

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

____**INFORMATION AND COMMUNICATION IN MANAGEMENT**____

(based on ____“Business Media Network (BMN)”____case)

Bachelor student of the 4th year of study

Field of Study 07 – Management

and Administration

Specialty 073 – Management

Educational program – IT Management

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Abstract

The work focuses on information and communication in management. It is shown that implementation of effective communication and informational exchange had a positive impact on management and organization itself. Through technologies evolution rushing the flow of information, monitoring communicational channels and increasing the efficiency of people management started to be easier what makes business competitive and adaptable for changes and customer needs. At the same time, threats of fast development of technologies and digitalization of those processes arise – slow implementation of new resources and the possibility of losing control over cyberattacks.

When making the research, the materials of “Business Media Network” were used, namely, internal and external channels of communication and information, usage of Information Technologies management and internal environment were studied. The work draws conclusions about the overall positive impact of information and communication on management, and also provides recommendations for more effective use of digital capabilities.

Keywords: information and communication in management, IT management, creating connection in working environment, exchange channels, teambuilding, digitalization, optimization, adaptation, successful management.

Анотація

Робота зосереджена на інформації та комунікації у менеджменті. Показано, що впровадження ефективної комунікації та обміну інформацією позитивно вплинуло на управління та саму організацію. Завдяки розвитку технологій прискорити потік інформації, контролювати комунікаційні канали та підвищити ефективність управління людьми стало простіше, що робить бізнес конкурентоспроможним та адаптивним до змін і потреб клієнтів. Водночас виникають загрози пов'язані зі швидким розвитком технологій та оцифрування

цих процесів - повільне впровадження нових ресурсів та можливість втрати контролю через кібератаками.

При проведенні дослідження були використані матеріали "Business Media Network", а саме: дослідження внутрішніх та зовнішніх каналів комунікації та інформування, використання інформаційних технологій менеджментом та внутрішнє середовище. У роботі зроблено висновки про загальний позитивний вплив інформації та комунікації на менеджмент, а також надано рекомендації щодо більш ефективного використання цифрових можливостей.

Ключові слова: інформація та комунікація в управлінні, ІТ-менеджмент, створення зв'язку в робочому середовищі, канали обміну, командотворення(тімбілдинг), оцифрування, оптимізація, адаптація, успішне управління.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

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Educational level: **Bachelor degree**
Specialty **073 “Management”**
Educational program **“IT Management”**
”

APPROVED

Head of Department _____



Prof. Zharova L.V.

“ ” _____ 20 _____

TASK

FOR BACHELOR'S QUALIFICATION WORK OF STUDENT

Shaforostova Daria

_____(Name, Surname)

1. Topic of the bachelor's qualification work

INFORMATION AND COMMUNICATION IN MANAGEMENT

(Based on “Business Media Network (BMN)” case)

Supervisor of the bachelor's qualification work *Prof. L. Zharova,*

(surname, name, degree, academic rank)

Which approved by Order of University from **“25” September 2023 № 25-09/2023-2K**

2. Deadline for bachelor's qualification work submission “25” April 2024.

3. Data-out to the bachelor's qualification work *The secondary data, quantitative and qualitative – reports, scientific papers, industry studies, and official statistics reports. The primary data received during the internship – “Business Media Network (BMN)”*

4. Contents of the explanatory note (list of issues to be developed): *The thesis is devoted to studying how information and communication influence organizational management efficiency. The tasks of the research:*
– to analyze the power of shared knowledge

- to identify how information and communication influence organizational success
- to study how technologies catalysts for evolving management practices
- to overview IT management and its role in the organization
- to describe the environment of the "Business Media Network (BMN)" enterprise - to analyze the IT management in BMN
- to identify the internal and external channels of information and communication within BMN
- to summarize the results of the analysis of BMN communication culture in gaining practical insights into information and communication in IT management
- to develop recommendations for forming effective communications and information channels in BMN

5. List of graphic material (with exact indication of any mandatory drawings)

Fields that IT Managers should understand

Values of BMN

Content Department KPI before efficient strategy

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	In time
2.	II part of bachelor thesis	27.02.2024	In time
3.	Introduction, conclusions, summary	25.04.2024	In time
4.	Pre-defense of the thesis	29.04.2024	In time

Student _____

(signature)

Supervisor _____

(signature)

Conclusions (*general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve*):

The work fully meets the presented requirements - design, structure and content. The student analyzed a sufficient amount of literature, both Ukrainian and international. Practical recommendations are built on the basis of internship and critical analysis of the situation in the organization. The student participated in the minimum required number of conferences. For a successful public defense, the work deserves high grade.

Supervisor_____


(signature)

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INTRODUCTION

In a contemporary business landscape, the role of information and communication has become more primary than it was before. An arise of digital technology, and the global interconnection it leaded to, have significant changes on how organizations manage their operations, interact with stakeholders and make strategic decisions. This paper dives into the being of management in the context of the rapid digital transformation with a particular focus on the influence of information and communication, revealing the important role that sharing information and communicating with others plays in modern business practices. **Tasks of the research:**

- to analyze the power of shared knowledge
 - to identify how information and communication influence organizational success
 - to study how technologies catalysts for evolving management practices
 - to overview IT management and its role in the organization
 - to describe the environment of the “Business Media Network (BMN)” enterprise -
- to analyze the IT management in BMN
- to identify the internal and external channels of information and communication within BMN
 - to summarize the results of the analysis of BMN communication culture in gaining practical insights into information and communication in IT management
 - to develop recommendations for forming effective communications and information channels in BMN

The aim of this paper is to examine an understanding of interaction between technology and human factors through information and communication exchange. To search for effective communication channels within a company. To discuss the impact of technology, digital transformation and data analytics tools. Observing an importance of effective IT management. Discuss the usage of IT within the organization. Study the usage of internal and external communication channels and their inputs.

We will **observe** a real-life example that illustrates how the right information in usage of a good communication can make a business better or how misunderstandings lead to dissonance in groups and failure in work of projects.

At its core, management is the process of planning, organizing, leading, and controlling in an organization motivated by achievements. It is a multitask discipline that involves interacting with people, resources, and processes in the most effective way possible. A manager's job is to clearly define these goals and communicate them to the team. They must ensure that everyone understands the direction the organization is heading toward and its role in achieving those goals. A well-organized structure should ensure smooth operations, where each person knows their responsibilities and has the resources needed to perform them. Leadership and control are key components of a management system, each having a distinct but interrelated role in guiding the organization towards its ambitions.

- Leadership is an important aspect of management. Motivating and leading team members to achieve business goals: The basic idea of leadership. True leaders inspire their teams, create a positive work environment, and encourage innovation and creativity.
- Defined roles and responsibilities. Each team member must understand their specific roles and responsibilities. This clarity avoids duplication, reduces confusion, and ensures that all necessary tasks are covered and arranged. It also gives each team member the opportunity to understand how their contributions fit into the bigger picture of project.
- Effective communication channels. They simplify the free flow of information, allowing team members to exchange ideas, provide feedback, and effectively collaborate. Good communication helps to resolve conflicts, build team unity, and confirm that everyone is on the same page.
- Availability of resources. Providing team members with the necessary resources (tools, information, training, or support) is essential to effectively perform their responsibilities. Suitable resources enable employees to work effectively and achieve their goals, thereby contributing to the overall productivity of the organization.

- Control and monitoring mechanisms. It is necessary to track progress, measure performance, and ensure that standards are met. This system helps identify problems at an early stage, allowing for time intrusion and corrections. They also provide valuable information for future planning and continuous improvement.

Together, these five elements create a balanced symphony of direction and diligence, pushing organizational history forward through the areas of human performance and operational excellence. In modern times, the business environment is continuously growing due to technological progress, changing market conditions, and cultural changes. Effective management means being able to navigate these changes and adapt strategies accordingly. Therefore, management is not just about controlling tasks, but also about concreting the way for growth and innovation while ensuring that day-to-day activities align with the organization's broader vision. That is, where IT Management appears, all these processes started to be less complicated on one point and more complicated on another.

The efficiency of the IT Management function is heavily dependent on the quality of the information flow within the organization. Information acts as the lifeblood of management, ensuring that decision-makers have the necessary data to make informed choices. This information is transmitted through various communication channels, forming a network that connects every part of the organization.

The following chapters, explore the **theoretical foundations of management, focusing on the definition of information and communication** within the field, which are crucial in understanding the fundamental concepts that underpin them in management. Then, there is the technical side of management: it is about keeping an eye on the technologies that businesses use daily. This part is critical as it is about ensuring that all digital tools and systems are working correctly in navigating all the technology in the right direction, keeping everything safe and sound, and ensuring that they do their job in the best way for the business. IT Management is a critical aspect of modern management that focuses on the oversight and control of information technology resources. It is vital to obtain an overview of IT Management and its contribution to organizational success. It explores the integration of information technology into business processes.

The most important thing is that we connect what we learn from books and lectures with real work. The **research subject** “Business Media Network (BMN) Internships are a bridge between school and the working world. All theories and lesson ideas were tested in real business situations. It is needed to figure out how to use all that **knowledge in the real world**. This is significant because it gives you knowledge of what working in business is like, with all its ups and downs, and is a big step in your future career.

The purpose of this study is to analyze the **research object**—the importance of information and communication management within the context. In an era where the business environment is constantly evolving, being armed with the right information and effective communication channels is paramount. This study provides a comprehensive overview of this element and its role in shaping modern IT Management practices. The gathering of insides will not only contribute to academic knowledge, but also keep future managers with the skills and understanding necessary to navigate the complexities of the digital age.

In conclusion, this work is a journey into the heart of modern management, where effective communication and intelligent handling of information are crucial. The **methodological basis** for this work included acclaimed internet publications and personal data analysis. It is about people, ideas, collaboration, numbers, and facts. We will look at how these elements can create or break a business in our world, where innovation happens every day, if not every hour, time to patent. By studying a real-life situation, we can see the profound impact of communication and effective information management. This research goes beyond theory and connects with practical experience through internships, where assignments solve real-world problems. Ultimately, **this work provides a guide to understanding the interaction of technology and human factors in shaping successful management practices in today's business environment, and verifies that effective communication and information are the lifeblood of successful management.**

CHAPTER 1 THEORETICAL BASES OF MANAGEMENT

1.1 The Power of Shared Knowledge: Information and Communication on the way to Organizational Success

When it comes to the intricate world of management, acquiring a solid understanding of the theoretical foundations is necessary to successfully traverse the complex world of management. By defining Information and Communication in Management, we are entering a domain in which these notions are not merely theoretical concepts but rather essential components of the machinery that is used to run corporate operations. Information and communication technologies (ICTs) improve knowledge transfer, and knowledge helps clarify the function of ICTs within organizations (Roberts J. 2000). To begin with, we will first dissect the meanings of information and communication specifically in relation to management. Information is superior than raw data because it reflects knowledge that has been processed and contextualized, and it has significance and a purpose (Paghaleh, M. J., Shafiezadeh, E., & Mohammadi, M. 2011). Peter Drucker made a profound statement when he said, "Information is not merely data; it requires knowledge for its conversion and understanding for its communication". Interpersonal communication, on the other hand, emerges as a vital force that drives the dynamics of an organization. Without ICT, no organization can thrive in today's competitive world (Spanos, Prastacos, and Poulymenakou, 2002). Good communication not only involves sharing information (Yang, T. M., & Maxwell, T. A. 2011), but also serves as a conduit for the organization's knowledge, member engagement, and internal culture.

In the realm of management, information holds paramount significance as it serves as the major determinant of decision-making and expedites the process of strategic planning (Pathak S. 2024). Managers rely on the knowledge presented here to steer their teams towards success. During this period, communication serves as a conduit through which this vital fluid travels. This process ensures that information reaches its intended destination to inspire and enable collaboration. When taken as a whole, they constitute the fundamental component of efficient management, having an impact on everything from day-to-day operations to long-term corporate objectives.

“The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.”

Sydney J. Harris

The function of information and communication is to enable each member of the organization to carry the pertinent information to the appropriate individuals at the appropriate time and by the suitable manner, so building a system that is dependable, quick, and successful in the delivery of information (Casson, M. 1997). Reaching the objectives of organizations. Certain information, thoughts, and emotions are conveyed and shared between individuals, organizations, and organizations to accomplish the goals that have been established. Communication is the act of gaining a mutual understanding between persons, organizations, and organizations. When communicating, the sender is responsible for selecting channels and methods that are specific and effective in order to communicate information, thoughts, and emotions in line with various objects of communication, contents, and aims, and to establish mutual understanding. Surveys related to this topic indicate that managers of modern businesses devote a significant amount of their time and energy to communication while they are on the job. Furthermore, a multitude of issues that arise within businesses is directly and indirectly caused by communication. These issues include low efficiency, insufficient implementation, and deviations from the goals. It is primarily connected to inadequate face-to-face communication and poor communication throughout the entire process. During our daily work, we frequently utilize a diverse range of communication channels, including meetings, negotiations, discussions, reporting, report-writing, site visits, appointments, and interviews.

Holding proficient communication abilities is vital for effectively managing a prosperous organization rather than merely being desirable. If firms invest in upgrading communication channels and procedures, there is a significant possibility that they will be able to improve employee engagement, increase productivity, and bring operations up-to-date. For businesses to be successful in their training, it is essential to cultivate a culture

of communication that is unambiguous, effective, focused, and values the contribution of shared knowledge (Nelson & Coopride, J. G. 1996).

A problem that is quite typical in businesses is that communication with employees requires a significant amount of time and effort, including explanations, clarifications, instructions, and instructions, yet the efficacy of communication is still rather poor. The fact of the matter is that the organization of work is characterized by a greater emphasis on structure and directive language of communication, which unintentionally results in a form of communication that is linear. Not only does the establishment of communication channels within the enterprise that are uninterrupted and comprehensive make communication between superiors, subordinates, and departments more streamlined, but it also improves the clarity and accuracy of information and enables timely feedback on employee opinions and suggestions, which in turn increases employee responsibility. Furthermore, it facilitates the expansion of organizations in a manner that is beneficial for all parties concerned.

The accuracy and precision of thoughts, emotions, and information transmitted and received through certain channels significantly impacts the success of communication.

In most cases, the objectives, content, and outcomes of work assignments are communicated through certain communication channels. Every worker anticipates receiving instructions, guidance, and directions that are straightforward, unambiguous, and easy-to-understand. If this does not occur, it will be difficult for employees to learn and obtain information, as well as to understand the work tasks, processes, and requirements that must be completed in a timely manner. This will not only have an impact on the efficiency of communication but will also have a direct impact on employees' mood, behavioral enthusiasm, work initiative, and efficiency (Canary, H. & McPhee, R. D. (Eds.). 2010).

When managers in an organization pay attention to the thoughts and recommendations of employees, they are able to more correctly and swiftly detect the root causes of current problems in the organization, as well as signals of possible difficulties. The solution to a problem is dependent on locating the root of the problem, enabling the capture of employee feelings to assist in problem solving. Based on the facts

in Table 1, there are a few essentials in the corporate world that require efficiency in the flow of information.

Table 1

5 important things, which requires effective exchange of information

Team building	Building effective teams largely depends on how well team members communicate and work together. If you use effective strategies to promote communication, you will go a long way in creating productive teams. This, in turn, will increase employee satisfaction and morale.
Process of expressing your point of view	Ability to have a valid voice and being listened to, brings satisfaction and a feeling of self-importance, whether they have an idea to share or if employee want to complain. In the workplace, everyone should be able to speak freely with colleagues and seniors through well-established communication channels.
Innovation Encouragement	Employees may express their ideas when they feel encouraged to do so. A company that encourages communication is much more likely to be an innovative company.
Growth/development	Communication can be perceived both from within and from outside. Good internal coordination and open lines of communication ensure that the message you convey to the outside world is consistent. Every growth project depends on effective communication and coordination between all internal and external stakeholders.
Strong management	When managers have strong communication skills, they can lead their teams better. Delegation, solving conflicts, motivation and team building starts to perform easier when you are a good communicator. Here comes two channels of connection in communication: formal (refers to communication channels that convey information according to organizational structure and management) and informal (refers to channels for spreading information between organizational members who are not united with formality). Promoting effective communication channels is crucial to ensuring that employees can talk to other people and to each other.

