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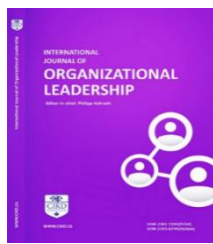


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# Communication Management for the Successful Promotion of Goods and Services in Conditions of Instability: Attempts at Scientific Reflection

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### ABSTRACT

#### Keywords:

Communication management,  
Scientific reflection, Company  
brand, Digital marketing, Crisis  
communications

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Communication management is critical in promoting products and services in an environment of volatility. It involves creating effective communication strategies to reach the target audience and provide them with the information they need to make informed purchasing decisions. The research aims to study communication management strategies and identify the most effective ones to ensure the full-fledged operation of an organization in negative conditions of its activity. The research methodology comprises general scientific (analysis, synthesis, induction, deduction) and special (abstraction, concretization, comparison) methods. The results analyze and systematize potential risks for companies in the process of promoting goods and services under conditions of uncertainty and also offer practical recommendations for minimizing risks. It was revealed that the main practical directions in managing communications in conditions of instability are the creation and/or strengthening of a strong company brand, the use of digital marketing, as well as crisis communication strategies. It is noted that, in general, the promotion of goods and services in conditions of instability is a complex and responsible task that requires a comprehensive and evidence-based approach. Relying on scientific reflection and a comprehensive study of the causes of instability, as well as effective communication and interaction strategies, it is possible not only to promote goods and services in an environment of instability but also to shape a more stable and sustainable future for the company.

Developing a strategy for promoting goods and services in times of instability is important for several reasons. Volatility can lead to changes in the market, and without a strategy, a company can lose market share to its competitors. Having a plan in place helps ensure that a company remains competitive and retains its customer base. Volatility can also lead to rapid changes in consumer behavior and market conditions. A well-thought-out strategy allows the company to quickly adapt to these changes and continue to meet the needs of its customers. In times of instability, a business has a greater risk of bankruptcy. A strong promotional strategy minimizes this risk, allowing the company to respond effectively to changes in the market and consumer behavior. A promotion strategy increases brand awareness even in times of volatility, which helps the company become a leader in its industry and stand out from the competition. A company can attract new customers and expand its customer base even during turmoil by effectively promoting products and services. This can help ensure long-term business success.

In general, developing a strategy for promoting goods and services in an environment of instability is important for maintaining market share, adapting to changes, minimizing risks, increasing brand awareness, and attracting new customers. Various negative external and internal factors that adversely affect the activities of an organization, as well as the risks associated with them, are an obstacle to its full functioning. The purpose of the article is to identify those communication strategies that can provide positive results for an organization's activities in adverse conditions, help avoid risks of a different nature, and reduce or offset their negative consequences.

The issue of the role and impact of strategic human resource management on organizational performance has been studied by some scholars (e.g., Al-Khaled et al., 2020; Bahuguna & Kumari, 2012; Nafari & Rezaei, 2021; Phiri & Phiri, 2022). Al-Khaled et al. (2020), in his scientific work, notes that strategic human resource management plays a crucial role in the management of an organization since human resources are the main element of any organization, and strategic methods of working with personnel affect the efficiency of the organization. Companies that implement good strategic human resource management practices will be able to achieve their goals in the long term and sustain their company in the relevant industry, and having good strategic human resource management practices will be a key competitive advantage for the company as a whole.

A similar point of view is supported by Bahuguna and Kumari (2012), who notes in his study that the discipline of human resource management has made significant progress at the present stage and is the most important source of competitive advantage for a company. There are various approaches and models of strategic human resource management, but, like many theories of organization, none of them is perfect. At the same time, regardless of whether a particular approach is right or wrong, it points to different aspects of the process necessary to develop effective strategic human resource functions.

The important role of strategic human resource management and its direct impact on organizational productivity and performance is highlighted in the research paper by Nafari and Rezaei (2021), who notes that at the present stage, human resources are recognized as resources that can create a valuable competitive advantage for an organization, which can be achieved through employees and various human resource management activities. However, to achieve a competitive advantage, organizations must use tools to attract, retain, and motivate their human

resources because otherwise, they will lose the ability to adapt to today's complex environment and use human resources effectively.

Phiri and Phiri (2022), in their research, argue that an organization's most important resource is its people, so its productivity depends largely on them and is a prerequisite for human resource management practices. For human resource management to significantly impact an organization's performance, it is necessary to develop and effectively implement an appropriate set of relevant human resource management tools. Specifically, strategic HRM is an approach that determines how employees achieve organizational goals through HR policies and practices that are integrated into the HR strategy. In addition, its growing popularity is primarily driven by a clear desire to improve organizational performance. In addition, the need for strategic human resource management in business is undeniable, as human resource management practices and policies affect employee performance, attitudes, and productivity. At the same time, human resource policies focus on many important practices that can positively impact organizational performance, such as human resource planning, recruitment, selection, training and development, compensation, performance management, and employee relations.

## **Theoretical Framework and Literature Review**

Scientific reflection is especially important in today's conditions of instability, as it guarantees a systematic and scientifically based approach to solving complex problems and problems when it is important to have a clear understanding of the causes of the current situation and develop effective strategies to eliminate their negative manifestations. Scientific reflection provides an analysis and understanding of economic, social, political, and other factors for the formation of high-quality conclusions and decisions.

Scientific thought of the 21st century continues to deepen the study of communication processes in various spheres of human existence. In connection with today's global world processes, especially with manifestations of terrorism of various levels, which destroy the stability of the social order, scientific reflection becomes a necessary and mandatory stage of research on this or that subject of analysis. The radical changes taking place in the political, economic, and socio-cultural space of Ukraine and the world, the instability and low predictability of the near future, require a scientific understanding of any aspect of human functioning considering the current extreme situation of social history. However, the relevance of the research topic is determined not only by the specified processes of deepening the crisis state of society but also by the fact that the scientific theory, which is tested and confirmed by practice, appears as a powerful factor in the optimization of business processes and results, which means the improvement of the economic component of the life of a specific person - real a person.

The promotion of goods and services is one of the fundamental processes in the world economy. And in the conditions of uncertainty, it requires special attention and rethinking of traditional approaches and technologies. Among the authors who have made a significant contribution to the development of the topic of communication management for the promotion of goods and services are presented in [Table 1](#).

**Table 1***Comparative Analysis of Communication Management Strategies for Goods and Services Promotion*

Name, Surname of the scientist(s)	Features of the research
Kotler et al. (2021)	Researched marketing communications to create a strong brand identity and customer loyalty;
Ries & Ries (2004)	Developed positioning strategies to differentiate products in the market;
Lockley & Borden (2013)	Formed the concept of integrated marketing;
Aaker (2020)	Pointed out the importance of creating a strong brand identity and the process of consistently strengthening a brand;
Marsh (2018)	developed an algorithm for using digital and social networks in marketing communications;
Zorlu & Korkmaz (2021)	Investigated leadership variables that play a key role in the effective management of organizational communication;
Cahyadi et al. (2022)	studied the positive relationship between leadership styles, high-engagement human resource management practices, and individual employee productivity;
Zheng et al. (2020)	Investigated the mechanisms that underlie the influence of leadership in the service sector on its effectiveness, according to the theory of social learning, the model of job requirements, and the credit theory of idiosyncrasy;
Anderson (2006)	Substantiated the notion that a manager's efforts to coordinate relationships lead to certain employee behavior that correlates with client outcomes;
Pahi et al. (2022)	Explored the issue of knowledge sharing as a mediator between directive leadership, participatory leadership, and commitment to service quality;
Birasnav (2014)	Analyzed a model consisting of various relationships between transformational and transactional leadership, the process of knowledge management, and the effectiveness of the organization in selling goods and services;
Kyei-Frimpong et al. (2022)	Empirically linked the three streams of leadership behavior (TFLB, TSLB, and TSFLB) and thus provided a complete understanding of leadership behavior and its relevance to applied management in their study;
Quinn & Scur (2021)	Reviewed recent empirical research on management practices, focusing on the various ways in which government policies can help organizations manage themselves more effectively;
Mosadeghrad & Ferdosi (2013)	Clarified the cause-and-effect relationship between job satisfaction and commitment, emphasizing the crucial role of leadership in employee job satisfaction and commitment;
Akparep et al. (2019)	Argued in their study that the democratic leadership style practiced had a significant impact on the work and productivity of the organization.

*Note.* Source: authors' own development

Kotler et al. (2021) note that at the present stage, marketing is emerging as a philosophy according to which the consumer is the central figure, the sole purpose of business is to serve the consumer, and all commercial activities begin with determining the wishes and desires of consumers and end with the fastest and most efficient way to satisfy them. In an increasingly competitive global world, companies that want to interact with their target audience inevitably create their marketing strategies with a new marketing philosophy in mind, as organizations that follow developments in marketing and apply them to their own marketing activities will gain a competitive advantage. For this reason, it is necessary to correctly understand modern marketing techniques and use techniques that are compatible with the target audience.

