UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Information and communication in management

(on the basis of Internship in Choberry Workshop)

Bachelor's student of

Field of Study 07 – Management

and Administration

Specialty 073 – Management

Educ. program – Management

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Research supervisor

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(*First Name, Last Name)*

Ph.D. in Economics

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Abstract

This work aims to examine the role of information and communication in management, based on an internship at Choberry Workshop. The paper outlines the theoretical foundations of communication and information exchange in HR management, including the concept of information and communication policy at the enterprise, the role of information in management, and the use of artificial intelligence technologies. The study analyses the communication and information policy in Choberry HR managemen, including the general characteristics of ChoBerry, the study of working conditions and relationships at the enterprise, and the characteristics of ChoBerry's communication policy in ensuring effective personnel management. The paper also identifies key ways to improve communication in Choberry's HR system, such as improving the personnel management system and enhancing the information and communication policy of the company. Additionally, the work explores the economic feasibility of the proposed measures.

Keywords: information and communication policy, HR management, communication, artificial intelligence, personnel management, ChoBerry Workshop.

Анотація

Робота присвячена розгляду ролі інформації та комунікації в управлінні на прикладі стажування на кондитерській фабриці "Чоберi". У роботі викладено теоретичні засади комунікації та обміну інформацією в управлінні персоналом, включаючи поняття інформаційно-комунікаційної політики на підприємстві, роль інформації в управлінні та використання технологій штучного інтелекту. У дослідженні проаналізовано комунікаційну та інформаційну політику в управлінні персоналом компанії ChoBerry, включаючи загальну характеристику компанії ChoBerry, дослідження умов праці та взаємовідносин на підприємстві, а також особливості комунікаційної політики ChoBerry у забезпеченні ефективного управління персоналом. У роботі також визначено ключові шляхи покращення комунікацій в системі управління персоналом компанії "Чоберi", такі як вдосконалення системи управління персоналом та

посилення інформаційно-комунікаційної політики компанії. Крім того, в роботі досліджується економічна доцільність запропонованих заходів.

Ключові слова: інформаційно-комунікаційна політика, управління персоналом, комунікація, штучний інтелект, управління персоналом, кондитерська фабрика "Чобері".

Educational level: **bachelor degree**
Specialty: **073 "Management"**
Educational Program **"Management"**

APPROVED

Head of Department Prof. L. Zharova

TASK
FOR BACHELOR'S QUALIFICATION WORK
Polina Sevastina

1. Topic of the work: **Information and communication in management**
(based on Choberry Workshop case)

Supervisor of the work *Lesya Leshchii, Ph.D. in Economics*.

Which approved by Order of University from "22" September 2022 № 22-09/2022-3c
2. Deadline for bachelor's qualification work submission "*23" April 2023*
3. Data-out to the bachelor's qualification work_
  The information obtained from open sources, Internet resources, scientific articles, etc., as well as the actual data of the company, its financial statements and other documents obtained during the internship
4. Contents of the explanatory note (list of issues to be developed).

The research should address and revolve the following issues:
1. Recognize the essence of the concept of information and communication policy in the enterprise

2. Explore the role of information in management on the example of using artificial intelligence technologies

3. Make a description and determine the features of the business communication model

4. Carry out a general description of ChoBerry and study working conditions and relationships at the enterprise

5. Determine the features of the ChoBerry communication policy in ensuring effective personnel management

6. Propose an improvement to the personnel management system in ChoBerry

7. Determine the main ways to improve the information and communication policy of the company and Calculate the economic feasibility of the proposed measures

The work presents and analyzes graphs and tables for the analysis of economic and statistical information about the company and its development, evaluation of the company's activities

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	*Lesya Leshchii, Ph.D. in Economics*	+	+
2	*Lesya Leshchii, Ph.D. in Economics*	+	+
3	*Lesya Leshchii, Ph.D. in Economics*	+	+

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	*31.12.2022*	*In time*
2.	II chapter	*20.02.2023*	*In time*
3.	III chapter	*11.04.2023*	*In time*
4.	Introduction, conclusions, summary	*23.04.2023*	*In time*
5.	Pre-defense	*26.04.2023*	*In time*

Student_____ _ Polina Sevastina_____   (signature)

Supervisor_____ Lesya Leshchii

Conclusion: The work is devoted to the study of the role of information and communication in management - the theoretical principles of communication and information exchange are outlined, as well as aspects of their practical application on the example of the ChoBerry confectionery company. The study analyzed the communication and information policy in personnel management on the example of this company, including the general characteristics of the ChoBerry company, the study of working conditions and relationships at the enterprise, as well as the peculiarities of the communication policy of ChoBerry in ensuring effective personnel management. In general, the work mainly meets the established requirements, contains all structural subdivisions, conclusions are made and recommendations are given. Can be admitted to the defense with a positive assessment.

Supervisor _____   Lesya Leshchii

(signature)

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INTRODUCTION

Relevance of the topic. The inability to establish interpersonal contacts, the inability to experience the psychological state of other people lead to discommunication, to the impossibility of effective and purposeful interaction. The formation of communicative competence is a necessary skill for a modern manager who aspires to become a professional in any field. Political transformation, social and economic transformations, open information space, advances in electronic media urgently require principally new ways of solving problems from leaders. That is why the use of modern communication models is a hot topic for research, which should reveal the essence and skills of successful communication.

The issue of communication research is widely discussed in the scientific community, since it is scientists who can provide a theoretical justification and give practical recommendations for the use of communication models in enterprises or at the state level.

That is why the study of the process of communication and management efficiency is relevant and important in the context of modern transformations in the national and global economy.

The aim of the study is to study the processes of the communication process and management efficiency on the example of a confectionery company.

The subject of the study is the analysis of the main processes of communication and management efficiency at ChoBerry

The object of study is the management and communication processes of ChoBerry

To achieve the goal, the following tasks were set:

1. Recognize the essence of the concept of information and communication policy in the enterprise

2. Explore the role of information in management on the example of using artificial intelligence technologies

3.	Make a description and determine the features of the business communication model

4.	Carry out a general description of ChoBerry

5.	Conduct a study of working conditions and relationships at the enterprise

6.	Determine the features of the ChoBerry communication policy in ensuring effective personnel management

7.	Propose an improvement to the personnel management system in ChoBerry

8.	Determine the main ways to improve the information and communication policy of the company

9.	Calculate the economic feasibility of the proposed measures

In the diploma work, such methods as the method of theoretical generalization, statistical methods and economic and mathematical methods were used.

The information base of the study was the scientific literature on the formation and development of brands, Internet resources, materials of the official reporting of ChoBerry, as well as materials of the author's own research.

The practical value of the results obtained lies in the fact that they can be used by the ChoBerry management in the process of organizing marketing research.

The thesis consists of an introduction, three chapters, a conclusion, a list of references and applications.

CHAPTER 1 THEORETICAL FOUNDATIONS OF COMMUNICATIONS AND INFORMATION EXCHANGE IN HR MANAGEMENT

1.1. The essence of the concept information and communication policy at the enterprise

The rapid development of new technology and technology of information technology has allowed today's modern society to move to a new level of communication and interaction. This transition, thanks to the new results of scientific achievements, is accompanied by the acquisition of new knowledge and a large amount of information that can be obtained in a fairly short period of time, as well as quickly exchange almost any information or simply communicate with the necessary people online, sometimes regardless of distance or location of the addressee.

Scientific and technological progress and the desire of people to have more specific information put forward information and communication (as a means of information exchange) as the most important factor in the economic and managerial process. Today, the information and communication process is necessary as an indispensable condition for the functioning and development of almost any enterprise, as well as a means of successfully organizing the production process itself. Because the lack of appropriate information and communication in the enterprise or their poor provision can, for example, lead to a slowdown in production or a serious deterioration in the functioning of the organization itself.

Information and communication (as a means of transmitting this information) is needed by everyone: managers, management of an organization, teams of enterprises, a particular employee, public and government structures, etc. Today it is almost impossible to rely only on intuition, on one's life and practical experience in managing modern organization or with participation in the external environment, without information and communication. Modern managers need to

receive and analyze a huge amount of information, as well as use communications in order to more correctly and quickly resolve all the necessary issues [1].

Communication is the exchange of information, on the basis of which the manager receives the necessary information to make the most effective decisions and communicates the decisions made to the employees of the organization. If communication is poor, decisions may be wrong, employees may misunderstand what management is asking them to do, or, finally, interpersonal relationships may suffer. The effectiveness of communications often determines the quality of decisions and how they will actually be implemented.

Information - as a scientific category, is characterized by a number of features, which include: independence of data; the possibility of their multiple use, preservation by the transmitting or receiving subject, suitability for processing, integration and "compression" of volume due to the elimination of duplicating, repeated and parallel information, consistency, communication. Information is divided into official and unofficial, general and sectoral, horizontal and vertical, according to content and purpose, degree of accessibility, and also based on it over time (information about the past, present and future). Within the framework of the management system, it is considered from the point of view of relevance, sufficiency and adequacy for making an appropriate management decision [2].

When thinking about communication in an organization, one usually thinks of people who speak in person or in groups in meetings, talk on the phone, or read and write memos, letters, and reports. Although in these cases it is necessary to accumulate the bulk of communications in the organization.

Organizations use a variety of means to carry out communicative activities with the components of their external environment, that is, with existing and potential customers. Also, these means are advertising and other programs to promote products on the market. In the field of public relations, priority is given to creating a certain image, the "image" of the organization at the local, national or international level.

At the present stage of management development, information and communication act as one of the primary resources, the value of which is no less than the value of material, raw materials, production and other resources. Today, it is almost impossible for organizations to effectively use various resources without the use of appropriate communications. At the same time, unlike most resources that can be depleted, the communication potential can be used repeatedly by both teams and individual workers. The only criteria for using communication are: the content of information, the addressee, time, place and volume of information transfer [3].

Managers should use only complete, objective and timely information collected, processed, and transmitted through communications, since it is an objective necessity, due, in particular, to the requirements of the modern market and production, to adequately and promptly respond to emerging problems. It is necessary not only to have timely and accurate information, but also to be able to comprehend it, draw the necessary conclusions and effectively translate it into management decisions. Here the need for the presence of verified and deliberate information in the communication policy of the enterprise, since this is a key component of the management process.

For modern and innovative conditions of production and labor organization, the use of a highly efficient intercompany communication system based on the use of the latest technical and innovative means of transmitting and processing information, for example, automated processing of digital and text information, combined into a single intercompany network through a communication system, is typical. Computerization and telephonization make it possible to successfully implement the information and management activities of many organizations. But for a better implementation of the communication policy, it is necessary to use an increased number of different communication means aimed at conveying the necessary information to a person (employee) or a team through all human channels of information perception (visual, auditory, etc.), so that all employees understand what is required of them and what they should do, as well as so that the

result of their work is visible and the stage of the process of performing a particular case is clear [4].

Therefore, in the communication process, there must be feedback and ease (accessibility) of communication both with the management team and with the rank and file of employees.

It is almost impossible to overestimate the importance of communication in management. Many modern leaders, in order to facilitate mutual understanding and clear control in the organization, actively use various communications. And at the same time they require their employees to use modern communication technologies. For example, through the Internet or the internal network of the organization. If people cannot share information, it is clear that they will not be able to work together, formulate goals and achieve them. However, communication is a complex process consisting of interdependent steps. Each of these steps is necessary in order to make our thoughts understandable to another person. Each step is a point at which our actions acquire a specific meaning and content, and also become understandable to others.

One of the main founders of the development of ideas about communications, as one of the important factors in effective management, is Chester Bernard, whose works date back to the end of the 30s of the XX century. From his point of view, it is communications that give dynamism to the system of interaction within the organization. He noted that formal organization is a kind of cooperation between people, which is conscious, deliberate and has certain goals.

Effective managers are those who are effective in communication. Effective communication also implies that the manager has communicative competence, i.e., the ability to establish and maintain the necessary contacts with other people, namely: to achieve mutual understanding, a clear understanding of the situation and the subject of communication.

In general, communication in organizations is a complex, dynamic and reproducible phenomenon that can be seen as an action, interaction and process.

Organizational communications is the process by which leaders develop a system for providing information and conveying information to large numbers of people within the organization and to individuals and institutions outside of it. It serves as a necessary tool in coordinating activities across the entire vertical and horizontal management, and allows you to obtain the necessary information.

All types of management activities are based on the exchange of information. Therefore, communications are called connecting processes, which together form a communication space, under which, in the most general form, "a system of diverse communication links that arise between various communication agents" [5].

It should be noted that in many scientific sources with modern approaches to the definition of communication policy in the economy, the concepts of marketing content are very common, and the corresponding definitions applicable to management and communication policy at a printing enterprise are practically absent.

Therefore, we propose a number of modern definitions of communication policy, from the point of view of management (Fig 1ю1).