Source: compiled by the author on a base of (Radovic, M 2018).

The quality of decisions made has significantly increased as a result of the provision of accurate and comprehensive information (Chengalur-Smith, I. N., Ballou, D. P., & Pazer, H. L. 1999). As a result of this change in evidence-based decision making, companies are able to offer better results. Despite this, it is critical to ensure that every member of the team has equal access to the information addressed when discussing cooperation. This is because it is crucial to have information that all team members can access to make decisions that are not only transparent and easily accessible but also inclusive. The speed and accuracy of making judgments have greatly increased due to advancements in information technology (Sabherwal, R., & Sabherwal, S. 2005) and data analytics tools (Acharjya, D. P., & Ahmed, K. 2016). These solutions facilitate an efficient data analysis, enabling firms to respond promptly. This method is highly effective in enhancing firms' efficiency.

A number of different decision-making theories and concepts can be utilized to accomplish the task of making sound choices. In essence, they are all predicated on the gathering of information that is original to the researcher. However, there is also a decision-making model that falls under the category of intuitive decision-making, which is founded on intuition rather than knowledge or data. Strong intuition can be developed through the use of this paradigm, which involves prior experience (Fisher, C. W., Chengalur-Smith, I., & Ballou, D. P. 2003) as well as the capacity to spot patterns.

Decisions of this nature are typically made by individuals who have a great deal of experience in resolving issues comparable to those at hand. Individuals in this category may be business consultants or seasoned business owners.

Knowledge, however, is typically discovered to serve as the basis for the construction of decision-making processes. When it comes to making an informed decision, one of the most crucial tasks is to gather information pertinent to the option you are considering. Does the team possess no past data associated with this matter? Who has attempted to find a solution to a situation that was comparable in the past? Organizational knowledge is enabled by the interrelation of organizational members who each possess individual stocks of knowledge but interact within the shared context of the firm (Nonaka, 2005). A working definition of this broader view of organizational

knowledge is ‘information embedded in routines and processes that enable action. Knowledge is an innately human quality, residing in the living mind because a person must ‘identify, interpret, and internalize knowledge (Myers, 1996). The information, on the other hand, must not only be easily accessible but also reviewed by those in charge of making judgments in order to have a genuine opportunity to make decisions. As a result of the fact that every individual involved in the gathering and processing of information has the potential to also affect the decisions that are taken, putting pressure on them with their experience and authority within the team, it is important to be able to accurately evaluate circumstances and establish priorities. Therefore, decision-makers need to be involved, which will ultimately provide them with information on which they might base their decisions (Meinke, H., Howden, S. M., Struik, P. C., Nelson, R., Rodriguez, D., & Chapman, S. C. 2009). The ability of teams to work together effectively is yet another significant impact of information (Sadiq, U., Khan, A. F., Ikhlaiq, K., & Mujtaba, B. G. 2022). Sharing pertinent information helps foster a culture that values teamwork and exchange of information. When this method is utilized, it ensures that the answers will be comprehensive and will consider a wide range of problem components. It is essential to gather knowledge from a diverse range of sources to arrive at decisions that can produce positive results. Therefore, it is of utmost importance to search for materials that are not connected to the team or its organization. This is because flawed or biased data may result in unfavorable conclusions. This demonstrates the significance of performing regular checks on the quality of the data and the awareness of the potential influence. You can find resources from the outside by conducting market research, soliciting the assistance of consultants, and having conversations with coworkers who are employed by other organizations and have experience relevant to the situation. This is demonstrated in Table 2, which illustrates the impact of information collection on the process of determining.

Table 2

5 basic things, which information helps to handle within company

Improving the quality of decisions.	Access to up-to-date information makes it possible to comprehensively assess situations, which leads to quality, evidence-based decisions.
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Increased speed of decision making.	In the digital age, information can be collected and analyzed quickly, which can be critical in changing market conditions.
Risk management and mitigation.	Businesses can anticipate risks and outcomes, allowing for proactive rather than reactive strategies.
Strategic planning and forecasting.	Detailed information provides a solid foundation, allowing organizations to predict future trends and take timely action.
Facilitate collaboration:	Information provides a common basis for discussion, helping teams collaborate effectively and reach consensus when making collective decisions.

Source: compiled by the author on base of (Gunasekaran, A., & Nath, B. (1997)

Information and communication have a profound impact on the decision-making process in terms of organizational success and providing informed, effective, and strategic decisions. However, regardless of the approach, knowledge serves as the basis for all the processes. The ability of businesses to make informed choices is greatly enhanced by the presentation of accurate and comprehensive data. Better, more purposeful, and more informed results are possible through the exchange of information within the communication. Acquiring relevant knowledge is critical for making relevant verdicts. As a result of advancements in information technology and data analytics technologies, judgment speed and precision have increased. Nonetheless, it is critical to ensure that all team members have equal access to information in order to make honest and inclusive decisions. Furthermore, teams must be able to collaborate effectively and get information from a number of sources. To make effective decisions, periodic checks on data quality required, as awareness of potential impacts. Overall, effective communication is important to ensure the smooth operation and development of any business. It influences employee engagement and productivity. It allows the exchange of

information and ideas so that every member of the organization knows what the company is aiming for.

As a result, developing strong communication promotes innovation and increases a sense of value among team members. This is necessary to empower teams, speed up problem solving and sustainable company growth. It is the creation of formal and informal communication networks that can unlock and use the potential of their employees to face the future with confidence.

1.2 Technology as a catalyst for evolving management practices

Digital transformation is a continuous and ever-evolving process of change that is driven by the integration and implementation of novel technologies and digitalization. Simply converting content to digital format is insufficient; in order to address business processes, operational methodologies, and organizational frameworks, it is necessary to develop inventive solutions. The process of content digitization alone is inadequate. Intelligent management, also known as wise management, is a managerial style that improves managerial decision-making by leveraging modern technologies (Todd, P., & Benbasat, I. 1992) and data analysis. As a result of the broad deployment of automation technology, decision-makers no longer have to directly manage all tasks (Lei, D. T. 2000). This allows individuals to concentrate solely on their main domains of expertise.

One of the factors driving digital transformation is the advancement of digital infrastructures, which encompass computer hardware and accompanying software, such as mobile and online apps. Companies are currently constructing digital business models on top of this. A growing number of persons, especially younger generations, expect the adoption of digital business models and the harnessing of digital capabilities.

Individuals across all age groups are establishing novel patterns of behavior, which are influencing their interactions not just with different enterprises but also with clientele. This suggests that client expectations are changing. Businesses are obligated to adapt to the opportunities and challenges brought about by digitalization and effectively harness their potential as a consequence. Consequently, the effect on a diverse range of activities

conducted by organizations is significant. Managers who possess a deep understanding of the challenges associated with digital transformation and have the ability to identify the factors that lead to success may drive the expansion of their companies and establish a competitive advantage. Within the framework of digital transformation, the goals encompass the development of novel strategic solutions, the improvement of product excellence, and the satisfaction of customer demands.

These advances carry various hazards, but they also present significant opportunities for enterprises. The response of organizations and managers to these developments depends on the managers themselves. However, how does a manager define their role? The significance of this question has reached unprecedented levels. In a context characterized by fast change, a distinctively different style of leadership is necessary compared to periods of stability. Conversely, employees often ask their leader to act as a role model for them to imitate (Dietz, C., Zacher, H., Scheel, T., Otto, K., & Rigotti, T. 2020). Consequently, leadership in general becomes increasingly challenging, and managers are compelled to navigate between the contrasting objectives of "managing the business" and "transforming the business" in a perpetually altering world. Utilizing specialized methodologies and cognitive approaches that are tailored to the specific objectives of the task is essential for effectively managing intricate systems. It is crucial to remember that there is no universally superior leadership style or behavior for a leader. However, it is vital that the chosen leadership style and behavior align with the operational needs and the specific situation at all times. Fig. 3 illustrates several sectors in which a manager is expected to excel. Existing positions are also modified to meet new market needs. To work with digital transformation companies created a new position which is responsible for developing and performing digital growth strategies. New positions of a chief digital officer (CDO). This role requires a deep understanding of both technology and business processes. Chief Digital Officers (Kunisch, S., Menz, M., & Langan, R. 2022) are often realizing advanced digital solutions. These solutions typically include:

- Work with cloud computing which supports big data analytics.
- Data analytics and insights.

- Customer engagement platforms which often includes using AI for personalization.
- Creation of new or improvement of old products and services, sometimes employing emerging technologies like blockchain, AI, and IoT.
- Digital Marketing Strategies to retarget audiences, optimize marketing spend, and track ROI more accurately.

Digital literacy and competence are becoming essential qualities for managers at all levels. For example, today's Chief Marketing Officers must be familiar not only with the fundamentals of marketing, but also with digital marketing, SEO and usage of data to personalize offers and improve customer experiences.

In the field of human resource management people must be able to use digital tools not only to recruit and train employees, but also to analyze employee performance and satisfaction. Professionals in that field are increasingly using automated candidate selection systems, development platforms and data analytic tools to make career and development decisions.

Chief financial officers and their teams are adopting digital tools for risk management, budgeting and forecasting by using such technologies as blockchain and artificial intelligence. It is better to have the opportunity of speeding up work by automate financial transactions and improve the accuracy of financial planning.

This change is also impacting manufacturing directors, who need knowledge of digital technologies in manufacturing and automated manufacturing equipment, to modernize processes and reduce costs.

With the continuous development of network and information technology, the proportion of advanced information technology used in enterprise management and process monitoring is becoming higher and higher, especially in some software and process-oriented management work. Employees on the network platform, communicate and give feedback about difficulties and problems in the process completing tasks and even working.

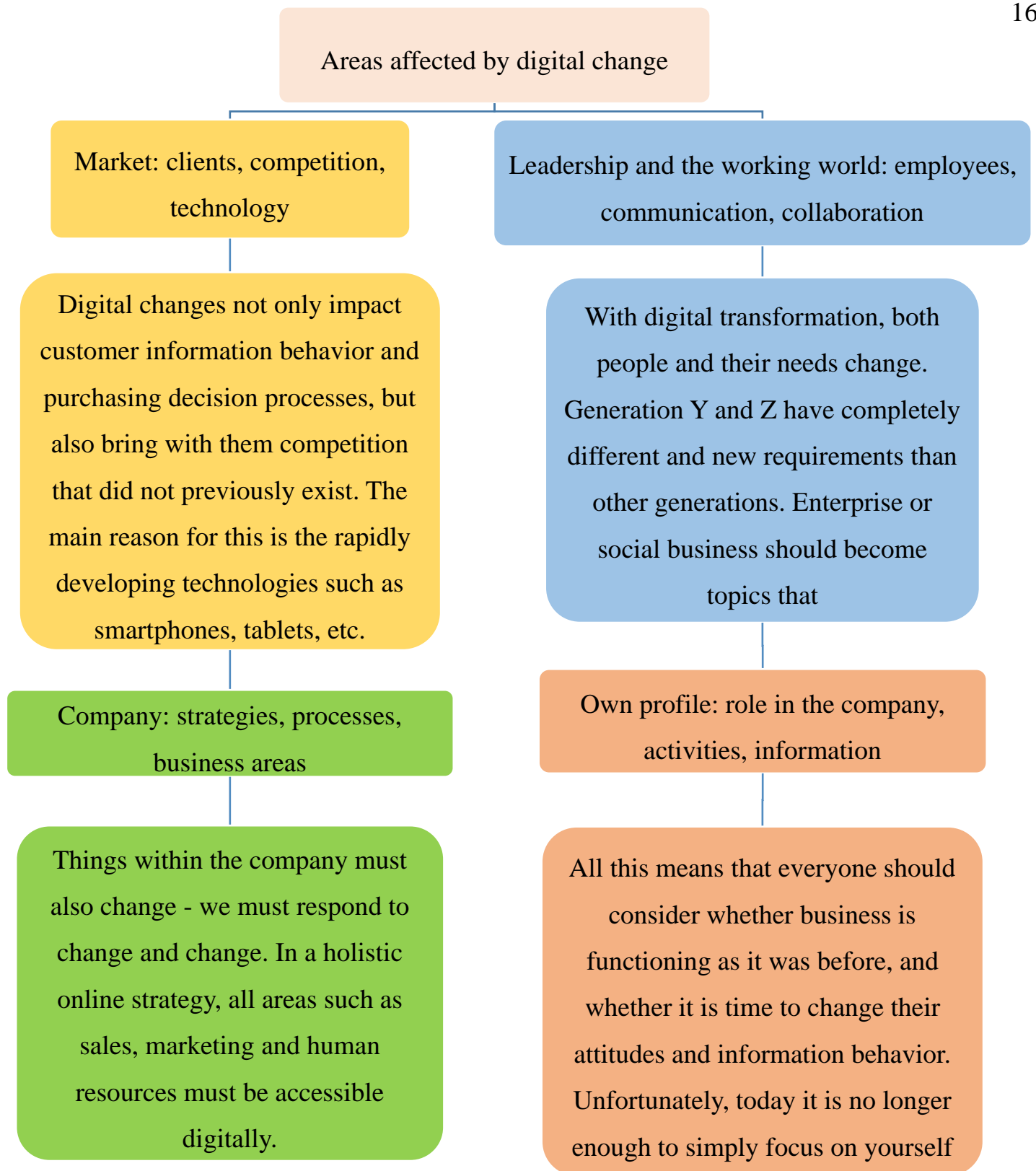


Fig. 3: Fields which IT Manager has to understand

Source: compiled by the author

IT Managers communicate with employees through information tools, latest developments and even assign work tasks for the day and month and monitor the progress. Progress and completion of tasks, interact with Manuals and instructions on issues truly

carry out communication everywhere, and the effect of communication is no longer limited by time and space, which quietly improves management efficiency. Table 4 represents the list of ICTs, which now are a communicational basis for all organizations (Roberts J. (2000)).

Table 4

Examples of ICT services enabling information and knowledge transfer

ICT Services	Comments
Electronic mail (e-mail)	For day-to-day project communication, and the transfer of documents (including minutes and agendas of meetings, project reports, schedules etc . . .).
Voice mail	Asynchronous audio communication.
Teleconferencing	Telephone discussions between more than two people.
Videoconferences	Group meeting among geographically dispersed individuals (often formal). Video-conference rooms may be dedicated to particular projects allowing for frequent use.
Desktop video- conferencing	One-to-one meeting, or small groups (often informal). May include shared computer displays and virtual project rooms.
CAD and CAM	For the transmission of specifications from design to manufacturing.
Discussion lists	Information can be shared and stored through questions and answers, encouraging the codification of knowledge normally held by select individual within the organisation.
Information databases	For common access to project data.
Groupware	Includes a range of the facilities listed above, and is becoming more widespread (examples include Lotus Notes and Novell Groupwise).

Source: From know-how to show-how? Questioning the role of information and communication technologies in knowledge transfer. Technology analysis & Strategic management by Roberts J.

For ICTs to facilitate knowledge transfer beyond distance, users must establish a shared social and cultural environment online. Co-presence is facilitated by combining ICTs with common social and cultural understanding. Optimal utilization of technology-assisted communication approaches requires this. Fulfilling this condition limits the use of technology to replace face-to-face communication. Having an extra communication tool can improve in-person conversations. Building trust through in-person interactions is essential to effective knowledge transmission in the marketplace and among businesses.