Aaker (2020) discusses in his study certain aspects of the digital age, such as e-commerce, which provides fast and inexpensive access to the market, bypassing the cost of distribution in retail stores, or the creation of personal sales teams and social media and websites that allow for more effective communication compared to traditional advertising or events. The researcher explores ways to grow a business and identifies those that involve developing new “must-haves” that define a subcategory that is a game-changer in the business, which in turn provides a new or markedly better buying or using experience or relationship with a particular brand for a core customer base; helps to become an exemplary brand that represents a subcategory and contributes to its visibility, positioning, and success; and create barriers to competitors, which may include “must-have” associations and the basis of a relationship that goes beyond functional benefits.

Zorlu and Korkmaz (2021) emphasize that in the modern business world, organizational structures have become more complex due to global, social, and economic changes and technological developments, as well as the growing need for the division of labor, as all employees of organizations need to establish close relationships with each other and continue their activities in such cooperation in a coordinated manner. Organizational communication has become a vital phenomenon for the achievement of the functional goals of organizations, and leadership is the most important organizational variable for effectively managing the organizational communication process.

Cahyadi et al. (2022) note that there is a positive relationship between leadership styles, high-engagement human resource management practices, and individual employee productivity. According to the researcher, trust, competence, communication, coordination, and employee engagement reflect the success of leadership styles in the digital era. At the same time, HR managers should work with the appropriate approach to ensure high productivity of their employees: they need to conduct dialog-based and open HR practices to ensure their employees' acceptance.

In their study, Zheng et al. (2020) note that the results of implementing transformational leadership can be determined by the fact that employee engagement is inherently an indirect link between service leadership and customer service performance. Thus, this impact will be stronger if managers demonstrate high task-based professional skills. The scientist also notes that the service sector has unique characteristics that distinguish it from the manufacturing industry, such as a high level of customer participation, an integrated production and consumption process, and the lack of a single quality measurement.

The importance of human resources in the implementation of various communication strategies in organizations is also noted by Pahi et al. (2022), who note that the behavioral patterns and attitudes of leading employees can directly affect customers and affect the productivity of the service organization. Therefore, a high level of service delivery by customer-facing employees plays a vital role in organizational excellence, as service delivery affects the image of the organization in the eyes of customers. Customer-facing employees are directly responsible for individual customer satisfaction, customer service, and the quality of service itself, which is related to the high performance of the service organization.

Kyei-Frimpong et al. (2022) note that good leadership behavior allows businesses to integrate, share, and apply knowledge in innovative ways. According to the scientist, it is necessary to focus on two well-known leadership styles widely mentioned in the existing literature: transformational and transactional. Transformational leadership inspires confidence in followers, allowing them to shape a better future for their business; transactional leadership behavior uses performance-based rewards and punishments to influence employees to work towards organizational goals.

Quinn and Scur (2021) note that it is managers who ultimately decide, for example, whether to accept any offers of government assistance or incentives or to comply (and to what extent) with government regulations. The quality of these decisions will depend on the extent to which they have a structure and data to base their choices and provide the government with the relevant documentation. The scholar also notes that the landscape of governance quality in firms, schools, hospitals, bureaucracies, and other public and private organizations matters both for



policies aimed at improving the organizational capacity of these organizations and for policies that seek to influence their outcomes.

The works of these and other scientists contain a qualitative analysis and systematize valuable information in the context of the communication management of goods and services.

## Method

In order to achieve the goal and objectives of the study most effectively, the plan of its conduct was to solve certain scientific tasks: a direct study of the theoretical framework, analysis of statistical data, and formulation of conclusions based on it, as well as development of practical recommendations and proposals based on the study. In the postmodern paradigm, communication strategy is interpreted as an activity to form a common semantic space between participants. The theory of communication management is supplemented by the theory of branding, which is based on the foundation of Gestalt psychology. In line with the postmodern paradigm, semiology and structural-semantic research methods have great prospects for the development of the theory of communication management. This area of research removes the contradiction between positivist and postmodern approaches to managing the communication process. It offers tools for predicting the dynamics of meaning formation based on analyzing the semantic space that generates them. It is structural and semantic methods that are the most adequate in the study of Internet communication.

The complexity of the topic under study and its interdisciplinary nature determined the author's appeal to the systemic methodology, which allows studying the logic of transformations of communication strategies as part of the process of transforming the entire system of the socio-economic and political order in a specific historical context. According to the systemic methodology, transformation is studied as a complex process, each of which, with a common vector of movement, has individual characteristics that are unique to it. The application of the systemic approach in the study is determined by the fact that it, when clarifying the individual properties and characteristics of the studied processes, involves the use of other scientific methods based on the following principles: historicism, which allows identifying those factors of socio-economic processes that affect the studied processes, to identify and assess the importance of factors that determine the development and current functioning of the constituent elements of a particular phenomenon, to predict trends in its development; determinism, based on which the interconnection, mutual influence and interdependence of the functioning of the subjects of communication activity within the communication flow can be traced, which determines the dynamics and results of the studied processes.

Scientific reflection is a process of a critical and comprehensive investigation of a particular topic or phenomenon, which involves using scientific methods and techniques to analyze and evaluate data and information. The basis of the modern scientific paradigm of scientific reflection is the principle of methodological pluralism, within which the following methods are supposed to be used: dialectical - considers the subject of research in interaction with the world based on the patterns inherent in the nature of thinking; logical - the essence of the subject of research is manifested in the process of removing contradictions and objective difficulties of functioning; system-structural - considers the subject of study as a self-developing system that has a certain structure and manifests itself in the form of specific variants of the basic theoretical

model; synergistic - makes it possible to define the subject of research as a complexly organized nonlinear, disordered system, the further development of which cannot be unambiguously determined.

The dialectical method used in the study made it possible to formulate the requirements for the information support system for the controlling system of the complex for the promotion of goods and services under conditions of uncertainty and dynamics of the market environment; the main provisions of controlling the complexes for promotion of goods and services were formulated; the dependence of the efficiency of the complex for promotion of goods and services on the characteristics of the market and the concentration of market participants was established.

To achieve the purpose of the study, the author uses the logical method, which reveals the expediency of using the concept, methodology, and tools of controlling as a new theoretical and methodological basis for managing both an enterprise in general and a complex for promoting goods and services in particular, based on constant monitoring of the market share of the enterprise in general and certain types of products.

By using the system-structural method, the author clarifies the elements of the structural and logical model for managing the efficiency of the goods and services promotion complex with a constant possibility of assessing the efficiency of the stages of implementation of the goods and services promotion complex with regard to the prospects for changes in the external environment of an enterprise, the main part of which is the controlling unit of the goods and services promotion complex.

The synergistic method used in this study allowed us to study the structural models of management of the complex promotion of goods and services at enterprises and to establish on this basis the dependence of the nature of promotion costs on the organizational structure of the complex promotion of goods and services and the type of activity of the enterprise.

The data collection methods, sample, and selection criteria were chosen in accordance with the defined purpose and objectives of the study. In the course of the study, 50 scientific works of modern researchers who have studied the issues of communication management strategies and the problems of choosing the most effective ones for organizations in unfavorable conditions for their work and functioning were analyzed. Due to the importance of the service sector in world markets and the overall growth in the service industry, service settings and managerial practices for delivering high-quality service have received a lot of attention (Zheng et al., 2020). In recent years, there have been several noticeable trends in scientific reflection. One trend is the increased use of interdisciplinary approaches, where researchers from different fields collaborate to solve complex questions and problems. Another trend is the growing use of big data and artificial intelligence in scientific thinking to gain new insights into complex phenomena. The third trend is the increased attention to social and ethical considerations in scientific reflection (Marsh, 2018). Researchers are aware of the need to consider their work's potential social and ethical implications and develop research methods and technologies that are ethical, responsible, and respect human rights.

In the article, to study the topic of communication management, in addition to the approaches mentioned above, the results of such methods of scientific reflection as observation, experiment, data, and literature analysis are used. These methods made it possible to put forward hypotheses, collect evidence, test hypotheses, draw conclusions on the topic and



develop new solutions to solve the urgent problem of promoting goods and services in conditions of instability.