1. •Communication policy is a way of influencing the external and internal environment with the help of information interaction through certain connections aimed at achieving management goals and objectives

2. •communication policy of the organization - a complex (set) of measures aimed at achieving certain goals of the organization, through interaction with all subjects of the process of the organization's activity or other type of subject activity

3. •communication policy of an enterprise is the management of information interaction between people or organizations (enterprises) through connections (communication) in order to solve certain management tasks

4. •communication policy of the printing company is a specific policy of the printing company, aimed at the impact of the external and internal environment of the enterprise by management methods using information links, to achieve effective management of the printing company
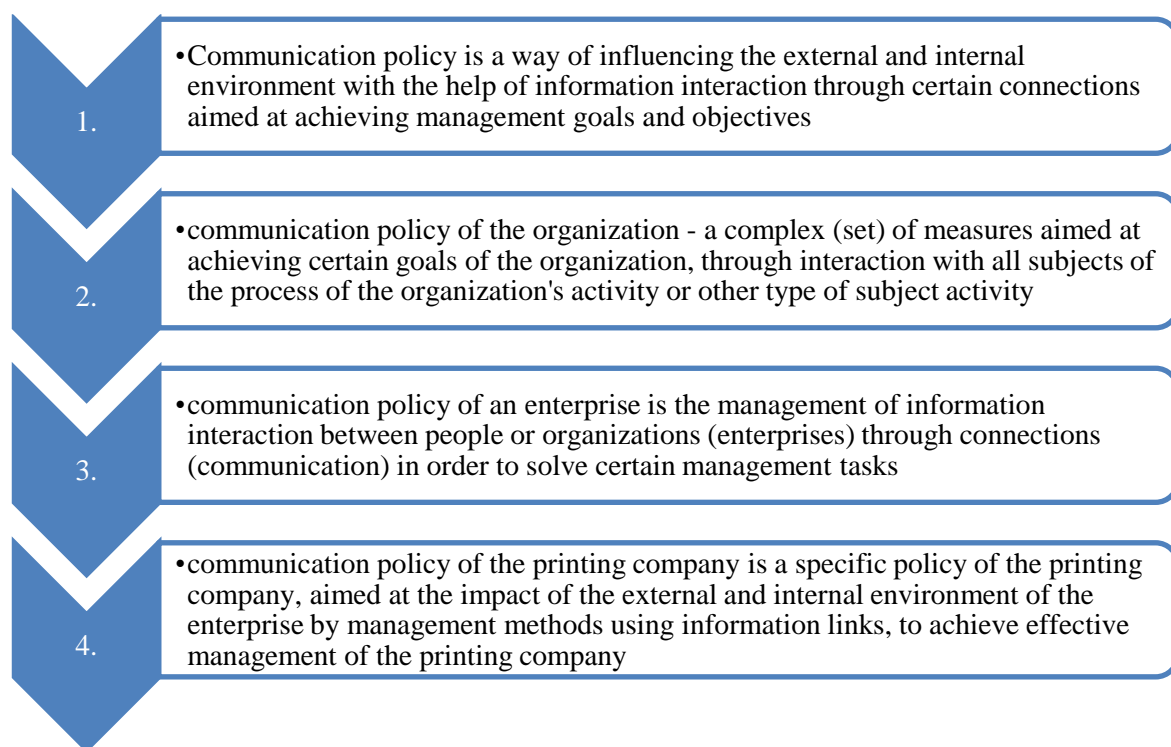
Figure 1.1 - Definitions of communication policy

The main goals of the organizational structure of the business interaction system are: maximizing profit, reducing overall costs and loads on equipment and personnel, achieving a favorable pricing policy (market), increasing business value, increasing market share, competitiveness, maximizing the synergistic effect by pooling resources, obtaining and an increase in the necessary resources, etc. It is mutually beneficial merger processes carried out on a civilized and legal basis that can contribute to the recovery of any economy. And this, first of all, is facilitated by a competent (wise) communication policy.

1.2. The role of information and communication policy in management on the example of the use of artificial intelligence technologies

The value of communication policy for the enterprise determined by the realities of the market. At the present stage of world development, the following features of the state of the market showed on figure 1.2.
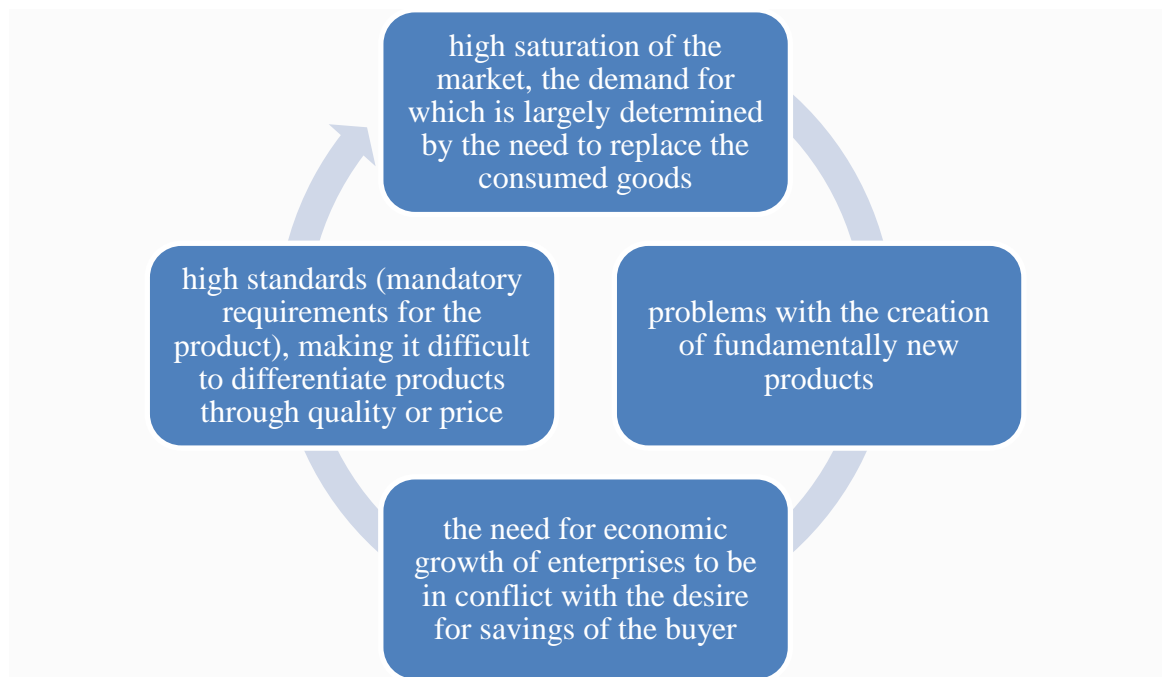

Figure 1.2 – Main features of the state of the market

It should be noted that communications are, first of all, the exchange of information, therefore, in order to achieve the result of successful interaction, they

should be used correctly and thoughtfully, since ordinary communication, even if having good relationships, cannot always lead to the achievement of a specific goal of interaction. or positively influence the solution of the necessary issue as a whole.

Managers typically spend 50 to 90% of their time on communications. This seems incredible, but it becomes clear when you consider that the manager does this in order to more successfully realize his role in interpersonal relations, information exchange and decision-making processes, not to mention the managerial functions of planning, organizing, motivating and controlling. It is precisely because the exchange of information is built into all major types of management activities that communication is called a connecting process [6].

The success of many leaders depends largely on their ability to communicate to all their subordinates what they should do and explain the importance of these actions. This means that effective communication is essential for the success of individuals and organizations.

Perhaps the most obvious component of communication in an organization is the manager-subordinate relationship, although this is an example of vertical communication. Some of the many types of information exchange between a leader and a subordinate are related to the clarification of tasks, priorities and expected results; ensuring involvement in solving the tasks of the department; discussing performance issues; achieving recognition and rewards for the purpose of motivation; improving and developing the abilities of subordinates; with the collection of information about an emerging or real-life problem; notifying a subordinate about an impending change; as well as receiving information about ideas, improvements and suggestions.

There are various types of communications. Thus, interlevel communications in organizations move within the organization from level to level within the framework of vertical communications. They can be transmitted downstream, that is, from higher levels to lower ones. In this way, subordinate levels of management are informed about current tasks, changes in priorities,

specific tasks, recommended procedures, etc. For example, the vice president of production can inform the plant manager (mid-level manager) about upcoming changes in product production, in turn , the manager of the plant must inform the managers subordinate to him about the features of the upcoming changes.

In addition to the downward exchange, the organization needs upward communication. For example, a bank clerk may notice that a new computer sometimes causes a customer to wait a few minutes longer than before, as the machine periodically "busy" or disconnected. Employees may conclude that waiting is annoying for some customers.

There are also manager-subordinate communications, in which the most obvious component of communications in the organization is the relationship between the leader and the subordinate. Although they serve as an example of the vertical exchange of information discussed above, we consider this type of information exchange separately, since it constitutes the main part of the manager's communication activities. Studies have shown that 2/3 of this activity is carried out between managers and managed [7].

There are also communications between the leader and the working group, where in addition to the exchange of information between the leader and the subordinate, there is an exchange between the leader and his working group. Communication with the working group as a whole allows the leader to increase the effectiveness of the group's actions. Since all members of the group participate in the exchange, everyone has the opportunity to reflect on the new tasks and priorities of the department, how they should work together, about upcoming changes and their possible consequences for this and other departments, about recent problems and achievements, suggestions rationalization character.

In addition, sometimes the working group meets without leaders to discuss problems, improvements, or impending changes. As noted above, such relationships of equality can contribute to increased job satisfaction among employees. For example, the company: DHL, which has been on the market for many years, attaches great importance to the relations between employees within

the company. Although each office is a separate organization, but together all the offices make up a single DHL world. The success of such a huge company requires that each employee is aware that everyone belongs to the same team and their work affects other members of the team. Each employee knows and strives to constantly develop, learn, share information effectively and take part in all company affairs where innovation is welcome.

In addition, informal communications are distinguished, which consist of formal and informal components. The channel of informal communications can be called a channel for spreading rumors. Keith Davis, a well-known researcher, established that the origin of this term dates back to the Civil War. Telegraph wires, stretched from tree to tree, resembled vine shoots and were widely used by the army of the North and South. Messages transmitted by such a telegraph were often falsified and confused. Eventually, it became generally accepted to classify inaccurate reports and information as "rumors" (passed through the secret reporting system).

Effective leaders are those who use communication effectively. They represent the essence of the connecting process, have excellent oral and written communication skills, and understand that society necessarily influences the exchange of information.

The main goal of the communication process is to ensure maximum understanding of the information that is the subject of exchange, that is, messages.

In order to better understand the process of information exchange and the conditions for its effectiveness, one should have an understanding of the stages of the process, in which two or more people participate.

In the process of information exchange, four basic elements can be distinguished (Fig. 1.3).

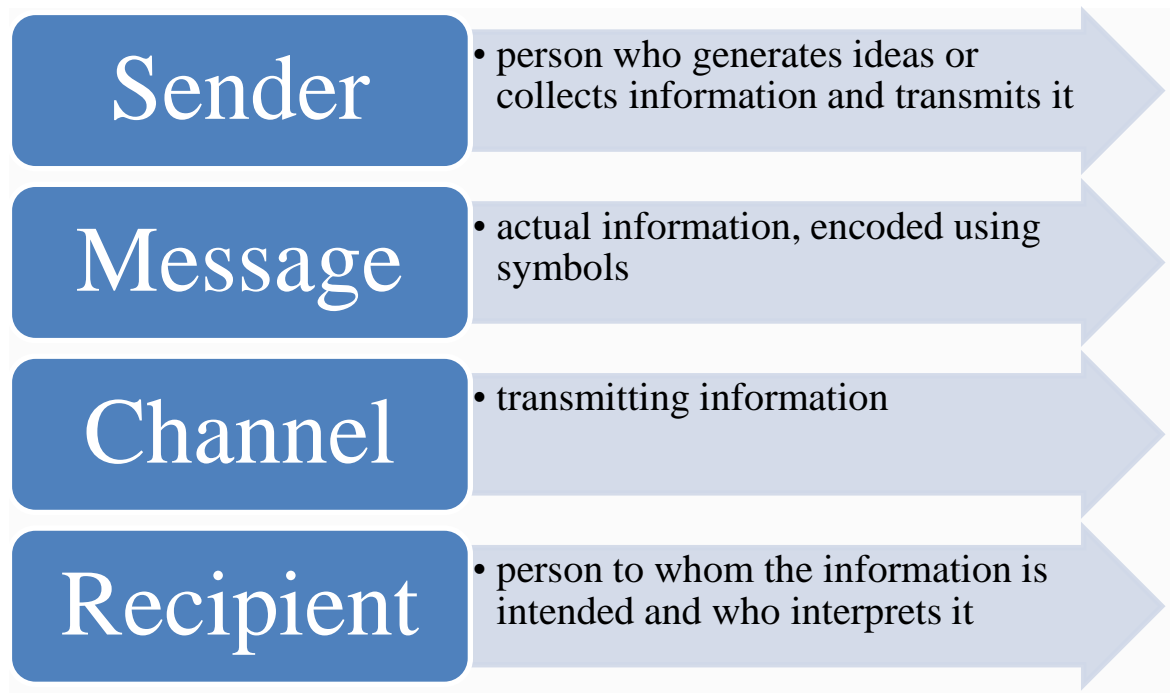| Sender | • person who generates ideas or collects information and transmits it |
Message	• actual information, encoded using symbols
Channel	• transmitting information
Recipient	• person to whom the information is intended and who interprets it

Figure 1.3 - Basic elements of the process of information exchange

When exchanging information, the sender and recipient go through several interrelated stages. Their task is to compose a message and use a channel to convey it in such a way that both parties understand and share the original idea.

Communication within an organization can be improved by establishing feedback systems, managing information flows, taking managerial actions to promote upstream and downstream communication, deploying systems to solicit suggestions, posting informative material for use within the organization, and applying the advances of modern information technology.

To a certain extent, the concept of "artificial intelligence" (AI) is both a studied and debatable scientific category, defined in different ways by scientists of various specialties. So, according to Esposito A, artificial intelligence is the subject of computer science, and the technologies created on its basis are information technologies that allow you to make reasonable reasoning and actions using computer systems and other artificial devices [8].

In jurisprudence, in particular, Gurkaynak G, artificial intelligence is revealed as a fully or partially autonomous self-organizing (self-organizing)

computer-hardware-software virtual or cyber-physical, including bio-cybernetic, system that has the ability and ability to think, self-organize, learn, make decisions independently etc. [9].

Artificial intelligence, obviously, is opposed to the natural intelligence of humans and other animal organisms. But not every robot has artificial intelligence, because only intelligence allows you to reason learn and make independent decisions. At the initial stage of the development of robotics, industrial and other robots acted exclusively according to the algorithms specified by the program. Subsequently, digital technology and software systems made it possible to create and develop artificial intelligence. The robot is rightly distinguished from the cyber-physical system, the existence of which is possible in the form of a computer program running on the basis of the processor of the corresponding computer. Artificial intelligence can exist separately from a machine (robot) only in digital form - in the form of a cyber-physical system and other artificial systems, which allows modeling the corresponding actions. Actually, this is precisely the difficulty in determining the line between a software algorithm and artificial intelligence, since traditionally intelligence (creativity) is characteristic only of biological organisms [10].

Until recently, it was assumed that artificial intelligence is a solution embedded in the memory of the program, i.e. not a new solution (creative function), but an algorithm containing a solution in a computational program. It seems interesting to disclose this category in the regulations on technical regulation. Thus, artificial intelligence is a simulated (artificially reproducible) intellectual activity of human thinking. At the same time, intelligence is understood as the ability of the subject to abstract thinking, abstraction, which allows, with the emergence of self-consciousness and reflection, to use the information available to him in some useful purposeful way. With such a disclosure of the concept of "artificial intelligence", its practical properties are used as phenomena in the information exchange process.

According to the classification, the forms of "human-information" interaction (human interaction with information) are divided into three types [11]:

1) Natural-intellectualized, carried out using the capabilities of a person's own mental activity;

2) Hybrid-intellectualized, carried out using machine-activated (computer-activated) mental activity;

3) Artificially intellectualized, carried out using the activation of thinking by artificially imitated (machine-imitated) mental activity.