Technology is essential to contemporary corporate management techniques. As trends of globalization, shorter life cycles, and stronger IT functions continue to occur, firms will operate in an arena of increasingly fierce competition (Sher, P. J., & Lee, V. C. 2004). It has an impact on all facets of the company, including customer relations and

internal processes. Modern software simplifies managerial procedures like accounting, human resources, and inventory management, improving productivity and lowering errors. Efficient communication between teams and with clients or stakeholders on the outside by utilizing technologies like project management software (Romano, N. C., Chen, F., & Nunamaker, J. F. 2002) and video conferencing is important to gain success.

The development, operation, and invention of systems and mechanisms are inextricably linked to effective communication, and the circumstances and foundation for ongoing innovation are provided by recent advancements in information and network technology. Communicative qualities help organizations create, share, and maintain knowledge by supporting its relational nature (Andrew J. Flanagan and Melissa Bator 2011). Based on this, businesses may increase communication at all levels and in all aspects by using cutting-edge communication mechanisms and making use of Gmail, Outlook, Viber, Telegram, WhatsApp, management information platforms, and other new, quick, efficient, acceptable, and accepted methods. Naturally, even while techniques and channels of communication are always evolving, we also need to recognize that channels of communication continue to have significant influence and power. Digital communications services play a pivotal role in driving economic development by providing enhanced access to information and opportunities (Roztock, et al. 2019). It is possible to employ interviews, talks, meetings, and so on concurrently. People may come together and help to lower barriers that separate employees and management, which in turn serves to make businesses more cohesive and competitive. Effective communication is inseparable from the creation, operation and innovation of systems and mechanisms, and modern developments in information and network technologies provide the conditions and basis for continuous innovation. Based on this, enterprises can introduce innovative communication mechanisms and use Gmail, Outlook, Viber, Telegram, WhatsApp, management information platforms and other new, fast, effective, acceptable and accepted channels to strengthen communication at all levels and in all aspects. Of course, although methods and communication channels are constantly improving, we must also understand that traditional methods and communication channels still retain

great power and an important role. Meetings, negotiations, interviews, etc. can be used simultaneously. People can unite and it helps to break down barriers between managers and employees, and then helps to increase the competitiveness and cohesion of enterprises.

Over 2023 and the beginning of 2024 years, it has become clearer that digital capabilities are a key element of running a successful business in today's society (Dahal, R. K. 2019). People has opportunity to make all processes easier. “Work smart, not hard” is the key idea. Digital tools allow businesses to stay competitive in today's digital environment, increase productivity and increase customer satisfaction. So that, leaders must not only master digital tools, but also be able to lead in the face of constant technological change.

“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.”

Babe Ruth, Hall of Fame baseball player

1.3 Overview of IT Management and its role in organizational success

IT management plays a crucial role in data analysis within organizations. It ensures the smooth operation, security, and efficiency of IT systems. By utilizing data analytics, IT management can extract valuable insights from the vast amount of data generated by these systems. This allows businesses to identify areas for improvement (Mohajan, H. K. 2017), predict potential problems, and optimize resource allocation. For example, they can analyze user behavior and system performance to improve application response times and enhance user experience. It is necessary to have a system that documents the presentation of information as a phased cycle in order to acquire clear insights about consumers from the data. A visual representation of the data transfer that occurs between the many stages of the lifecycle may be found in Fig. 5. Among these are the definition

of the problem, the preparation of the **data**, the design and development of the model, and the **communication** of the results to the operationalization of the product.

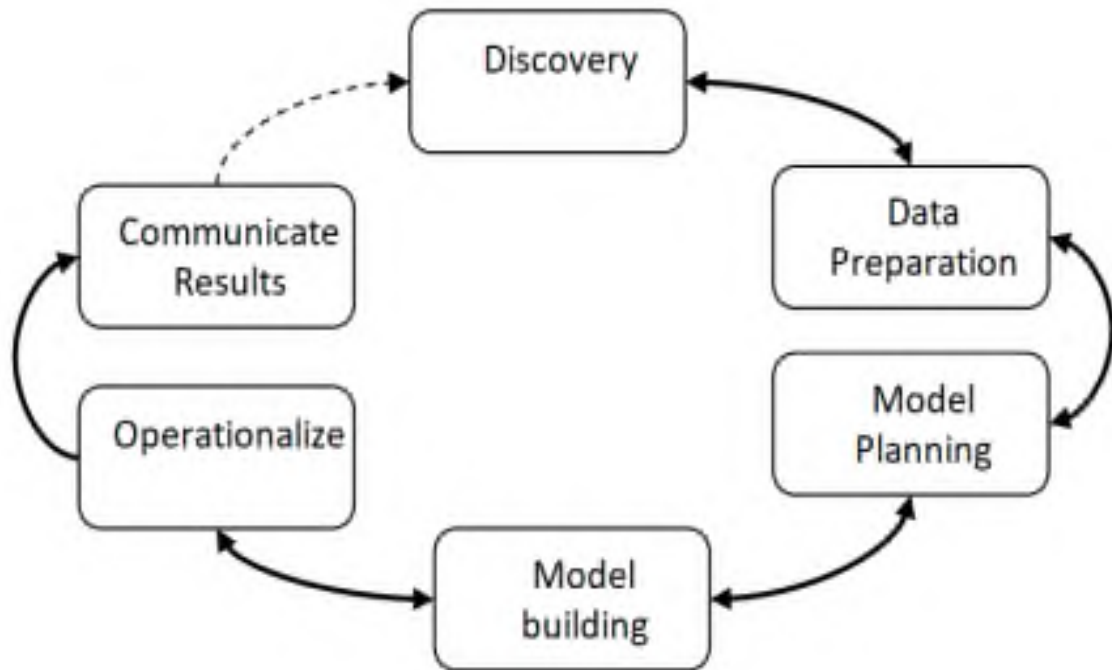


Fig. 5: **Data Analytics Life Cycle**

Source: Review of Leading Data Analytics Tools by Bonthu, S., & Bindu, K. H.

IT management, empowered by data analytics, transforms raw data into actionable intelligence, driving informed decision-making and innovation within organizations. The use of suitable software tools is important for data analytics in businesses. There are various commercial and open-source tools (Combinator, Hasura) available in the market that can store, manipulate, and analyze datasets. These tools can generate summarization reports and visualizations, making it easier to obtain accurate results with minimal effort. Investing in the right tools and skills is essential for discovering new opportunities and extracting valuable insights from data.

Enterprise IT Management is a critical component of today's rapidly evolving business environment (Graham, D., Manikas, I., & Folinas, D. (Eds.) 2013), driven by expanding information systems, their interconnectedness, and a growing user base. The need for effective information science management is driven by economic, business and operational needs, as well as the opportunities provided by new information and

communication technologies (ICT). Key objectives include ensuring high functionality of the information system to support analysis, decision-making and control functions; achieving the required level of application and technology availability with a focus on security, reliability, flexibility and performance; and effectively managing development and operating costs to maximize benefit-cost ratios.

The role of IT Management in running a company depends on various factors, including the level of corporate governance, development projects such as process reengineering, and the overall concept of computer science in the company. These include the size and structure of the user area, the scope of information services for external clients, the extent of outsourcing, system integration solutions and the staffing of the computer science department.

IT Management not only shapes the character of a company, but also plays a key role in achieving strategic goals such as improving customer service, marketing applications and providing flexible responses to market changes (Turban, E., McLean, E., & Wetherbe, J. 1998). Thus, computer science is a hallmark of quality and a competitive asset for companies, highlighting its importance in the global business landscape. IT Management (Bolisani E.& Scarso E. 1999) is about all internal activities and external services that ensure the functioning of IT in the company (Mukherjee, A. N., Bhattacharyya, S., & Bera, R. 2014) Its issues can be very broad and vary from business to business. It typically covers the following areas:

- Server management, support for business systems and applications
It includes installing, configuring, and updating operating systems, as well as managing features, roles, and applications. In addition, about checking logs, physical activity of servers, equipment performance, solving or mediating the repair and modernization of servers. Finally, support for key business applications.
- Management and maintenance of data networks and wireless networks
Ensuring the functionality of data networks requires taking care of the active elements of the IT infrastructure (routers, firewalls) and their configuration, updates and security. Wireless network support includes signal coverage in desired areas.
- Monitoring systems

Monitoring involves ongoing oversight of critical IT systems and their functions. Elements such as servers, applications, systems or network elements are under control. Monitoring results are constantly assessed. This can prevent most of the inevitable downtime and failures. Knowledge of the load on servers and systems is an important basis for optimization and prevention.

- Setting up and checking data backups

Backup is critical to an enterprise's IT infrastructure. The correct settings automate the backup of servers and important business applications or give. Backup includes plans to quickly restore data and operations in the event of a failure.

- Help Desk

The help desk is a tool for basic communication between employees and the IT department when resolving IT failures and incidents. A user with a problem creates a so-called ticket in the help desk. It will display the progress of the solution. Based on the number and content of tickets, you can read a lot of useful information about the state of the infrastructure, the need to train users or strengthen the staff of the IT department.

- Documenting the IT Environment

Documenting the IT environment serves to improve the technical, personnel and procedural security of IT and optimize its operation. It is usually divided into IT system documentation and process documentation. To serve its purpose, documentation must be kept up to date.

- Making report

Monthly or quarterly report on the state of IT for responsible company employees. It gives an overview of the availability of services, current and planned activities, draws attention to weaknesses and possible risks, suggests measures, investments, etc. Regular reports are the main source of information for competent IT Management in the company.

For today's 2024-year, effective IT Management is a critical contributor to organizational success. Information Technology (IT) and organizational digital transformation management was created to help organizations understand the dynamics of technology acquisition transformation, focusing on internal technological environment (strategy, structure, technology, management processes, individuals, and roles) and

external technological environment. Science and technology development and socioeconomic environment. IT management ensures the availability, security, and efficiency of IT resources, allowing businesses to operate smoothly, innovate effectively, and gain a competitive edge. The management of information technology encompasses internal operations and external services, including server administration, maintenance of computing networks, monitoring data systems, creating backups, and maintaining a help desk. Documenting the IT environment and providing regular reports on the current state of information technology are also essential for enhancing security and effectiveness. The successful administration of information technology is essential for achieving business goals in 21th century and future, ensuring the availability of resources, security, and effectiveness, enabling firms to function efficiently and gain a competitive advantage.

CHAPTER 2 STUDY OF LLC “BUSINESS MEDIA NETWORK (BMN)” AND ITS PRESENCE ON THE MARKET

2.1 Environment of the “Business Media Network (BMN)” enterprise

Business Media Network (BMN) was formally incorporated as a Limited Liability Company (LLC), strategically combining the benefits of sole proprietorship which is an unregistered, unincorporated business that is operated individually, with no difference between the business and the owner. The owner of a sole proprietorship is entitled to all profits, but is also responsible for the debts, losses and liabilities of the business.

BMN operates as a publicly traded company listed on a public exchange. This means that the company's shares have been registered with the Securities and Exchange Commission and are available for public purchase.

The organizational structure at BMN is functional and includes marketing, sales and operations management departments. The workflow follows this sequence: customers initiate requests to the sales team, which then redirects them to the marketplace. The marketplace team processes the information provided by participating in in-depth discussions on the details of the execution and the final appearance. After that, the prepared information is sent to the IT department, which integrates the client's business into the site.

City Showcase (Fig 7) The goal of this project is to create an appealing website for each city in Ukraine, which will then be populated with all of the pertinent information about that city. This information will include the city's past, present, and future endeavors, as well as its local businesses and emergency services. The root of the situation is that it is practically impossible for smaller localities to get financial support for large projects that would enhance tourism and, as a consequence, the rapid growth of the city.

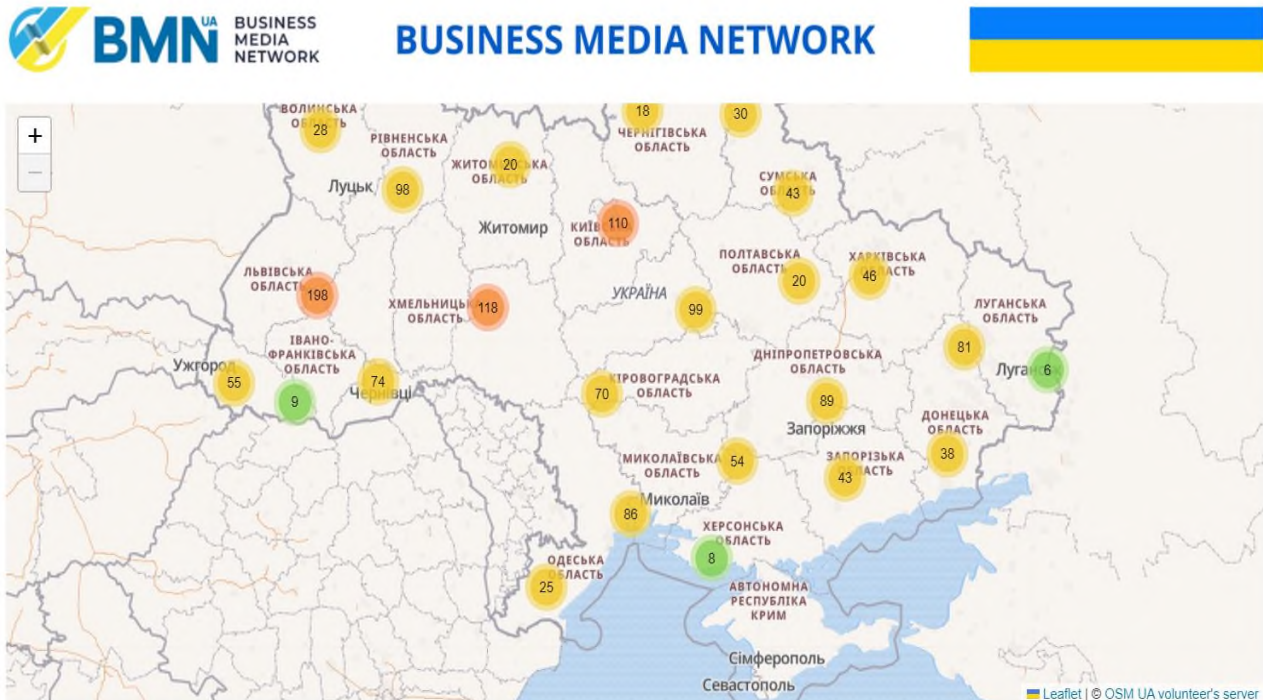


Fig. 7: Extract from City Showcase root site

Source: <https://eot.city/en/>

Marketplace (Fig. 8) will be presented as the upcoming offering to a customers. This website showcases an extensive roster of businesses, encompassing both local establishments within Ukraine and international counterparts. Each of these businesses is a subscriber to the service being provided through this platform. Through this interface, which also securely stores users' contact details, individuals gain the convenience of placing orders directly with the respective suppliers for the desired items or services.

One distinctive attribute that sets this service apart from its competitors is the Trust Battery. This is a tool designed to enable clients to assess the reliability and quality of the business services offered. The Trust Battery serves as a pivotal differentiating factor. Comprising a multifaceted facet, this utility is continually under refinement to offer an assessment of the company that is precise and constructive, striving to achieve the utmost accuracy and efficiency in its evaluation process.