Based on the analysis of scientific works, the author argues that a high degree of uncertainty in the market situation, political and international instability, seasonal fluctuations in market demand, increased competition, and limited resources contribute to the emergence of crisis phenomena in organizations, and, accordingly, they become more difficult to manage. In such circumstances, it is necessary to pay attention to the study of the marketing concept of management, advanced methods and forms of marketing influence on the formation of market demand and the competitive position of the organization, and strategic management of marketing communications. A key factor in ensuring the competitiveness of modern organizations in the domestic and international markets has become an effective system of marketing communications, which is characterized by the widespread use of various communication tools and the emergence of new tools of information influence. The key to the success of an organization at the present stage in the market is the ability to strategically organize the interaction of many marketing communication tools with the identification of the most effective means of communication in each case of the organization's economic activity, especially in the field of goods and services. The above issues were highlighted and analyzed in the discussion of the study and summarized in its results.

## Results

The current challenges facing today's society prompt the search for new ways to solve them (Filipova & Usheva, 2021). For the successful promotion of goods and services in conditions of instability, it is necessary to understand the theoretical and methodological foundations of communicative management and be able to apply its practical techniques and technologies. This approach can maximize the reach of the target audience and provide them with the information they need to make informed purchasing decisions.

Leadership is considered the most important organizational variable for effectively managing the organizational communication process (Zorlu & Korkmaz, 2021). Communication management is the systematic planning, execution, and control of communication activities to achieve the company's goals. Adequate motivation, suitable work environment, compensation, and efficient communication between managers and subordinates play an important role in promoting this goal (Akpaprep et al., 2019). The necessary steps for creating a company's communication policy are forming a communication strategy based on the company's mission and vision, action planning, content creation, information broadcast through various channels, and results evaluation. Factors that should certainly be taken into account are the target audience, the purpose of communications, cultural differences, legal requirements, and the technical and financial capabilities of the company.

In today's contemporary work environment, leadership styles are beneficial since leadership is linked with many positive outcomes (Kyei-Frimpong et al., 2022). In order for all these processes to be implemented qualitatively, a preliminary stage is necessary - a scientific reflection of the elements of the system. Various research methods are used to form a company's communications management system. These are surveys, case studies, experiments, and content analysis (Mothafar et al., 2022). These methods collect data on how companies can improve their communication activities to achieve business goals. So, in particular, the latest

trend in literature has focused on the identification of the antecedents, mediating and moderating mechanisms at the basis of this relationship, as well as on the development of a common scale to measure the construct across diverse economic and cultural contexts (Canavesi & Minelli, 2021).

In a constantly changing environment that is increasingly demanding in terms of innovation and performance, leadership is of particular importance, as it is one of the few tools available to public managers (Harb & Sidani, 2019). Before planning a system for promoting goods and services in unstable conditions, conducting the following studies is advisable.

### ***Market Research to Identify the Needs, Preferences, and Behavior of the Target Audience in an Unstable Environment***

You can get valuable information through direct surveys directly to the target audience. Also, gathering a small group of people (focus group) to discuss their attitudes towards a product or service; conducting detailed interviews with people to obtain information about their needs, preferences, and behavior; observation and analysis of behavior in natural conditions to understand the behavior and preferences of consumers; monitoring and analysis of communications in social networks about a product or service; analyzing data about website traffic, clicks, and other online behavior; collecting data from existing sources such as industry reports, articles, and academic studies to understand the needs and preferences of the target audience will also help identify the needs and preferences of the target audience (Bartosik-Purgat, 2019).

### ***Analysis of Competitors to Identify the Strengths, Weaknesses, Opportunities, and Threats of Other Businesses Operating in the Same Environment***

The following methods of competitor analysis have proven to be effective: SWOT analysis (strengths, weaknesses, opportunities, threats) of competitors; studying their marketing strategies, including pricing, promotion, and distribution; Internet presence analysis (website, social networks, publications); analysis of product or service offerings with an emphasis on the declared benefits; research of financial performance and market share; analysis of the customer base and the level of customer satisfaction, for example, based on reviews on the Internet. In addition, attendance at industry events and conferences, as well as competitive intelligence tools, will be useful for collecting data and information about competitors.

### ***Risk Assessment to Assess Potential Threats and Risks Associated with Unstable Conditions Such as Political Instability, Economic Downturn or Social Unrest***

Several risk assessment methods exist to understand the potential threats associated with unstable conditions (political instability, economic downturn, or social unrest). These methods include: scenario analysis - development of various scenarios that may arise depending on unstable conditions, as well as an analysis of the potential risks associated with each scenario; impact analysis - assessment of the potential impact of unstable conditions on the company and on elements related to the company (customers, partners, suppliers, etc.); risk matrix - determination and analysis of the likelihood and potential impact of risks associated with

unstable conditions, as well as their classification depending on the scale of impact; SWOT analysis - analysis of strengths, weaknesses, opportunities and threats associated with unstable conditions, and development of strategies to reduce risks; Delphi method - consultations with experts and stakeholders to collect information and opinions about potential risks associated with unstable conditions; business continuity planning - developing plans and procedures to ensure the continued operation of the company during unstable situations.

### **Identifying the Degree of Customer Satisfaction**

Traditional customer surveys such as e-mail surveys, online surveys, and telephone surveys are primarily used to measure customer satisfaction with a product or service. Businesses can quickly identify customer reviews, complaints, and comments about their products or services by monitoring social media platforms such as Twitter, Facebook, and Instagram. The Net Promoter Score (NPS) method of measuring customer satisfaction is to ask customers, “How likely is it that you would recommend a product or service to a friend or colleague?”. Online customer reviews on websites like Yelp, Google Reviews, and Amazon can provide valuable insight into customer satisfaction. Many programs also allow businesses to collect and analyze customer feedback, including text and sentiment analysis tools. Using one or a combination of these technologies, companies can better understand customer satisfaction levels and make data-driven decisions to improve their product or service.

### **Measuring How Customers Perceive a Brand**

To create and run a brand perception survey, you must: define the objectives of the survey (for example, identify key brand attributes or measure brand awareness); define the target audience and its characteristics (for example, age, gender, location, etc.); choose the survey method (online, by phone or in person) (Hoon et al., 2022); design survey questions that measure specific aspects of a brand (brand reputation, customer loyalty, or product quality); test with a small group of people to identify problems or areas for improvement; when you are confident in the design of the survey, launch it among the target audience, collect responses; analyze survey results to identify patterns, trends, and insights. Use this information to make informed brand strategy decisions.

### **Marketing Effectiveness Analysis**

In order to measure the effectiveness of marketing, to begin with, it is necessary to analyze sales and analyze feedback from the target audience. Customer satisfaction surveys measure customer satisfaction levels and can help determine whether a marketing campaign has had a positive impact on customer opinions and preferences. Effective human resource management can also have a significant effect on customer satisfaction (Mosadeghrad & Ferdosi, 2013). To determine the effectiveness of digital marketing campaigns, such as online advertising and social media marketing, ROI analysis (measuring the financial return on investment in a marketing campaign by comparing campaign costs with the revenue generated from the campaign) is useful to complement web analytics (analysis of website traffic and user behavior). Also useful for the overall result is A/B testing, a method that compares the performance of two different versions of a marketing campaign, such as different ad texts or landing pages, to determine which is more effective. Using one or more of these methods, marketers can evaluate

the effectiveness of their campaigns and make data-driven decisions to optimize marketing strategies (Batra & Keller, 2016). To study consumer behavior, traditional methods are surveys and questionnaires, focus groups, observational studies, and experiments, which may consist of manipulating one or more variables to see how they affect consumer behavior. These techniques can be complemented by data analysis and neuromarketing, which uses neuroscience techniques such as EEG and fMRI to study the brain's response to advertising and marketing messages.

In recent years, there have been several notable trends in communications management. One trend is the increased use of digital and social media for communication. With the advent of social media and the internet, organizations use these platforms to reach their target audience and interact with customers in new and innovative ways. For example, E-banking can be considered an innovative way to interact with a client. Mobile banking is a remote way to provide banking services through a special application or website for a cell phone (smartphone, iPhone), through which the customer can manage his bank accounts and make transactions (Durrani et al., 2022). Another trend is the growing importance of crisis communication. As the frequency and severity of crises increase, organizations realize the importance of effective communication strategies to manage their reputation and respond to challenges. The current stage of development of the domestic and world economy is characterized by changes in the requirements for the personnel of the enterprise and the increasing role of this component in the organization as a single system (Prokopenko, 2021). That is why the third trend is increased attention to the communication of employees. Organizations recognize the importance of effective internal communication to create a positive work environment and increase employee engagement. Specifically, organizations must provide job control to employees, promote free access to information, create an innovative climate, and develop a supportive work climate (Balwant et al., 2019).

One of the modern approaches to managing communications in times of instability is the understanding that it is important to pay attention to creating a strong company brand (Hrynychshyn, 2021). This, in practice, involves using consistent messages and visuals to build a recognizable and trusted brand. By strengthening the corporate brand, companies can differentiate their products and services from their competitors, even in volatile environments.

