communication management seems not only as some kind of optimal ways, but also technologies of complex solution of problems that arise in business. It concerns relations between different companies, relations with the society and with the personnel. Thus, communication management is primarily about working with people and manager must have desire to work with them [5, p. 36].

Although the main function of communication management is information provision for the implementation of all types and forms of management since the main resource of management is information and the main technology is communication. Based on this, it can be determined that the management of business communication is a two-way or multilateral process. Such understanding needs to perform management functions by establishing relationships and feedback.

Communication is a form of joint activity. It can be aroused by combining the activities of one person (organization) with the activities of other people (organizations). Not only subject-object (man – the subject of activity), but subject-subject relations (man – man) are formed in such joint activities too. It seems that essence of communication looks like interaction of the subjects of their activity regardless of direction, duration or location [4, p. 70].

Participants in the communication process may have different political, professional, or religious differences. It leads to the emergence of so-called communication barriers, which reduces the effectiveness of communications. Because of this, different interpretations of the same facts, events and actions arise.

Communicative barriers exist both at the levels of interpersonal and organizational communications.

Interpersonal barriers arise due to the peculiarities of perception and the absence or poor feedback. Such barriers also appear due to inconsistency or ambiguity of gestures and facial expressions of the interlocutors, insufficient trust in the source of information, coercion to communicate, bias or simple inability to listen to the interlocutor.

Organizational barriers are always complex and ambiguous because they arise due to semantic features, different perceptions, existing differences in status or power of the interlocutors, obstacles or overload of communication channels.

Two-way information exchange can be lengthy, but it is more accurate because it increases the confidence of both parties in the correct interpretation of the message. Positive feedback informs that the message has achieved the desired result. If the feedback is negative, it shows that the desired result was not achieved.

Full clarity of information has a particular importance for a purpose to increase the effectiveness of communication. We are sure that negative feedback has more practical importance than positive feedback. On the one hand, this can be explained by the fact that communicators can repeat their information exchange with other expressions, accents to achieve the final positive result. On the other hand, a communicator can receive particularly important information about the shortcomings of his product, problems with logistics, sales organization, service, etc. in the case of negative feedback.

The basis of the communication process is the movement of information in the chain "sender - channel - recipient", as well as a real connection in the form of dialogue and the existing influence on the managed object. It is important for every entrepreneur or organization to timely and fully convey the necessary information to business partners. Different suppliers, intermediaries, buyers and other market participants with whom the business has relations should be considered as the partners for future cooperation. Even each new partner should be considered as a future regular buyer (supplier, intermediary, consultant, etc.). To do this, one should not only carefully fulfil his commercial obligations, but also regularly

communicate with each of them. Their opinion on cooperation is extremely important.

If these are buyers, one should know the level of their satisfaction with the purchased goods, works, services. If it comes to suppliers, the important are timeliness of interaction in the form of orders and applications and their payment. If the partners are sales intermediaries, their opinion on the products offered for sale, their quality characteristics and impressions of retail buyers is important to be known. And such situation is present in almost every group of partners.

The sender of information could theoretically choose between mass media and interpersonal communication channels for its transmission, but such a choice can be appropriate only for initial advertising communication or for acquaintance. Informing through mass media does not provide quick feedback, and its information content is quite limited. Therefore, to use all the possibilities of modern communications, it is advisable to focus on interpersonal communication channels [5, p. 34].

Telephone conversations, e-mail, video conferences are mainly used for quick and informative communication with partner organizations. Other means can also be included in the set of interpersonal communication channels. Various memos and preliminary meetings of small groups of specialists are used when it's needed to penetrate to the essence of the problem more deeply. Such events allow both parties to preliminary study the problem and look at it through the eyes of the other party, find out the initial positions of the partners and take steps to overcome differences and establish effective cooperation, prepare the ground for a future meeting of managers and make mutually interesting and beneficial decisions.

The sender may not be limited to just one communication channel but use several channels. In relation to individual partners, most often buyers, in marketing activities, such means of communication can be used: advertising, sales promotion, personal selling, public relations. It is the latter two that allow the enterprise transmitting the information to receive such important information-filled feedback. In the case of an oral conversation with the buyer, notes and written messages that explain its essence in detail must be done and transmitted to manager.

It is also important to note that the recipient is the target person or audience to whom the information is intended and who interprets it. They must have the ability to listen (receive the message) and be able to provide feedback to the sender.

In practice, there is often an underestimation of feedback while simultaneously being obsessed with one-way communication. That is, when the sender of information considers his role fulfilled after sending information to the recipient without waiting for the reverse movement of the information flow. It is ignoring of entire importance and value of feedback communication, which significantly increases the chances of effective information exchange.

Contemporary communicative management has very close ties with different types of management due to its multi-vector nature. It has close connection with the management of organization, marketing, investment, operational, innovation and financial types of management is especially important for different enterprises [5, p. 35].

It seems that communication between participants in business is a very important part of any type of economic activity, because it makes more deeper their interaction. It helps not only to produce an attractive and qualitative product, but to create exactly such commodity or service products which the market needs today and will need them in future. The success or failure of a modern enterprise depends on the understanding of the market situation, the current and future demand for goods, services and works, the real opportunity and ability to meet this demand. It is more important especially in service because the service enterprises are much more dependent to it then industry branches are.