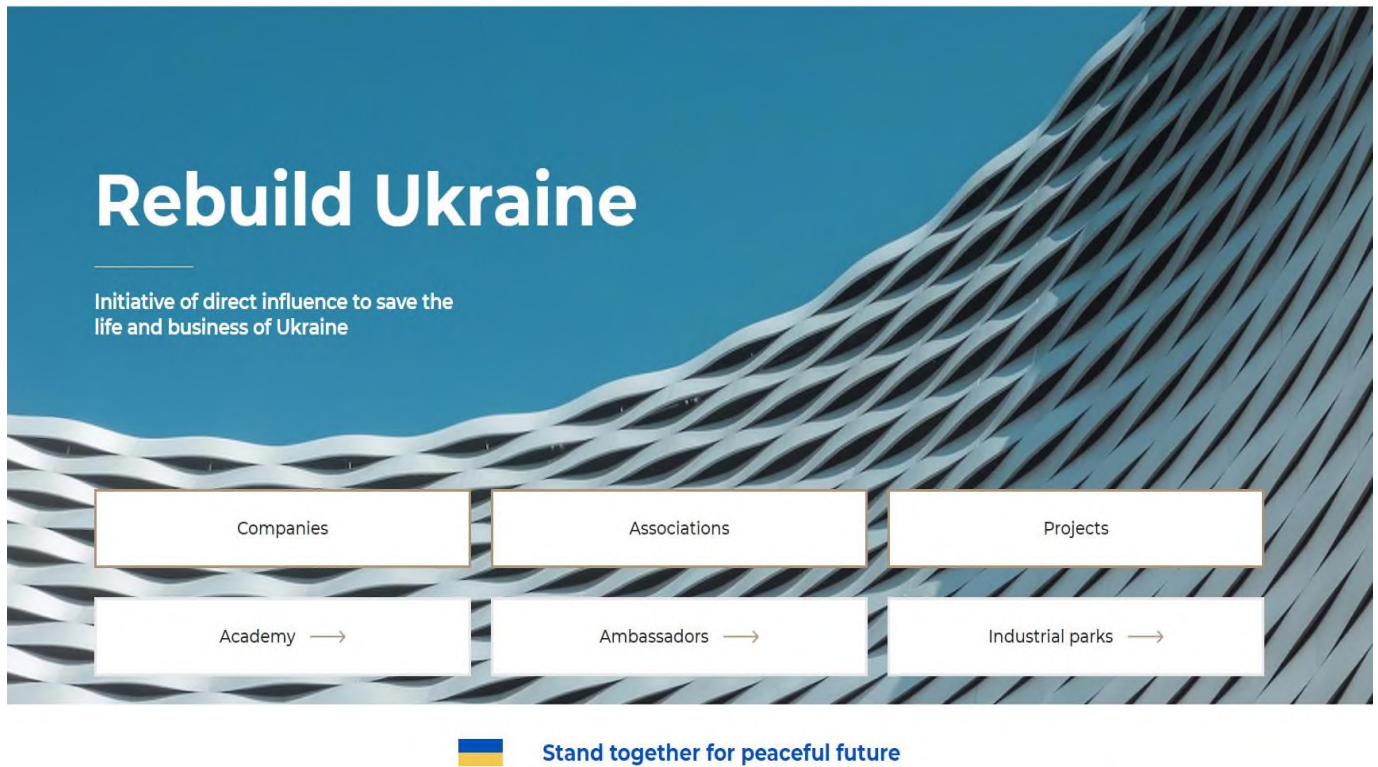


Fig. 8: Extract from Marketplace site
 Source: <https://marketplace.eotua.com>

The last but very important service is the Mayors' Club (Fig. 9). This unique platform serves as a pivotal element aimed at establishing links between local authorities of cities both within Ukraine and beyond its borders. Its purpose is to promote the exchange of opinions, ideas and projects between these authorities. In addition, it offers opportunities for private meetings and specialized sessions with international experts. The purpose of the platform is to promote cooperation between local authorities, extending its benefits even to cities outside of Ukraine.

Through the interconnection between these platforms, each initiative will have the opportunity to use this platform to protect projects specific to the city. Consequently, these projects will be featured on the city's website due to the strong link between the platforms. However, it is important to note that the journey is non-linear; once the development of the business is completed, there will be no queue of investors eagerly waiting for presentation.

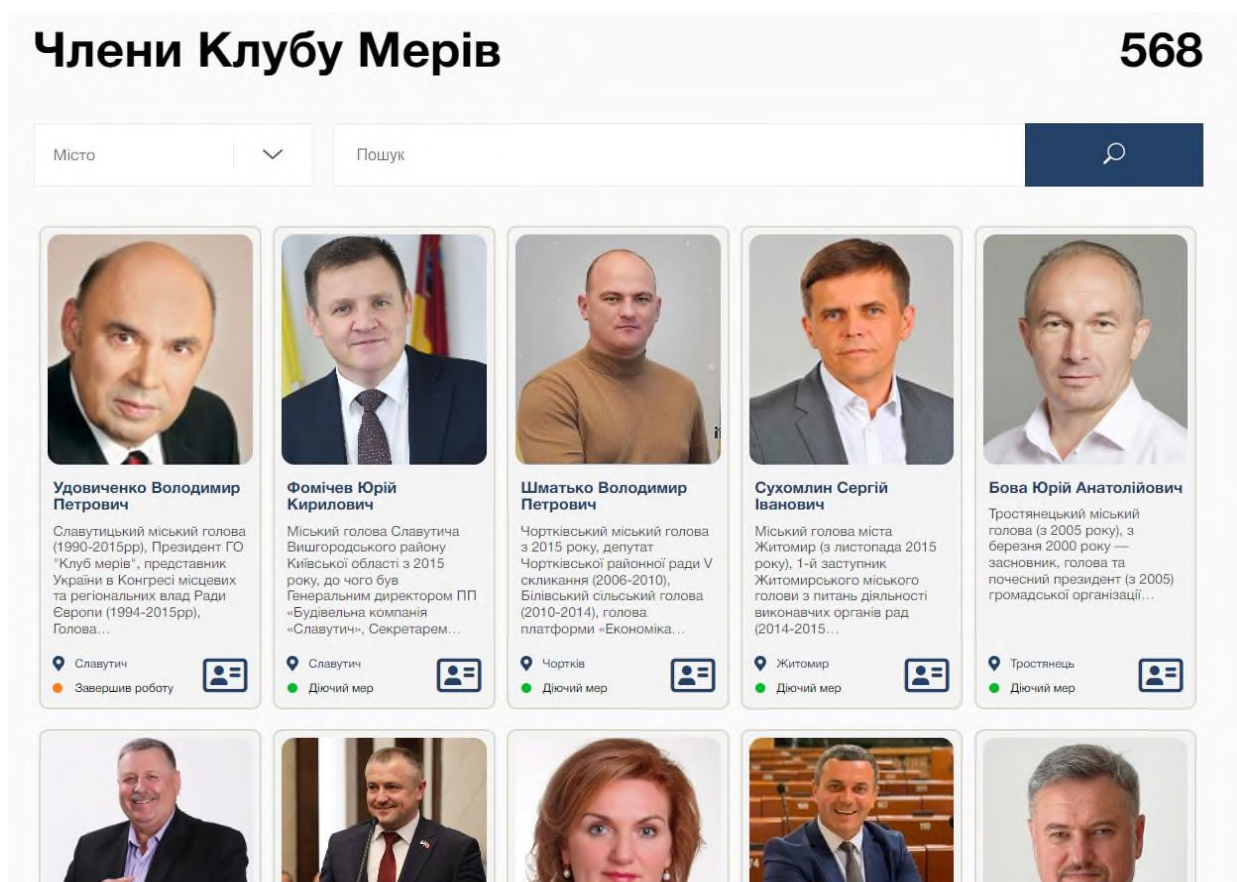


Fig. 9: Extract from Mayor's Club site

Source: <https://mayorsclub.org/>

This startup is focused on building a significant user base to attract new customers. In an effort to attract potential investors, the company sought to secure capital for expansion. Also, the main values of the company BMN are shown in Fig.10 (Farvashchuk, A.2022).

For this, future goals include seeking support from venture capitalists or business partners who share an interest in developing project. With additional funds to promote initiatives that attract more customers and expand presence in various markets.

At the heart of BMN startup's mission is the desire to provide every business in Ukraine with the means to secure an initial investment that ensures their sustainable operation. This has the dual benefit of supporting businesses that, especially in difficult times, create employment opportunities for Ukrainian citizens, gives consumers access to

a wider range of affordable products, and patronizes businesses that offer superior value and service.

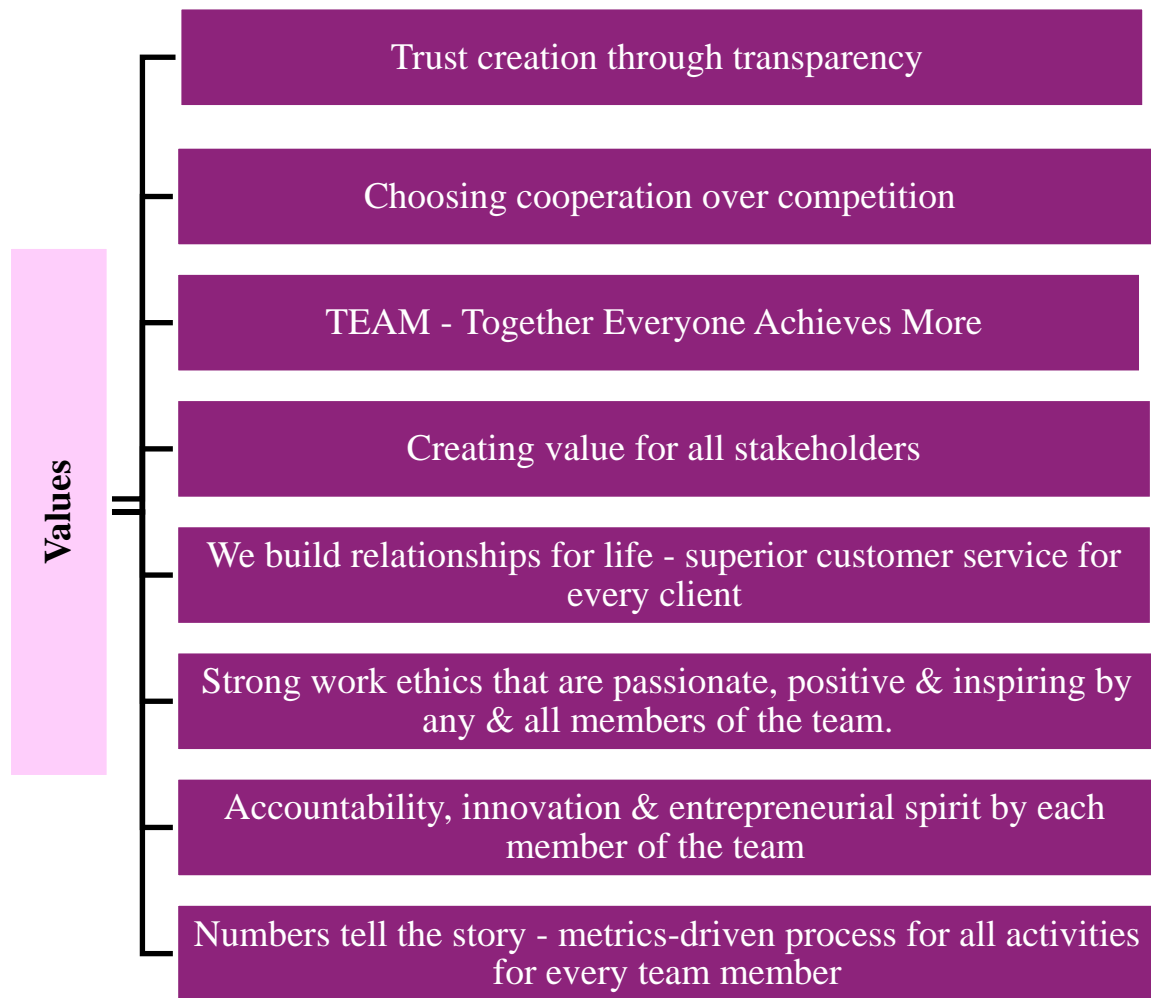


Fig. 10: **Values of BMN**

Source: Complex professional qualification practice report (on the basis of business Media Network LLC)

BMN is accountable to its shareholders, which are primarily employees of the startup. This scheme provides fair compensation for the time invested, consistent with shareholders' expectations of dividends and potential appreciation of the share price depending on the company's performance.

2.2 Analysis of IT Management in BMN

Company has to depend on reliable software to analyze data and extract usable, commercially relevant information. Nowadays, the market is full with data analysis tools. To see new chances, businesses must make the necessary investments in the necessary equipment and abilities (Sauvé, J., Moura, A., Sampaio, M., Jornada, J., & Radziuk, E. 2006). Better visualizations and summarizing reports enable us to obtain correct results with minimal work. Customer interactions (Karimi, J., Somers, T. M., & Gupta, Y. P. 2001) are changing because of digital transformation, which is being driven by IT used by Businesses Media Network to:

- Personalized interactions: Make sure that products as advertisement places on sites and others are suited to each customer's preferences.
- Controlled communicational channels: Make sure that the connection is smooth at all points of contact within all sites and chats of projects.
- Customer involvement, weather it is going to be though filling forms of their businesses on the Marketplace or location of advertisement on another platform, use data analytics to figure out what owners of businesses want and create comfortably interactional sites that help build stronger relationships between investor and start-up.

IT parts as the basis of the BMN business model: The Business Model Canvas framework gives you an organized way to make business models. Informational Technologies are very important (Leonardi, P. M. 2007) in many parts of creating, including:

- Customer Segmentation: IT makes it possible to promote and sell to a specific group of people and get new customers through the internet (social media, webinars, forums).
- Value Propositions: IT makes it easier to create new digital goods and services.

- Information and communication channels: IT give tools to the management, so that workers are able to connect with people any time and leave their message till another side of informational exchange will be ready to process the data received (Zhurakovskiy, B., Boiko, J., Druzhynin, V., Zeniv, I., & Eromenko, O. 2020).
- Relationships with clients: IT makes fast online interactions with customer care possible, so BMN managers can act promptly and help the client with site coordination or documentation questions (Wereda, W., & Zaskorski, P. 2018).
- Sources of Income: IT makes sure that web transactions are safe and that subscription-based models (like e-mail messages or premium usage of site) work.

As company is working with business platforms it is vital to provide all necessary IT stuff. Economy Of Trust and Market Place are sites for businesses and start-ups that are already exist. Business owners give their contacts, information, financial documents, photos to BMN people. It is important to make sure that it would be protected. Problems and concerns that IT can bring (Dhar, V., & Sundararajan, A. 2007) to new business models as BMN arise on that point:

- Cybersecurity risks: To keep private data safe and stop cyberattacks, IT department need strong security measures.
- Concerns about data privacy: All businesses, and BMN is not an exception, must follow data privacy laws and use good data management techniques.
- Organizational change management: Changing business models often means getting people to accept change and creating an environment where new ideas are welcomed within the company. Even If Business Media Network (BMN) is a new company with new technology features - innovative systems had changed within development and improvement of departments.

Even with these worries IT brings to BMN an opportunity of create long-lasting competitive advantages. Business can enter new markets by taking advantage of new

technologies. Also, innovations drive growth, lead to higher efficiency, better customer interaction, and, in the end, more sales, investments and promotions.

Of course, the main role in company's employment flow play managers. As Business Media Network (BMN) serves its offers online managers have to be into the topic of IT innovations and their set-ups. IT Managers supervise various projects, such as software development, system updates and even take part in strategic and budget planning. Performance monitoring is carried out every day. Also, together with the technical department, IT Managers monitor and study the security of software platforms: protecting the company's data and systems.