Credibility, competence, communication, coordination, and participation from employees reflect the success of leadership styles in the digital era (Cahyadi et al., 2022). A company brand is a set of perceptions and associations that a customer associates with a particular company, its products, and services and includes the company's reputation, identity, image, and values. The current trends in company branding are *personalization*: brands are incorporating personalization into their messaging and marketing strategies to better interact with their target audience; *authenticity*: consumers are increasingly looking for authentic brands that match their values and beliefs; *digital transformation*: brands use digital technologies to reach and interact with their target audience, including social networks, e-commerce, and content marketing; *sustainable development* many are looking for brands that demonstrate the principles of environmental and social responsibility.

Identifying a suitable leadership style is essential in this turbulent environment since researchers have reported that different leadership styles have varying impacts on implementing the knowledge management process (Birasnav, 2014). At the same time, in conditions of

uncertainty, the difficulties of forming and strengthening the corporate brand are manifested to the maximum. Currently, creating a clear and consistent brand message that will resonate with the target audience; maintaining consistency of messages across multiple communication channels and touchpoints is becoming increasingly difficult; negative advertising or criticism of competitors becomes widespread and damages the company's reputation, making it difficult to maintain a positive perception among the target audience; it is difficult for companies to stay relevant and keep pace with changing consumer preferences and trends, and measuring the effectiveness of brand building efforts and determining the return on investment in brand enhancement initiatives has always been and remains a challenge.

Another important aspect of managing communications in a volatile environment is the use of digital marketing and social media. With the rise in the use of the Internet and social media, companies can reach large numbers of people quickly and cost-effectively. A visionary leader prioritizes visions and strategies for future success by observing opportunities and threats (Utomo et al., 2022). Using digital marketing and social media, companies better promote their products and services to target audiences and build relationships with customers. Proper study and management of marketing promotion are essential criteria for the survival of the company in any competitive environment – and sometimes even outside it (Shaddiq et al., 2021)

Information and communication technologies have created a real revolution in various spheres of activity (Humeniuk & Romaniuk, 2023). The market of Internet services of the future, according to the tendencies of its formation at the present stage, can be classified according to different characteristics, among which it is necessary to note: the nature of the services themselves, the relationship with the consumer of services; adaptation of a particular service to the buyer; the nature of demand and supply to the buyer; the place of service delivery and other important factors (Kovalenko et al., 2021). Digital marketing for the promotion and sale of products and services involves the use of such methods and technologies: search engine optimization (SEO) - optimizing a company's website to rank higher in search results, making it easier for potential customers to find the company's products and services. The interplay between online advertisement and customer loyalty via the mediating role of ad clicks and moderating role of we trust thus has several managerial and theoretical implications; pay-per-click (PPC) advertising - paying for advertising space on search results pages or other websites; social media marketing - the use of social media platforms to promote products and services, interact with customers and increase brand awareness; content marketing - creating and sharing valuable and relevant content with potential customers to increase brand awareness and attract potential customers; e-mail marketing - direct communication with potential customers via e-mail to promote products and services; mobile marketing - the use of mobile devices such as smartphones and tablets to promote products and services; influencer marketing - partnering with people who have a significant social media following to promote products and services.

In today's business world, human resources are considered an important resource for the organization's success; organizations must empower their employees to make better use of human resources (Santi et al., 2021). At the same time, the algorithm for determining the effectiveness of targeted advertising is a calculation of the conversion price, determination of the lead price, calculation of the conversion rate, determination of the CPA ratio, calculation of the ROMI indicator, calculation of the ROI ratio (Ihnatenko, 2022).

High-contact service industries are characterized by close interaction between service employees and customers and diverse customer needs (Yee et al., 2013). At the same time, leaders play a significant role in organizations, and their leadership behaviors can either enhance or undermine the well-being of their employees (Kim & Cruz, 2022). In forming a strategy for promoting goods and services in the current conditions of uncertainty, it is necessary to take into account current trends in digital marketing (Table 2).

**Table 2**

*Stages of Creating a System of Promotion of Goods and Services in Conditions of Instability*

	Stage	Purpose	Methods
1	Market research	Identification of the needs, preferences, and behavior of the target audience in an unstable environment	<ul style="list-style-type: none"> <li>– direct interviews with the target audience</li> <li>– working with a focus group to discuss their attitudes toward a product or service</li> <li>– conducting in-depth interviews with people to learn about their needs, preferences, and behavior</li> <li>– observation and analysis of behavior in natural settings</li> <li>– monitoring and analyzing social media communications about the product or service</li> <li>– analyzing data on website traffic, clicks, and other online behavior</li> <li>– collecting data from existing sources, such as industry reports, articles, and research studies</li> </ul>
2	Competitor analysis	Identification of strengths, weaknesses, opportunities, and threats of other businesses operating in the same environment	<ul style="list-style-type: none"> <li>– SWOT-analysis of competitors</li> <li>– study of competitors' marketing strategies</li> <li>– analysis of competitors' presence on the Internet (website, social networks, publications)</li> <li>– analysis of competitors' product or service offers</li> <li>– study of financial indicators and market share</li> <li>– analysis of client base and level of customer satisfaction</li> <li>– attendance of industry events and conferences</li> <li>– competitive intelligence</li> </ul>
3	Risk assessment to assess potential threats and risks	Identification of potential risks and planning of actions to minimize them	<ul style="list-style-type: none"> <li>– scenario analysis</li> <li>– impact analysis</li> <li>– assessment of the potential impact of unstable conditions on the company and the elements associated with the company (customers, partners, suppliers, etc.)</li> <li>– risk matrix</li> <li>– SWOT analysis</li> <li>– Delphi method</li> <li>– business continuity planning</li> </ul>
4	Identification of customer satisfaction		<ul style="list-style-type: none"> <li>– customer email surveys, online surveys, and phone surveys</li> <li>– tracking social media platforms</li> <li>– Net Promoter Score (NPS) method of measuring customer satisfaction</li> <li>– online customer reviews on websites such as Yelp, Google Reviews, and Amazon</li> <li>– text and sentiment analysis tools (Zendesk, Qualtrics, and SurveyMonkey). Customer Experience Metrics (CX)</li> </ul>
5	Brand Perception Assessment	Identify opportunities to improve brand image and reputation	<p>Brand evaluation algorithm:</p> <ul style="list-style-type: none"> <li>– define the goals of the survey</li> <li>– define the target audience and its characteristics</li> <li>– choose the method of the survey (online, by phone, or in person)</li> <li>– develop survey questions that measure specific aspects of the brand (brand reputation, customer loyalty, or product quality)</li> <li>– test it with a small group of people to identify problems or areas for improvement</li> <li>– run it among the target audience, collect responses</li> <li>– analyze the results of the survey, identifying patterns, trends, and ideas. Make decisions about brand strategy</li> </ul>



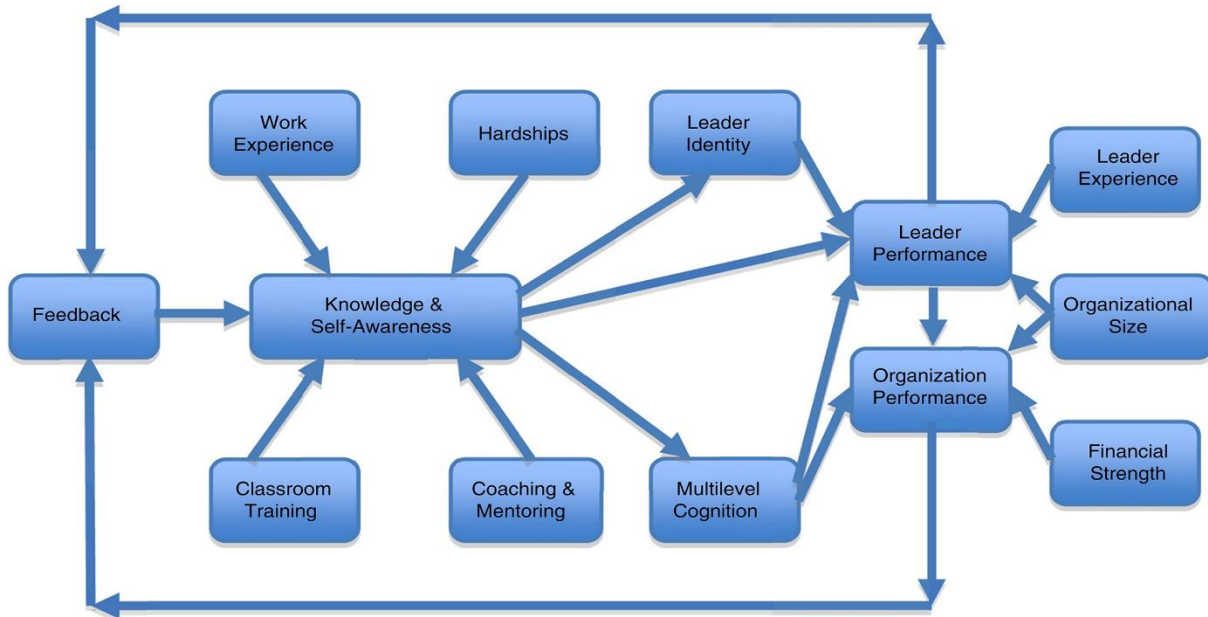
6	Marketing Efficiency Analysis	Measuring the impact of marketing campaigns and identifying ways to improve marketing strategies	– – – –	customer satisfaction surveys ROI analysis web analytics A/B testing
7	Research on consumer behavior	Determine how consumers respond to unstable conditions and adapt marketing strategies	– – – –	surveys and questionnaires focus groups observational studies and experiments data analysis neuromarketing

