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INFORMATION AND ANALYTICAL SUPPORT FOR THE MANAGEMENT OF SOCIAL AND COMMUNICATION PROCESSES IN AN ORGANIZATION

The article is devoted to the analysis, systematization, and improvement of the theoretical and methodological foundations for the development of information and analytical support for managing social and communication processes in an organization under the conditions of the digital transformation of the economy. The relevance of the research is determined by the rapid development of digital technologies, the spread of platform-based business models, and the growing role of information as a strategic resource for organizational management. Moreover, under conditions of high environmental dynamism and the need for rapid responses to changes in stakeholder behavior, an organization's ability to manage information flows and social communication effectively becomes particularly important. The study aims to analyze, systematize, and strengthen theoretical and methodological foundations for developing information and analytical support for managing social and communication processes within an organization in the context of the digital transformation of the economy.

The article examines modern foreign and domestic scientific approaches to interpreting information, analytical support, strategic communications, digital management, organizational intelligence, and social communication technologies. Approaches to understanding the essence of information and to analytical support for managing social and communication processes in an organization under conditions of digitalization are systematized. The expediency of interpreting information and analytical support as an integrated, multi-level system of digital, informational, analytical, and managerial support for communication interaction, aimed at supporting strategic management, coordinating information flows, ensuring organizational adaptability, and forecasting communication risks, is substantiated. The key functional characteristics of information and analytical support are presented, including the integration of internal and external information flows, support for strategic and operational management, formation of a unified digital environment, forecasting communication risks, ensuring information security, and supporting real-time interaction with stakeholders. The main principles for forming information and analytical support are identified, including systemacity, adaptability, digital integration, and predictability. It is evident that integrating digital communication platforms, analytical tools, and intelligent decision-support systems increases management efficiency, strengthens organizational resilience, and ensures an organization's long-term competitiveness amid the economy's digital transformation.

Keywords: communication support, information and analytical support, social and communication processes, digital transformation, digitalization, digital communications, adaptive management.

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ІНФОРМАЦІЙНО-АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ УПРАВЛІННЯ СОЦІАЛЬНО-КОМУНІКАЦІЙНИМИ ПРОЦЕСАМИ ОРГАНІЗАЦІЇ

В статті досліджено сучасні зарубіжні та вітчизняні наукові підходи до трактування інформаційно-аналітичного забезпечення, стратегічних комунікацій, цифрового управління, організаційного інтелекту та соціально-комунікаційних технологій. Систематизовано підходи до розуміння сутності інформаційно-аналітичного забезпечення управління соціально-комунікаційними процесами організації в умовах цифровізації. Обґрунтовано доцільність розуміння інформаційно-аналітичного забезпечення як інтегрованої багаторівневої системи цифрового, інформаційного, аналітичного та управлінського забезпечення комунікаційної взаємодії, спрямованої на підтримку стратегічного управління, координацію інформаційних потоків, забезпечення організаційної адаптивності та прогнозування комунікаційних ризиків. Наведено ключові функціональні характеристики інформаційно-аналітичного забезпечення, серед яких: інтеграція внутрішніх і зовнішніх інформаційних потоків, підтримка стратегічного та оперативного управління, формування єдиного цифрового середовища, прогнозування комунікаційних ризиків, забезпечення інформаційної безпеки та підтримка взаємодії зі стейкхолдерами в режимі реального часу. Визначено основні принципи формування інформаційно-аналітичного забезпечення, зокрема принципи системності, адаптивності, цифрової інтегрованості та прогнозованості. Обґрунтовано, що інтеграція цифрових комунікаційних платформ, аналітичних інструментів та інтелектуальних систем підтримки прийняття рішень сприяє підвищенню ефективності управління, розвитку організаційної стійкості та забезпеченню довгострокової конкурентоспроможності організації в умовах цифрової трансформації економіки.

Ключові слова: комунікаційне забезпечення, інформаційно-аналітичне забезпечення, соціально-комунікаційні процеси, цифрова трансформація, цифровізація, цифрові комунікації, адаптивне управління.



