

MANAGEMENT

DOI 10.51582/interconf.7-8.04.2021.006

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PRINCIPLES AND METHODS OF CORPORATE COMMUNICATIONS MANAGEMENT

***Abstract.** Communication flexibility, adaptation to external factors, influencing business are extremely important indicators of the company's sustainability. Therefore, the relations between the company and its external stakeholders and interactions have to be strictly coordinated and systematized. A well-tuned system of internal and external communications allows to maintain the organization in harmony with the environment, reflects to the level and quality of management and on the overall competitiveness. Current study presents an analysis of the process of corporate communications management; the principles and methods of their management are further explored in the process of business activity development. The methods for corporate communications management are differentiated according to their impact on certain target audiences, which allows to see the different focus and functional nature of the relationships between the organization and its environment.*

***Keywords:** corporate communications, management, business communication*

In our country, a large part of the theoretical works on corporate communications is devoted mainly to extroverted communication with the public. Economic content is secondary for various reasons. These circumstances create the need to refine the approaches and the formulation of the principles for management of corporate communications in the information space of the participants in the market relations. In this regard, the management of corporate communications can be defined as a continuous process of organization, planning and management in the field of operational, strategic and information behavior units aimed at meeting

information needs and reaching agreement with target groups to ensure profitability and increase of efficiency and competitiveness.

With the development of information and communication technologies, and the pursuit of digitalization as a result of the Covid-19 crisis, leading to changes in management and following the views of Mironova (2019) we can say that the automation of the management system, the use of modern means to maintain Clean information channels and the widespread use of new means of communication significantly increase work efficiency and making the right management decisions. This in turn requires trainings and trainings for corporate communication management, which use various techniques such as situation analysis and discussions.

Prerequisites for the use by employees and managers of a methodology for corporate communications management:

- removal of strict regulation of the activity of the subjects and the objects for management of the system of centralized planning and administrative control;

- impossibility for effective functioning of the previously appeared management systems in the conditions of competition;

- insufficient organization for management of communication activities, based primarily on experience and intuition; this is caused by the constant change of the situation and instability;

- inversibility of the ongoing processes in the country related to Covid-19, innovations, active development in the field of services and informatization, etc.

These circumstances cause changes in the field of interaction of the manager with all participants in the environment, which involves the formation of corporate communications, taking into account the strategic goals of companies, and sets the task of relationship management. The success of the company is considered to be the presence of constant, reliable and effective cooperation with the target audiences. The level of development of organizations is measured, above all, with the development and quality of information links, with information activity. To the main regularities of the process of corporate communications management we can refer the regularities of cyclical business activity, the target positional-active behavior, the competitive behavior.

From the point of view of communication, all processes taking place inside and outside the organization perform a function for information exchange and represent a single information field. Therefore, information is the most important component of the management process, this type of resource, which, unlike capital, labor, material resources can most quickly lead to synergies.

In uncertain business conditions, such as today's managers are increasingly seeking to develop long-term relationships with partners from home and abroad and are willing to invest in it. These investments are of three types - investments in technical adaptation, investment in the communication procedure / and this includes: consultations, meetings, business negotiations, business trips, information technology and investment in the creation of sales and advertising networks. Investments of the first type of "technical adaptation" bring with them additional costs for the company. The goods received after the adaptation are not popular on the market, their price in other transactions is lower than for the one for which they were made. Investments of the second type of "human adaptations" bring with them savings, because as a result of these investments there are close friendly relations and trust between the partners, and hence guaranteed sales for the duration of these relations. In this investment an important role is played by trainings related to verbal and non-verbal communication such as: writing in an effective style of various sentences, knowledge of document management, application of telephone communication rules, use of body language in business meetings, presentation, contact management, leadership of negotiations, etc. Investments of the third type of "market adaptations" - these are the net costs of the company to create distribution and sales networks.

An important factor for the characteristics of corporate communications in business is the transparency of market processes between seller and buyer, ie the availability of data and analysis results by quantitative parameters of production processes and market share, patterns of behavior and priorities of buyers and sellers . The openness and accessibility of data on the state of the organization and its plans for the future create confidence in the minds of all who are considering the possibility of establishing relationships or business relationships with this company.

Transparency is an indicator of the social and communicative qualities of the process of strategic development management, it raises the relationship of the organization with the external environment to a new level, when employees and managers of the company find information about their activities.