Although it may seem that all the information of companies is already in plain sight, this is the point - to inform the public about their existence and safety for use and investment. However, safety worries not only businesses, but also the employees of the BMN company themselves. It is necessary to monitor the addition and deletion of personal information of current and departing employees. All this is monitored by managers who have access to specific data bases.

Providing technical support to end users is a critical IT Management function. This includes providing help desk or help desk support to resolve user issues and ensure smooth operation of the platforms. Managers develop and apply policies and procedures that rule the use of technology resources, data access, security protocols, and usage guidelines. Managers monitor the performance of IT systems and services (Bystrov, O. 2022), track key performance indicators (KPIs), and create reports to evaluate the effectiveness of IT operations that were included.

Overall, the most interesting thing is the statistics. It is the responsibility of managers to evaluate the implemented technologies and the effectiveness of circulating information on social networking platforms to assess the potential benefits for the organization.

Managers help organizations create experiences across all channels, modify consumer interactions, and use data analytics to strengthen connections through IT-driven digital transformation. Business model framework IT helps firms design and analyze client groupings, value propositions, channels, relationships, and income streams. IT has

drawbacks such data privacy, organizational change management, and cybersecurity. Despite these obstacles, IT innovations can boost growth and provide companies an edge.

Besides project management, managers create strategy, budgeting, and performance reviews using IT features. End users receive technical support and software platform security is monitored. They create protocols for managing technology, data, security, and usage. Managers evaluate IT operations by generating reports, monitoring IT systems and services, and calculating KPIs. Managers evaluate implemented technology and social media information dissemination to discover organizational benefits.

2.3 Internal and external channels of information and communication within BMN

Channels of communication are vital to the growth and progress of an enterprise. Nevertheless, communication breakdowns may emerge as a result of substandard quality or unexpected changes in the surrounding environment. In order to monitor the stability of internal and external communication channels simple approach has been invented. As things are, the executive managers are responsible for arranging and providing all services. But as the company grows, responsibilities like these will be handed off to other departments. In principle, the department in charge of marketing will assume responsibility for this task. They want to make a good impression on the firm and attract new consumers, while also making a great impression on investors, current customers, and the community at large.

The marketing department is allegedly responsible for the following, according to the source:

Establishing and overseeing the brand's identity: To get there, you have to know what a company stands for - its values, messages, and actions - as well as the impressions you want your customers and partners to walk away with after interacting with you. In order to help build and promote the brand within the organization, the BMN content department communicates future possibilities and envisioned concepts.

Management of advertising campaigns: Taking the initiative to determine which products and services are most important to promote at various points in the sales cycle, and then making sure that everyone knows about them through various forms of advertising. At the moment, the main emphasis at the BMN company is on implementing the carefully crafted roster of products and services.

Creating and implementing search engine optimization strategies for websites and their content: Occasionally, the most optimal location to gather information about a firm is through their official website. The marketing staff is accountable for maintaining the website's content and ensuring its high-ranking in search engines, among other responsibilities. The BMN organization has an SEO expert on staff. This person expedites the website optimization process by coordinating with the IT department as needed.

Fostering dialogue inside the company: The company's principles, objectives, priorities, and ambitions must be crystal clear to employees from the start. It is common practice for the director of a BMN startup to be responsible for coordinating all internal communications, including the use of newsletters and intranets. The development, achievements, and productivity fluctuations of the organization are only a few of the many topics covered in the twice-weekly meetings.

The organization's content and sales teams are jointly responsible for all marketing-related activities. To start, let's look at the part of the company that's responsible for the content's actual work. A number of different platforms, including Instagram, TikTok, YouTube (Fig. 11) and LinkedIn (Fig. 12), now make up the company's social media presence, and employees play a significant role in their growth. The employees' contributions have enabled this expansion to take place.

One of the many responsibilities that fall under the view of the content department is the editing of interviews conducted with local and international professionals and business owners that are market participants. In addition, the department is responsible for editing interviews with the mayors of Ukrainian cities.

The main suppliers of resources and consumers of the company's products are:

- Flash web is an information technology company that supports the creation and operation of websites.

- Idealers is a creative agency specializing in advertising services and design.
- Digital Kraft - responsible for digital marketing and brand promotion through online channels.
- Trust Economy - an intermediary platform that connects organizations with customers, guaranteeing quality services at a reasonable price.

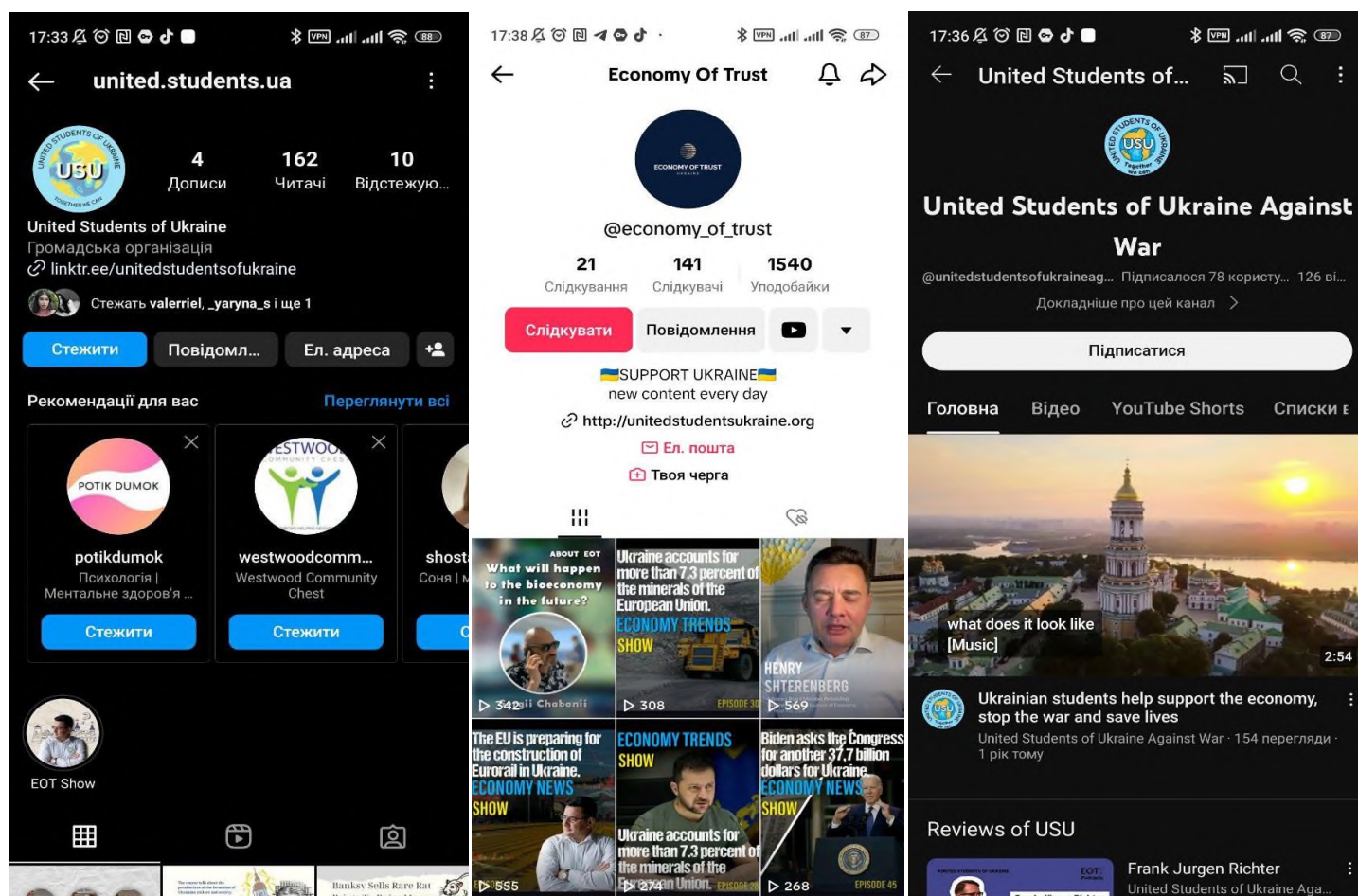


Fig. 11: Extract from Instagram, Tiktok and YouTube sites

Source: <https://linktr.ee/unitedstudentsofukraine>

The director's pre-existing relationships with these firms inspire confidence in the quality of their work. Concerning the factors influencing the need for material resources and their monitoring: since the startup is not yet launched, no data is being collected. It is planned to launch against the backdrop of current problems in Ukraine, providing business support during reconstruction. Communication and marketing activities initially involve the promotion of discounts to attract customers. As the customer base stabilizes,

the discounts will be phased out. Current efforts are focused on broad advertising to reach a wide audience.

Internally, employees stay informed through bi-weekly meetings and potentially an intranet or newsletters facilitated by the director. This ensures alignment with company values, goals, and progress. **Externally**, brand identity is made by the marketing department through managing marketing campaigns, and developing website content optimized for search engines. BMN promote itself via social media platforms like Instagram, TikTok, and Youtube to engage with potential customers, investors, and the community. The content department also plays helps through edits interviews with various professionals to create informative content.

For future events, BMN plans to utilize Trust Economy, a platform connecting businesses with customers. This aligns with their goal of providing high-quality services at reasonable prices.

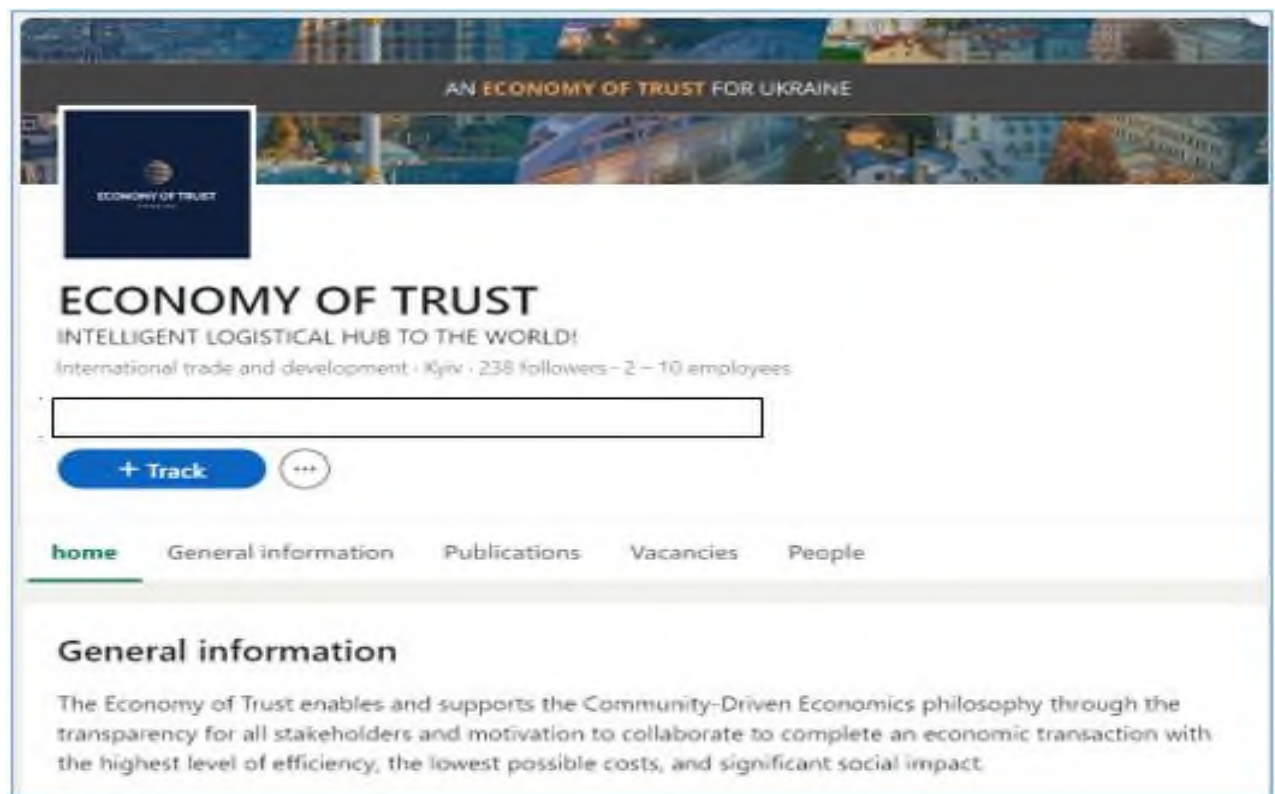


Fig. 12: LinkedIn. Economy of trust

Source: <https://www.linkedin.com/company/economy-of-trust/>

Overall, the marketing department at BMN is responsible for coordinating internal and external communication channels to ensure the organization's growth. They oversee the brand's identity, manage advertising campaigns, create and implement search engine optimization strategies for websites. The content department also edits interviews with professionals and business owners, collaborates with external suppliers like Flash web, Idealers, Digital Kraft, and Trust Economy. The director coordinates internal communications, including newsletters and intranets, to ensure alignment with company values, goals, and progress. The organization uses a strategic mix of internal and external Communication channels to achieve its marketing objectives, ensuring alignment with company values, goals, and progress. This enables the prompt identification and adjustment to both internal and external variations. This evaluation assists in correcting communication breakdowns and modifying managerial choices in the event of information manipulation.

CHAPTER 3 ANALYSIS OF INFORMATION AND COMMUNICATION IN BMN: BRIDGING THEORY AND PRACTICE

3.1 Examination of internship experience importance in gaining practical insights in communication culture

Any organization's lifeblood is communication as it serves as a link between concepts, encourages teamwork, and helps a business succeed (Cooren, F., Taylor, J. R, & Van Every, E. J. 2006). But communication is more than just word-to-word exchange and internships provide a real-world experience, allowing interns to overcome the complexity of communication culture. Interns also learn about the importance of building relationships, which are the foundation of communication.

It is becoming increasingly acknowledged that internships are essential component in the process of preparing students through practical experience in the field of information and communications management. They serve as an important learning method, offer benefits to the student, university and the organization that sponsors them. Interns are getting an opportunity to obtain first-hand experience in the process of resolving issues that are linked to work with information, may actively participate in the communication flow by rotating through different departments, learning established channels, and understanding hierarchy dynamics. This broadens their understanding of the communication landscape and helps them develop their own communication approach. This highlights the significance of having well-developed interpersonal skills in order to achieve success in the information job market. It means that educational programs should provide graduates with specific abilities as well as the capacity to effectively participate in human interactions, which may subsequently be built upon during internships.

The department of Human Resources must complete a substantial amount of work on the way to organize an internship program, likewise, during the internship itself, it is necessary to monitor the operations carried out by the interns, evaluate their effectiveness, create a system of incentives and registration, ensure compliance with safety protocols,

document rules and recommendations for the intern selection process. Why is each of these actions carried out?

When it comes to developing their HR brand, employers require interns. If there is a shortage of ready-made professional individuals in some professional fields, such as information technology and digital marketing, or if there is a need for a fresh look and innovative thinking, such as in advertising agencies, production, and media, this is another approach to attract young professionals who have a lot of potential. And as effective communication is a crucial aspect of any company – students must gain experience in its' culture. It goes beyond just exchanging words to the meaning of words, the language of gestures, the importance of time and place, and the foundation of human relationships. Words carry specific weights, and choosing the right one makes all the difference. Understanding body language, such as a firm handshake or raised eyebrows, allows individuals to decode the true message, fostering a more productive communication environment.

A strong communication culture equips interns with valuable knowledge that translates into career success (Cook, S. D., & Yanow, D. 1996). They develop the ability to communicate clearly and concisely, adapt communication styles to different audiences and situations, build trust and rapport with colleagues, and navigate the complexities of workplace communication. Internships bridge the gap between theoretical communication knowledge and practical usage, empowering students with the skills to become effective communicators, contributing to their future success and the success of the organizations they join.