Note. Source: authors' own development

We know little about the unique challenges faced by managers in the service sector (Anderson, 2006). Modern companies increasingly use artificial intelligence to personalize and automate marketing campaigns, better target their audience and improve the customer experience. Under the following conditions, transformational leadership is oriented toward the organization's vision and goals, which are outlined in action (Susilawati et al., 2021). Video content is becoming more popular as it allows brands to interact with their target audience in a more interactive and visually appealing way. With the rise in popularity of voice-controlled devices such as the Amazon Echo and Google Home, brands are optimizing their digital presence for voice search. Interactive content such as quizzes, surveys, and gamified experiences are becoming more common in digital marketing as a way to attract and retain customers. Brands use data to identify and target customers at micro-moments or critical decision-making moments that affect their purchasing behavior. If the companies in the service sector do not express themselves correctly and do not provide the required service, they fall behind in the competition race and have to leave the sector (Soyadi, 2020). Under such conditions, it is possible to meet the needs of the consumer by implementing a leadership model in the field of the promotion of goods and services (Figure 1):

**Figure 1**

*An Effective Leadership Model for Promoting Goods and Services*



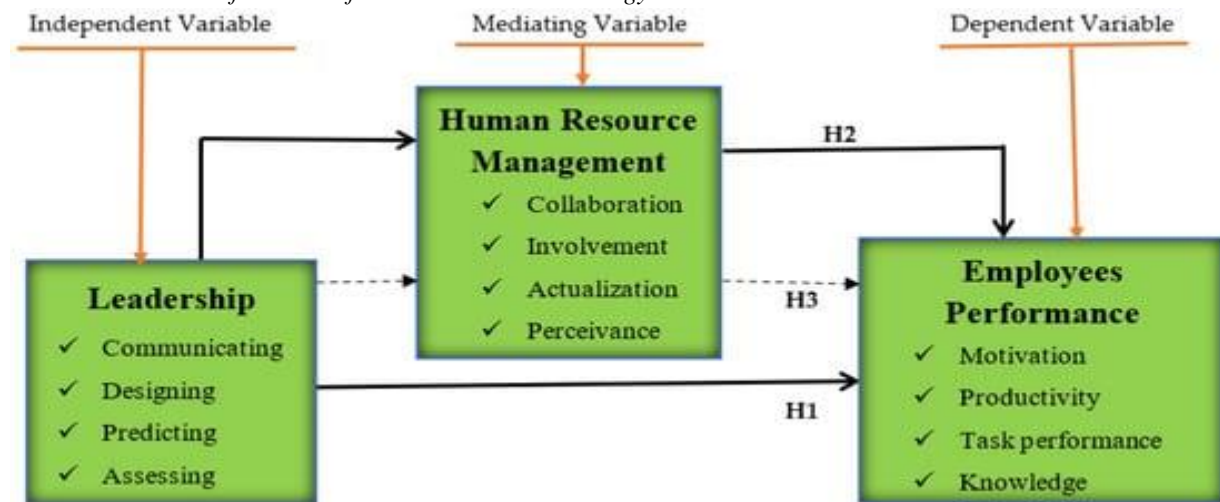
Note. Source: (Seidle et al., 2016)

Leaders can promote innovative behavior among service workers only when the workers are embedded in the organization (Amankwaa et al., 2021). Also, digital marketing is an ever-evolving field, and it can be difficult for companies to keep up with the latest technologies and trends. Measuring the ROI of digital marketing campaigns can be difficult, especially when determining the impact of different channels and tactics. With the increase in data generated by digital marketing efforts, it can be difficult for companies to manage and analyze data to inform their marketing decisions. Digital marketing is a highly competitive field, and it can be difficult for businesses to stand out and reach their target audience, and since digital marketing relies heavily on the collection and use of customer data, it is important for businesses to make sure they respect privacy regulations and protect customer data. In addition, the need for managers and supervisors to inspire, coach, mentor, and motivate their subordinates to enhance service delivery using a transformational leadership style is evident in the results (Atiku et al., 2023).

Efficient and effective leaders develop clear strategies and structures and work with employees that adhere to good ethical practices that enable the organizations to achieve set goals (Ragul, 2021). In addition to brand building and the use of digital marketing, modern companies must use crisis communication strategies to successfully promote goods and services under conditions of uncertainty. These strategies include transparency, providing accurate information, and managing stakeholder expectations during times of crisis. After all, it is managers who ultimately decide, for example, whether to take up any offers of government help or incentives or to comply (and to what extent) with government regulations (Quinn & Scur, 2021). Nevertheless, under any circumstances, even in a force majeure or crisis, communication should include the following elements (Figure 2):

**Figure 2**

*Essential Elements of a Successful Communication Strategy*



Note. Source: (Siraj et al., 2022)

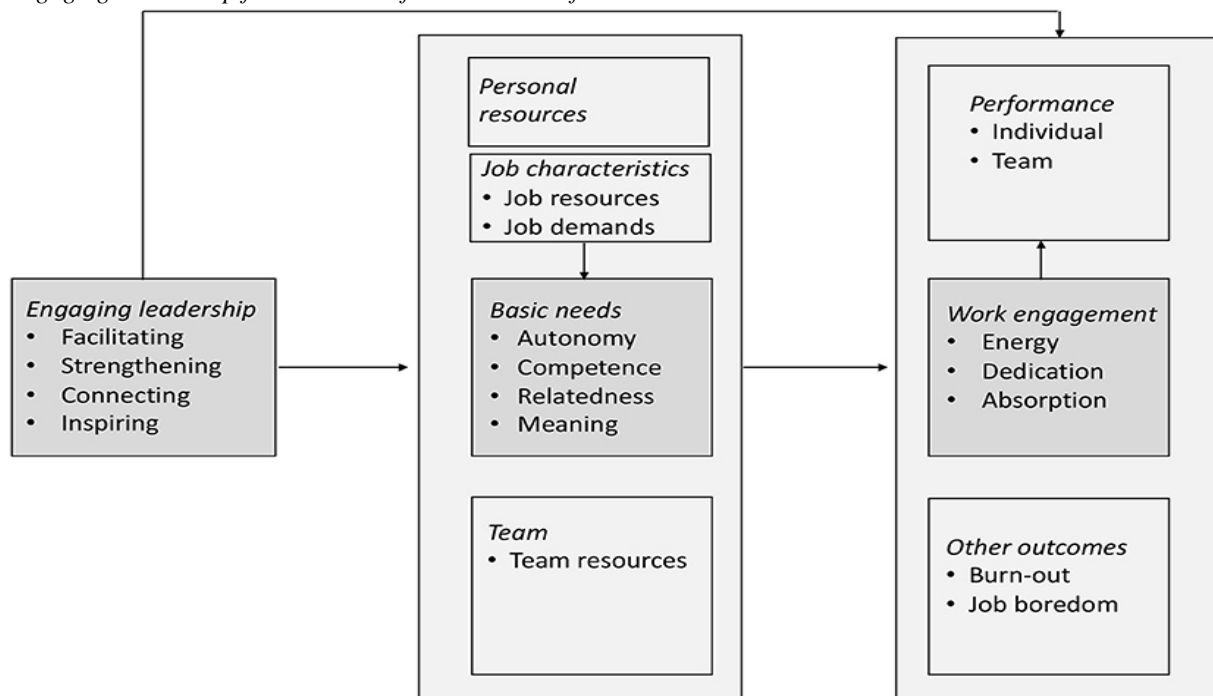
In a dynamic environment, organizations have to face several challenges to survive and maintain a competitive advantage over their rivals (Asghar et al., 2021). Crisis communication as a process of communicating with stakeholders during a crisis to minimize negative consequences and maintain reputation, involves the following steps: preparation - development of a crisis communications plan, identification of potential crisis scenarios and key stakeholders, and development of crisis communications strategies; feedback - immediate

solution to the problem of the crisis and the provision of accurate, timely and transparent information to stakeholders; crisis resolution - the restoration of normal operation and restoration of reputation; recovery - evaluating crisis response and making improvements to crisis communication processes for future crisis situations.

