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IMPROVING COMPANY COMMUNICATION ACTIVITY AMIDST THE COVID-19 RESTRICTIONS

Abstract. This study aimed to consider the essence and significance of the company communication activities and identify modern communications tools amidst the COVID-19 quarantine restrictions. The study object is the Like Center LLC communication activity. In the study frameworks, the company organizational structure, the staff list, and the job responsibilities were analyzed. Besides, the SWOT analysis was conducted to disclose the company organization's activities features. The authors examined the company's competitive environment using the 4P concept, which allowed identifying the company's main advantages and searches for solutions to existing problems in the communication activities. The methodology basis involved graphic and structural analysis, logical generalization to substantiate the goals, target audience, and communication strategy of Like Center LLC. The findings allowed developing the suggestions for forming a communication program of Like Center LLC under quarantine the COVID-19 restrictions. The authors emphasized the necessity to implement innovative communication tools for LLC «Like Center» such as 1) creating a chatbot, 2) launching a YouTube channel, 3) introducing educational activities (conferences and training on business education). In the study, the authors determined the main functions of the chatbot. The example of training for regular corporate customers was demonstrated. The feature of this training was using a smartphone as an assistant for quick access to information, control and register customers, a tool for evaluating the company efficiency, and a device for creating activities. After training, the clients could realize the received knowledge and skills into practice. The study proposed the topics for online conferences, determined the target audience. In the study, the authors suggested the YouTube channel action plan to expand the target audience. The obtained results indicated the possible prospects and the company's efficiency through improving the company communication system.

Keywords: communication, communication activity, communications tools, organization of communication activity, COVID-19 conditions.

Introduction. The COVID-19 quarantine restrictions and an unadapted communication system are prerequisites for reducing management and operation efficiency. Currently, this issue is relevant because it contributes to the company gets out of the crisis. In turn, communication is a matter of argument in management.

This study aims to investigate and elaborate on improving the communication activities of the enterprise under the COVID-19 quarantine restrictions.

Following the goal, the study tasks are as follows:

- to highlight the theoretical and methodological foundations of enterprise communication activities;

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- to analyze the Like Center LLC activities and its competitive environment;
- to consider features of organizing the Like Center LLC communication activity;
- to substantiate the target selection, target audience, and communication strategy of the Like Center LLC;
- to propose innovative means for organizing the Like Center LLC communication activities under the COVID-19 quarantine restrictions.

Literature Review. The need to adapt communication theory to the emergence and spread of new technological remote means of communication requires the research on applied communication activities at the enterprise during the COVID-19 quarantine restrictions. In the current stage of the communication technologies development, its relevance consists in the need to develop virtual space by enterprises.

The systematization of scientific background showed that the conceptual principles of functioning the enterprises' communication activity were considered by Buryak (2008), Zavadsky (2003), Kislov (2013), Lukyanets (2010), Romanov (2006), Slyusareva and Kostina (2018), Naumik (2013), Yezhyzhanska (2016), Kanishchenko (2004), Krakhmalova and Kosach (2015), Lyubchenko (2013), Moiseeva (2015), Fuchej (2013), Pylypenko (2005), et al.

Methodology and research methods. The research object is the enterprise's communication activity process. The research subject is practical aspects of improving communication activities under the COVID-19 quarantine restrictions on the example of Like Center LLC.

The research rests on the provisions of the modern theory of management and marketing communications management. The research methodology involves the basic requirements of the systems approach and basic systems analysis methods (analysis, synthesis, and decomposition).

In the research framework, the following methods were applied:

- analysis method – to determine the essence of the «communication activity» concept;
- classification and analytical method – to explore the communication means; SWOT-analysis – to analyze the enterprise' activities;
- graphical and structural analysis and the method of logical generalization – to analyze the effectiveness of communication activities in social networks and substantiate the measures.

The research hypothesis is as follows: the enterprises would be able to ensure efficiency in the short and long term (including the period of different crises in society) if, at all stages of production, sales, and management activities, the effective communication measures will be implemented to influence consumers through the information environment and other stakeholders. The introduction of effective communication measures leads to constructing an economic mechanism that provides a more profound and systematic use of advanced marketing tools and develops innovative communication measures under society's digitalization.