It's well known that service can't be done in advance and wait till one will buy it. A service can be produced and used at the same time. Contractor and his customer must meet one another in space and time and service can't be moved neither in place nor in time. It's one of the main features of any kind of services. Taking this idea into consideration we can affirm that clear interaction between providers and customers is extremely important in all service industries. Services can't be redesigned or corrected later [7, p. 18].

Provider must understand his customer well. Customer must understand not only what he wants to buy, but what service he can buy. He is interested in all characteristics of that service which is proposed by producer. Customer wants to have a lot of information to make his choice. It can be correct if a customer will receive all the information about a product and its useful characteristics in a right time and he will be able to make a correct choice. It relates to a sufficient flow of information from producer (direct vector). Such kind of business activity must be competently managed using knowledge not only of advertising but good knowledge of service market.

It happens that customer is not satisfied with a product in full. Next time he can buy a similar product from a competitor. Each provider would like not to come to such situation. The only way to improve a service product is to be acknowledged with customers claims and comments regarding the purchased service. It can be done when a flow of information will come from customer (reverse vector). That is why the role of communication and understanding between the contractor and the customer is so weighty and a large feedback value is set. Both vectors of information movement use automated (information and communication systems) and non-automated channels (verbal and nonverbal communications). This is a reason that their interaction must be managed carefully. Automated channels help to avoid distortion and loss of information and rise communicative managers' responsibility [5, p. 36].

Achieving this goal requires special measures and methods of communicative management. Contemporary communicative management uses such technologies and tools as public relations, media relations, promotion plan, branding, reputation management and image formation.

Market research shows the importance of establishing the level of customer's satisfaction with the service. It strengthens provider's requirement to have quick feedback with the customers. Such active communication allows to understand the wishes, need and demands of the customers and respond quickly to different changes of them. This is a way of successful business in our rapidly changing world of modern services classical and quite new.

It has been noticed that the personal skills of the service company manager come to the fore. When in direct contact with a client (who is known to be "always right") a service company manager is forced to demonstrate the best qualities of tolerance and patience for a better and more complete understanding with each client or partner. Manager must be able to adapt to a customer in such a way that he remains satisfied not only with the fact of receiving the service he needs, but also with the quality of the service process created by this company [9]. A service industry manager needs to find the tone, pace, and emphasis of the dialogue with the client that will make everything clear to both parties and ensure that the service is performed in the best possible way at the appropriate time with mutual benefit and pleasure [7, p. 20].

Certainly the manager of a service company should also use some of these useful qualities for his employees. A service company manager constantly interacts with other employees, influences their behavior, plans their activities, and manages current work. That is, he constantly communicates with them. His subordinates need attention and a polite and attentive attitude towards themselves and their personal problems [4, p. 69].

Business information that spreads in the environment of producers, customers, intermediaries and different regulatory authorities has different directions, truthfulness, content and meaning. It's difficult to single out which properties of such information can be more important in some specific situation [9]. In any case the speed and completeness of the relevant information play a crucial role in achieving the service firm's goal.

When discussing communication, especially business communication, it is necessary to point out that it is always a rather intense process that requires effort, control over oneself and one's interlocutor, over the process of exchanging information itself, attention, and concentration.

Business communication is always a rather intense process that requires effort, control over yourself and your interlocutor, over the process of exchanging information itself, attention, and concentration.

The fact of increasing the qualification of all participants in communications requires management to use more complex and subtle management methods. It is no longer enough to simply manage people's behavior to direct events in the right direction. It is necessary to manage the root causes of behavior, that is, what and how people think and feel, to form relevant public opinion and the necessary mass moods.

Conclusions and prospects for further exploration in this direction. The specificity of partnership relations in the service sector is that everyone can receive their share of the profit received due to the application of the principles of trust, openness, and possible control in business (partnership) relations. They are ensured by constant active communications between business partners

In our opinion, Ukraine is currently at the stage of forming a consumer society. This process can gain significant acceleration when conditions are created under which widespread application of marketing is possible. Among them, the following can be distinguished:

- excess supply of goods over demand.
- creation of a competitive environment.
- creation of such a legislative framework that will allow small and medium-sized business entrepreneurs to confidently look into the future (plan, organize, coordinate, control the activities of their enterprises, actively motivate employees to fruitful productive work) without fearing sudden changes in the regulatory framework, unscheduled inspections by fiscal authorities, etc.;
- guaranteeing freedom of activity in the external environment, especially in international markets;
- legislative provision of the free movement of capital and labor.

The creation of such conditions has allowed economically developed countries to significantly reduce social tension and unite society. There, citizens began to receive fair wages according to the quantity and quality of work, and entrepreneurs were able to work calmly and confidently in both domestic and foreign markets.

Prospects for further research into the role of communication management in service are interesting because of the importance of well-established

communication and its management. The achievements of modern managers depend on their ability to communicate with other market participants. Therefore, research in the field of communication management and its subtleties can be interesting for scientists and practitioners.

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