In addition, the high service delivery of customer-contact employees plays a vital role in the excellence of an organization because the delivery of service influences the image of the organization in front of customers (Pahi et al., 2022). Challenges for companies during a crisis can include: providing timely and accurate information, maintaining reputation, meeting the needs and expectations of various stakeholders, combating disinformation and misinformation, and managing emotions during a crisis. Practically, it will provide current leaders with the understanding required to enhance their leadership behavior and use it to increase firm performance (Tareque & Islam, 2023). Leadership involvement in such circumstances should be based on the following scheme (Figure 3):

**Figure 3**

*Engaging Leadership for the Successful Promotion of Goods and Services in an Unstable Environment*



Note. Source: (Schaufeli, 2021)

It is essential in all organizations to provide integration of human resources and the organization in terms of organizational effectiveness; in organizations that are active in the service sector, this integration is especially important because of the fact that the employees are in face-to-face relationships with the customers (Ruzgar, 2018). For crisis communication, progressive companies use: press releases (issuing an official statement to the media providing information and updates on the crisis), social media to provide real-time updates and stakeholder engagement; communication not only with customers but also with employees; communication with other stakeholders (suppliers, partners, investors, etc.) At the same time, the technologies used in crisis communication can be mass notification systems, software for anti-crisis management, video conferencing, and other offline and online communication tools during a crisis.

## Discussion

The current stage of society's development requires close attention to the communication aspect of crisis management. The complexity of social systems and information links, the increasing role of knowledge, the diversity of risks, and the growing level of conflict and riskiness in society - these factors lead to a growing scientific and practical interest in the development of crisis management technologies and the use of public relations to achieve the goals of individuals, organizations, social groups, and entire states. Crisis communications as a sphere of public relations is communication between an organization and its public before, during, and after negative impacts aimed at minimizing reputational risks. This is a range of communication technologies related to forecasting, diagnosing, managing a crisis, adapting to new conditions, and neutralizing negative consequences. Maintaining a sustainable reputation of an organization should be carried out on an ongoing basis, regardless of the period of economic development or the cycle of organizational development.

The communication strategy includes the formulation of the main tasks, the solution of which primarily involves answering the following questions: "who should receive the information?", "what kind of information is needed?", "what format is the information needed in?", "when will it be needed?", "who should be responsible for providing it?". The answers to these questions determine the next steps and help increase communication effectiveness with the target audience. For example, different recipients require different levels of data detail, and the level of training of the audience determines the style of speech and terminology used when writing a report or any other information material. In addition, communication always involves a two-way process between the person providing the information and the audience, and the communication process can be divided into four levels: 1) the intended message (information to be conveyed); 2) the message delivered (what you are actually communicating); 3) the message received (what the audience hears/reads/sees); 4) the learned message (what the audience "takes with them"). Successful and effective communication implies that the intended message equals the learned message.

It is clear that in a crisis, the organization's credit of trust is more actively spent, and the effectiveness of reputation-building activities is evaluated. Modern management theory has developed an understanding that even organizations with a well-defined management strategy periodically face unforeseen crises. Moreover, crises are an integral part of any organization's existence. In the scientific literature, there is often a rather general interpretation, according to which a crisis is understood as a certain transitional state when the available means of achieving goals become inadequate, resulting in unforeseen situations and problems that threaten the existence of the organization and cause damage to its reputation. At the same time, latent crises are becoming increasingly important at the present stage, as they are essentially unresolved, deferred management problems that, under appropriate external conditions, can lead to the company's demise. Almost all crises are based on the following characteristics: unexpected nature due to media exposure; a lack of information about the facts of the case, which spontaneously shapes public perceptions of the problem; the growing flow of events that prevent leaders from quickly realizing and formulating a convincing response; loss of control over the perception of the developing crisis and the impact it has on the company, both from external and internal audiences, including the media, regulators, partners and customers, key stakeholders, and most importantly, the management team itself; a tactic that means attempts

by the company's management to “hide” behind minor or insignificant aspects of the crisis instead of focusing on solving the main problem. Such actions will often lead to increased reputational costs; panic complicates and/or paralyzes the decision-making process non-standardization. A crisis is something different from the company's daily operations and, therefore, requires unique and often extraordinary measures.

A communication strategy can be understood as a large-scale and long-term plan for achieving the company's key communication goals. The communication strategy is formed based on the company's main goals and is closely interconnected with the business strategy. The strategy is developed according to a specific plan, which includes setting goals, identifying the audience and its needs, formulating a key communication message, and selecting communication channels. Various communication sources and channels are used to disseminate information, which can be divided into interpersonal and indirect channels. Interpersonal channels involve the exchange of information face-to-face: these can be personal letters, telephone conversations, visits, socializing, etc. Indirect channels involve transferring information from one person to many, such as a leaflet, poster, video presentation, press release, infographic, scientific article, conference abstract, etc. The choice of the channel and source of information depends on its accessibility (whether the audience has access to the source), reliability (the level of trust in the source), and audience preferences. If the information is intended for a wide range of potential stakeholders, certain rules should be followed when broadcasting it: 1) avoid scientific terminology or briefly explain the main concepts used; 2) do not use ambiguous terminology; 3) focus on the main message; 4) update the data for the audience, explain what results are expected after receiving the information; 5) use tables, graphs, and charts for visual illustration; 6) group information according to the main issues, topics or problems.

Promotion of services, and consulting services, in particular, have their specifics. For example, services have a number of peculiarities that must be taken into account when formulating a strategy: it is impossible to evaluate the service before it is provided, it is not tangible, the quality of the service provided is variable and depends on the competence and motivation of the consultant, the service cannot be stored or provided in advance, the service provided is inseparable from the source, so it is important to pay special attention to the training and development of the company's consultants. It is also worth noting the high customer focus characteristic of the service market. This implies an individual approach to each client and their request and the provision of unique solutions. Consulting always involves risks for the client, so building trusting, long-term partnerships are important.

As the service market evolves, there is an increasing involvement in the client's business processes and trust between the client and the service provider based on previous positive experiences of cooperation, which leads to an increase in interest in the service market. Thus, it is possible to identify the audiences to work with when promoting a service: internal audience (consultants), B2B sector: representatives of large international companies (business owners and decision makers), B2C sector: people who realize the need for help in promoting themselves in the labor market (experienced professionals and beginners/students). For each of the identified audiences, tools and channels of influence can be identified: the formation of a personal brand of consultants who sell services, publications in leading business publications and industry-specific media for the client, participation in professional and industry events as



speakers, delegates or organizers, posting more detailed information about the services provided on the website and social networks.

In recent years, integrated marketing communications have dominated and influenced companies' communication and marketing strategies, and they have been successful for companies in terms of brand attractiveness, brand equity, and efficiency (Rehman et al., 2022). Corporate communications are increasingly beginning to fulfill functions that were recently assigned exclusively to the mass media: informing, educating, shaping public opinion, actualizing social problems, mobilizing for their solution, etc. Public trust in corporate information is based on such factors as the reputation of the organization, demonstration of its openness and transparency; the personality of its leaders as persons who embody the best performance of the corporation; stability, consistency, and continuity of communication; quality of the information offered, its evidence, and its correspondence to the real state of affairs. On the other hand, there is a growing understanding that the media are not free from corporate interests, their policies are guided by the financial factor, according to which information should be sold first and foremost, and the media are not always interested in establishing a dialogue with society. Trust in direct advertising is declining, and people increasingly need two-way communication rather than aggressive information, with the possibility of questions and answers, discussions and reflections, and new information that allows them to adjust their previous conclusions. Since communication involves a two-way process and interaction, it is important to evaluate the impact and results of the information, and among its main components are: evaluation of the message (assessment of the openness and transparency of communication - whether the target audience was correctly selected and whether it had the opportunity to absorb the information provided); assessment of the effectiveness of the chosen form and channel of communication (assessment of the quality and scale of media coverage, the volume of printed circulation); assessment of the effectiveness of communication (primarily based on the audience's reaction, feedback and feedback received).