At the beginning of the development of robotics, it was assumed that the robot performs actions only according to algorithms previously specified by the program. Artificial intelligence is the next stage in the development of robotics and programming (a special part of them), which gives the robot the ability to independently make a "new" decision that was not previously included in the program. Modern computing programs enable artificial intelligence to develop an independent digital solution, which can subsequently be embodied by the actions of a robot in the material world or commands of a cyber-physical system in virtual space. A striking example of artificial intelligence in the form of a computer program, that is, in digital form (in isolation from the material embodiment), is IBM Watson used in business processes.

The category of "intelligent robot" and "robot with elements of artificial intelligence" is also distinguished, performing work by reading data from the environment, interacting with external sources and adapting its behavior. A "conventional" industrial robot is an automatically controlled, reprogrammable arm, programmable in three or more degrees of freedom, which can be installed permanently or on a mobile platform for industrial automation applications [12].

The introduction of artificial intelligence into the activities of business entities is evidenced by self-driving cars, virtual assistants, trading platforms, etc. Robot brain chips are being created, the use of artificial intelligence in the military-industrial complex and in other areas of society is developing.

So, the defining difference between artificial intelligence and a conventional robot is the presence of thinking or the absence of it. In particular, thinking is the psychophysiological processes of the operator's brain, including those related to inner speech, memory, functional mental sensory states, which ensure the implementation of mental activity with the initiation of naturally intellectualized, hybrid intellectualized, artificially intellectualized human-information interactions that affect the emergence and functioning of information-exchange processes, carrying out the corresponding information-intellectual activity.

The above characteristics of the definitions of artificial intelligence can be schematically displayed as follows (Fig. 1.4).
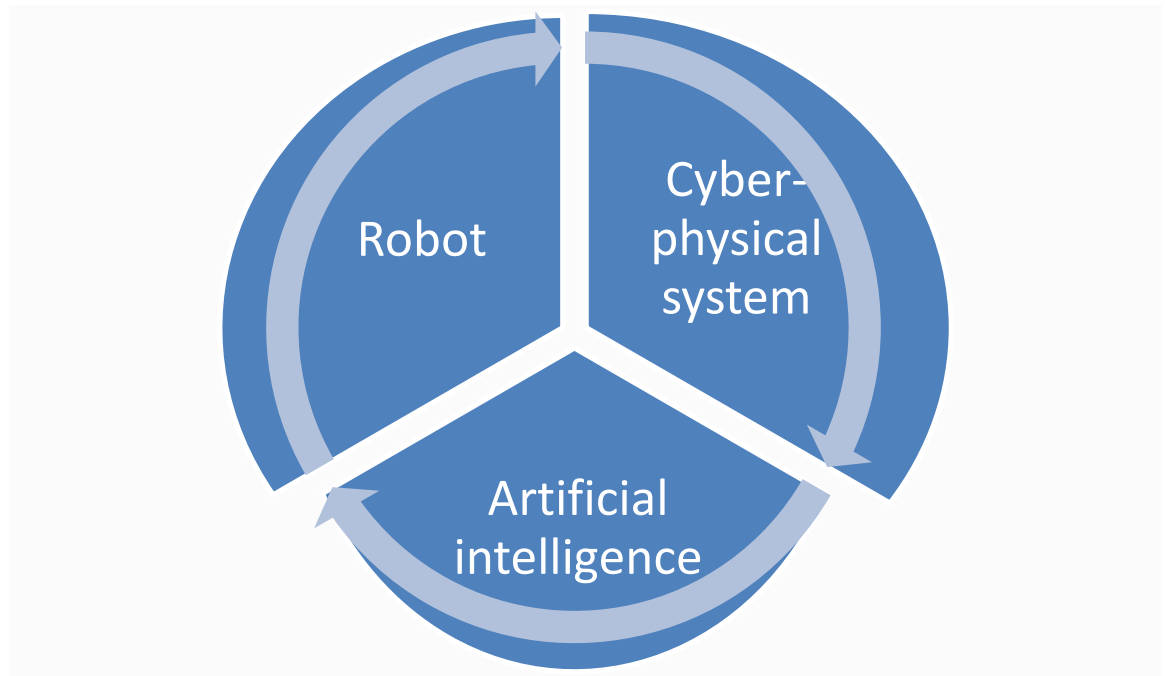
Figure 1.4 - Characteristics of the definitions of artificial intelligence

Source: [14]

The scheme demonstrates the relationship between the categories of artificial intelligence, robot and cyber-physical system, as well as their interpenetration. Probably, in the near future, artificial intelligence will exist in isolation from specific robots or computers, for example, in a virtual "cloud" world, moving through the Internet telecommunications network.

The development of artificial intelligence can not only to modify business, but also to modify the format of competition in the world market, to promote further differentiation of the countries of the world according to the levels of economic and technological development, which we have already noted earlier in our studies.

In a broad sense, AI contributes to a change in the perception of machines on the part of a person, and in a narrower sense, it simplifies the interaction between producers and consumers in the market, improving the functional aspects of doing business, including international ones.

1.3. Characteristics and features of business communication models -

The formation of business communication rules is a historical phenomenon that has both generally recognized principles and national characteristics. The main commandment of business communications is the equality of partners in the name of a matter agreed upon for execution. The specificity of business communication lies in the fact that collision, interaction, social regulation in any business: science, art, politics, trade, production is carried out in the legal field. The result of communicative interaction and legal registration of business relations is the relationship of partners, that is, relationships built on trust and mutual respect. Another feature of business communication is regulation, that is, subordination to national cultural traditions and social norms of behavior. So, if European and Arab delegations meet in the negotiation process, it should be taken into account that the delegations will enter the negotiating hall in different ways. The head of the European delegation will enter first, thereby emphasizing his official status. The head of the Arab delegation will be the last to enter, thereby emphasizing his official status and leadership. The regulation of business communication is formalized by a protocol - business, diplomatic and exists in the form of etiquette requirements.

Analyzing the process of communication in the diplomatic environment, the importance of not only words, but also verbal gestures is emphasized if the parties seek to show how their governments relate to certain problems. During the meeting of the French and German ambassadors on the eve of the First World War, in the conditions of forcing a naval conflict, the German ambassador pretended in every possible way that he did not understand what the French ambassador was interested in. This conversation was not rich in information, but the pressure on the partners was carried out with the help of a verbal gesture - silence, which was also a way of assessing the situation by the German side [16].

The success of an enterprise, the success of a business largely depends on the ability to present one's positions in the most favorable light, to form a favorable development of relations. In the practice of business communication, there are models of business communications that are implemented depending on the personal feelings, interests, tasks and assessment of the interlocutor.

The rivalry model assumes tacit or public rivalry par excellence. The parties are hostile and rigidly impose their position. The rivalry model often leads to a break in business communication, as the principle of equality is violated. This model often uses the multiplication of its position.

The dominance model implies orientation to the other side as a means of achieving the set goals, which leads to ignoring the interests of the other side. The dominance model did not involve discussion of problems. This model takes into account the interests of the other party only if they coincide with the interests of the dominant party. If we use A. Maslow's pyramid of needs, then in the dominance model, the third level - the level of social needs is overcome, since the dominant party does not feel the need to like others. R. Dawson writes that most often this model is chosen by parliamentary negotiators, but doctors who are focused on building long-term relationships with people avoid [16, p. 322].

The partnership model assumes the equality of partners, regardless of what goals they set in the negotiations. This model has an unspoken agreement as a controlling factor that a common denominator will be found. Neuro-Linguistic

Programming masters emphasize that successful business communication depends on following the rules. These include: firstly, in a conversation, do not interrupt the interlocutor, be sure to let him speak; secondly, communication should be, in essence, without repetition; thirdly, the appearance must match the situation; fourthly, special attention should be paid to non-verbal communication. The more the parties of business communication are located to each other, the more successful the communication will be. The role of interpersonal communication in business communication is no less important than in everyday or secular communication. Having captured the attention of the interlocutor, it is easier and more productive to prove to him that cooperation will bring good results.

The Code of Business Communications has evolved over the course of human history. The most common form of business communication is a business conversation. It can be long or short, direct or using modern achievements, such as webinar conferences. A modern manager needs constant improvement of the forms and methods of conducting a conversation, regardless of whether it is conducted to hear a report or to determine the qualifications of an employee. The conversation allows you to get the information necessary for making a decision, since the optimal decision is made taking into account the totality of circumstances. A manager at any production site spends an average of 20-25% of his working time on professional issues, and the rest of his working time on managing the human factor (meetings, instructions, conversations, control visits) [17, p. 310]. Management specialists believe that a conversation can be considered cost-effective if it is a means of obtaining (rather than issuing) information, verifying it and exchanging it, and is used to allocate and consolidate responsibilities in the performance of certain tasks [18, p. 203]. The dominant factor in business communication is the interests of the business; therefore, high-quality information should be used in business communication, it is impossible to build long-term relationships on lies.

In the context of the rapid development of the information society, it is impossible to bypass the issue of the influence of the media on business

communication. Globalization strengthens the positions of transnational corporations, which are becoming active players in the Ukrainian market as well. The information resource is used in modern business communication, because many factors must be taken into account - from recruitment, logistics to development strategies and relationships with partners in the context of national cultures and the peculiarities of the legal regulation of labor problems, consumer protection, and environmental standards. The effectiveness of the use of modern technologies and new forms of communication, such as social networks, the blogosphere, is gaining gigantic proportions. Technologies affect a person, his consciousness, motivation, interests, so a modern manager must be open to the realities of the information society, use his achievements for effective work. Remote work technologies allow you to use Skype, webinars to organize business communication with employees working in freelance mode. The Internet, social networks, information space create a new fabric of modern business communications.

The creation and observance of the basic ethical rules of communication in the work team and interaction creates the basis for a healthy psychological climate in the team, prevents the development of negative emotions and professional burnout syndrome, promotes a positive attitude in the performance of one's official duties, helps to improve the quality of work, individual and collective performance [19].

In general, business ethics is a summary of the rules and laws of business, which are based on generally accepted values. Ethical values include conscience, justice, respect, etc. On the business side, these values correspond to the quality of the product, customer satisfaction, compliance with general rules in product advertising, health and safety. Ethics in a business team is based on respect for each other's interests and an attempt to understand the basic needs of colleagues and create a family atmosphere, since to a certain extent we spend more time in a team than at home.

The formation of a healthy climate in the workforce is the key to the success of the organization, since in an effort to support each other, the organization's staff will turn into a friendly team that will work effectively to achieve common results [20].

The main goal of any leader in the enterprise should be the introduction of internal moral rules that will help him wind down the team and build friendly and close relationships within the organization.

The ethics of communication in the work team is based on many moral rules and generally accepted norms of behavior that reinforce the main meaning of business relations. The significance of these generally accepted measures is the strengthening of mutual trust, the continuous supply of information to employees about their intentions, distortion of data and misleading the employee. To maintain communication in the workforce, professional codes of honor for bankers and entrepreneurs have been created.

The very concept of ethics of communication in the work team affects not only the social responsibility of the leaders of organizations, but also considers a wide range of issues related to the goals and means of doing business. Proponents of business pragmatism sometimes use illegal methods to achieve their goals, such as bribes, bribery, etc. However, the whole ethics of communication in the work collective themselves can be unethical in nature. Moreover, communication from the outside may look unethical not because of illegality, but because of the incompatibility of the goals of communication ethics in the work collective with moral standards.

Thus, in the use of communication skills in the workforce, an important component is the relationship with goods and services, as well as quality assurance. You also need a balance between the ability to manage people and the ability to create products. As the Swiss scientist Arthur Rich noted: "that which is unfair to another person cannot be true, just as it cannot be fair that does not take into account the needs of the economy" [21].

We can define a set of communication and interaction rules that reflect a high level of organizational culture (Fig. 1.5).

1. • Honor ourselves! Let's honor others! We respect the system in which we work!

2. • We care about the quality of corporate ethics

3. • We follow the rules of subordination. We do not demand any special treatment from the other person

4. • We smile at each other! We do not skimp on a good attitude towards the interlocutor.

5. • We call our interlocutors by name. We are trying to do this more often, since the sound of one's own name is the most pleasant melody for a person

6. • We compliment each other. To do this, we notice in people their positive, strengths of character

7. • We discard unnecessary gossip in communication with colleagues

8. • When communicating, we try to understand what our interlocutor is talking about, listen to his words

9. • When a conflict situation is brewing, we rely on the golden rule of effective communication and interaction "I am not against you, but we are against the problem!"

10. • Use constructive criticism if necessary. Remember: the object of criticism may be the behavior or quality of a person's work, but not his personality!

11. • If our responsibilities collide with colleagues, we will take care to achieve a clear division of responsibility when performing team work

12. • We do not exaggerate our capabilities. We don't make false promises that we can't keep. Let's be ourselves!

Figure 1.5 – Main communication and interaction rules

Summing up, it should be noted that communication policy is a subject not only of economic science, but also of psychology, sociology, linguistics and other

sciences, which should be taken into account when building a specific communication policy.

The communication policy of the organization is based on certain patterns, while, as noted above, they do not lie only in the field of economics. Knowledge of all the laws, principles, capabilities of the organization and an active-wise communication policy contributes to the successful prosperity of any organization.

In conclusion, a comparative example can be given: a company without a communication policy is the same as a house without household communications. Communications (the availability of opportunities for clear and prompt communication both between employees and between organizations as a whole, respectively, the availability of telephone communications, the Internet, an internal network, etc.) affect the functioning of the organization, the internal and external environment of the organization, the speed of exchange information and making specific decisions with their subsequent implementation.

Knowledge and ability to correctly use all communication techniques greatly helps the manager to get closer to solving the main task of management - making a profit.

CHAPTER 2 ANALYSIS OF COMMUNICATION AND INFORMATION POLICY IN CHOBERRY HR MANAGEMENT

2.1. General characteristics of ChoBerry

The ChoBerry confectionery factory is a stable functioning workshop with more than 10 years of history. Company registries in Greece and work specifically in that area. a beginning of its creation the company takes in 2010, then, after the crisis of 2008, a small confectionery shop was built. This included a confectionery shop and a shop for soft drinks. At that time, the confectionery shop included the following shops: waffle, marshmallow, corn sticks. In 2015, a new building of the enterprise was put into operation - a confectionery shop for the production of gingerbread, cookies and marshmallows.

The reason for the creation of the ChoBerry confectionery factory is the lack of analogues in the Athens market. Increasing demand for confectionery products, strengthening customer requirements for quality and food safety. During its existence, ChoBerry has repeatedly changed its focus in the confectionery direction from gingerbread and marshmallows to cakes and pastries in 2021.