Working as an intern provides future managers with the opportunity to enhance their management skills. Even simple understanding of an importance of time and place which is often overlooked, as discussing sensitive topics over casual social media chats - lacks professionalism which gains on a formal job position. Respecting time boundaries and choosing appropriate communication channels demonstrates awareness and professionalism. Building rapport with colleagues allows for open and honest communication, while active listening fosters trust and understanding. Empathy, the ability to see things from another's viewpoint, allows for more sensitive and effective

communication. Humor, used appropriately, can build rapport and ease tension. All of that is possible to gain through practice experience.

Internships are beneficial to everyone in general, including the following:

- An intern who will finally have the opportunity to add some experience to his work history, and who may be able to continue working for the company on a full-time basis.
- An employer who plainly saves money by not hiring a full-fledged employee who is already aware of the value of his labor.
- In addition, the process of passing their experience to trainees gives high-ranked personnel the opportunity to evaluate their own degree of expertise with regard to the subject matter.

Young specialists have a number of advantages, the most important of which are that they are enthusiastic, adaptable, open to new experiences, as well as delighted to embrace technology and use specialized software. Despite the fact that they are required to execute certain responsibilities, they have not yet had an opportunity to develop. The majority of the time, trainees approach things with their eyes wide open and a positive attitude toward gaining new information. In addition, trainees may not always have a clear understanding of what they anticipate from their lives and careers. Also, beginners may leave their positions because they come to the realization that they would prefer to pursue a different line of work, which can be a positive aspect of the situation. While it would be nice to give schoolchildren the opportunity to become more familiar with the consequences of their choice by meeting real workers in the field, it is necessary for everyone to make a decision about their future specialty before enrolling in university. In the meantime, something like an internship in a short period of time demonstrates capabilities and interest in some way or another. It is preferable to get a better understanding of oneself within three months as opposed to four years.

Also, throughout the staging, a significant quantity of information is shared, both regarding the case and regarding other aspects of the investigation. Interns come to know

one another as well as staff who are already established. Trainees are taught not only how to perform their particular responsibilities, but also how to communicate with one another through the channels of communication that have already been established inside the organization. They already have the ability to judge how individuals further up the job ladder understand and view them before they even begin their career.

The intern will receive more expertise in comprehending communication among employees if they are exposed to a greater number of departments during their internship. To foster a strong communication culture, companies should invest in communication training, led by example, create open communication channels, and celebrate communication successes. By prioritizing and nurturing a healthy communication culture, companies can transform interactions from simple information exchange to a collaboration, innovation, and ultimately, success. Due to the fact that we are already aware that the foundation of any contact is communication that is clear and understandable, this will be the most significant skill that we develop during the internship.

3.2 Internal environment assessment of BMN organization

The first engagement with the organization was conducted during an interview with an HR manager, who was a fellow student at the same university. During a casual talk with the candidate, the human resources interviewer inquired about the individual's interests, professional goals, and ideal position within the firm.

At the end of the talk, interviewee might be assigned to the sales department, where he or she would be responsible for obtaining and organizing information about enterprises operating in a specific region. But as time went on, company grows and position inside the organization starts to grow and change too. The organization desired for sales department to engage in cold sales, which could be accomplished by marketing banners on our expanding website to prospective customers. Even if we are employed by another person, it is essential to keep in mind that we are also individuals first and foremost. We each have our own unique emotions and aspirations. It is common for people to prioritize

"have to" over "want" when discussing the job process. However, as an intern, students must understand and study to communicate with individuals who have control over you. This will ensure that you are able to meet your objectives in the end.

In an unexpected turn of events, this decision brought about a new chance for me within the Deal Flow area of the organization, where I was presented with the responsibility of developing interviews. In order to fulfill this function, I was expected to engage in conversation with business owners and participants, asking them questions about the inner workings, development, and future goals of their respective companies. Compared to my previous job, this new job has given me the chance to meet a lot of new people and has taught me the subtleties of communicating in a professional setting.

If the company you are interning for is still in the early stages of development, then be aware that you will have to do a good deal of your own learning. This is another extremely important point to emphasize. With the help of my time spent working at Deal Flow, I was able to acquire the knowledge necessary to correctly conduct an interview, as well as the questions to ask and the way that everything operates. Despite the fact that I was given the option to assume the role of interviewer, I was not provided with any instructions that were easy to understand.

Within the sales department, the only person I could communicate with was the human resources manager who had hired me. Moving into the Deal Flow department, on the other hand, significantly expanded the scope of my network. I gained an understanding of how my coworkers cooperated and shared information through the use of various platforms like as Telegram and Instagram.

This experience was enlightening, as it provided me with insight into the activities of the organization as well as how projects were planned and carried out. The communication process was simplified, and different people were assigned responsibility for different parts of the process. This made it much simpler to find information about particular jobs that were required. Despite the fact that I had reached that point in my quest, I was quickly transferred to the Market section. In this position, I was responsible for juggling tasks between this department and the Deal Flow department. My primary

focus was on publishing the material that was gathered onto websites in order to construct profiles for the companies that we needed to market.

Working for a real company will provide you with essential experience and expertise that you will come to appreciate. First and foremost, because BMN was a newly established business, I did not have particularly lofty objectives in mind for the organization. Nevertheless, we started expanding the scope of our business activity quite quickly after that time. The five months that I spent working for a company shown that it had grown from a small startup with a single project to a large operation with multiple projects. As a component of the opportunity on the basis of practice, the commercial activity of the company is regarded to be a component of the opportunity, with a particular emphasis being given to the vital domains of economic and financial activity.

From the club of mayors to the club of salespeople, from information technology to content, I was given the opportunity to gain experience in practically every aspect of the business. I was able to do this because I was given multiple opportunities. There was a wide variety of work assigned to me.

In point of fact, the Business Media Network (BMN) is a fundamentally original concept that offers a genuine potential to contribute to the growth of Ukraine, which is of considerable importance. As a result of the Russian invasion that took place in the winter of 2022, the project evolved more quickly, expanded more, and improved more than the founders had anticipated.

Commercial efforts of the company were concentrating on a specific service-selling, which is also known as connections to websites that are reliable and of high quality. Focusing on providing links to websites that are trustworthy. The value of these backlinks in relation to the success obtained by a website cannot be overstated. Improving the credibility and standing of a website may be achieved by using backlinks, which is one of the most effective methods. It is possible to achieve this specifically by consulting authoritative sources that are relevant to your industry.

By way of illustration, incorporating the most recent current events that are trending directly from their source will help you improve your trust.

The incorporation of backlinks to a client's website that are determined by the geographical location of their organization is a notably noteworthy component of the services that we offer. For the sake of simplicity, we will provide comprehensive links for Vinnytsia on our website in the event that a nail salon is situated in Vinnytsia. On the other hand, this connection will not be extended to other cities because there is no justification for doing so. Through the utilization of this strategy, we are able to cater our services to the requirements of our customers and more evenly distribute their requests. Because of the availability of postal services, businesses that are able to function regardless of their location may find it advantageous to advertise in important cities such as Kyiv, which is the capital of Ukraine.

A vast database of businesses that are willing to engage in commerce and collaboration with other businesses, both in Ukraine and throughout the world, is included in the Marketplace. I would like to inform you that our company's membership in the World Trade Center Association reflects our commitment to upholding ethical standards, as well as legal and fair business practices, among the enterprises operating in our market. Ensuring their dedication to upholding ethical firm protocols and combating fraudulent or corrupt business operations is of paramount significance.

In the future, one of our goals is to launch an offline service that will give customers the ability to choose the city that they want to visit as their destination. The fee of membership in this service will be proportionate to the size of the city that is selected, as well as the popularity of the city. An additional demonstration of our dedication to adapting to and satisfying the varied requirements of our clients is provided by this technique. In comparison to other products that are comparable, our distinct advantage is that we are able to provide considerable benefits in terms of both the efficiency and cost-effectiveness of our services.

Consequently, the research of the organization's business included fundamental overview of the company's framework, which included its legal and operational backing, the Business Media Network (BMN) is a generally unique notion of the view in our country and it is important to examine it:

Advanced SWOT Analysis of Business Media Network (BMN)

Strengths:

1. **Unique Projects:** BMN stands out from its competitors through its innovative projects, such as the Mayors Club, which demonstrate its ability to think outside the box and address specific needs.
2. **Student Focus:** Providing internship opportunities empowers students by creating a positive learning environment and potentially attracting future talent.
3. **Market Relevance:** BMN plays a vital role in Ukraine's development and recovery, enhancing its national importance and potential to attract government and investor support.
4. **Strong technological infrastructure:** the use of Bitrix24 demonstrates effective project and communications management, which contributes to increased operational efficiency.
5. **Dedicated SEO Professional:** Focus on search engine optimization (SEO) demonstrates an understanding of digital marketing and the importance of online visibility.

Weaknesses:

1. **Repetitive tasks:** The recognized potential of routine work can lead to employee distraction and stifle creativity.
2. **Startup Status:** BMN inherently faces the risks inherent in any young company, including financial instability and potential failure.
3. **Limited Funding:** As a non-profit organization, BMN relies on fundraising and project funding, potentially hindering long-term planning and growth.
4. **Data security issues:** Managing sensitive business data from a variety of sources requires strong security measures to mitigate potential breaches and maintain trust.
5. **High staff turnover:** Given its large student population, BMN may experience higher employee turnover compared to traditional companies.

Opportunities:

1. **Expand Internship Program:** BMN can further benefit from its student focus by offering structured internship programs with clear learning objectives, attracting top talent, and fostering future partnerships.
2. **Develop an online learning platform:** Leverage student expertise to create an online platform offering business-related courses or workshops, generating additional income and increasing brand awareness.
3. **Form strategic partnerships:** Established organizations in Ukraine or abroad can provide access to resources, experience and wider audience reach when creating partnerships.
4. **Use technology:** By now, many tools have already been created for analyzing and working with data (Microsoft Excel, MS Power BI, SQL, Trello). To gain a deeper understanding of user behavior, optimize marketing and team strategies to improve efficiency
5. **Offer additional services:** Consider developing premium services such as personalized investment consulting or advanced web marketing packages for businesses that require advanced support.

Threats:

1. **Government regulations:** Changes in government policies or regulations could adversely affect BMN's operations, particularly with respect to foreign investment or data management.
2. **Political and economic instability:** The war with Russia and the resulting unstable economic situation in Ukraine creates significant risks, disrupting operations, undermining investor confidence and affecting the overall business environment.
3. **Competition:** Permanent competitors with greater resources and market share can pose a threat, requiring BMN to continually innovate and differentiate its offerings.
4. **Data privacy laws:** Evolving data privacy regulations may require changes in how BMN collects and manages data, requiring adaptation and potentially increasing compliance costs.

Additional considerations:

1. Focus on measuring impact: Develop metrics to quantify the impact of BMN initiatives, demonstrating its effectiveness and justifying continued support from investors and partners.
2. Develop a culture of innovation: Encourage a culture of creativity and continuous improvement within BMN to adapt to changing market dynamics and facilitate the development of new solutions.
3. Diversification of funding sources: It is necessary to familiarize yourself with options for funding sources. Grants, sponsorships or corporate social responsibility (CSR) initiatives can help reduce dependence on project finance and ensure long-term financial sustainability.

BMN boasts unique projects, a student focus, and market relevance. Strong technological infrastructure and a dedicated SEO professional position them well. However, repetitive tasks, startup risks, limited funding, and data security pose challenges. The Advanced SWOT analysis of Business Media Network (BMN) reveals its strengths, weaknesses, and opportunities within operations. BMN functions as a midway, assisting investors in connecting with Ukrainian businesses through a marketplace. The company's unique projects, student focus, market relevance, strong technological infrastructure, and dedicated SEO professional contribute to its success. However, BMN faces challenges such as repetitive tasks, startup status, limited funding, data security issues, and high staff turnover. Opportunities lie in expanding internship programs, developing an online learning platform, forming strategic partnerships, and using technology for data analysis. Threats include government regulations, political instability, competition, and data privacy laws. To address these, BMN should focus on measuring impact, fostering a culture of innovation, and diversifying funding sources. By strategically addressing areas of vulnerability and taking advantage of favorable circumstances, BMN can secure sustained success in the marketplace. By prioritizing impact measurement, cultivating an innovative culture, and expanding funding sources, BMN can secure sustained success within the Ukrainian business environment. Overall comprehension of the business world and my ability to communicate effectively were

both improved as a result of the fact that each department provided a distinctive viewpoint on the practices and traditions of the organization. My internship was more than simply a work; it was a voyage of personal development, education, and discovery that laid a strong basis for my future professional endeavors.

3.3 Developing recommendations for forming effective communications and information channels in BMN

As far as its operations are concerned, the company primarily functions as an intermediary, assisting investors in establishing connections with Ukrainian businesses. An excellent illustration of this would be the provision of a marketplace that makes it easier for local firms to raise money and expand their operations.

Further we will examine the efficiency of measures IT Managers had to resort, in order to improve the Key-Performance-Indicator (KPI). Fig.13 and Fig. 14 illustrate the KPI of Content Department in Business Media Network (BMN) with the difference in two weeks. The percentage scale of productivity within 2 weeks, which was divided by colors:

Bright green - 90-100% (the best)

Light green -70-89%

Orange -50-69%

Red - 0-49% (the worst)

We may see, that productivity was extremely low. Why it was represented like that and what was the problem? Answer is simple – poor communication and lack of guidance. We usually have to spend too much time on the tasks that were not explained properly: employees must first figure out **what** they need to do, then **how** and only then – solve the problem. But in such developing start-ups now strict guidelines exist. As was mentioned before – Business media Network hires mostly students, which achieved the status of an intern and knows nothing. The job of managers, who were responsible for attracting and leading new employees, was to teach the flow of interns. And that was the one complicated point. Now guidelines for managers – now guidelines for new ones. So, what

had been done by Top Managers to solve that issue? The new set of meetings were arranged to discuss the problem of inefficiency of new Content Department which was supposed to craft creative media posts for spreading information about business and to attract audience.

The idea was easy to get, but how to perform. Managers came up with 7 simple statements which changed the Key Performance indicator to an absolutely fabulous results within next two weeks, shown in a Fig.14.

1. Clear Tasks and Content Calendar: Create brief, concise task outlines for each piece of content that needs to be created. This includes outlining the purpose, the audience, the tone, and the specific tasks that must be completed. To ensure a consistent flow of content, create a content calendar with due dates for each assignment. Ensure that all content authors comprehend these outlines.
2. Create a standardized process for creating content: This could involve defining down how to conduct research, structure material (including length, style, and visuals), and ensure high-quality results. This ensures consistency and makes things easier for new team members to understand.
3. Team Training and Onboarding: Establish a structured onboarding procedure for new employees, whether they are interns or full-time staff. This could involve training on BMN's goal, viewers, style guide, and content management system (CMS). The idea was to keep one more experienced team member with up to five newcomers to assist (Saadat, V., & Saadat, Z. 2016)
4. Check-ins Every day or weekly: Set up regular meetings with content creators to discuss work, address any issues with provided feedback started to appear once in two days. Depending on the quantity of work and the difficulty of the assignments, these discussions might be one-on-one or in groups. This allows problems to be identified early and the course of action modified (Garratt, S. 2021).
5. Sharing Knowledge and Working Together: Encourage everyone on the team to share their knowledge and collaborate. Internal communication platforms such as Trello, Telegram or even Google sheets. Sharing best practices and examples of what works

improved the overall quality of the content (Zakaria, N., Amelinckx, A., & Wilemon, D. 2004).

