CREATING AND MANAGING A MARKETING COMMUNICATIONS COMPLEX

Communication and the Communication Process

As noted in the previous chapter, communication is the exchange of information between individuals. Well-organized communication ensures the success of activities. Surveys show that 73% of American, 85% of Japanese, and 63% of British specialists consider communication the main obstacle to achieving set goals. Another survey reveals that 250,000 employees working in more than 2,000 companies across various sectors acknowledge that information exchange is one of the most difficult issues within organizations. In general, managers spend from 50% to 90% of their time on communication.

Therefore, the success of managerial activity primarily depends on communication effectiveness, namely:

- the ability to conduct one-to-one conversations;
- telephone communication skills;
- the ability to prepare and read official documents;
- the culture of participating in meetings.

Organizational communication is a very complex, multi-stage system that includes not only internal information exchange within the organization but also communication with the external environment.

An organization is an entity under state control and management, which provides higher-level institutions (macroeconomic and statistical bodies) with reports, data, and information related to its activities.

External communication is the exchange of information between the organization and the external environment. Information coming from outside includes data provided to higher management bodies, local authorities, ministries and committees, the Cabinet of Ministers, and the Presidential Administration.

Internal communication refers to information exchange between departments within the enterprise, necessary for managing internal activities. This includes vertical communication (between management levels) and horizontal communication (between departments).

Communication between a manager and subordinates is the most common form of information exchange in organizations. Direct interaction allows managers not only to convey decisions but also to influence employees, motivating them to implement decisions effectively. Rudeness should be avoided, as a manager's personal reputation largely depends on communication style.

Informal communication includes rumors, unofficial personal contacts of managers, and information exchange through informal channels. Such communication should remain within reasonable limits.

The communication process is the exchange of information between two or more people and includes four main elements:

- sender of information;
- the message;
- communication channel;
- receiver of information.

Effective communication occurs only when these elements function harmoniously.

The communication process consists of six stages:

1. Selecting information and forming ideas.
2. Encoding information and creating the message.
3. Selecting the communication channel and transmitting the message.
4. Decoding and receiving the information.
5. Interpreting the information and forming feedback.
6. Sending feedback.

Problems in the Information Exchange Process

Interpersonal communication may face several problems, including:
• differences in perception;
• semantic barriers;
• nonverbal signals;
• filtering;
• excessive communication channels.

People interpret the same information differently based on knowledge, experience, and emotions. Trust between managers and subordinates increases information accuracy.

Semantic barriers occur when symbols used in encoding information do not match the receiver’s background, culture, or values.

Nonverbal communication such as facial expressions, gestures, posture, and tone of voice can significantly alter message interpretation. Psychologists state that up to 90% of information is perceived nonverbally.

Filtering refers to simplifying or altering information during transmission, often removing undesirable content.

An excessive number of communication channels can negatively affect communication due to limited processing capacity.

An ineffective organizational structure also creates communication problems. Too many management levels slow information flow and distort messages.

Effective listening skills are essential for successful communication. Professor Keith Davis proposed ten rules for effective listening.

Integrated communication processes are characterized by the diversity of communication tools and channels.

Communication can be classified as:
• personal or impersonal;
• intensive or passive;

• effective or ineffective;
• based on participants: management, employees, customers, public, business partners.

Message Creation

After identifying the desired response, marketers develop effective messages.

Message creation includes:
• content;
• structure;
• format;
• message source.

There are three types of appeals:
• rational;
• emotional;
• moral.

The effectiveness of a message depends on its structure and credibility. Famous personalities are often used in advertising to enhance trust.

Selecting Communication Channels

Senders must choose appropriate communication channels.

Personal communication channels involve direct interaction and include:
• advocate channels;
• expert channels;
• social channels.

Non-personal communication channels include mass media and events such as newspapers, magazines, radio, television, and outdoor advertising.

Promotion tools include various methods to stimulate sales and market entry.

In consumer goods companies, priority is given to sales promotion, advertising, personal selling, and public relations.

Communication costs are complex to calculate. Personal communication is usually more expensive than advertising, especially in industrial markets.

Conclusion

Communication is essential to managerial activity. The communication process consists of sender, message, channel, and receiver and follows a structured sequence.

Review Questions:

1. What is communication?
2. What is the communication process?
3. What elements does communication include?
4. What problems arise in information exchange?
5. How is a message created?
6. What is the role of communication channels?
7. What are communication costs?