To date, ChoBerry is a stably functioning workshop with an annual gross income (revenue) from product sales of more than 5 million euros, a net profit of about 2.5 million euros, and an average headcount of 101 people. The work of the workshop team was marked by many prestigious awards and awards. In the current economic conditions, ChoBerry management has set several important goals for its development: intensive expansion of sales markets for finished products, reorganization of the existing information system of the enterprise, improvement of product quality, improvement of the assortment policy.

Now ChoBerry continues to increase production, expands the existing distribution network. The main priorities in the work of the enterprise are high quality products and affordable prices.

The organizational structure of the ChoBerry confectionery shop is

presented in the form of a block diagram in Figure 1.1. Such a structure makes it possible to link a system of highly specialized functions and a system of subordination and responsibility for the direct execution of tasks for the design, production and delivery of products to customers, i.e. rights and responsibilities are more deeply divided between the various links, production, marketing and logistics.
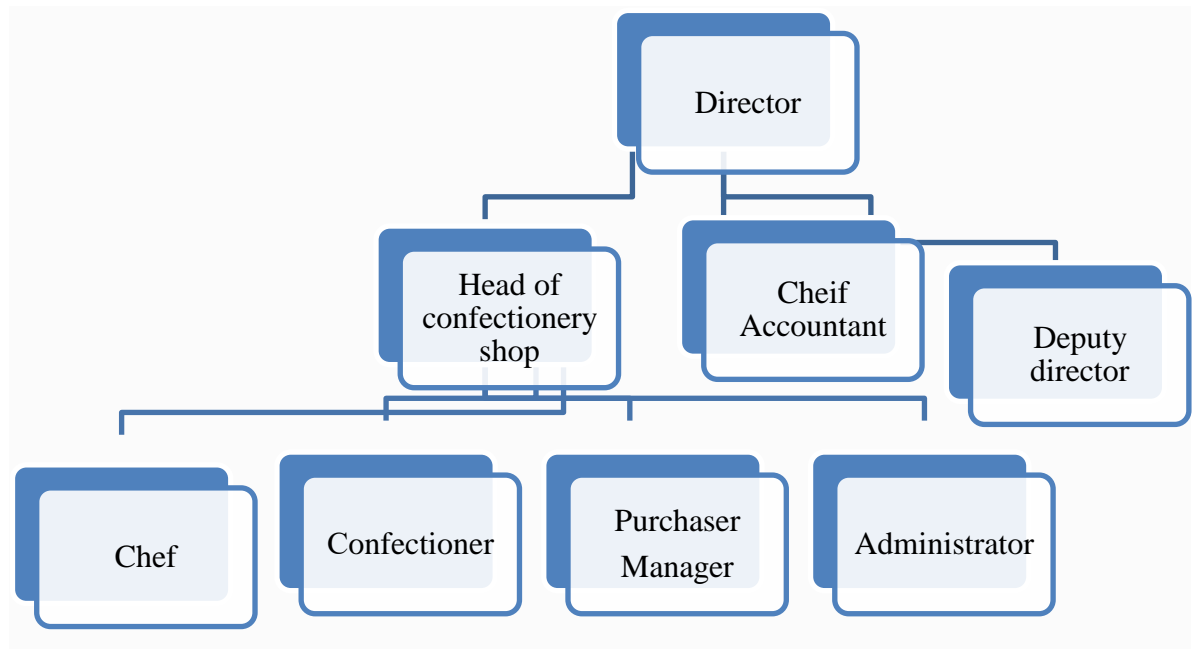

Figure 2.1 - Organizational structure of ChoBerry

Sourse [22]

The communication policy in the company takes place at all levels - from the director to the administrator in the store, because the implementation of coordinated actions is the basis of management of ChoBerry

The Director, as the highest level of management, carries out representative and supervisory functions over the activities of subordinates. This includes concluding contracts, selecting and recruiting personnel, and managing personnel. The Chief Accountant, on the other hand, is responsible for maintaining accounting records, conducting financial and economic calculations, and preparing financial documents. They also perform official assignments for their immediate supervisor.

ChoBerry employs a democratic management style, in which the leader influences and motivates subordinates to achieve organizational goals while considering the opinions and feedback of employees. This approach involves

active participation from staff in decision-making and sharing information that directly impacts their interests. The manager collaborates with employees to develop a plan for the enterprise's socio-economic development, which facilitates effective decision-making and goal attainment. While this management style can have positive outcomes, its effectiveness may vary depending on the organization's size and specific circumstances.

For the economic properties of the company under study, it is advisable to calculate the main characteristics of the economic activity of ChoBerry. The dynamics of the main indicators of production and economic activity of ChoBerry is presented in Table. 2.1.

Table 2.1

Dynamics of indicators of production and economic activity of ChoBerry

Indicators	2019	2020	2021	Change, %	
				2021/2020	2020/2019
Net income from the sale of products (goods, robots, services), thousand EUR.	39413	50262	51575	2,61	27,53
Cost of products sold (goods, robot, services), thousand EUR.	31487	39361	41301	4,93	25,01
Gross profit, thousand UAH.	7926	10901	10274	-5,74	37,53
Administrative expenses, thousand EUR.	6358	7732	7852	1,55	21,61
Net profit, thousand EUR	214	970	974	0,41	353,27

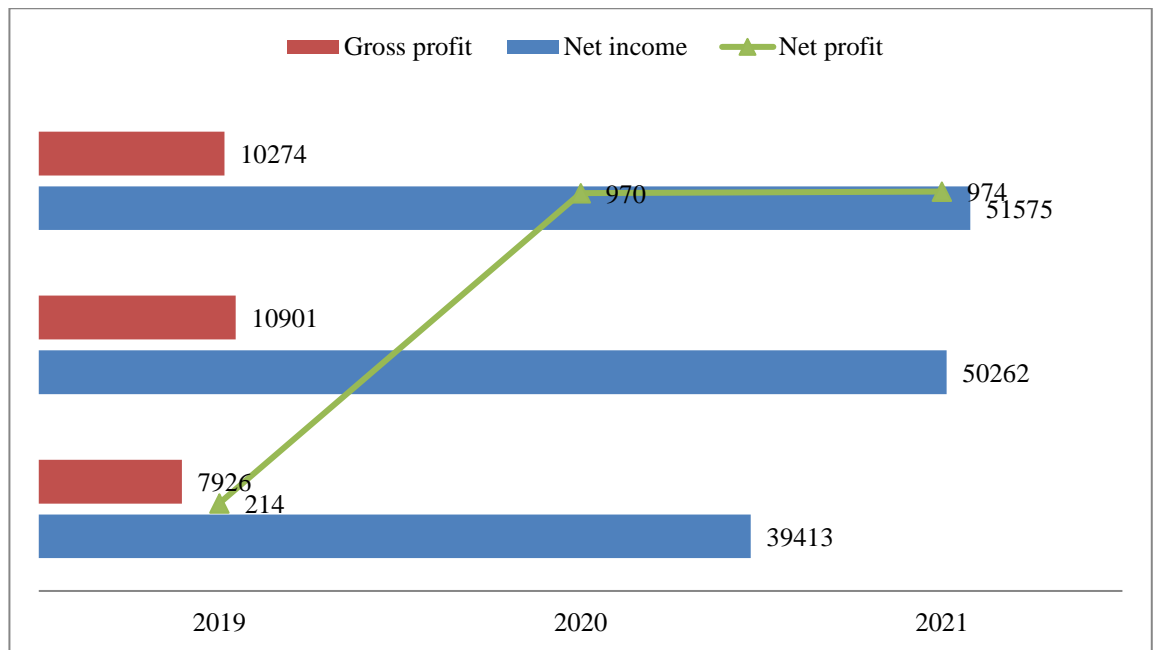In more detail we propose show ChoBerry profit on Figure 2.2

Figure 2.2 – Dynamic of ChoBerry profit for the period 2019-2021, thousand EUR

Source [22]

From the data in Table 2.1 shows that net profit increased from 50262 UAH. up to 51 575 UAH in 2021 (increased by 2.61% from the 2020 level). The cost of services in 2021 was 4.93% higher than in 2020. Expenses, similarly to this indicator, changed towards a slight increase (1.552%).

Data on the state of assets and liabilities of ChoBerry on the main indicators are provided in Table. 2.2.

Table 2.2

Dynamics of indicators of the financial condition of ChoBerry

Indicators	2019	2020	2021	Change %	
				2021/2020	2020/2019
ASSETS					
I. Non-current assets	5846	5908	6329	7,13	-1,06
II. current assets	1883	3210	2806	-12,59	70,47
LIABILITIES					
I. Equity	4434	4681	4390	-6,22	5,57
II. long term duties	32	856	646	-24,53	2575,00
III. Current responsibility	3263	3581	4099	14,47	9,75
					Continue table 2.2
BALANCE	7729	9118	9135	0,19	17,97

Source [22]

From the data in Table 2.2 shows that non-current assets in 2021 increased by 7.13% compared to 2018, and current assets decreased by -12.59%. The liability balance also indicates the growth of one of its sections, as follows: current liabilities increased by 14.47%; the decrease occurred in long-term liabilities by 24.53% and in equity by 6.22% compared to 2020. In general, the balance sheet currency in the reporting year increased by 0.19% compared to the previous year.

In order for the company to achieve its goals, it is necessary to conduct SWAT and STEP analyzes. But since when comparing various types and forms of STEP analysis, no one suitable for this type of activity was found, a special form of STEP analysis of the macroenvironment was proposed and is presented in Table 2.3, the assessment was made on a five-point scale.

From the analysis of the macroenvironment, four of the most important factors that affect the organization as a whole can be distinguished, table 2.3

Table 2.3

STEP analysis of the macroenvironment of ChoBerry

Environmental factors	Importance to the industry	Impact on the organization	Degree of importance
Socio-demographic environment			
1) Educational standards	2	3	6
2) Attitude towards work	3	3	5
3) Company reputation	5	5	5
4) The influence of advertising on the formation of demand	2	2	3
Technological influences			
1) Development of logistics in the region	5	3	5
2) New warehouse technologies and equipment	4	4	5
3) Adherence to international and Ukrainian quality and environmental safety standards	4	3	4
Economic impacts			
1) Economic growth rate	3	3	4
2) Interest on loans	3	2	3
3) Rising inflation	3	2	3
Continue table 2.3			
4) Staff salary level (increase)	2	3	5

5) Increased competition	3	3	5
Political and legal impact			
1) Tightening of world and Ukrainian quality standards and environmental safety	4	3	4
2) Tax control by the state	4	4	5
Political and legal impact			
3) Regulation of labor relations by law	3	3	4
4) Government intervention in the private sector	4	4	5

It is positively influenced by the fact that the company cares about its reputation and is focused on providing quality services to its customers. Increased competition when the market approaches saturation can cause a significant increase in costs for the company, due to the fact that the company needs to maintain its position and continue to develop in order to keep up with competitors.

In general, the financial and economic condition of ChoBerry can be characterized as satisfactory. The company is profitable, every year the profit is growing.

2.2. Study of working conditions and relationships at the enterprise and information and communication

During 2021, the enterprise pursued a consistent policy aimed at developing mutually beneficial cooperation with regions of other countries of the world. An attractive image of the region was created, the potential opportunities of the economy were highlighted, which contributed to the growth in 2021 compared to the previous year in production volumes

The company put a pleasant and caring attitude towards the staff at the forefront. The company's website has a slogan: ChoBerry is people first. The main motivation of a person to work are 4 factors (Fig. 2.3):

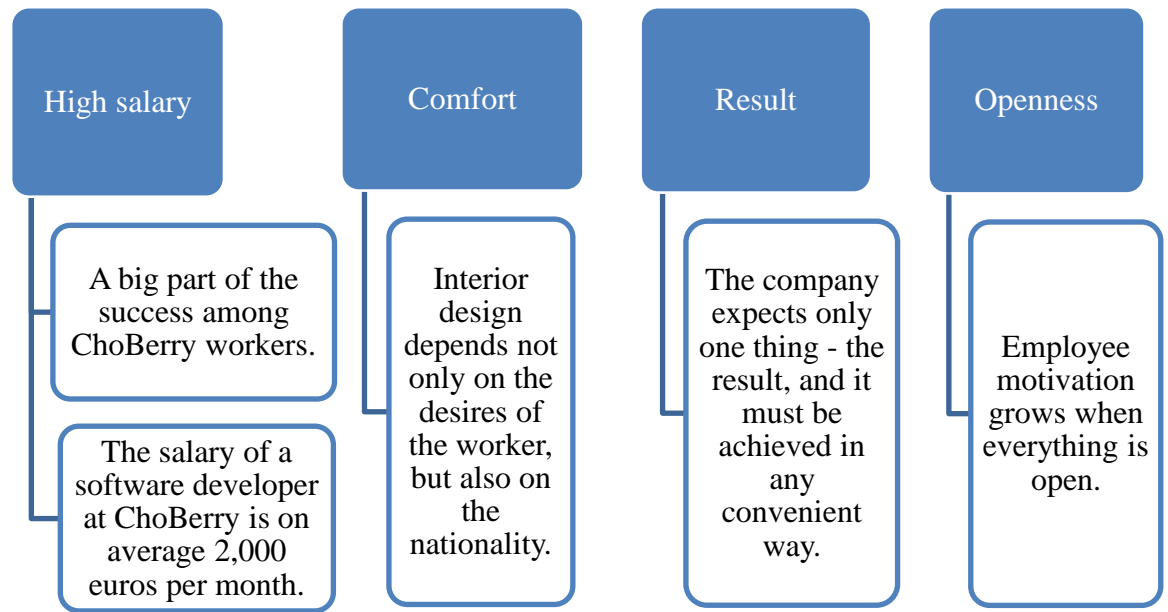| High salary	Comfort	Result	Openness
A big part of the success among ChoBerry workers.	Interior design depends not only on the desires of the worker, but also on the nationality.	The company expects only one thing - the result, and it must be achieved in any convenient way.	Employee motivation grows when everything is open.
The salary of a software developer at ChoBerry is on average 2,000 euros per month.			

Figure 2.3 - The main factors motivating ChoBerry employees

Source: data of ChoBerry

Evidence that ChoBerry's communication model is well organized and information flows efficient is the highly motivated employees who work together to generate revenue for the company. After all, if an employee is satisfied with his work, then all communication and information processes in the company are well coordinated.