According to the results of the study, the classic methods of promoting a product or service in an unstable environment are as follows:

*Advertising.* Modern marketing theory defines advertising as a personal form of communication in which information is disseminated on a paid basis, and even the source of funding is specified. Marketing campaigns that advertise a particular product aim to timely inform potential customers about new products in the manufacturer's assortment. A large advertising budget and aggressive PR will not help increase sales in the absence of interest and, consequently, demand from consumers. To understand whether the impact of advertising on the target audience is effective, you can determine if it contains: 1) an evaluation of the promoted product; 2) arguments in favor of its purchase. In the absence of any of the above points in advertising materials, the effectiveness of the impact is significantly reduced. At the same time, you can convince customers of the high quality/uniqueness/irreplaceability of your product using two types of arguments: 1) subjective, which are the emotions that customers experience when watching an advertisement (for example, advertising for baby food); 2) objective arguments that reveal the features of the product (e.g., advertising of medicines).

The prerequisites for the success of an advertising offer are its uniqueness and dissimilarity from competitors' advertising. In this case, the product itself, the way it is promoted, or the target audience the manufacturer/supplier intends to attract may be unique. Non-unique appeals



to consumers do not stimulate demand well. Advertising that is recognized by representatives of different consumer audiences is easy to remember. Marketing distinguishes three types of this method of product promotion that differ in perception: a) random advertising, which requires some effort to memorize. When a potential client sees it, they must understand the conditions under which they can view it again if necessary (for example, by using common social networks); b) it is a popular and memorable ad. You do not need to resort to expensive methods to present it to your audience. You can post a small text in a newspaper, bulletin board, or social media post; c) unnecessary advertising, which is seen reluctantly and perceived as an irritant. Such attitudes toward advertising on the part of consumers, especially in times of instability, cannot be avoided. However, it is important that for the majority of potential customers, it is relevant or incidental.

*Personal sales.* This product promotion method, the so-called direct marketing (or direct), involves a manager presenting it to the buyer in person and then communicating with them until the transaction is completed. Proper communication plays an important role as it ensures success and sales growth. Suppose the seller communicates with the client rudely or with obvious reluctance. In that case, the situation will not be saved even if there is a wide range of products, their high quality, and a well-thought-out design of the sales area with a convenient location; in addition, it is likely that the sales volume, in this case, will be very small. Companies develop personal sales to attract customers and increase their customer base aggressively. To organize effective direct marketing, you can use one of the following approaches: 1) focusing on customers, i.e., identifying their needs and offering solutions to meet them; 2) focusing on sales, i.e., aggressively promoting your product, seeking to close deals under any circumstances. Direct marketing is effective when necessary: 1) identify the target audience; 2) collect data for market analysis; 3) study customer needs. If the manager is a professional in his field, he will successfully negotiate with customers and help the company adapt to changing market conditions.

*Propaganda.* This method of promoting a product on the market is a type of public relations and involves the placement of commercial information about a particular company on various resources in order to increase sales. Propaganda differs from advertising in that it requires monetary investments and its effective tools are public speaking, news, sponsorship, targeted events, and publications. The recipients of propaganda materials can be: 1) consumers, the purpose of propaganda is to build loyalty to the company and strengthen the brand's reputation; 2) partners who are expected to cooperate and conclude deals; 3) journalists, who are approached to make themselves known to a wide audience at minimal cost; 4) public authorities, which in certain cases can become patrons of business and contribute to its development. The more monopolistic the company becomes, the greater the share of propaganda will be compared to other ways of promoting the product, and the share of advertising, on the contrary, will decrease.

*Sales promotion.* Sales promotion includes all the actions that companies use to promote their products. These activities are distinguished by the fact that they are directly related to the characteristics of the product, its value, and the sales strategy. The impact of sales promotion can be directed at customers, contractors (partners), and managers, namely: 1) influencing consumers to buy as many goods as possible, which can be achieved by a) holding various games and contests; b) providing free product samples; c) presentation of goods at promotional

events; 2) influence on partners, the purpose of which is to conclude as many transactions as possible, can be achieved through a) training of employees; b) holding various contests based on the results of sales; 3) influence on managers, who need to be motivated for new achievements, which can be realized through competitive work, recreation, bonus systems and bonuses for effective sales.

It is also advisable to use mass marketing technologies in conditions of instability when using which the company should be guided in its activities by clear principles in order to achieve high efficiency and success: 1) *coverage*. The company should strive to cover the entire market and all available distribution channels in the industry. The advertising message should be aimed at the largest group of the population. It is recommended to use only communication channels with high coverage and the lowest cost of contact. The company should not try to capture and retain leadership in certain market niches; 2) *concentration on the basic needs of consumers*. A company that uses a mass marketing strategy should work only with a homogeneous, unified product that can be produced in large volumes with economies of scale. This product is a standardized product with a set of “must-have” characteristics that every market consumer needs. The mass marketing strategy does not aim to create an ideal product for each consumer, but rather to create an ideal standardized product; 3) *readiness for high costs*. The mass marketing strategy is implemented with full market coverage, so it is necessary to inform every potential consumer about the product, as well as to invest in mass communication of the product and the development of mass distribution. A low cost per contact characterizes mass communication, but due to high coverage and a large number of contacts, investments in the mass promotion are the costliest method of promoting a product on the market; 4) *focus*. When using mass marketing tools, competing with niche products is unnecessary. The mass marketing strategy cannot withstand small companies that focus on satisfying market niches and narrow consumer groups. Such companies will always exist and lead in small segments by fully satisfying their target audience; 5) *unification*. When implementing a mass marketing strategy, it is necessary to strictly adhere to maximizing the unification of packaging, raw materials, and other business costs.

Implementing new trends should align with the main goal: producing a standard product for the entire market at a low cost. The concept of mass marketing is most effective in the following cases: low level of intra-industry competition; low differentiation of goods in the market; the consumer has a limited, narrow set of basic needs; high sensitivity of demand to price (price is the most important and practically the only purchase criterion); a small number of distribution and promotion channels; there are economies of scale with increasing production volumes. The most striking examples of mass marketing strategies are Coca-Cola, McDonalds, Mars, and Colgate. For example, Pepsi is focused on the youth market segment and uses bright, narrow images to promote its products. On the other hand, Coca-Cola aims to reach a wider audience: entire families and bases all brand communication on global values.

In an unstable environment, it is also important to consider marketing risks, those that an entrepreneur should consider when investing in a particular advertising campaign: various promotions, discounts, events to promote goods, services, and the company's website. The risk field in marketing may include relationships with business partners, suppliers, research, planning, and risks associated with the target audience. Risk control will ensure that the business has the best possible balance between the company's performance and the uncertainties

to which it is exposed. A prerequisite for their elimination is a clear understanding of the tasks set by the organization because only on this basis can information about external factors be collected and analyzed effectively. The same applies to collecting data on such parameters as the financial and production capabilities of the enterprise and the current state of the business: well-defined goals and detailed marketing analysis will also allow you to correctly assess the prospects for your business.

If the success of a business is conditioned by the market, it means that it contains marketing risks that may be associated with the establishment of a company, competition with other companies, promotion of products among the target audience, and many other circumstances. Risk is an inherent part of any business activity related to the sale of products and services. If you study it in the context of marketing, you need to take into account certain risks of the marketing strategy, which include financial losses. For example, if the advertised goods are not in demand, time and money will be spent without any profit. The level of danger can be caused by both the company's activities and the work of competitors, which can change the demand for products and their cost.

The volatility of the external environment causes the emergence of risks in the markets, and many factors significantly impact them. The instability of the external environment is caused by commercial representatives being forced to work in conditions where they have insufficient information or are provided with incorrect information. In this regard, the company has little or no ability to accurately determine the behavior of consumers and competitors. This situation can be greatly complicated by an incorrect assessment of their capabilities and allocation of resources. Due to the fact that the external environment is unstable and constantly changing, every commercial organization is exposed to various risks. Nevertheless, detailed analytics makes it possible to find a niche in which the level of their occurrence is lower than in others. The main feature is that the opportunity to maximize profits increases in cases where the company is ready for significant commercial dangers. Accordingly, the riskiest activities are the most profitable, and in such situations, marketing is necessary to control possible problems and reduce them if necessary.

There are effective methods for managing marketing risks, and their choice depends on how a commercial organization assesses the level of danger. Marketers most often use two types of management: research and planning. In the first case, we are talking about methods of collecting data on the current state of the market. Later, the information obtained is used by specialists to assess the level of possible risk. Planning helps to take into account all the dangers that exist now or may arise in the future. Then they are greatly reduced by developing ways to correct and hedge against negative factors. Investing in marketing is a critical success factor for almost all companies. However, like other commercial investments, it also involves risks in all its elements, for example, in the study of consumers and products, creation of corporate identity, advertising of products and their sales, and communication with the target audience. Thus, pricing is part of the marketing strategy. Companies are often forced to develop a value strategy that characterizes their brand and business principles. Some organizations use a low-price strategy, while others sell goods at higher prices based on product quality and other values.