Results. Communication means social interaction. It is one of the most common characteristics of any activity, including management. Besides, communication is a new form of political, scientific, organizational, and technical force. It contributes to the company being included in the external environment and exchanging information to ensure mutual understanding (Buryak, 2008).

Communications are the basis of the enterprise's communication policy. Therefore, many domestic and foreign scientists' works are devoted to studying the concepts of «communication» and «marketing communications».

It stands to mention that the right choice of communications provides the company with a successful marketing communication policy. Thus, the success of marketing communication policy largely depends on the correct choice of communication means (Zavadsky, 2003).

The purpose of the company's communication activities is to work with potential and regular customers to inform them about products and services; describe the opportunities for customers; persuade them of the quality and reliability of its product.

The target audience should include potential and regular customers of the company.

Besides, the strategy of promoting products and services is essential since it provides the use of several methods and tools as follows:

- to disseminate the information by providing advertising materials and product samples may keep customers interested in the company's activities;
- personal sales during customer consultations by employees;
- propaganda resting on the information published on social networks;
- sales promotion, which encourages customers to use products and services during promotions (volume discounts).

The system of communication activities of the enterprise consists of (Kislov, 2013):

- communicative effect: synergetic effect of marketing communications; income effect; substitution effect; the bandwagon effect; snob effect; spill-over effect; delay effect;
- economic development: the marketing communication success ratio; the relationship between communication costs and their effectiveness, sales growth due to marketing communications.

The performance indicators of the enterprise's communication system are as follows (Kislov, 2013):

- for enterprises and organizations: a positive image in the public perception; increasing market share; profit growth; increasing profitability;
- for consumers: awareness; receiving goods/services of the desired quality and range; commitment to the products of a particular manufacturer, outlet, brand.

The appropriate means and communication channels for introducing the enterprise's communication activities projects must be innovative, i.e., those that characterize the company and distinguish it from competitors.

Printed materials should be used to communicate with customers who apply directly to the company's office and demonstrate a clear example of services during the consultation. The most used printed materials are business cards with company contacts and catalogs of their business projects.

The promotional products include the communication channel tools such as pens, souvenir mugs, multipurpose bags, keychains with the company logo to encourage customers.

Notably, the printed materials and promotional products are used at exhibitions and other public events. The communication process provides using social networks such as Instagram, Facebook, Twitter, etc. The choice of the social network depends on the enterprise's activities and the purposes of its application. The visual means allow creating the promotional videos that may be broadcast on city video boards, television, or social networks. Moreover, the primary means of communication today is the enterprise's website. Due to it, the potential customers can get acquainted with the services and general information about the company, order the services or goods by contacting the company in the convenient form. The site interface should be modern and updated and have its own corporate identity and easy navigation.

The specific communication tools combination allows forming a system of communications and adapting them to market conditions. The interconnection and interdependence of communication tools, considering their specifics for highly effective application under the specific target audiences, would allow achieving the enterprise's short- and long-term communication goals. If the company could not successfully implement a communication strategy, it ceases to exist. To avoid this, the enterprise's strategic management must combine marketing and communication, eliminating the problem of communicating with the target audience (Kislov, 2013).

The development of information and communication technologies significantly determines social transformations. The current time could be called the «age of removability»: remote learning, remote communication, remote entertainment. Indeed, live conversation and face-to-face contact could not be replaced. Most of the psychological subtleties of communication disappear during online contact.

However, online contact has recently taken a leading place among the forms of interpersonal interaction. It is adequate to the current life stage based on social and natural opportunities (Fuchej, 2013).

Quarantine significantly affected leisure and media consumption in Ukraine. Remarkably, personal, relatives, and friends' security came to the fore. The main channels of communication with the audience are social networks (Facebook, YouTube, Instagram), video distribution platforms, television, and messengers. The critical factor in choosing a communication channel is the availability of news and access to relevant information. In turn, the primary communication means are smartphones and television.