In 2021, ChoBerry provided approximately 100,000 hours of massage to its employees, while also constructing a sports complex featuring a roller hockey rink and basketball court for their use. Furthermore, the organization grants an additional seven weeks of vacation to workers who have recently welcomed a new child, and for a decade following an employee's passing, their family can receive 10% of their salary on a monthly basis.

When hiring new personnel, ChoBerry assesses their ability to function effectively within the existing team. Successful candidates must possess traits such as talent, creativity, and a strong work ethic, as well as the ability to make a positive impression in business settings.

It is important to note that ChoBerry does not impose age restrictions on its workforce, instead prioritizing job requirements and a candidate's ability to meet them during the interview process. This means that individuals of any age, including exceptionally talented children, could potentially secure a position with the company.

In order to improve staffing under modern conditions, ChoBerry recognizes the importance of transitioning from passive to active personnel policies that prioritize the rational utilization of human resources. The acquisition and retention of personnel possessing the necessary qualifications is thus a critical objective for the organization.

The priority areas of the process of optimizing the management of personnel potential using the concept of management we consider on Figure 2.4

The enhancement of the psychological atmosphere within the organization, as well as an examination and potential resolution of factors that may contribute to the emergence of conflict scenarios.

analysis of the reasons for the desire to leave employees from the enterprise and the development of measures to eliminate these reasons

Enhancing the health of employees by improving the quality of medical attention and recreational activities.

analysis of the causes of violations of labor discipline and development of measures to eliminate them

stimulation of entrepreneurial abilities of employees aimed at improving the performance of the enterprise

Recognition of workers who possess innovative potential and implementing strategies to cultivate their enthusiasm for being employed by the organization.
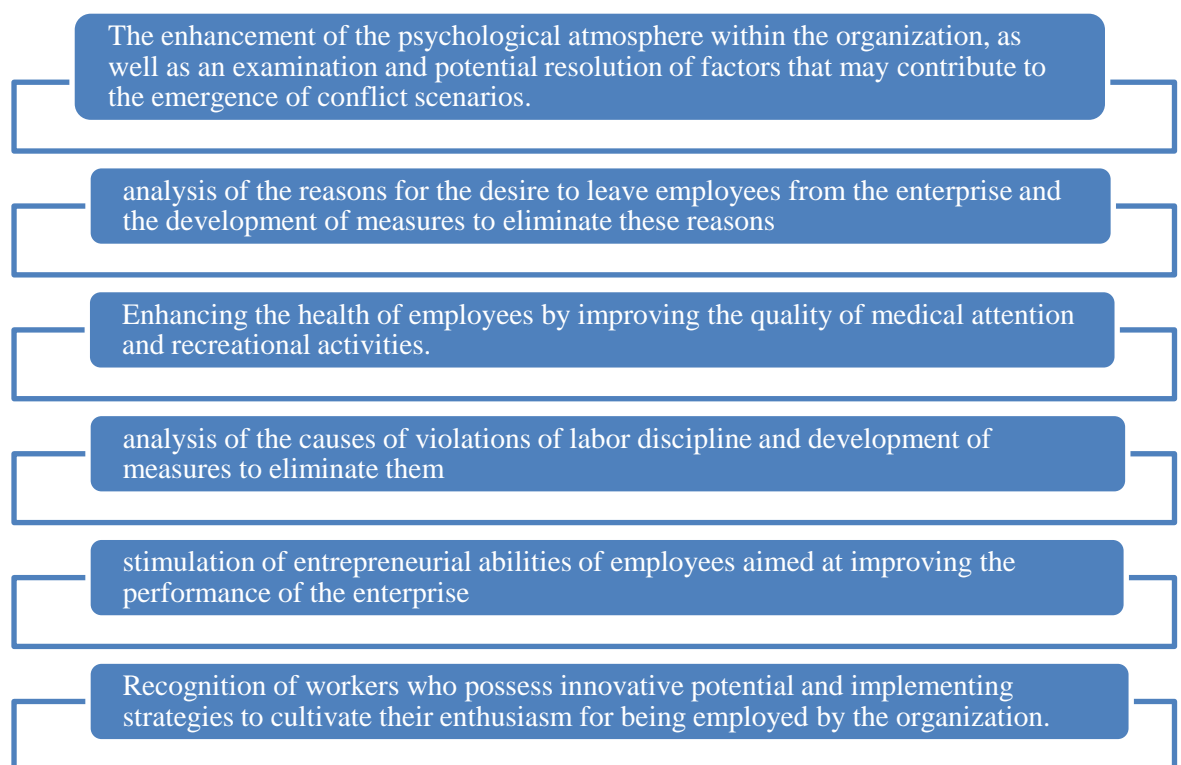
Figure 2.4 - Concept of management of ChoBerry

Source: data of ChoBerry

The identification of the high density of management of ChoBerry is revealed to be the identification of a high communication policy between the

company's management and their coordinated actions. The management of ChoBerry has built the management system in such a way that its basis rests on constant communication between employees who combine actions achieved in order for ChoBerry to make a profit.

ChoBerry provides a comprehensive social package to its employees, which includes voluntary medical insurance, payment of transportation expenses and mobile communication fees for company executives, a personal driver for management, and additional vacation days.

The costs associated with this social package for employees are presented in Figure 2.5.
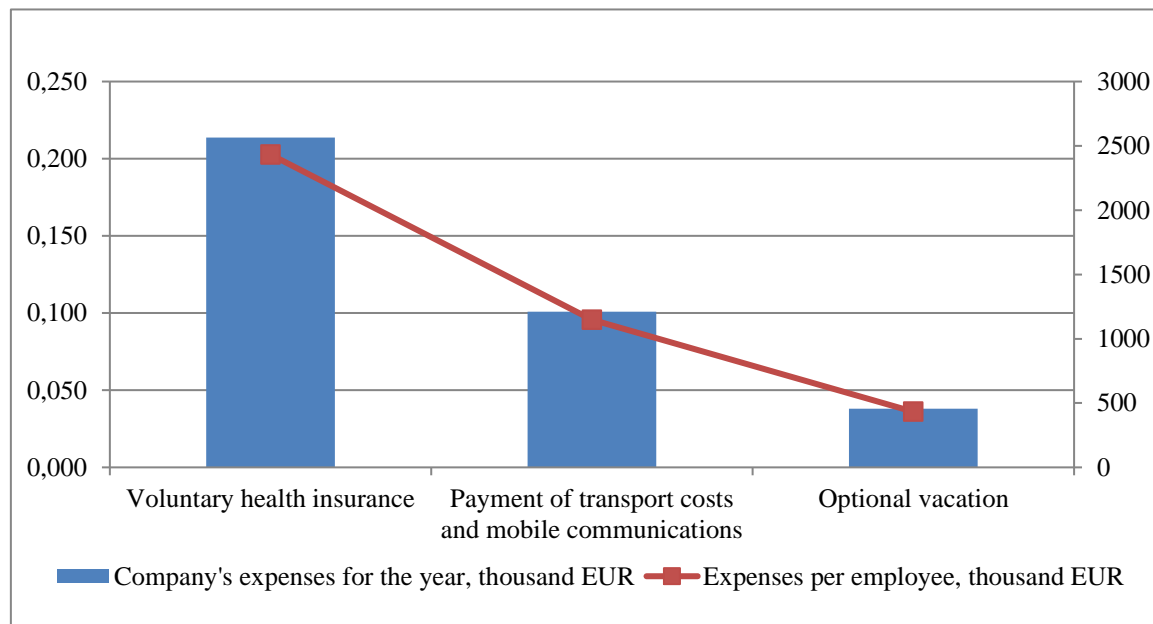
Figure 2.5 - ChoBerry's expenses for financing the social package of employees for 2021, thousand euros

Source: developed by the author according to ChoBerry

ChoBerry provides a safe and hygienic work environment that adheres to safety standards. During the hiring process, the personnel department introduces new employees to safety regulations, which are also reviewed by department heads every six months. The company undergoes monthly inspections to ensure compliance with sanitary, technical, and aesthetic standards. Additionally, ChoBerry places significant emphasis on fostering positive relationships among

team members, with various measures in place to promote teamwork and collaboration (see Table 2.4).

Table 2.4

Events held for ChoBerry employees

Month	Event	Composition
March	March 8	All workers
June	Company birthday	All workers
August	Summer corporate party	All workers
October	Defender's Day of Ukraine	All workers
December	New Year's corporate party	office workers

Source: developed by the author according to ChoBerry

ChoBerry offers several incentives that enhance its social infrastructure, such as discount cards for meals in the dining hall, paid subscriptions to the gym, and reduced-price tickets to the cinema.
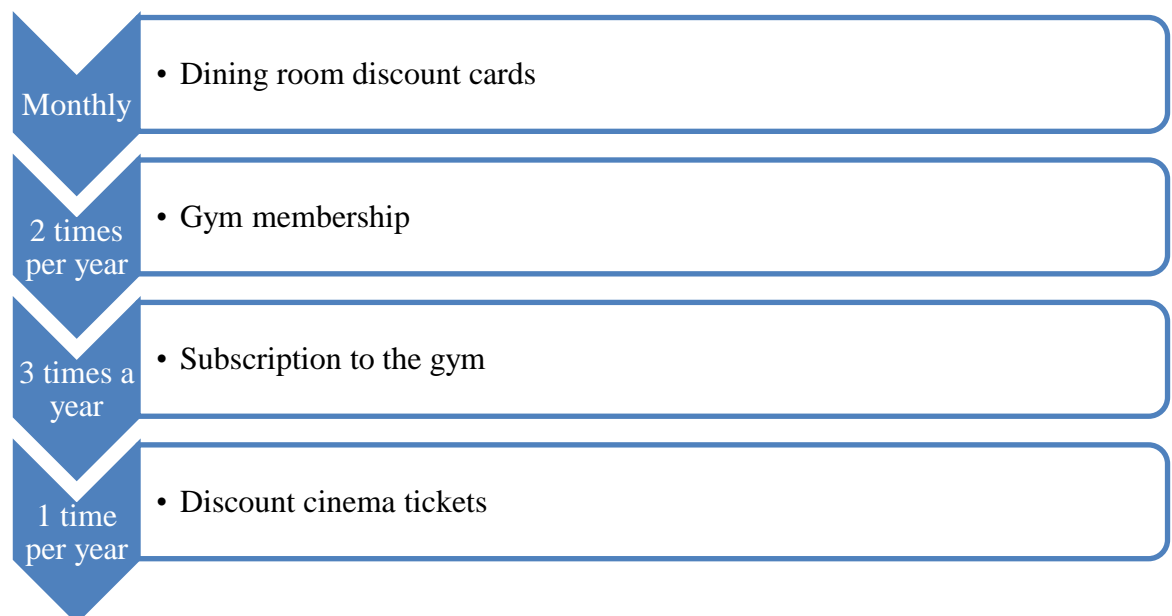

Figure 2.6 - Bonuses given to ChoBerry employees

Source: developed by the author according to ChoBerry

After examining the work environment and team dynamics at ChoBerry, it can be deduced that the company has an advanced motivation system that has a favorable impact on the organization's overall performance and team spirit.

2.3. Characteristics of the ChoBerry communication policy in ensuring effective personnel management

An analysis of the availability of labor resources is very important for assessing the actual picture of employee management. It allows you to find out how many employees have hired / quit their jobs, what savings / surplus of employees of the institution, the qualitative composition of the employees of the institution, their structure, etc. [23, c. 219].

Analysis of the composition and structure of ChoBerry personnel is presented in Table. 2.5.

Table 2.5

ChoBerry Personnel Movement Indicators

Indicators	Years			Change, +/-		Change, %	
	2019	2020	2021	2021/ 2020	2020/ 2019	2021/ 2020	2020/ 2019
Average number of employees, persons	101	103	108	5	2	4,84	1,98
Accepted during the year, persons	24	27	28	1	3	3,57	12,50
Dismissed during the year, persons, including:	22	24	24	0	2	0,00	9,10
at will	17	15	15	0	2	0,00	11,76
for violation of labor discipline	0	0	0	0	0	0	0
Acceptance turnover rate	23,76	26,21	25,93	-0,28	2,45	-1,07	10,31
Termination turnover ratio	21,78	23,30	22,22	-1,08	1,58	-4,64	6,98
Staff turnover rate	0	0	0	0	0	0	0

Source [22]

Consequently, the average number of employees is growing from year to year. This is due to the fact that more workers are employed than those who are laid off. 24 people were hired during 2019, and 22 were dismissed (17 of them voluntarily); In 2020, 27 people were hired, 24 were fired (15 of them voluntarily);

In 2021, 28 people were hired, 24 were fired (15 of them voluntarily).

The adoption turnover rate in 2021 was 25.93, which is 1.07% less than in 2020. The layoff turnover rate in 2021 was 22.22, which is 4.64% less than in 2020.

Next, we analyze the availability of labor resources for ChoBerry by assessing the structure of the labor force; pay attention to the qualitative composition of employees (general education, vocational qualification level) (see Fig. 2.7 and Fig. 2.8).
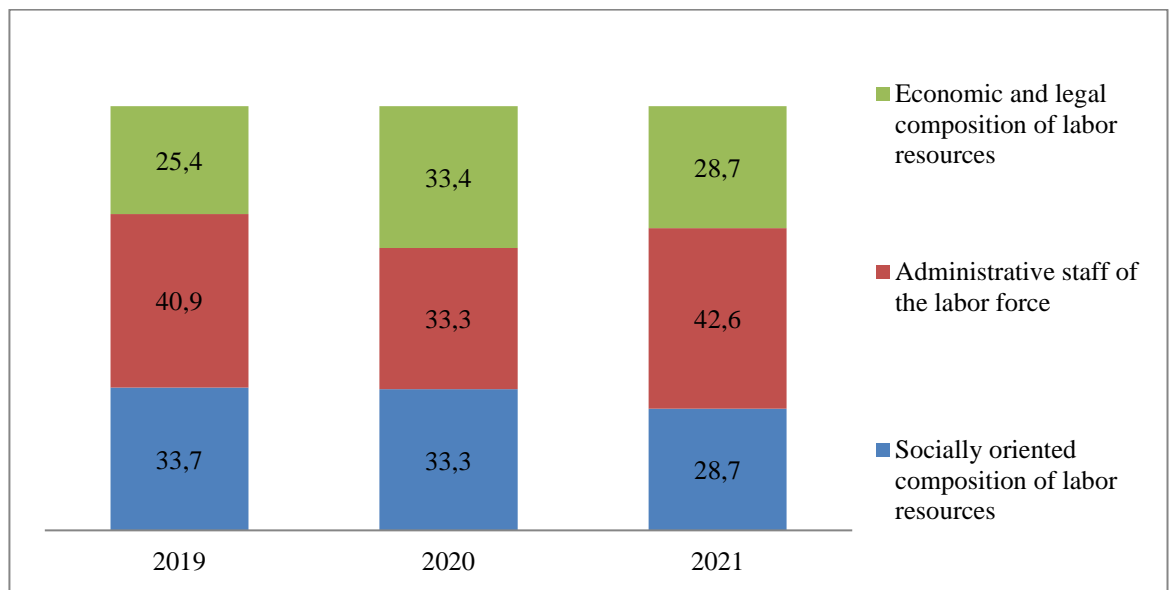

Figure 2.7 - ChoBerry workforce structure.