Each organization consists of a network of customers, suppliers, business partners, intermediaries, financial institutions, shareholders, government and tax authorities, society, as well as competitors who have a dominant influence on the state of corporate communications. Different groups of individuals stand out as target audiences, united by different connections, segmented and differentiated in accordance with the goals to which the information policy is focused. Therefore, regardless of the diverse structure of target audiences, ultimately corporate communications affect people no matter how complex and multilevel the process. The subjects and objects of corporate communications are in constant interaction and represent a single and complete dynamic system. According to Mironova (2019), corporate communications have a significant role in the management of organizations. Agreeing with her opinion, it should be noted that the management of corporate communications requires the performance of any management function. And the implementation of every management function cannot take place without communications and exchange of information. Markovic and Salamzadeh (2018) also study communication as a managerial function that creates, communicates and interprets facts, ideas, opinions and feelings about work and organizational effectiveness. For effective management of corporate communications it is necessary to identify key management methods or technologies and to make a brief assessment of each of them.

Analyzing the approaches of different authors to the elements of management in corporate communications, it becomes clear that they are, for the most part, management methods aimed at selling goods and services to consumers. We propose to differentiate the methods for corporate communications management according to their management impact on certain target audiences, which allows to see the different focus and functional nature of the relationships between the organization and its environment (Table 1.).

Table 1

Methods of corporate communications management

Methods for corporate communications management	Contents
Internal communications	Their function is to ensure a balance of the external and internal environment of the organization, with the means of communication. Performance is determined by factors such as: open management - awareness of management and the need for communication with employees; and a qualified communications manager with technical resources.
Public Relations	Considered ongoing efforts to establish and improve a relationship of goodwill and understanding between the organization and the public. The following tasks are solved: increase in sales; information support of the actions of the trade organizations for obtaining permits, licenses, competitions; attracting partners; building a reputation; gaining public trust for the action in the given territory; awakening of public interest, initiation of public discussion, prevention of dissemination of negative information, etc.
Investor relation	The investor relations function helps to plan, position the perception of the organization and clarify its actions to investors and society. Funds: websites, social media, brokers and dealers of securities, stock exchanges, annual reports of the company, etc.
Crisis management	This is managing any, not necessarily bad situations, the technology of creating such situations and maintaining control over them, as well as making a profit at the exit. Crisis technologies are built so that the applicant financing a crisis operation will receive a profit upon its completion. Hamidovic (2012) argues that companies need to actively learn from crises and they are seen as an opportunity to restructure the company.
Government and lobbying	Lobbying takes on the role of a natural form of serving specific interests, of manifestations of relationships between individual groups and individuals (interaction with parliament, relations with local authorities, etc.) and is a means of feedback to society or its individual parts, carried out by individuals or organizations registered in the appropriate manner.
Marketing communications	It is a process of transmitting information about a product or service to the target audience. Marketing communication means managing the process of movement of goods and services at all stages: before the sale, at the time of purchase, during and at the end of the process of consumption.
International business communications	International business communication is a unifying process of relations between the organizations of the individual countries that are involved in business activities. Panou (2012) emphasizes that sensitivity to the diversity of cultural differences is an important factor determining the success of today's competitive business arena.

The diversity of the given elements is determined by the need for complex and systemic impact on the external environment. In addition, the use of the potential of each communication tool determines the quality and effectiveness of corporate communications, which manifests itself in specific communication benefits or

effects. The communication effect is the result or consequence of communication actions. From the point of view of trends in the development of business communication strategies, strategies for reaching agreement, bilateral controlled communication actions, in which the goal is to resolve the conflict of interests of the company and target audiences and event management, change one-way strategies. In this regard, it is appropriate to consider the communication effects from the standpoint of growth costs in transactions. According to the works of A. Alcian and G. Demzet (1972), as well as M. Jensen and M. McLean (1976), the organization is a network of contractual relationships between different persons - economic agents (business owners, creditors, employees, management, suppliers of raw materials, consumers of products, etc.), therefore, in the process of a given relationship, the participants in this process must inevitably incur transaction costs, one of the reasons for which is the conflict of interest. Transaction costs arise at different stages of the relationship. One part refers to the moment before the occurrence of the relationship / gathering information /, another - to the moment of establishing the relationship / negotiations, concluding a contract /, the third has a post-contractual nature (safety measures against actions to the detriment of the counterparty, measures to restoration of violated property rights). In this connection, communication errors can also occur, such as:

- information retrieval costs - such errors are accumulated from the loss of time and resources required for the search process, as well as from the losses associated with the imperfection and incompleteness of the information received;

- measuring costs - losses from the assessment of the quality of goods, services, other subject of transaction, agreement, as well as losses related to errors in an assessment;

- costs due to unscrupulous behavior of the partner, violating the terms of the transaction or aimed at obtaining unilateral benefits to the detriment of the other partner;

- collective decision-making errors - occur in cases where the decisions taken / for example, at a meeting of shareholders / are not optimal for all members of this team / for example, Decisions are contrary to the interests of certain shareholders /;

thus, given decisions lead to growth errors in transactions for individual team members.