It stands to note that the main areas of impact of quarantine restrictions due against the COVID-19 pandemic on the overall activities of the company are as follows:

- personnel issue: some companies sometimes put the employees on leave or unpaid leave by force. Others cut down the staff, preferring more experienced employees. Besides, the reducing salaries practice is also common (Slyusareva and Kostina, 2018);
- logistics issue: negative trends, even in those companies and firms that actively work during quarantine and make a profit, are often forced to suspend their projects due to logistics problems;
- economic activity: companies providing business services incur losses due to falling levels of the solvency of their end customers - both businesses and individuals.

The above problems transit enterprises to work and develop in the online space, leading to many advantages.

The Limited Liability Company (hereinafter – LLC) «Like Center» is a company with a wide range of services, including organization of conferences, trade shows, business courses, as well as advertising. Table 1 presents the existing effective channels and tools of enterprise communication in 2021.

Table 1. Communication channels Like Centre LLC, 2021

No	Communication channels	Executor	Term of application
1.	Printed materials	Account manager	Over the year
2.	Promotional products	Account manager	Over the year
3.	Social networks	Account manager	Over the year
4.	Visual means	Account manager	From 01.03 to 30.10.21

Sources: developed by the authors based on the enterprise's data.

Table 2 presents the communications enterprises' budgets. For 2020, financial costs for communication channels amounted to 83750.00 UAH.

Table 2. Communication channel budget, 2020

No	Communication channel	Communication channel tool	Quantity	Budget, UAH
1	2	3	4	5
1.	Printed material	Advertising card (advertising card size 90*50 mm, coated paper 350 g/m ² , two-sided printing)	1000 pcs	250,00
		Catalog for own projects (full-color, two-sided, A4; dust cover: coated paper, glazed, density up to 170 g/m ² ; spring: internal block: coated paper, glazed, density up to 90 g/m ² ; 10 pages – 5 sheets)	15 pcs	600,00

Continued Table 2

1	2	3	4	5
2.	Promotional products	Pens with a logotype (soft-touch coverage, blue pen refill, blind metal, laser marking)	200 pcs	3600,00
		Souvenir mugs (white mug for sublimation, Premium+, 11 Oz (330 ml), multicolor print)	50 pcs	1500,00
		Bags (100% cotton; bag handle 30 cm; 370 x 410 mm, textile printing)	50 pcs	1500,00
		Breloque (wood breloque with metal ring; material – beechwood, steel; width – 34 mm, height – 62mm, depth – 8 mm; print margins: width – 35 mm, height – 15 mm; pad printing)	100 pcs	1300,00
3.	Social networks	Instagram (posts, 1 post per week)	50 posts	-
4.	Visual means	Promo video	10 videos	75000,00
			Totally	83750,00

Sources: developed by the authors based on the enterprise's data.

The communication process involves social networks such as Instagram (link: <https://www.instagram.com/likesumy>) and Facebook (link: <https://www.facebook.com/Like-%D0%A6%D0%B5%D0%BD%D1%82%D1%80-%D0%A1%D1%83%D0%BC%D1%8B-271259657067244>).

The Instagram page of the LLC «Like Center» has 1128 followers. The page provides the advertising banner with the company's services and photos from participation in conferences.

On the other hand, the Facebook page of Like Center LLC has 10 followers. The page has only photos from feed recordings and advertisements for the company's services. The most popular video on the page is a company's promo video, which has received 19 views since April 25, 2019. The rest videos on the page are shared from other pages.

It stands to emphasize that only competitor NIKLAND LLC uses social networks as a means of communication. Therefore, the promotion effectiveness for the companies Like Center LLC and NIKLAND LLC in social networks was considered (Table 3).

Table 3. Social network promotion

Indicator (quantity)		Like Center LLC	NIKLAND LLC
Instagram	Subscribers	1128	375
	Posts	101	24
Facebook	Subscribers	10	1095
	Likes	8	1100

Sources: developed by the authors based on the enterprise's data.

The findings on analyzing the features of the Like Center LLC communication activities allowed concluding as follows:

1. The company has a wide customer base maintained by a high level of business courses and efficient organization of financial costs.
2. The company uses media resources (social networks) to attract conference participation, purchase business courses and establish partnerships; printed materials, promotional products, and visual aids.
3. Social networks have similar content and a few subscribers, caused by low page activity.

4. As users of social networks are more interested in the content created by the company, the pages should be filled with the company's creative content.