Source [1]

Figure 2.7 shows that in 2021, the largest share was assigned to the labor force from the category of administrative staff - 42.6%, and the smallest for the economic and legal staff - 28.6%. In 2020, the shares of the labor force between the selected categories were evenly distributed and amounted to 33.3%.
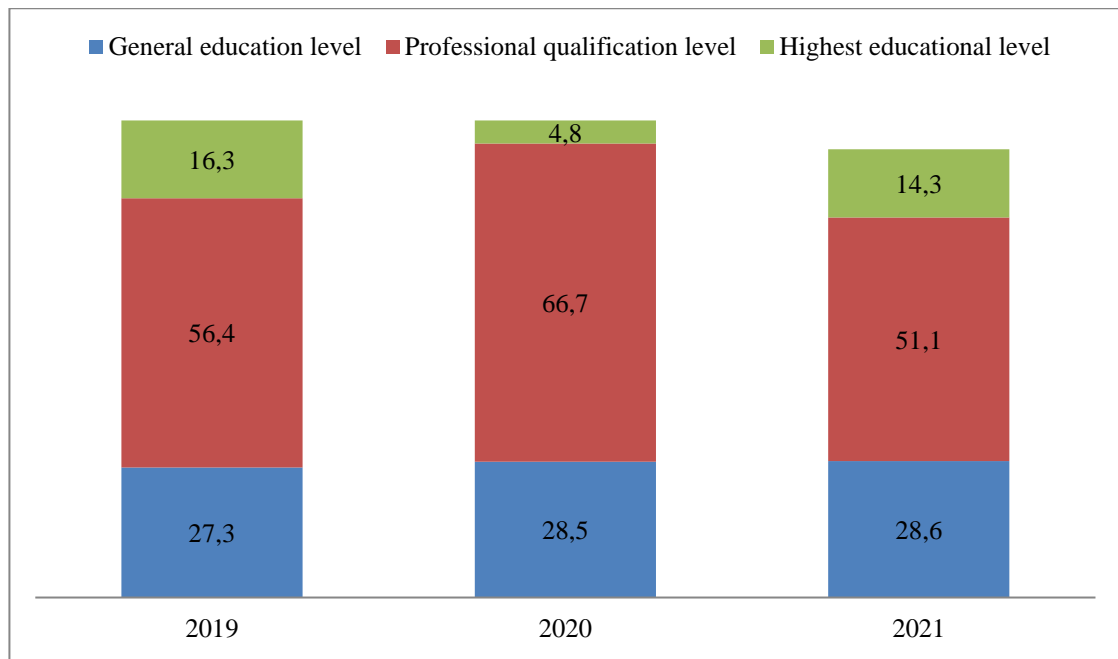
Figure 2.8 - Qualitative composition of ChoBerry employees.

Source [22]

According to Figure 2.8, the employee distribution in 2021 shows that the highest proportion is assigned to those with a professional qualification level at 51.1%, while the smallest proportion is assigned to those with a general educational level at 14.3%. In 2020, the labor force distribution between educational levels was as follows: the largest proportion was assigned to employees with a professional qualification level at 66.7%, while the smallest proportion was assigned to those with a general educational level at 0%.

For most specialists at ChoBerry, wages are the primary motivator for staying with the company, and a slight increase of 5-10% offered by another company can easily lure them away. Therefore, the management must consider effective methods of motivation to reduce staff turnover.

Furthermore, hiring new employees at ChoBerry follows a specific process after the successful completion of entrance exams, as shown in Figure 2.9.
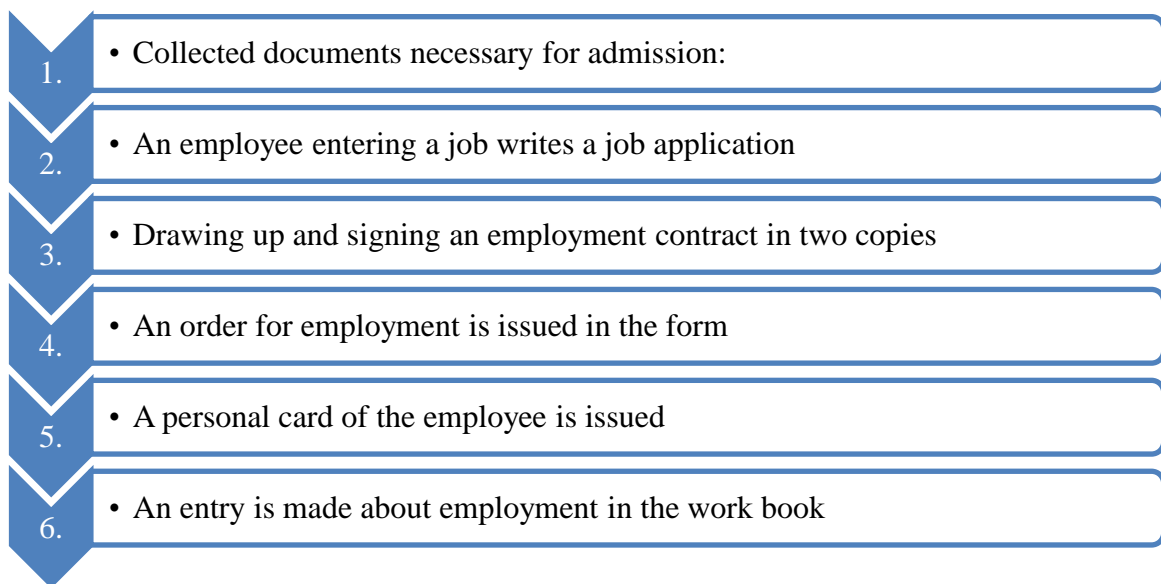
1.	• Collected documents necessary for admission:
2.	• An employee entering a job writes a job application
3.	• Drawing up and signing an employment contract in two copies
4.	• An order for employment is issued in the form
5.	• A personal card of the employee is issued
6.	• An entry is made about employment in the work book

Figure 2.9 – Order of hiring an employee at ChoBerry

Source: developed by the author according to ChoBerry

ChoBerry has a comprehensive employee adaptation program that includes various steps. Firstly, the director closely monitors the new employee throughout their adaptation period. The employee is introduced to the company's culture, including the Corporate Code, Regulations on personnel policy, instructions for employee behavior, and other important information regarding their official rights and duties. Additionally, the employee is introduced to the team they will be working with. Once the adaptation period is completed, both the employee and manager fill out an adaptation letter to assess the success of the adaptation process.

Moreover, ChoBerry is committed to the development of its personnel and offers a range of training opportunities, certifications, seminars, and competitions to help employees improve their skills and knowledge. These initiatives not only contribute to the professional growth of employees but also positively impact the overall performance of the organization.

ChoBerry's compensation system is composed of a fixed salary and a bonus component. The salary is customized for each employee and is paid twice a month on the 20th and the last day, which includes an advance. Prior to payroll calculation, the work of each employee is assessed over the course of the month. In order to enhance staff productivity, ChoBerry has implemented a bonus system which offers incentives for exceptional performance, overtime work, progress in

specific areas, innovative initiatives, and maintaining high-quality work. Furthermore, employees are also acknowledged for their contributions with a letter of commendation and prizes, as outlined in Table 2.6.

Table 2.6

ChoBerry Employee Commendation Letter Award in 2021

Basis for the award	Frequency of awarding	Number of awarded employees
For effective work and achievement of high results	At the end of the calendar year	An employee of each department and division is awarded a letter of commendation (for 2019 - 6 letters of commendation: the credit department -3, accounting, the international settlements department - 2.
For the manifestation of creative initiative	Semiannually	Employees who have shown themselves actively and independently (for 2021: 2 letters of commendation in the credit department, 1 warehouse accounting)

Source: developed by the author according to ChoBerry

ChoBerry has its own social package for employees, it consists of (Fig. 2.10)
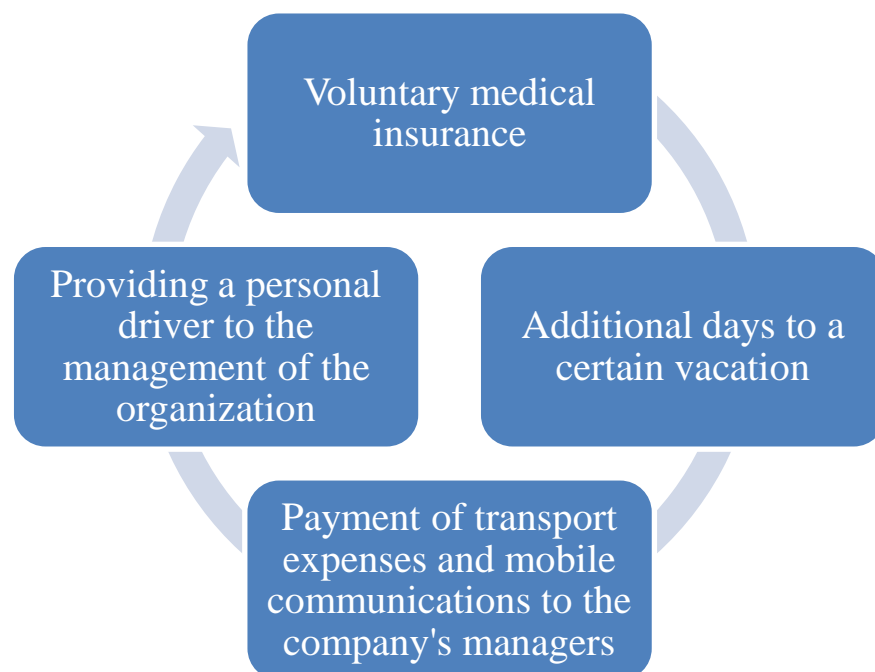
Figure 2.10 – Social package for employees at ChoBerry

Source: developed by the author according to ChoBerry

ChoBerry provides employees with favorable working conditions, ensuring compliance with hygiene standards and life safety regulations. The personnel department introduces new hires to safety rules, which are then regularly reinforced by department heads every six months. Furthermore, the company is regularly tested for compliance with sanitary, technical, and aesthetic standards on a monthly basis.

The company places great importance on fostering positive relationships among team members. ChoBerry organizes several events throughout the year to strengthen team bonds and promote camaraderie. For example, during a summer corporate party, employees leave the city to enjoy various outdoor activities, competitions, and relay races. Similarly, a cafe is rented for a New Year's corporate party to allow employees to reflect on their accomplishments and celebrate the end of the year together. On International Women's Day and Defender of Ukraine Day, ChoBerry honors its female and male employees by gathering together and presenting gifts. The company also rents a cafe to celebrate Trade Day, a professional holiday for its employees. Despite these efforts to foster a positive work environment, there are still instances of conflict within the team. Therefore, ChoBerry continues to strive to improve its team building efforts.

ChoBerry provides its employees with various benefits that contribute to the development of social infrastructure, such as discount cards for meals in the canteen, gym and football hall subscriptions, and discounted tickets to the cinema.

The organizational structure of ChoBerry is vertical, meaning that each unit in the organization performs specific functions based on job descriptions tailored to the type of work performed and the internal documents of the organization (such as internal labor regulations and other local regulations). This approach allows for the efficient allocation of functions based on the nature of the enterprise.

After analyzing the data, it was discovered that the largest percentage of laid-off employees were those who resigned voluntarily. This was followed by employees who left due to other reasons (inability to meet job requirements, fatigue, dismissal after vacation, relocation to another city, etc.). The next most

common reason for termination was employees transferring to another job (16%). Family circumstances were the least frequent cause.

Overall, personnel management at ChoBerry is a complex process, but it is an indicator of the unit's efficiency and the improvement of the overall performance of the enterprise.

CHAPTER 3 KEY WAYS TO IMPROVE COMMUNICATION IN CHOBERRY'S HR SYSTEM

3.1 Improvement of the personnel management system at ChoBerry

After examining the personnel management system, it was determined that the ChoBerry HR manager should pay special attention to the formation of a friendly and family atmosphere in the team, which will have a positive impact on the overall financial results of the company.

Therefore, we can distinguish the following principles in personnel management at ChoBerry (Fig. 3.1).

Principles

- Creativity in thinking
- Freedom of opinion
- Formation of friendly relations
- Development and training of employees
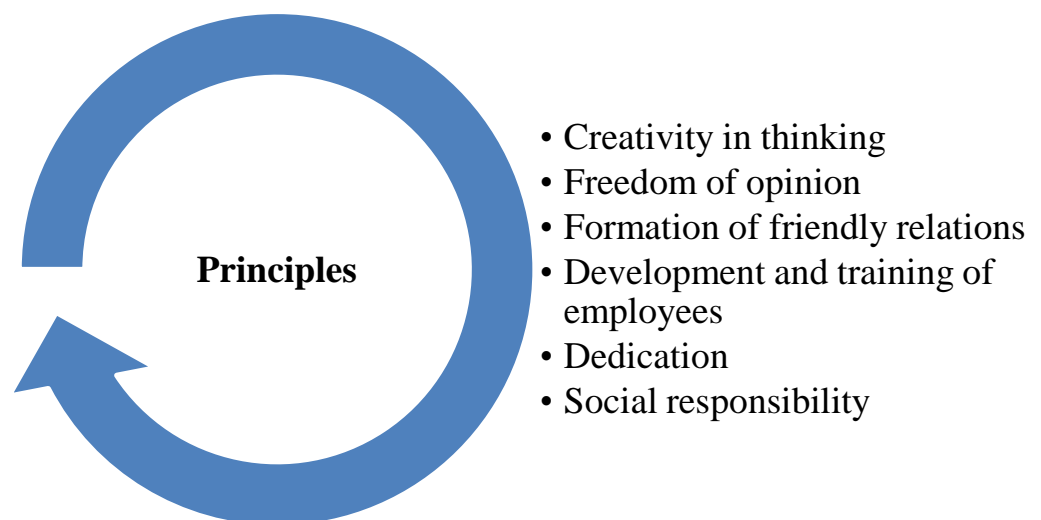- Dedication
- Social responsibility

Figure 3.1 - The principles of personnel management in ChoBerry, which seek to achieve leadership

Source: Created by the author

The main emphasis in personnel management at ChoBerry should be on the development of friendly relations and the formation of a healthy atmosphere in the team with an emphasis on the restoration of the country, because we all know that when we receive wages, we pay taxes that replenish the state budget of the country.

