

УДК 005 : 338.2

Yushchyshyna L. O.

Ph.D. in Economics, Associate Professor,
Associate Professor of the Department of Management,

Hulchak O. M.

Lesya Ukrainka Volyn National University

COMMUNICATION STRATEGIES OF SMALL BUSINESSES IN UKRAINE

Small businesses in Ukraine have always played a crucial role in economic development, job creation, and community support. However, the ongoing war since 2014, the COVID-19 pandemic, and the full-scale invasion by Russia in 2022 have created unprecedented challenges for small businesses. Despite these numerous challenges, small businesses remain a vital component of the country's economy, providing a significant share of employment and driving innovation. Thanks to their flexibility and ability to quickly adapt to changes, small enterprises play a key role in maintaining the country's economic stability.

To ensure survival, maintain relationships with clients, partners, and employees, small businesses face the necessity of developing and implementing effective communication strategies. These strategies are critical to success, as proper communication allows businesses to retain customer loyalty, strengthen market positions, and adapt to external changes.

A communication strategy is a comprehensive plan that outlines how an organization will interact with various audiences, including clients, employees, partners, media, and other stakeholders. It helps coordinate all communication efforts, ensure message consistency, and achieve set goals.

Forming a communication strategy for a business is a two-way process: on one hand, it involves preliminary planning and defining key messages, communication channels, and target audiences; on the other hand, it requires ongoing monitoring, feedback analysis, and strategy adaptation in response to market changes and customer needs.

As M. Poberezhna notes: “Both of these components are equally important; their unity provides the basis to speak about a business communication strategy as a system” [1, p.

25]. This approach enables a business not only to interact effectively with its audience but also to respond quickly to challenges and opportunities that arise during operations.

Communication is critically important for ensuring effective operation, development, and success of a business. Effective communication encompasses both internal and external aspects of business management. Clear and transparent internal communication enhances productivity, motivation, and employee engagement. It is important to regularly inform employees about business goals, expectations from their work, changes in structure or processes. Encouraging open dialogue and feedback helps identify issues early and find joint solutions. This fosters trust between management and employees. Utilizing modern tools and platforms such as messengers, corporate chats, email, and internal portals supports effective information exchange, reduces misunderstandings, and maintains a positive company image. Establishing and maintaining partnerships with other businesses, suppliers, or organizations also requires proper communication. All this creates new opportunities for cooperation and development.

A communication strategy is a structured approach to planning and implementing communication activities that enable a business to achieve its goals [2]. It consists of several key components, each of which is essential for the success of the entire strategy for a small business. The main components in forming a communication strategy include:

- communication goals. The first and most crucial step. Goals can vary: informing, persuading, capturing attention, building trust, etc;
- target audience. It is important to understand to whom the communication is addressed, what their interests, needs, and preferences are;
- key messages. Formulating the main message, which should be clear, specific, and relevant to the audience;
- communication channels. Choosing methods and channels for delivering the message;
- tools and tactics. These may include content marketing, advertising, events, PR;
- budget and resources. Determining how much money and resources will be invested in implementing the strategy;
- effectiveness evaluation. Assessing the success of the developed strategy: analytics, customer surveys, sales analysis, etc.

In conclusion, communication strategies are a critical tool for the development and resilience of small businesses in Ukraine. They should be focused on digital channels, personalized approaches to clients, interactivity, reputation management, and flexibility in response to market changes. Successfully implementing such strategies will help small businesses maintain competitive advantages, attract new clients, and support existing customer loyalty, which is crucial for survival and growth in modern conditions.

References

1. Poberezhna M. P. (2013). Komunikatsiina stratehiia: osnovni poniattia ta vyznachennia. Upravlinnia suchasnym pidpriemstvom [Communication Strategy: Basic Concepts and Definitions]. Management of Modern Enterprise: Proceedings of the 9th International Scientific-Practical Conference. P. 25–27. [in Ukrainian].

2. Nova Post. Business School (2024). Shcho take komunikatsiina stratehiia ta yak yii pobuduvaty? [What is a Communication Strategy and How to Build It] URL: <https://online.novaposhta.education/blog/shho-take-komunikacijna-strategiya-ta-yak-ii-pobuduvati> [in Ukrainian].