6. **Material Review and Revision Process:** Ensure that there is a clear method for reviewing and changing material before it goes online. This could be accomplished through the use of a quality control team or manager's feedback. This ensures that the material is correct, matches the brand's guidelines, and fulfills the purposes.

7. **Tracking and Improving Performance:** Monitor important performance indicators like as website traffic, engagement rates, and lead generation. Analyze the data frequently and adjust your content strategy and tactics as appropriate. This ensures that the information remains usable and helps BMN achieve its aims (Paulson Gjerde, K., & Hughes, S. B. 2007).

It was found that poor communication and a lack of direction were to blame for the Content Department of Business Media Network's low performance. Information received was not clear, so there was no motivation to close tasks faster and to "waste" time on figuring out what to do. To solve this issue, top managers implemented several measures as creating a content calendar and clarifying tasks to new and experienced employees, so that informational and communication channels worked properly. Because of these changes, the Key Performance Indicator got a lot better in just two weeks.

For sure it was not the only problem appeared because of communicational and informational misunderstandings. The Following example tells of "Rebuild Ukraine" conference preparation and performance. It is complicated to implement all the knowledge you have by monitoring the whole process with few groups involved, but this is also a direct responsibility of a manager: to make sure that everyone in the team is on the same page, knows what they need to know, and has the tools to do their jobs well. How important clear, brief communication for making sure that tasks are carried out smoothly and without any mistakes?

2022	TASK NAME	Responsible	DATE OF BEGINNING	DEADLINE	Expected number per week	Amount made in a week	Total Efficiency	DATE OF BEGINNING	DEADLINE	Expected number per week	Amount made in a week	Total Efficiency
37												
38												
39												
40												
41	Instagram BMN		24.10	30.10	7,00	7,00	100,00%	31.10	06.11	7,00	6,00	85,71%
42	Post		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
43	About BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	7,00	100,00%
44	Links service		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	7,00	100,00%
45	Services		24.10	30.10	7,00	2,00	28,57%	31.10	06.11	7,00	1,00	14,29%
46	Extra News of Ukraine		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
47	Ukrainian Cities		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	4,00	57,14%
48	Impact of war on ua business + s		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
49	CEO interviews		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
50	Tik Tok BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	4,00	57,14%
51	About BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	5,00	71,43%
52	Links service		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	3,00	42,86%
53	Services		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
54	Extra News of Ukraine		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
55	Ukrainian Cities		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
56	Impact of war on ua business + s		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
57	CEO interviews		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
58	Youtube BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
59	About BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
60	Links service		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
61	Services		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
62	Extra News of Ukraine		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
63	Ukrainian Cities		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
64	Impact of war on ua business + s		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
65	MAYORS		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
66	LinkedIn		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
67	BMN		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
68	MAYORS		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%
69	Facebook		24.10	30.10	7,00	1,00	14,29%	31.10	06.11	7,00	1,00	14,29%

Fig.13: Content Department KPI before efficient strategy

Source: Source: compiled by the author on the base of BMN KPI statistics

2022	TASK NAME	Responsible	DATE OF BEGINNING	DEADLINE	Expected number per week	Amount made in a week	Total Efficiency	DATE OF BEGINNING	DEADLINE	Expected number per week	Amount made in a week	Total Efficiency	DATE OF BEGINNING	DEADLINE	Expected number per week	Amount made in a week	Total Efficiency
37																	
38																	
39																	
40																	
41	Instagram BMN		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	6,00	85,71%
42	Post		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
43	About BMN		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
44	Links service		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
45	Services		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
46	Extra News of Ukraine		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
47	Ukrainian Cities		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
48	Impact of war on ua business + s		07.11	13.11	07.01	04.01	57,14%	14.11	20.11	7,00	6,00	85,71%	21.11	27.11	7,00	7,00	100,00%
49	CEO interviews		07.11	13.11	07.01	05.01	71,43%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
50	Tik Tok BMN		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
51	About BMN		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
52	Links service		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
53	Services		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
54	Extra News of Ukraine		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
55	Ukrainian Cities		07.11	13.11	07.01	03.01	42,86%	14.11	20.11	7,00	5,00	71,43%	21.11	27.11	7,00	4,00	57,14%
56	Impact of war on ua business + s		07.11	13.11	07.01	01.01	14,29%	14.11	20.11	7,00	4,00	57,14%	21.11	27.11	7,00	4,00	57,14%
57	CEO interviews		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
58	Youtube BMN		07.11	13.11	07.01	01.01	14,29%	14.11	20.11	7,00	6,00	85,71%	21.11	27.11	7,00	7,00	100,00%
59	About BMN		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
60	Links service		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
61	Services		07.11	13.11	07.01	05.01	71,43%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
62	Extra News of Ukraine		07.11	13.11	07.01	05.01	71,43%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
63	Ukrainian Cities		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
64	Impact of war on ua business + s		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
65	MAYORS		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
66	LinkedIn		07.11	13.11	07.01	07.01	100,00%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%
67	BMN		07.11	13.11	07.01	04.01	57,14%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	6,00	85,71%
68	MAYORS		07.11	13.11	07.01	05.01	71,43%	14.11	20.11	7,00	6,00	85,71%	21.11	27.11	7,00	7,00	100,00%
69	Facebook		07.11	13.11	07.01	06.01	85,71%	14.11	20.11	7,00	7,00	100,00%	21.11	27.11	7,00	7,00	100,00%

Fig. 14: Content Department KPI after efficient strategy

Source: Source: compiled by the author on the base of BMN KPI statistics

Directors of Business Media Network (BMN) invited me, as an interviewer, to take part in the "Rebuild Ukraine" meeting that was held in Poland in February 2023 (Shaforostova, D. 2022), where a problem of **unclear communication through inappropriate information** was encountered. To ensure that all company employees were in the right place at the right time, a table was created in Excel, which was subsequently filled in with the names of the participants and their schedule. As a person who received strict instructions, I worked according to them. However, upon returning to Ukraine, I was informed that I had not completed one of the tasks, which was not written down in my schedule. In Fig. 15 is presented the overall employee satisfaction with performance made in Poland during the "Rebuild Ukraine" conference. This numbers showing us that, mainly, workers had issues during their working time. Especially, "lack of contact during the process", "unclear tasks" and "changes in duties" were mentioned. So, turning to the analysis of the situation.

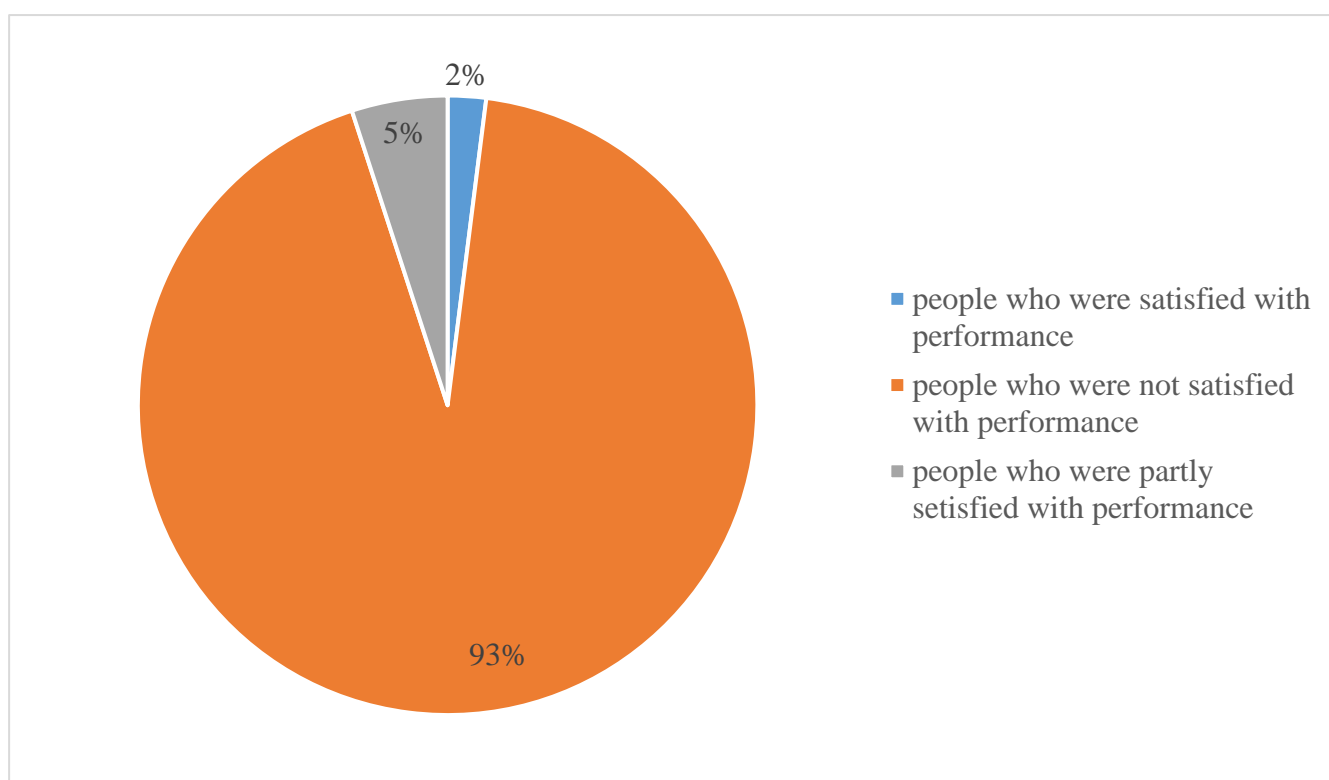


Fig. 15: Overall satisfaction of performing conference in Poland

Source: compiled by the author based on the survey made within the employees, who took part in conference

Defining problems:

- **Poor Communication:** The main problem is poor communication, which makes it hard to understand who is responsible for what. The fact that there was only one way to communicate - the Excel table, and as it wasn't checked or updated regularly – it probably made this gap appear.
- Relying on written orders without being able to make changes in real time or ask for more information could have been dangerous. The fact that the worker was only focused on written tasks and wasn't aware of any new duties shows that communication methods need to be more adaptable and quicker to respond.
- The system might have been too busy, or there might have been mistakes in the planning. It's possible that the people who were supposed to be planning were too busy and couldn't properly divide up the work or they may not have known how to handle complicated communication and schedule needs in an effective way.

Advising solution for the situation:

- **Implement dynamic communication systems:** When it comes to task management, it is important to go beyond static documents like Excel, especially for events or projects with evolving requirements. Utilize technologies for project management and communication that offer timely updates, employee acknowledgements for task reception, and a platform for asking questions (Gurău, C. 2008).
- Setting up a system that allows for regular check-ins before, during, and after major events or initiatives is one of the most crucial aspects of ensuring continuous communication and updates. Staying in touch on a frequent basis, whether through daily meetings or letters, is critical to ensuring that everyone is aware of and agrees with any plan changes (Koutropoulos, A. 2012).
- **Encouraging people to talk to one other in order to receive answers and ask questions:** It is critical to create an environment that allows people to speak freely, ask questions, and receive responses. It is critical for employees to know who they may contact for assistance when they have issues about their jobs. They should feel comfortable seeking clarification without fear of warning (Kahane, A. 2004).

- **Adaptive Execution Training:** It is important to follow established instructions, but personnel should also be ready to handle unexpected additional duties. It is crucial in settings that are event-based or dynamic in nature. It is important to empower individuals with the ability to make decisions based on their own judgment or to quickly seek clarification from higher-ups (Niazi, A. S. 2011).
- To achieve continuous improvement, the feedback loop during post-event or project debriefings, it is crucial to discuss the effectiveness of communication, the accuracy of documentation, and the identification of gaps. This feedback loop has the potential to provide valuable insights for enhancing future planning and execution procedures (Berners, P. 2017).
- **Documentation Strategy:** For critical jobs or tasks, it's worth considering a dual-documentation strategy. This strategy comprises documenting and recognizing work delegation and completion by all relevant parties. This would work as an act of a safety for employees, protecting them against false allegations and assures with facts (Muller, M. 2013).

Results of solution implementation:

As the company implemented a series of solutions to create a dynamic information flow. IT management tools replaced static spreadsheets, enabling real-time updates and task acknowledgments. Regular check-ins fostered open dialogue and ensured everyone was on the same page. A culture of open communication was established, empowering employees to ask questions without fear.

The impact of listed innovations was immediate. Staff felt equipped to handle unexpected situations, and the company's productivity raised so that it was possible to create new conference in Japan. When surprising challenges emerged, teams were able to collaborate easily and stay in touch during the process. The results, represented in Fig. 16 shows the overall employee satisfaction with performance made in Japan during the “Japan-Ukraine Cooperation Vision” forum in February 2024, spoke for themselves. “I am happy to report that first trade mission of mayors of Ukraine been a major success!” (Shterenberg H. 2024). This achievement wouldn't have been possible without the

revamped communication structure. The positive impact went beyond the conference back in Poland, a culture of transparency and collaboration took root. The company fostered a learning environment, utilizing post-event will to analyze communication effectiveness and identify areas for improvement. This continuously ensures consistent improvement of their communication strategy.

By replacing outdated communication methods with a dynamic system, the company transformed. Improved information flow created a culture of adaptability and collaboration, which ultimately led them to domestic and international success.

“A chain is no stronger than its weakest link”

Thomas Reid 1786

In this case, communication was the weakest link. By solving this problem, the company unlocked its true potential and secured its future on the world stage.

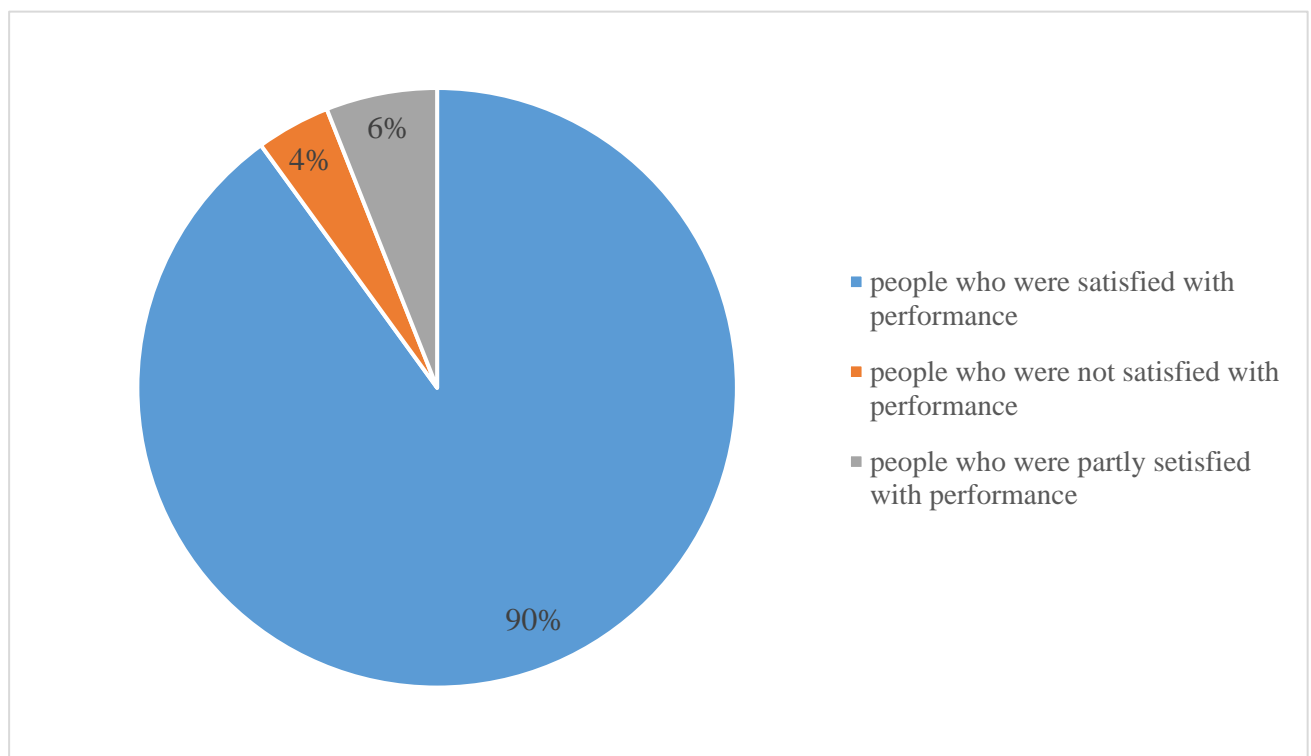


Fig. 16: Overall satisfaction of performing forum in Japan

Source: compiled by the author based on the survey made within the employees,
who took part in conference

Communication and information play the main role in management, as coordinating the actions of multiple organizations and individuals needed. This piece of writing

underlines the importance of using dynamic, interactive, and adaptable communication platforms. Organizations can successfully reduce the risks associated with information gaps and ensure that activities are completed more smoothly by cultivating a culture that encourages questions and explanations. The “Rebuild Ukraine” conference, held in Poland, and the “Japan-Ukraine Cooperation Vision” forum, held in Japan, highlighted the importance of maintaining open communication lines while managing projects.