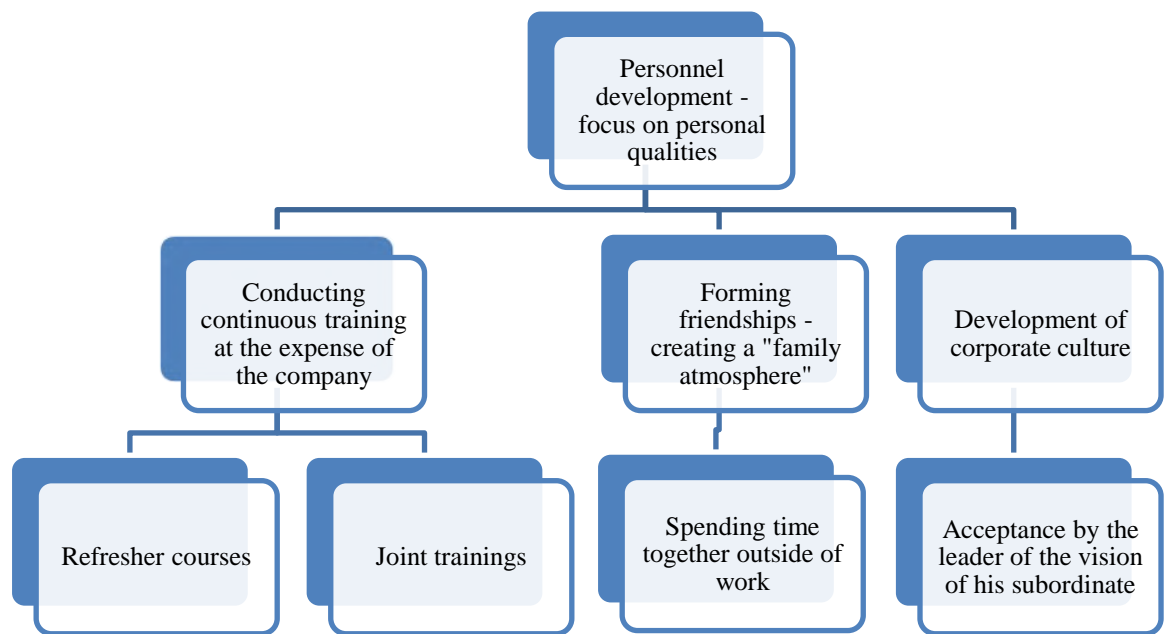So, the personnel management system in ChoBerry should look like this:

Figure 3.2 - Improved personnel management system in ChoBerry

Source: Created by the author

For staff, it is proposed to take a training course on working with CRM, the benefits of which for ChoBerry will be analyzed in detail.

The CRM system will allow you to track the performance of each ChoBerry employee. The introduction of a CRM system will help to structure all processes: to control tasks, deadlines for their implementation and the result in a team. ChoBerry management does not need to stand behind the shoulder of each employee and require a regular report on the work done for the day, the picture of the effectiveness of the implementation will be visible immediately.

Working in the CRM system will allow the ChoBerry manager to prioritize and remind about each task. This makes work more consistent and workflows transparent.

So, it is proposed to explore the implementation of a CRM system in ChoBerry:

1. Conducting a presentation of the CRM system - here you need to tell the team about the benefits and benefits of the innovation, and also explain the goal you want to achieve together.

2. Offer quality and detailed training. It is at this stage that the process most often stops. It is not enough to provide training materials, it is important to implement live communication, take into account the wishes of employees and jointly adapt the CRM system to CRM systems.

3. Explain why mistakes should not be feared. Some employees may be afraid to click in the wrong place, seem not smart and not adaptive enough. It is important to prove that you are moving to a new system of work together and it is important for you to try and learn a new tool. Show that the program has a lot of chips that you can safely press and poke.

4. Provide technical support, namely a technical specialist who can be contacted. Even better, if a chat is created where employees can ask questions and see preliminary discussions.

5. Feedback should be periodically asked to employees about how their work in the CRM system goes, what pros and cons they highlight for themselves. So you will understand the general mood and progress of the implementation of the system in the business process.

Benefits of working with CRM system for CRM system for ChoBerry:

1) It will help to structure, organize and make all work processes transparent.

2) Simplify interaction with clients and within the team.

3) CRM-system will allow you to control processes, which will increase the efficiency and effectiveness of your business.

The CRM system is already the standard in business and it is short-sighted to refuse it. The main thing for ChoBerry is to provide a comfortable workspace for you and your employees with the help of new features.

3.2. The main ways to improve the information and communication policy of the company

So, having studied the personnel management system in ChoBerry, we have determined that it is not effective and negatively affects the overall financial results of the company. We propose to introduce SAP into the personnel management system based on the creation of a "Digital Enterprise", with which you can effectively manage all processes in ChoBerry.

To do this, I propose to implement the "Digital Enterprise" SAP IT Enterorise, which, in my opinion, will significantly increase the efficiency of using corporate information systems in ChoBerry. ChoBerry management will see bottlenecks and take appropriate action to mitigate them. The main implementation steps are detailed in Table 3.1.

Stages of implementation of the program "Digital Enterprise" on ChoBerry:

Stage 1: Training of employees and building business processes

At this stage, management and contacting ChoBerry employees are trained in the following areas:

– Theoretical training and study of the operating conditions of the SAP IT-Enterprise system and the acquisition of relevant skills by ChoBerry employees and based on the provisions of the "Project Charter".

– Training takes place within the specified time limits, which are limited and constantly monitored by the ChoBerry management.

Table 3.1

Implementation stages of SAP IT Enterorise "Digital Enterprise" on ChoBerry

Key implementation costs	Participants and responsibility
Invest $10,000 to implement a CRM system for personnel management in ChoBerry; Conduct market research and identify the best CRM system for recruiting automation; Create a request to the developer, taking into account all the requirements for the future of CRM systems; Launch of a new CRM recruiting automation system; Conduct trial operation with training of employees of the Talent Acquisition department on the use of new software.	HR managers, financial managers, risk managers, programmers, developers of the company from which services will be ordered. The developers of another company, from which services will be ordered, are responsible for the development of a CRM system. Top and middle-level HR managers, financial managers, and risk management managers are responsible for defining and formalizing the requirements of the future system. For the implementation of the CRM system, trial operation and training employees of the Talent Acquisition department, responsible developers of the company from which services will be ordered, programmers.
Purpose of implementation	**Resources needed for implementation**
The proposed areas of automation will improve the quality recruiting, which in turn will reduce the term for closing a vacancy by thirty%.	Financial resources - $ 10,000 for the development of a CRM system, staff training using new software, adaptation + $ 600 Monthly usage fee. human resources - the use of existing specialists and employees of the company-developer of the CRM system.

The practical implementation of the information management information system "Digital Enterprise" at ChoBerry should include four main stages (Fig. 3.4).

In order to organize training for ChoBerry employees, it is necessary to provide them with appropriate technical equipment and provide each with a personal computer.

The training takes place in the form of lectures, demonstrations of system configuration on an arbitrary set of the SAP IT-Enterprise system, and during which the relevant skills of working with this system are obtained.
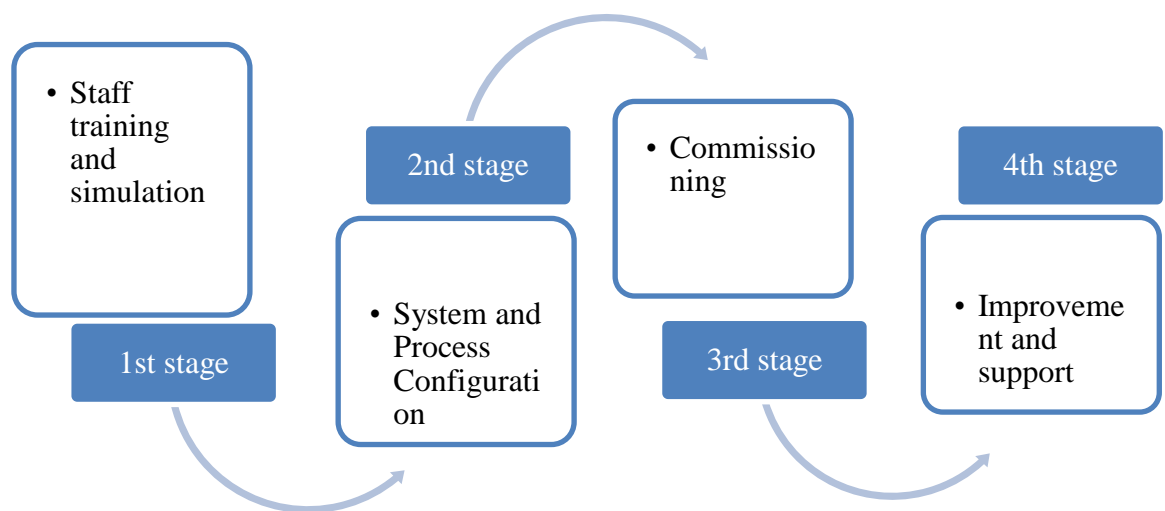

Figure 3.4 - The main stages of the implementation of the information management system Digital Enterprise on ChoBerry

The training itself takes place simultaneously with the modeling of the system. It is at this stage that the ChoBerry business processes that are already in the system are formed. In order for these business processes to constantly occur, it is necessary to hold working meetings and document the current ChoBerry business processes, the main problematic issues and information technology aspects of implementing future business processes in the SAP IT-Enterprise system.

It is also necessary to develop basic recommendations for optimizing business processes and approve the main models of business processes.

The main outputs of this phase for ChoBerry are the approved business process models and the approved main criteria for completing the configuration phase and putting it into practice.

Stage 2: Combining the system and processes into a single whole.

Its goal is to set up the ChoBerry information management system based on consistent business processes using the "SAP IT-Enterprise" system. The implementation of this stage occurs through the following works:

1. Formation of an integral system, taking into account the features of ChoBerry

2. Formation and implementation of a test case based on data, real and limited in scope.

3. Implementation in practice of a test case based on the business process model "as it should be" on the prepared data.

4. Analysis of the main results of the implementation of the test case.

5. Development of job descriptions that give a detailed description of the specifics of working with the end user system based on approved business processes.

6. Implementation and testing of the required set of technical means

7. Development of a detailed plan of measures to put the system into operation.

The result of the completion of the second stage is the effective configuration of the system in accordance with the "as it should be" business process model.

Stage 3: Implementation.

Its implementation begins with the use of the system in daily business processes at ChoBerry and requires the following work:

1. Obtaining the consent of ChoBerry management to put the system into operation.

2. Preparation of reference information and its entry into the database of the system, necessary to start operating the system based on certain business processes.

3. Development of the program and implementation of training for end users by ChoBerry management.

4. Ongoing support for system users by the ChoBerry implementation team during the commissioning phase.

5. Approval and coordination with the ChoBerry management of the technical act on the completion of the implementation stage.

6. Drawing up a general technical act on the completion of this stage.

Stage 4: Improvement and support.

This stage begins immediately after the system is put into operation and takes place during the period of operation of the integrated information system on ChoBerry and requires the following series of work:

1. Consultation on an ongoing basis with ChoBerry when changing business processes and finalizing individual functions to order.

2. Improvement of the main versions of the system.

3. Providing advice on new versions of the system.

4. Implementation of the newest modules of the system.

5. Full control of the system and identification of the need for changes by the ChoBerry team that carries out these works.

So, based on the implementation of the integrated Digital Enterprise system, ChoBerry will have the following competitive advantages in the following areas:

1. Management decision-making will be prompt and efficient and will include:

– Complete protection of information from distortion.

– Daily monitoring of data processing and display of all operations.

– development of final indicators for evaluating the effectiveness of financial and economic activities of ChoBerry.

–   Timely receipt of accurate information for making management decisions and graphical construction of analytical tables for any period.

–   Timely identification of the main problems in key areas of ChoBerry's activities and their timely limitation.

2. Improving current planning and forecasting, because the correctness of information for a certain period of time provides greater and wider opportunities for applying methods of economic and mathematical modeling, planning, statistics, forecasting and diagnostics of financial and economic activities of ChoBerry.

3. Management of sales of services and purchases of necessary goods for the ChoBerry office:

– Use of a system that allows data to be sorted according to the orders and the customers who produced them.

– Determination of the optimal level of purchase of stationery and work with major suppliers to optimize prices.

– Determination of the stage at which the order is located.

– Analytics of unaccepted and sold services based on order processing

– Improvement of the sales system and the specifics of cooperation with partners: customers and suppliers.

– formation of real terms for providing consultations on the account of taxation.

– Analytics of the effectiveness of cooperation between departments for the effective sale of services.

4. Improvement of ChoBerry assortment policy:

–   Introduction of a classifier of services sold by the company and sorting them by assortment.

–   Sales analytics based on the range of services.

–   Analytics of the marginality of each assortment group based on the analysis of the main costs and profitability of the sale of a particular service from this group.

– Research and analysis of the sales curve by assortment and identification of the main factors that influenced sales.

– Analytics of the main potential of assortment groups of services.

– Profit management through improvement of the company's product assortment policy.

5. Effective profit and cost management of ChoBerry:

– In the management of expenses and income, the use of only a marginal approach.

– Constant updating of information on the level of basic and additional costs at the enterprise.

– An estimate of the real cost of a particular product.

– Pricing is based on a marginal approach.

– Profit management is carried out by obtaining data on the actual level of expenses incurred by the company.

6. A well-defined database is useful for ChoBerry departments that are relatively far apart. It is the use of modern technologies that helps speed up the process of data transfer and processing by departments that are geographically far from each other.

7. Combining the main data of ChoBerry into a single whole.

Accumulation, processing, transmission, control and analysis of data in a single system, the formation of consolidated intra-company management reporting. Entering data into a single system by employees responsible for the receipt of primary information provides control over the correctness of the data, as well as the possibility of processing information at different stages of the process of financial and economic activity. Prompt receipt of complete information about the activities of ChoBerry for management purposes.

3.3. Economic feasibility of the proposed measures

To implement the Integrated Information System "Digital Enterprise" at ChoBerry, it is necessary to complete four main stages, which combine herds from staff training to support of the introduced system, and its implementation will improve the company's activities (Fig. 3.5.).