5. The competitor's activity in the social networks showed that the number of subscribers and their engagement depends on the profile content. Accordingly, the Like Center company needs to promote its own profiles on social networks.

The analysis of the company's activity showed that the Like Center LLC should elaborate on eliminating weaknesses that negatively affect the activities, such as:

- lack of measures to retain regular customers;
- low level of company name recognition;
- a large workload per employee of the company;
- low level of corporate culture;
- low information about the company's products and services.

Indeed, most of the weaknesses are related to the weak company's communication policy organization. Therefore, it is proposed to create a project to develop the communication activities of Like Center LLC.

Organizing communication activities creates positive expectations about the company, develops relationships with regular customers, and attracts potential customers.

The project target audience is regular and potential clients of Like Center LLC.

In turn, the loyal customers have placed five or more orders during the year (B2B clients, private entrepreneurs, individual clients, etc.).

Although the long process of order processing characterizes the work with B2B customers, the price for such services is the highest. In contrast to corporate clients, private entrepreneurs and individual mass clients mostly place orders based emotionally. At the same time, the word-of-mouth marketing works effectively among them. It results in attracting many potential clients.

Remarkably, the tasks of promotion are as follows:

- elaborating on the mechanism for developing communications between the company's employees and its customers;
- developing connections, maintenance of constant contact with clients;
- establishing communication links with the media;
- developing innovative methods and forms of communication.

Therefore, the main functions of communication activities of the enterprise should be as:

- continuous analyzing the organization of communication policy;
- developing and implementing communication systems for the company's external and internal movements;
- searching for profitable sales channels for products and services.

For the functioning and developing communication activities, it is necessary to establish a system of effective interaction with potential and regular customers of the company through:

- holding conferences;
- formating press releases;
- training;
- promoting social networks;
- establishing links with the media.

The key message that should be got to the target audience is «Constantly together we are strong». Table 4 presents the organizational plan for implementing the Like Center LLC communication activities.

Table 4. Organizational plan for communication introduction of Like Center LLC

No	Task	Activities	Expected result
1	Elaborating the mechanism for developing communications between the company employees and its customers	<ol style="list-style-type: none"> 1. Holding of meeting with all company departments to determine the action plan. 2. Including the communication department into the organizational structure. 2. Identifying the project managers, including a marketing staff. 3. Creating the action plan that could be carried out for regular customers. 4. Creating the implementation plan of measures. 	<ol style="list-style-type: none"> 1. Directing the leading forces to develop communication activities. 2. Improving the quality of communication strategy mechanism. 3. Exact allocation of obligations for implementing communication policy. 4. Understanding of the employees the company goal. 5. Timeliness in implementing the plan for organizing events with clients.
2	Strengthening the client relations, maintaining constant contact with clients	<ol style="list-style-type: none"> 1. Creating a vast range of platforms for communication with clients. 2. Creating a loyalty program for regular customers. 3. Creating free promotional materials or services for large orders. 	<ol style="list-style-type: none"> 1. More than 10 ways to get information about company events. 2. Increase the number of orders by 10%. 3. Creating a positive emotional state for the company's customers.
3	Establishing communication relations with the media	<ol style="list-style-type: none"> 1. Creating the mass media base. 2. Formatting the action plan involving the media. 3. Creating and distributing the press releases. 4. «Restarting» social networks. 	<ol style="list-style-type: none"> 1. Using only relevant and popular channels for disseminating information. 2. Creating the constant company activity background. 3. Placing about 50 informational messages about the company's activities on the most popular websites, such as Olx.ua and social networks. 4. Filling social networks with one new post every day.
4	Developing innovative communication methods and forms	<ol style="list-style-type: none"> 1. Creating Telegram and Viber bots. 2. Introducing additional events such as conferences, training on business education. 3. Launching the YouTube channel. 	<ol style="list-style-type: none"> 1. Responsive and regular customer service. 2. Six events during the month; about 100 informational messages on radio, television, the most popular websites, own pages on social networks. 3. Attracting potential customers, maintaining image among regular customers, photo, video reports, and advertising on the most popular website Olx.ua, own pages on social networks.

Sources: developed by the authors based on the enterprise's data.

Notably, the communication strategy should be included in the general work plan of the company. Besides, it should include measures indicating key outcomes at different promotion stages.