There are several significant issues that have been identified, including difficulties in communication, over-reliance on a single channel, and the need for adaptable communication strategies. The advises provided a range of suggestions to address these concerns. By fostering an environment that promotes transparency, interactive and adaptive communication tools, it is possible to significantly mitigate the arise of information gaps and ensure continuous task completion.

CONCLUSION

This paper had stated that information and communication had become more primary nowadays. An arise of digital technology, and the global interconnection it leaded to, had an impact on operations within companies. This work dived into the being of management in the context of digital transformation with a legible focus on information and communication.

Information is superior to raw data as it reflects processed and contextualized knowledge. Communication in management is essential for efficient decision-making and strategic planning, enables the delivery of suitable information to the appropriate individuals at the right time and method. Effective communication is a central point on the way to achieve organizational goals and fostering collaboration. Effective communication channels can improve employee engagement, productivity, and up-to-date operational knowledge. Investing in upgrading communication channels can improve employee engagement, increase productivity, and foster a culture that values shared knowledge. This not only enhances the clarity and accuracy of information but also facilitates the expansion of organizations in a beneficial manner.

Digital transformation, technology and data analytics tools have significantly improved the speed and accuracy of decision-making. By providing accurate and comprehensive information, companies, as well as employees, can offer better results and make informed decisions. So that, with help of modern software, management simplifies its' procedures, improving productivity and lowering errors. However, it is essential to ensure all team members have equal access to information for honest and inclusive decisions, so that, through promotion of effective communication, managers will be able to detect root causes of problems and facilitate problem-solving.

Technology is essential for contemporary corporate management techniques, as it impacts all facets of the company, including customer relations and internal processes. Information and communication technologies (ICTs) like Gmail, Outlook, Viber, Telegram, WhatsApp, and management information platforms can enhance communication at all levels and in all aspects. Traditional methods and communication

channels still hold a great power and importance, helping to build strong underattendance between managers and employees, increasing competitiveness and cohesion.

In 2024, effective IT management is a critical contributor to organizational success: it ensures the availability, security, and efficiency of IT resources, enables businesses to operate smoothly and gain a competitive edge. The role of IT management depends on factors such as corporate governance, development projects, and the overall concept of computer science in the company. By focusing on these areas, businesses can stay competitive, improve customer service, and respond to market changes.

Paper studied the Business Media Network LLC aims to achieve development by providing a platform for Ukrainian businesses in order show their local businesses and projects for foreign investors. BMN's mission is to provide businesses in Ukraine with the means to secure initial investment, ensuring sustainable operation and creating employment opportunities. The company's goal is to provide a platform for businesses to showcase their local businesses and promote cooperation between local authorities.

The Business Media Network (BMN) is leveraging IT for the development of innovative business models, focusing on personalizing customer interactions, offering seamless communication across all channels, and leveraging data analytics to build stronger relationships between investors and start-ups. Despite cybersecurity risks, data privacy concerns, and organizational change management, IT offers BMN an opportunity to create long-lasting competitive advantages, drive growth, and improve customer interaction. IT managers develop policies and procedures for technology resources, data access, security protocols, and usage guidelines, ensuring smooth operation of the platforms.

The internal channels of information and communication within BMN include bi-weekly meetings, newsletters. These channels are used to keep employees informed and aligned with company values, goals, and progress. The marketing department at BMN is responsible for coordinating internal and external communication channels: oversee the brand's identity, manage advertising campaigns, create and implement search engine optimization strategies for websites, and foster dialogue within the company. The content department edits interviews with professionals and business owners, collaborates with

external suppliers like Flash web or Economy of Trust. The director coordinates internal communications, including newsletters and intranets, to ensure alignment with company values, goals, and progress. The marketing department also edits interviews with professionals and business owners, collaborates with external suppliers, and plans to utilize Trust Economy for future events. A strategic mix of internal and external communication channels helps to achieve marketing objectives and bring into line company values, goals and progress. Also, it uses to coordinate and promote its marketing activities, ensuring alignment with company values, goals and progress to guarantee the company's growth.

In this work the analysis of BMN communication culture was made and it highlighted the importance of internships in operating practical experience in information and communications management, need for well-developed interpersonal skills and the ability to effectively participate in human interactions. The HR department organizes internship programs and confirms the selection, prevents misunderstandings and conducts an assessment of interns. The analysis suggested recommendations for forming effective communication and information channels which led to a positive shift in communication, fostering a culture of accountability and transparency. The emphasis on adaptive execution training has equipped the team with the skills to handle unexpected challenges and comprehensive documentation strategy has also provided a solid foundation for accountability and knowledge sharing. Also, the internal environment of the organization was examined through carrying out the broad SWOT. The study concluded that effective communication and information channels are crucial for the success of BMN and stated recommendations.

This paper examined an interaction between technology and human factors on the way to successful management. Stated that effective communication channels can improve employee engagement, productivity, and operational knowledge. Discussed the impact of technology, digital transformation and data analytics tools on decisions and the need for equal access to information. Observed the importance of effective IT management for organizational success, ensuring the availability, security, and efficiency of IT resources. Discussed the use of IT in the development of innovative business models

and the importance of IT managers in developing policies and procedures for technology resources and data security. Highlighted the use of internal and external communication channels in coordinating marketing activities and promoting company values and goals.

Overall, this work provided a guide to understanding the interaction of technology and human factors – information and communication exchange - in shaping successful management practices and verified that effective communication and information are a lifeblood of successful management and coordination within the organization, operation of dynamic communication systems and continuous improvement.

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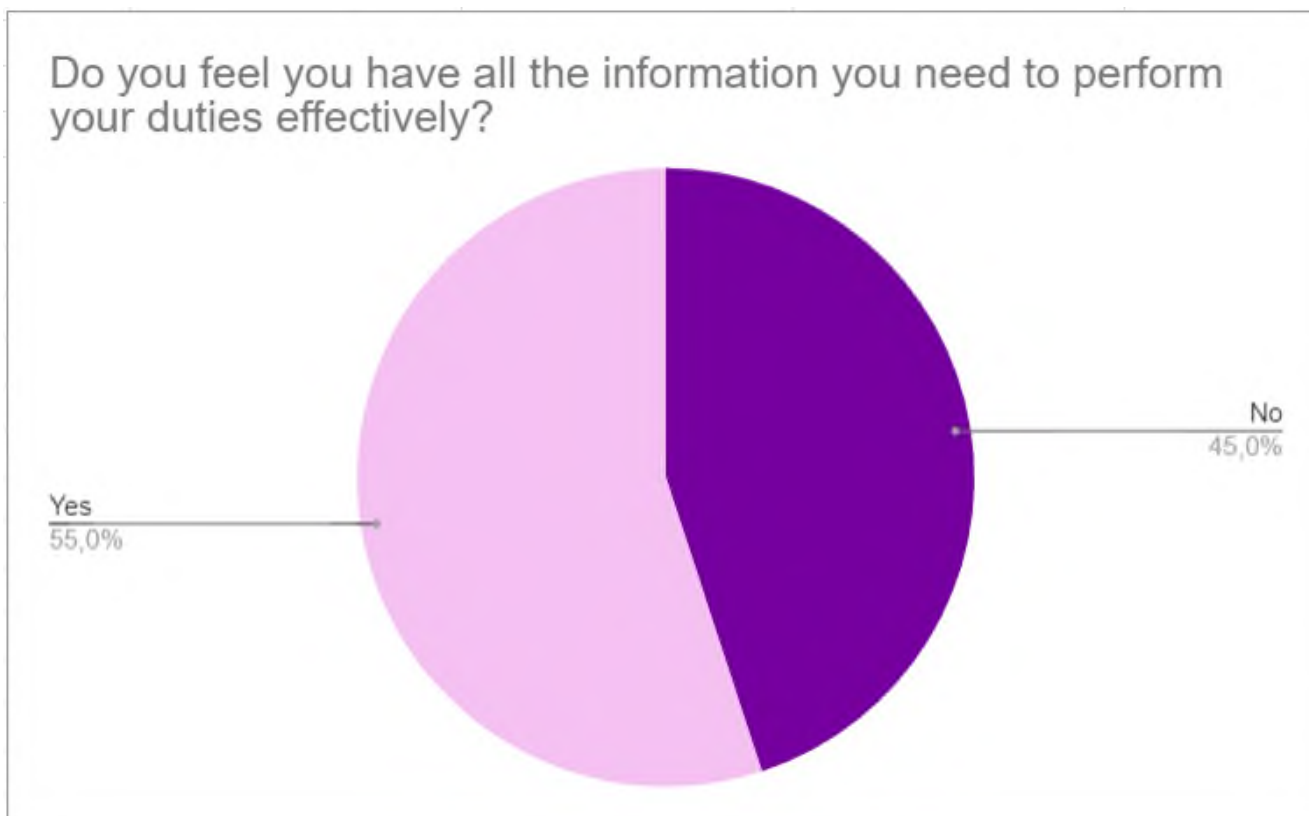
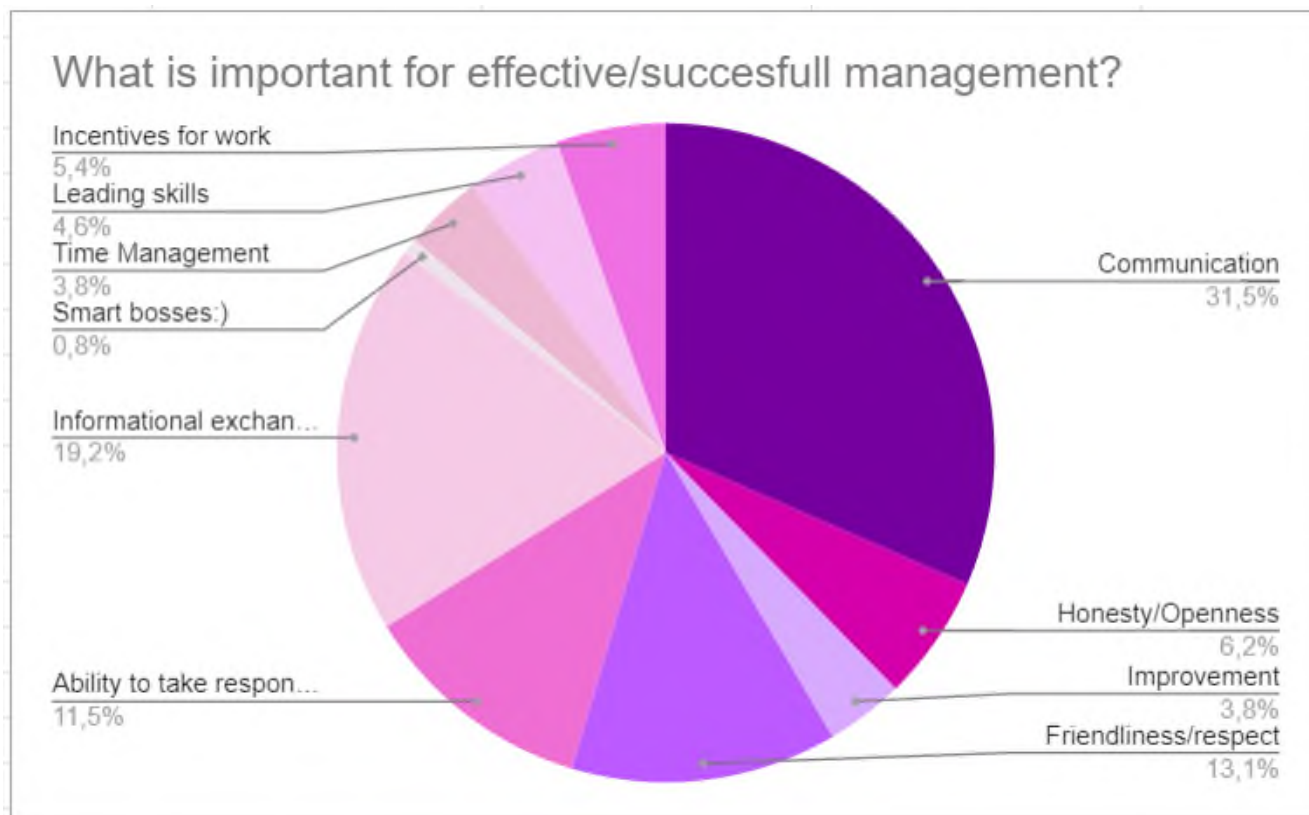
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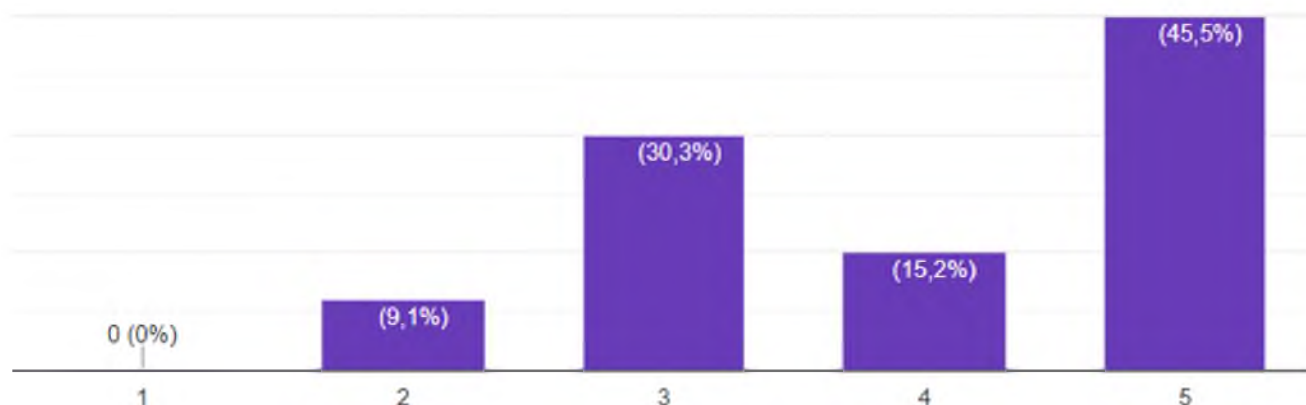
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ANNEXES

Survey statistics on the base of 130 people



How comfortable are you asking questions or clarifying information with your manager?



What are your preferred methods for receiving company updates and announcements?