If a company uses low pricing, it may gain a reputation for selling low-quality goods and thus encourage consumers to judge the quality of its products by their price. at the same time, sellers of high-quality products may fail if the price of their goods is clearly too high.

Companies in the mid-price segment need to put much more effort into their operations to create the right combination of quality and adequate price. The company may also alienate potential buyers if marketers incorrectly identify their product needs and demand. There is another risk - focusing on an audience that is interested in the main advantages of the product. Market research is carried out to determine the needs of customers and create products in accordance with their requests. Such a measure requires cash investments, and if the money spent does not realize the goals and objectives, the costs will only be for losses. In addition, companies need to study other elements of the market to obtain guaranteed results, as investments in the production and promotion of goods will become unprofitable if the information is incomplete.

Some of the most costly risks of marketing activities are in the area of promotion: the costs of advertising, public relations, and selling goods in such a way as to convey the company's advantages to the target audience. When creating PR messages, mistakes can be made, leading to a misperception of the product. Communication channels may also be chosen incorrectly, resulting in the loss of most potential consumers. It is worth adding that sometimes advertisers unknowingly offend customers or a certain category of people in their messages, and such misunderstandings cause significant damage to the company's image. Objective marketing risks arise from the activities of economic counterparties and contact audiences of companies that manufacture or sell products (microenvironment), as well as from factors of direct and indirect influence (macroenvironment). The latter is characterized by the following types of hazards: economic, political and legal, socio-demographic, environmental, and technological, which are caused by circumstances that affect them directly: through the actions of economic counterparties; cases of illegal interference (theft, vandalism); and the activities of competitors.

The new digital era can benefit companies that wish to minimize risks, operate or wish to develop opportunities, including in the international market, in several ways, such as: (a) establishing and maintaining business relationships with customers in different and remote foreign markets, regardless of economic, political, cultural or other differences; (b) gathering reliable and useful information about customers, competitors and business environment conditions in different countries, and thus making more informed international decisions; (c) to effectively personalize and customize their market offerings to different countries; (d) to manage business operations across borders more quickly, in a cheaper and simpler way, and thereby increase their competitive advantage and improve their financial performance; and (e) by simplifying the way they do business across borders, for example, through electronic data transfers, electronic payments, and online export assistance (Katsikeas et al., 2019).

The circumstances of indirect influence are as follows: politics and economy of the country or region, demographic, social, and environmental situation; relations of the state with other states; legislative and other regulatory acts governing economic and business activities; budgetary, financial, credit and tax systems; actions of the authorities. The impact of risks arising from the macro environment can be mitigated by diversifying production and sales. It is also necessary to choose the right areas and types of activities to make the best use of all the company's prospects and minimize its dependence on the impact of negative circumstances. The microenvironment involves the emergence of the following types of risk: the one caused by the influence of contact audiences (credit organizations, government agencies, media); the one caused by the emergence of other preferences among customers; the one associated with the activities of trade and sales intermediaries; supply side, which is caused by improper

conditions of supply of raw materials and supplies; competitive, which is formed through the activities of competing organizations.

These risks have the greatest impact on commercial organizations. To reduce marketing risks, it is necessary to increase the level of awareness of the activities of economic counterparties, which will allow them to be predicted. It is also necessary to make changes in the production and sales of products, work with distributors, communicate with the target audience, create methods to increase competitive opportunities and take measures to popularize the brand, for example, by creating a positive image of the company. Subjective marketing risks are those types of risks that depend on the specifics of the work of the company's marketers. Risks of obtaining incorrect conclusions in the process of studying the market environment or inadequate market situations that may occur due to the presence of: shortcomings in the selection of market research areas, limited technologies for obtaining information and their incorrect use; shortcomings in the analysis of marketing information and their incorrect use; misinterpretation of the final results. The risks of choosing and implementing inadequate strategic decisions in the field of marketing are mistakes in formulating the organization's concepts and objectives, problems in choosing the main directions of the company's development, and mistakes in policy implementation by the organization's management. The marketing risks of an enterprise in case of applying methods that are not suitable for the market situation and the company's activities are product strategy; long-term pricing policy; product sales strategy; long-term policy of building relationships with customers.

Thus, the formation of a marketing communications management strategy at an enterprise begins with developing a communications structure that should be based on: 1) target consumers' preferences. Advertising is effective for a wide target market; for a small concentrated market, personal sales are effective because some consumers prefer self-service; 2) an effective budget. Obviously, a limited budget for marketing communications excludes the possibility of advertising on television and in magazines, in which case it is necessary to focus on personal selling and local media. At the same time, a significant budget allows the use of all communication policy tools; 3) complexity and quality of the product. Technically complex and expensive products require a greater share of personal selling than simple and cheap products that are more dependent on advertising, and for products that do not have significant competitive advantages, it is more appropriate to use personal selling tools; 4) at the level of competition. In today's world, each organization forms its marketing strategy and structure for promoting its goods and services after analyzing the competition based on the needs and available resources, but often organizations imitate competitors, increase costs or conduct special events in parallel with competitors; 5) potential media. Businesses should rely on the available arsenal of tools for a particular region; 6) the place of sale of goods or services. Sales through discount stores mean that the organization focuses on intensive advertising and self-service purchases, while sales through full-service stores combine advertising and personal sales.

The constant growth and improvement of marketing communications tools lead to their combination to achieve a greater effect from their use - an increase in the impact on the consumer or partner. Thus, it can be argued that strategic management of marketing communications in modern organizations is associated with using a large set of marketing communications tools simultaneously to achieve the best effect. With all the variety of tools



and approaches to integrated marketing communications, the following strategic principles of building a marketing communications mix can be distinguished: synergy and consistency are associated with mutual support and coordination of all elements of integrated advertising communications. There are positive economies of scale: mutual communication actions have a greater effect than their simple summation; openness to cooperation is associated with a constant willingness to move, seek associations and alliances, and optimize marketing program budgets. At the current stage, it is important for organizations to be open to cooperation, as horizontal communication with different partners makes businesses more resilient to crises; efficiency is associated with the willingness to use specially initiated and random events for strategic communications. Any well-designed information can become an informational reason for an event; permanent accounting is associated with the analysis and control of changes and deviations in the budget and other expenses of the organization in order to ensure a positive effect of communication activities within the established limits of funds.

Effective marketing communications management requires taking into account several features, in particular: development of an effective marketing communications strategy requires a logical relationship between goals and planning of business behavior; it is necessary to use the effect as a decisive parameter of the marketing communications management process: taking into account the previous experience of customers and the peculiarities of the perception of messages by target audiences, it is necessary to create an appeal, theme, idea or unique commercial offer that will attract an additional consumer or partner; rational planning of channels for providing information to consumers is important: the most effective communication channel should be chosen to convey the finished message to the audience; management of marketing communications at the enterprise should be based on the principle of feedback: the transmitter through the channels should evaluate the response of the target audience to the messages that have been sent.

## **Conclusion**

Thus, communication management (communication management) is an evolving field that is becoming increasingly important in today's rapidly changing world. Companies investing in effective communications management can increase their competitiveness, strengthen stakeholder relationships, and achieve organizational goals.

The methodological basis for creating a strategy for the successful promotion of goods and services in conditions of instability is scientific reflection, which is an important tool for overcoming instability in modern conditions, since it provides a structured and systematic approach to understanding and solving complex problems. By relying on evidence-based methods and techniques, researchers can ensure that their conclusions and recommendations are reliable, valid, and useful in promoting stability and addressing the root causes of instability. In situations of uncertainty, it is especially important to understand the root causes of instability and develop effective strategies to address them based on scientific data analysis methods.

The research methods used in the study of communication management (surveys, case studies, experiments, and content analysis, etc.) made it possible to collect and analyze information, as well as offer companies ways to optimize communication activities to successfully promote goods and services in an environment of instability.



Notable trends in communications management at present are the widespread use of social networks; the widespread use of digital marketing; the growing importance of crisis management; increased attention to internal and external corporate communication, strengthening the company's brand.

Despite the fact that the application of methods and technologies of communication management is associated with many difficulties, their application provides companies with significant competitive advantages and tangible business results even in the face of uncertainty. Accordingly, further scientific research in communication management is relevant, as well as further development of practical recommendations for improving the efficiency of organizations in adverse conditions, as well as reducing and leveling potential risks in the implementation of economic activities in the field of goods and services.

Accordingly, further scientific research in communication management is relevant, as well as further development of practical recommendations for improving the efficiency of organizations in adverse conditions, as well as reducing and leveling potential risks in the implementation of economic activities in the field of goods and services.

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