Therefore, the communication strategy of Like Center LLC should be combined with the push and pull strategy. The combined strategy implementation would include the components as follows:

- elaborating on the mechanism for the communications between the company's employees and its customers;
- building the connections, maintaining constant contact with customers;
- establishing communication links with the media (with the most popular sites Olx.ua and reloading their own pages on social networks);
- developing innovative methods and forms of communication with clients.

For the development of communication activities Like Center LLC, it is proposed to implement a program using the tools promoting compliance with the COVID-19 quarantine conditions:

- creating a chatbot;
- introducing additional educational activities such as online conferences and online training on business education;
- launching a YouTube channel.

In turn, creating the chatbot needs to involve a programmer from the company's technical department. At the same time, the client manager could develop the chatbot using platforms such as Chatfuel or Rebotif, which work on a subscription basis. After the interaction between the client and the chatbot, the client managers would receive a message with client contacts for further processing the order by the company.

It stands to emphasize that using the chatbot is more than for ordering or booking a consultation. The chatbot would be able to perform as:

- assistant in finding services;
- assistant in checking the order status;
- representative of the support service;
- assistant in the search for shares;
- personal assistant.

The thematic of conferences and training for regular company customers should address the business education. The events should be focused on creating a positive company image and rapidly disseminating information about activities. Therefore, it is recommended to involve participants in the company's social networks at every event. It is appropriate to provide some examples of training topics and their learning objectives.

A. Training topic: «Progressive world of Internet advertising».

The purpose of the training is to provide methods for the company's efficiency growth through Internet advertising.

Participants: regular corporate clients of Like Center LLC – up to 30 people.

Learning objectives of the training are as follows:

1. Own potential assessment.
2. Vector of growing popularity in the online space.
3. Interest and benefit, healthy ambitions.
4. Search for new opportunities for Internet advertising development.
5. Individual attitude for work.
6. Secrets of effectiveness.

In turn, the learning outcomes are as follows:

– Gaining quick access to the necessary information using a smartphone. The smartphone provides access to the needed files almost instantly through the link, or QR-code sent by the author. There are many convenient formats such as presentations, videos, infographics, etc. As a result, it saves a lot of time, and each recipient would quickly understand the essence of the information message.

– Providing customer control. The main criterion is the absence of the need to remember and mark customers to carry out long-term registration. It is possible to use electronic registration (web service, mobile application, or just QR-code). For example, the company's app could automatically send everyone reminders of upcoming events and then mark who was present.

– Evaluating the company efficiency with mobile gadgets. It is appropriate to use mobile applications for conducting the questionnaires after the projects, determine the level of quality and, most importantly, simplify feedback. Besides, the information allows quantifying the criteria of effectiveness.

– Creating activities in digital form and using a smartphone for conducting an online survey, getting questions from participants, etc.

B. Conference topics:

1. Opportunities for cooperation with investors.
2. Services of investment companies.
3. Choosing quality partners in advertising.
4. Business inside out: what investors actually work with.
5. Technical boom.
6. Favorite investor in your pocket.

The purpose of the conferences is to expand the horizons in investment.

Participants are regular customers and journalists.

Notably, the large audience and multimedia format of video content make YouTube an effective communication tool. It stands to note that video marketing benefits in promoting the company's products and services and establishing contact with potential customers using new methods. That allows attracting users who are virtually unavailable for traditional online advertising formats.

The main tasks of launching a YouTube channel are as follows:

1. Creating a brand for the channel following the company's corporate style.
2. Registering the copyright for own content.
3. Creating content for videos.
4. Scheduling publications and creating playlists.
5. Ongoing collaboration with other authors to quickly engage the audience and promote the product.
6. Constant using keywords.
7. Add a URL in the description.
8. Promoting video through other Internet resources.
9. Downloading a trailer that would briefly notify potential subscribers about the content of the channel.
10. Using calls for action in the videos and comments.
11. Holding promotions and competitions.

Following the mentioned above, the cost for implementing one training and one conference within the program of communication activities organization is 5535 UAH. Some of these costs, such as the purchase of flipcharts, are a one-time cost of 4000 UAH. All further costs during re-implementation of measures would average 1535 UAH.