Sales
- Automation of order registration
- Contract management automation
- Minimization of costs for the cost of services
- Sales management automation

Personel
- Recruiting automation
- Automation of the work of the personnel department
- Training a team of professionals
- Automation of all types of timekeeping
- Automation of all tasks
- Building a motivation system based on KPI

Finance
- Enterprise finance management
- Accounting automation
- Automation of the development of the final forms of the budget

Costs and control
- Automation of planning and costing
- Improving the efficiency of management
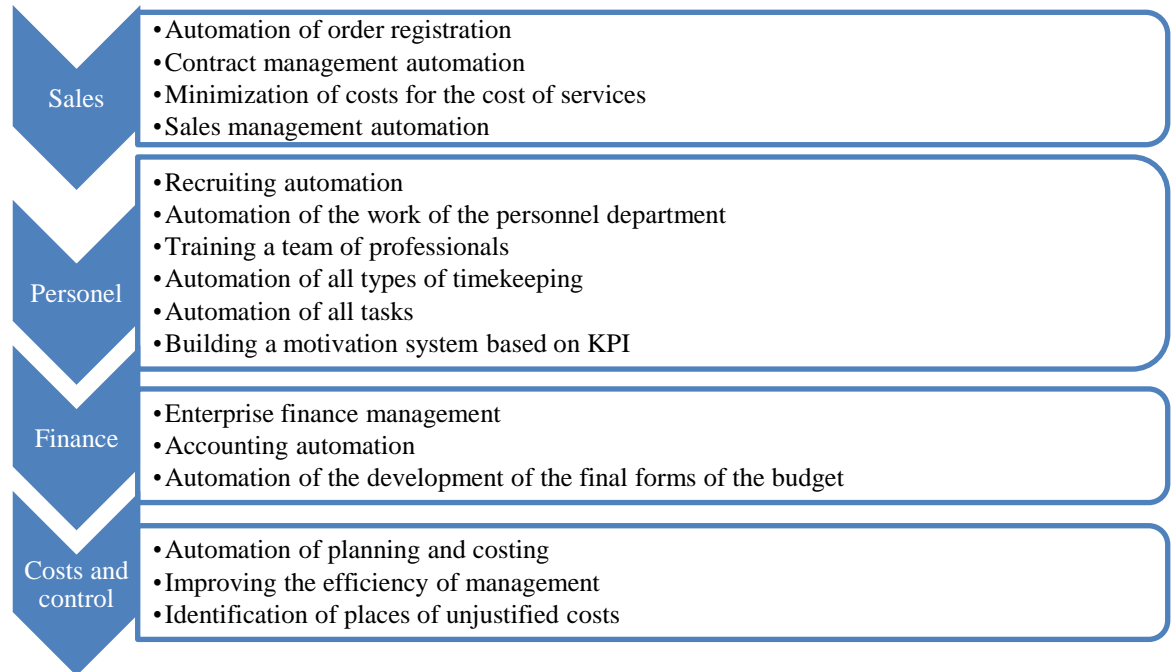- Identification of places of unjustified costs

Figure 3.5 - Integrated information management information system "Digital Enterprise" on ChoBerry

Source: developed by the author

More details about the impact of the integrated information management system "Digital Enterprise" are shown in fig. 3.5.
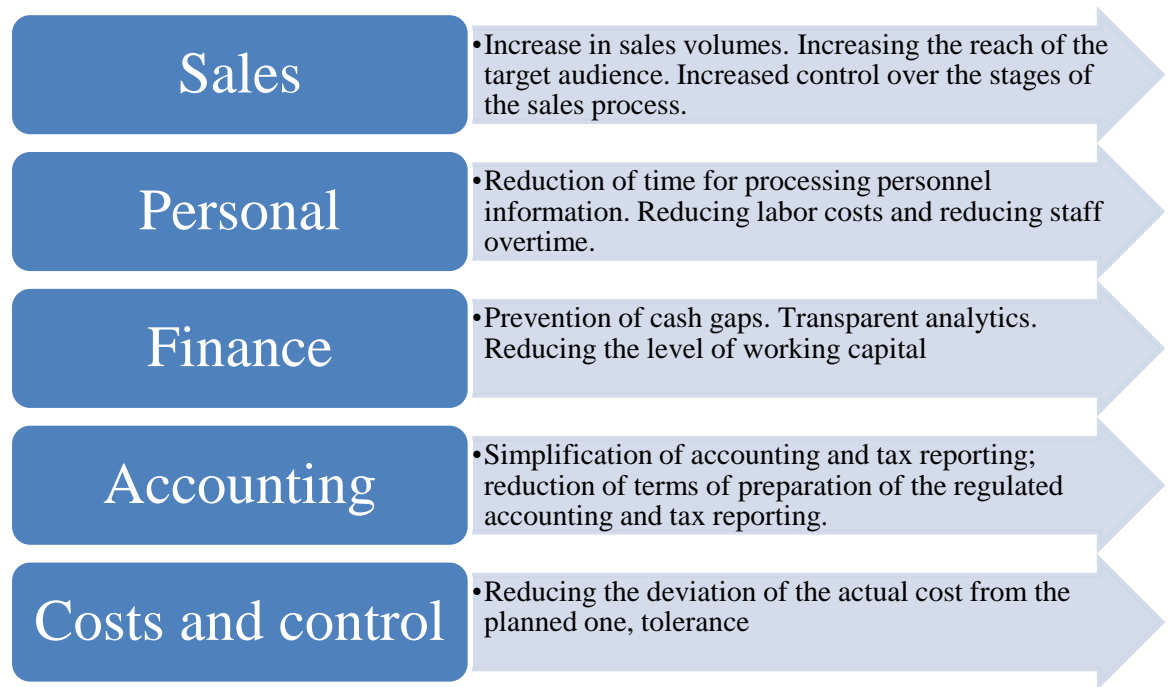
Figure 3.5 - The impact of the integrated information enterprise management system "Digital Enterprise" on the activities of ChoBerry

Source: developed by the author

As a result, we propose to determine the economic result from the production of an enterprise management information system Digital Enterprise in the process of ChoBerry personnel management.

Based on the above proposed CIS, we compiled a KPI matrix for better motivation of ChoBerry sales managers and it was proposed to introduce their bonuses, which should directly proportionally affect the increase in both the salaries of sales managers and the company's profit as a whole. I propose to investigate bonuses and additional bonuses that confirm the effectiveness of the work of employees and determine the amount of motivation for each of them in monetary terms.

Table 3.1

Analysis of premiums and additional bonuses for sales managers on ChoBerry

Premiums	Before the introduction of the motivation system	After the introduction of the motivation system	Change, +/-	Change,, %

	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH
Conclusion of an agreement with a Polish company for the amount of more than 2 million UAH.	0	10000	1	10000	1	0	-	100
Conclusion of an agreement with a Polish company for the amount of more than UAH 500,000	1	2500	4	10000	3	7500	400	400
Conclusion of an agreement with a Polish company in the amount of more than 100 thousand UAH	2	4000	5	10000	3	6000	250	250

Continue table 3.1

	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH	Number of awardees, people	Amount of premiums, UAH
Signing an agreement with a Polish company for the amount of over UAH 100,000 on the recommendation of an existing client	0	2500	1	2500	1	0	-	100
Systematic positive feedback from the Polish company	3	900	8	1200	5	300	266,67	133,33
Presence Award	8	4800	8	4800	0	0	100,00	100,00
Total	17	6200	35	42500	18	16300	205,88	162,21

Source: created by the author

After a thorough analysis of the potential impact of implementing bonuses for sales managers at ChoBerry, it can be concluded that the proposed incentives are feasible and can motivate managers to perform their duties more efficiently,

resulting in a predicted 62.21% increase in the number of bonuses awarded. To provide a stronger incentive, the company has proposed a premium for sales managers who sign an agreement with a client worth more than 2 million hryvnia. This bonus system will encourage sales managers to seek out new clients on a monthly basis, resulting in a greater number of completed deals and an increased customer base. By doing so, this bonus system will not only encourage sales managers to work more effectively with existing clients but also motivate them to bring in new clients. Therefore, I firmly believe that such a bonus system will serve as a powerful financial incentive for sales managers at ChoBerry and will have a positive impact on the overall performance of the company.

I suggest implementing monthly employee reports as a way to motivate managers at ChoBerry. These reports will serve two purposes: first, to provide management with an accurate overview of employee performance, and second, to introduce a bonus of UAH 2,000 for sales managers who effectively manage their time and generate company revenue. Figure 3.6 displays the relevant indicators for the report and their significance. Overall, I believe that this strategy will effectively incentivize sales managers and improve the company's overall performance.
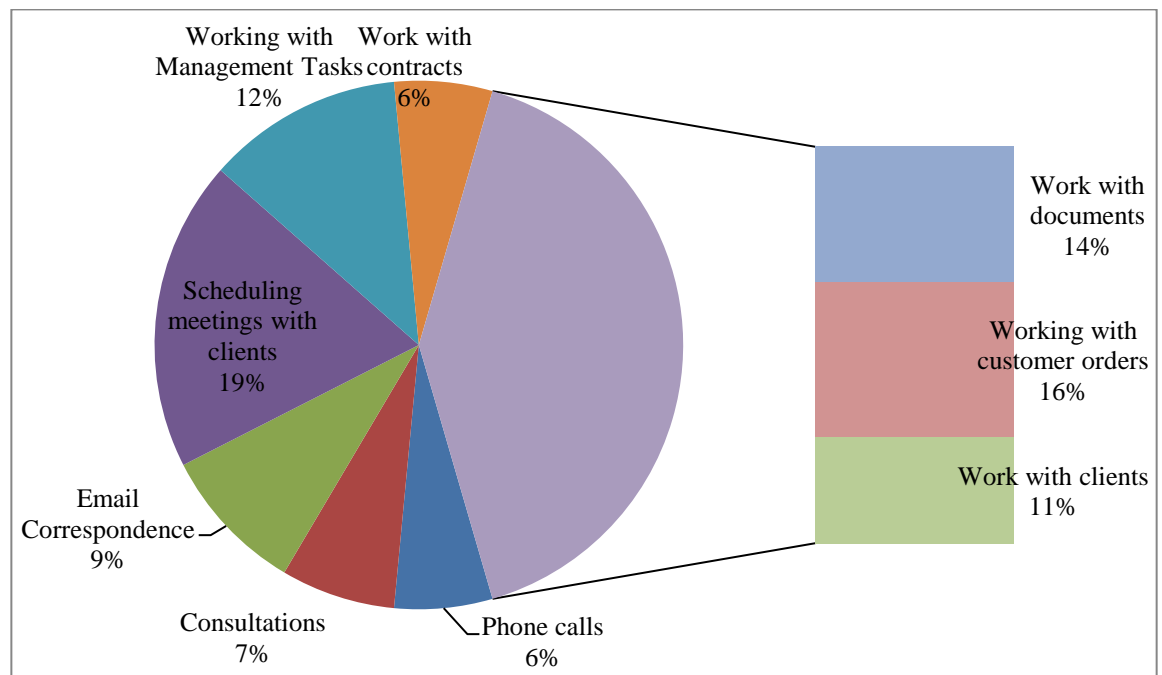

Figure 3.6 - Indicators of the report on the analysis of the working time of the ChoBerry sales manager

Source: created by the author

According to the analysis of Figure 3.6, it can be seen that for greater efficiency, ChoBerry sales managers need to devote more time to planning meetings, because a meeting with a potential client can develop into signing an agreement with him, it is during the meeting that trust is formed between the client and the performer. The next thing you need to pay attention to when planning time is working with customer orders and working with documents, because you need to monitor the correctness of contracts and the payment of receivables.

Therefore, the more motivated ChoBerry sales managers will be, the greater the result they will give, because when the company evaluates the employee accordingly, the result will certainly be high.

Therefore, the benefits received from the implementation of this information management system will exceed the costs incurred. In the process of implementation of the system studied above, ChoBerry will receive positive and effective changes that will increase its competitive position in the Greek market in direct proportion. Process and personnel management using this system will allow the ChoBerry management team to optimize business processes and form a complete picture of the company's performance.

CONCLUSION

Summing up this thesis, it should be noted that in the conditions of the rapid development of the information society, it is impossible to bypass the issue of the influence of media on business communication. Globalization strengthens the positions of transnational corporations, which are becoming active players in the Ukrainian market as well. The information resource is used in modern business communication, because many factors must be taken into account - from recruitment, logistics to development strategies and relationships with partners in the context of national cultures and the peculiarities of the legal regulation of labor problems, consumer protection, and environmental standards.

Management decisions are the most important element of the company management process, a kind of center around which the life of the organization revolves. The decision can be viewed as a product of managerial work, and its adoption as a process leading to the emergence of this product. In many cases, the

real ability to achieve the goals of the company, its effective functioning, depends on the decisions made by managers.

The ChoBerry confectionery factory is a stable functioning workshop with more than 10 years of history. Company registries in Greece and work specifically in that area. a beginning of its creation the company takes in 2010, then, after the crisis of 2008, a small confectionery shop was built. This included a confectionery shop and a shop for soft drinks. At that time, the confectionery shop included the following shops: waffle, marshmallow, corn sticks. In 2015, a new building of the enterprise was put into operation - a confectionery shop for the production of gingerbread, cookies and marshmallows.

After analyzing the working conditions of the relationship in the team at ChoBerry, we can conclude that this company has a developed incentive system, which positively affects the overall result of its activities and the atmosphere in the team.

During the analysis, it was found that the largest percentage of laid-off employees are those employees who left of their own free will. Then there were employees who left for some other reason (failed to cope with the tasks, fatigue, vacation followed by dismissal, moving to another city, etc.). The next reason for layoffs is the transfer to another job (16%). Family circumstances were the least common cause.

Thus, personnel management in ChoBerry is a complex process, however, it indicates the efficiency of the unit and the improvement of the overall performance of the enterprise.

So, having studied the personnel management system in ChoBerry, we have determined that it is not effective and negatively affects the overall financial results of the company. We propose to introduce SAP into the personnel management system based on the creation of a "Digital Enterprise", with which you can effectively manage all processes in ChoBerry.

To do this, I propose to implement the "Digital Enterprise" SAP IT Enterorise, which, in my opinion, will significantly increase the efficiency of using corporate information systems in ChoBerry.

Therefore, the more motivated ChoBerry sales managers will be, the greater the result they will give, because when the company evaluates the employee accordingly, the result will certainly be high.

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