The source for the formation of growth errors in transactions is the conflict of interest, which is determined by the desire of each employee to maximize their own benefit. It is supported by their limited ability to make the most rational decisions due to the inability to have complete information and the inability to always use the full range of their intellectual capabilities (for example, due to lack of time or unwillingness to waste time). The growth errors in transactions that have arisen as a result of conflicts of interest are expressed in a decrease in the efficiency of employees. The organization can influence the conflict of interests through certain initiatives aimed at regulating the relations in the external and internal environment, the involvement of target audiences in the process of making strategic decisions and their subsequent implementation. Managing corporate communications according to one or another parameter can reduce conflicts of interest and, therefore, affect the amount of growth errors in transactions. This is facilitated by those institutes that regulate the behavior of companies and target audiences. Thus, the effect of corporate communications management is manifested in the reduction of costs in the transactions of business entities. The opportunity to influence the choice of target audiences for one or another model of behavior appears as a result of corporate communications management through constant monitoring and analysis of the information field and search for mutually beneficial solutions with the participants of the interaction.

The contradictory effects of communications are related to the existing global access to information of all market participants. On one hand, the constant systematic organization of information flows, as well as the rapid access to publicly available information about the market at all stages of movement of goods to the consumer, operational control over the sale of goods and services, allow companies to detect damage early and take timely measures to eliminate them, to predict the next events. All this to some extent reduces the possibility of crises, increases the resilience of business entities. While on the other hand, the increasing interdependence of market participants, the high speed of information transmission

in modern conditions leads to the fact that even small and local information perturbation leads to global consequences, respectively to great vulnerability and instability of economic entities, unpredictability of change.

Therefore, in order to achieve the set goals in the relations with the contact groups, it is expedient to use a program-target method and a complex approach. This implies the formation of communication programs based on the combination and rational ranking of the set of methods and means of communication, as only their integrated use in view of the strategic goals of the organization can provide a positive effect.

The system interconnection of corporate communications is revealed, focusing on several areas and subjects of the business environment - staff, competitors, investors, government officials, etc. With regard to these audiences, various functional and communicative goals are rightly set.

When studying the relationship between the organization and the external environment, it is appropriate to consider three levels of goals: goals of the organization as a system, goals of its parts, goals of the higher level system, ie the external environment, and the more coherent goals, the greater the effectiveness of the communication processes of all participants. The effect of the communication does not depend on the strength of the impact on the communication target (object to which the message is addressed), but on the extent to which the communication message covers the motives of the object of communication. The more clearly the goals of the subject of communication coincide with the motives of the object, the greater the effect. In other words, the convergence of motives and goals is one of the methods of corporate communication management.

With the help of communications, so-called intangible assets are created, which include the company's reputation, transparency, business relationships, the ability to form alliances, as well as trademarks, patents and copyrights, brands, qualified personnel and talented associates.

Therefore, the management of corporate communications is a factor in creating added value. According to the results of our survey, conducted to assess the investment in communications among managers of 5 large commercial companies,

78% of respondents consider the cost of adjusting relations with target groups as an investment; and the practice of 82% of respondents shows that the formation and strengthening of the company's reputation in the eyes of target groups is possible only by developing productive relationships with them. Moreover, these relations do not necessarily have to be built around the company's products. At the same time, 48% of the respondents did not know what information the partners, investors, consumers and the society needed to form the necessary reputation of the company. Importantly, from the point of view of the representatives of the business community, it is that the reputation appears as an additional added value of the goods and services. The statements of the majority of managers demonstrate that corporate communication plays the role of both a managing and shaping tool of the reputation as a corporate brand of the company. Only 16% of the respondents have a radically opposite opinion.

Summarizing the data from various studies, we can draw the following conclusion - the main efforts to manage corporate communications are largely focused on management and reputation. Reputation management is a series of successive actions that allow us to answer the following questions:

1. What goals need to be achieved through the desired reputation?
2. What is the current reputation?
3. What needs to be fixed in reputation?
4. Which external factors help and which hinder?
5. Which internal factors are amenable to correction and which are not?
6. How is the new reputation formulated?
7. What target groups are obliged to accept it?
8. How can it be confirmed for each of the target groups?
9. What actions are needed / what arguments / that could be evidence?
10. Won't these actions cause unwanted side effects?
11. How to reach information about these actions to the target groups?
12. Has the reputation changed since then?

To diagnose the situation, various methods of analysis are used, allowing to evaluate the results of the management of corporate communications. As a rule, a

common method of assessment is the diagnosis of the company's information field according to the available monitoring information. If an information gap is found between the actual achievements and the information evidence, an information strategy is formulated, and then a communication program for eliminating the discrepancies.

Conclusion

Corporate communications management allows to increase the competitiveness and efficiency of organizations and businesses in general, as communications affect the main element of information exchange and management activities of the person as a consumer, manager or employee. The complex management of corporate communications through effective methods and methods helps remove the asymmetries in the information and information barriers that exist at the intersections of the information spaces of the various business entities.

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