The highest costs are for training and conferences because a chatbot is created once by a programmer. It is a one-time expense and launching a channel on YouTube requires only a bonus to the salaries of the company's employees.

When the company's efficiency changes, its income should increase to cover the costs of communication activities and provide high profits. Table 5 presents the plan of the proposed program and the budget of Like Center LLC in the second half of 2021.

Table 5. Plan of the proposed program and Like Center LLC budget in the second half of 2021

No	Tasks	Activities	Period	Person in charge	Cost, UAH
1	2	3	4	5	6
1	Creating a chatbot	Looking for a specialist	01.07 – 08.07.21	Development Director	-
		Developing the chatbot model	09.07. – 24.07.21	Development Director	-
		Developing the chatbot	27.07 – 07.08.21	Specialist (engaged)	20000,00 (one-time payment)

Continued Table 5

1	2	3	4	5	6
		Implementing the chatbot	10.08.21	Specialist (engaged)	-
		Informing the loyal customers about the created resource by sending SMS, email, and advertising on social networks	11.08.21	Account Managers	SMS-notification: 0,35/1 pcs, 1000 pcs – 350 UAH. (one-time payment). Social network advertising: 4800,00/month (28800 UAH / 6 months)
2	Introducing the education activities	Preparation for the conference (creating a conference plan, looking for a speaker, informing clients about the conference on social networks, creating brochures)	The first week of the month	Development Director	1535,00 (per one conference) 8910 UAH/ 6 months
		Conferencing	The second Friday of the month	Development Director	-
		Creating report	The second Friday of the month	Development Director	-
		Reporting (press releases) by the company's social networks	The second Friday of the month	Marketing Specialist	-
		Creating the advertising report on Instagram and Facebook	The second Friday of the month	Marketing Specialist	-
		Preparation for training (online conference plan, looking for speakers, informing clients about the conference on social networks, brochures)	The third week of the month	Development Director	1535,00 (per one training) 8910 UAH/ 6 months
		Conducting the training	The fourth Friday of the month	Development Director	-
		Creating report	The fourth Friday of the month	Development Director	-
		Publishing the advertising report on the company's profile on Instagram and Facebook	The fourth Friday of the month	Marketing Specialist	-

Continued Table 5

1	2	3	4	5	6
3	YouTube channel launch	Developing the program for publications	01.07.21	Marketing Specialist	-
		Video script development, Tuesday (weekly) looking for participants		Marketing Specialist	-
		Creating the video	Wednesday (weekly)	Marketing Specialist	-
		Release the video on YouTube channel	Thursday (weekly)	Marketing Specialist	-
Totally					67070,00

Sources: developed by the authors.

The amount of 67070 UAH is 6% of the Like Center LLC total budget. Thus, the proposed program is acceptable for the company.

Notably, it is essential to order advertising and publish the events on Instagram and Facebook to increase their effectiveness. 200000 impressions on the social network cost 4800 UAH per month (media outreach is 200000 people).

The audience of 480 people is involved in conducting educational events for 6 months. It is planned to attract 150 people to each page of social networks (Instagram, Facebook, and YouTube) every month. The total amount is 450 people/month. Accordingly, the cost per thousand (CPT) would decrease each month. Table 6 presents the results of substantiation of the effectiveness of the proposed measures.

Table 6. The efficiency of project implementation, the second half of 2021

	I month	III month	VI month
Financial expenses per month		7870 UAH	
Target audience Existing (persons)	1138	2488	3838
Engaged		200080 persons:	
		80 (online training, conferences);	
		200000 (appearance in the social networks)	
Totally	201218	202568	203918
CPT	39,1 UAH	38,8 UAH	38,5 UAH

Sources: developed by the authors.

Based on the mentioned above, it is assumed that the Like Center LLC would have a permanent audience on social networks numbering 3838 people in six months.

Under the project implementation, it is proposed to develop advertisement layouts for creating ads and posts on Instagram and Facebook. Besides, advertising layouts should make the target audience aware of the chatbot and YouTube channel, inform them about online training and online conferences.

For introducing innovative means of communication activity, it is suggested to include the methods of estimating the success for various provided tools:

- for a chatbot: the last question should be addressed to assessing the quality and quantity of issues resolved by chatbot;
- the continuous evaluation of the communication activity effectiveness through questionnaires for participants would help to adapt the company's communication strategy.

The effectiveness of using innovative tools would be determined the several indicators such as achieving the communication goals; providing feedback (when possible); applying innovations; engaged clients; adaptation after project evaluation.

Conclusions. The analysis of Like Center LLC's communication activity showed that the company's customer base consists of 50% of regular customers. Their average order value is 6 times higher than the one-time customer. It was determined that the company communicates primarily through social networks, printed materials, promotional products, and visual aids.

The study identified the company's weaknesses, including lack of measures to retain regular customers, low recognition of the company name; a significant workload per employee; a low level of corporate culture; low awareness of the company's products and services. Therefore, it was determined that most of the weaknesses related to the incorrect organization of the company's communication policy.

Therefore, the study developed the project to create the right expectations for the company and develop relationships with regular customers, various stakeholders, and individuals. The target audience of the project were regular and potential clients of Like Center LLC. Thus, the company's communication strategy aims to maintain and expand the base of regular customers and improve communication with potential customers.

The project's objectives were as follows: the mechanism for developing communications between company employees and its customers; developing connections, maintaining constant contact with customers; establishing communication links with the media; developing innovative methods and forms of communication. The organizational plan was created based on these tasks, including measures and expected results. The project results in improving the company's communications, increasing the efficiency of the enterprise as a whole, in particular, during the pandemic. At the present stage of ensuring the effectiveness of communications management in the enterprise plays an essential role in its viability. Therefore, the proposed changes would help expand the information flow about the company, which should interest customers as critical stakeholders, constantly use its services, and simplify access to exciting offers and ways to use services.

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Удосконалення комунікаційної діяльності підприємства в умовах обмежень унаслідок пандемії COVID-19

У статті розглянуто сутність та значення комунікаційної діяльності підприємства, а також визначені сучасні засоби комунікаційної діяльності. Охарактеризовано особливості комунікаційної діяльності, базуючись на основних проблемах карантинних обмежень унаслідок пандемії COVID-19. Проаналізовано організаційну структуру, зазначено штатний розпис, посадові обов'язки ТОВ «Like Центр», а також проведено SWOT-аналіз, що сприяло точному розкриттю особливостей діяльності організації. Авторами було проаналізовано конкурентне середовище компанії за допомогою концепції 4P, що дозволило виявити основні переваги компанії та здійснити пошук рішень існуючих проблем в комунікаційній діяльності підприємства. За допомогою графічного та структурного аналізу, логічного узагальнення було обґрунтовано вибір цілей, цільової аудиторії та стратегії комунікаційної діяльності ТОВ «Like Центр», а також розроблено пропозиції щодо формування програми комунікаційної діяльності ТОВ «Like Центр» в умовах карантинних обмежень внаслідок пандемії COVID-19. Обґрунтовано пропозиції щодо впровадження інноваційних засобів організації комунікаційної діяльності для ТОВ «Like Центр», серед яких створення чат-боту, впровадження освітніх заходів, а саме конференцій та тренінгів на тему бізнес-освіти, запуск YouTube каналу. Для чат-боту було розроблено його функції та порядок роботи. Авторами продемонстровано приклад проведення тренінгу для постійних корпоративних клієнтів, особливістю якого стало застосування смартфона, як помічника у швидкому доступі інформації, способу контролю та реєстрації клієнтів, інструменту для оцінювання ефективності компанії та пристрою для створення активностей. Навички, набуті під час онлайн-тренінгу, клієнти зможуть застосовувати у діяльності свого підприємства. Запропоновано теми для проведення онлайн-конференцій, цільовою аудиторією якої можуть стати постійні клієнти компанії та журналісти. Ще одним інноваційним засобом комунікації підприємства став запуск YouTube каналу, для якого розроблено план дій для розширення цільової аудиторії. Одержані результати вказують на можливі перспективи компанії за рахунок удосконалення системи комунікаційної діяльності.

Ключові слова: комунікація, комунікаційна діяльність, засоби комунікаційної діяльності, організація комунікаційної діяльності, комунікаційна діяльність підприємства в умовах карантинних обмежень.