PROBLEM STATEMENT

In the current context of digital transformation of the economy, the development of platform-based business models, and the widespread adoption of artificial intelligence, Big Data, cloud services, and digital communications, information is increasingly becoming a key strategic resource for organizational management. An organization's ability to efficiently collect, process, analyze, and utilize information flows determines its adaptability, resilience, innovativeness, and competitiveness. Therefore, the issue of forming effective information and analytical support for managing social and communication processes within an organization is gaining particular importance.

Social and communication processes in modern organizations encompass a system of internal and external interactions among employees, management, partners, clients, investors, public institutions, and other stakeholders. In conditions of high environmental dynamism, information overload, crises, and the continuous transformation of the digital space, the effectiveness of organizational management largely depends on the ability to maintain continuous communication, coordinate information flows, provide analytical support for managerial decision-making, and respond rapidly to environmental changes.

Modern organizations operate in a turbulent environment characterized by instability, uncertainty, complexity, fragility, and the nonlinearity of socio-economic processes. In such conditions, traditional approaches to communication management, primarily based on linear models of information exchange, no longer provide the required level of flexibility and responsiveness. This necessitates a transition to adaptive models of information and analytical support that integrate digital technologies, analytical tools, monitoring systems, risk-forecasting mechanisms, and intelligent decision support systems.

The issue becomes particularly relevant in the context of the digitalization of management processes, as organizations increasingly implement artificial intelligence technologies, digital communication platforms, and real-time analytics systems. The use of such tools not only optimizes information flows but also enables proactive mechanisms for managing social and communication processes, forecasting stakeholder behavioral responses, minimizing communication risks, and ensuring organizational resilience.

At the same time, analysis of contemporary scientific studies shows that most existing approaches to information and analytical support primarily focus on isolated aspects of digitalization, information management, communication technologies, or analytical systems. Insufficient attention is given to integrating digital, social, behavioral, and managerial components into a unified system for adaptive management of social and communication processes within an organization. This necessitates further development of the theoretical and methodological foundations of information and analytical support, as well as the formation of comprehensive adaptive models for managing communication interactions.

Thus, the relevance of the study is determined by the need to substantiate modern approaches to the formation of information and analytical support for managing social and communication processes within an organization, capable of ensuring the integration of digital technologies, analytical systems, adaptive response mechanisms, and strategic management under conditions of digital economic transformation and high environmental uncertainty.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

In contemporary scientific discourse, the issues of information and analytical support for managing social and communication processes in organizations are considered within the contexts of strategic management, digital transformation, organizational communication, knowledge management, and adaptive governance. A significant contribution to the development of the theoretical foundations of information management was made by Peter F. Drucker [1, 2], who defined information as a strategic management resource and emphasized the need to transform information flows into effective managerial decisions. The network society concept proposed by M. Castells [3, 4] substantiates the role of digital information networks as the basis for modern organizational interaction and competitiveness.

Issues of strategic communications and information-analytical support of stakeholder interaction were studied by I. Niemann-Struweg [5], M. Slijepčević, M. Kostić, and I. Radojević [6] emphasize the importance of integrated digital platforms, monitoring systems, and communication analytics. L. Würsch, A. Neher, A. Wong, and M. Peter [7] consider digital communications as a sociotechnical system combining digital platforms, artificial intelligence, knowledge management, and tools for supporting organizational interaction. The strategic dimension of information-analytical support is reflected in the works of H. Mintzberg [8, 9], who identified analytical systems as the basis of adaptive organizational management in unstable environments.

A substantial contribution to the development of organizational intelligence and knowledge management concepts was made by T. H. Davenport and L. Prusak [10], H. Simon [11] and J. March [12] view information-analytical support as a mechanism for organizational learning, decision-making support, and the creation of strategic advantage.

In Ukrainian scientific thought, social and communication processes are actively studied in the context of digitalization and crisis instability. O. Krasniak and S. Amons [13] emphasize the need for adaptive management of social communications under wartime risks and information turbulence. L. Yu. Puhach [14] considers communication processes as a multi-level system of social interaction and managerial coordination. A. I. Husiev, N. O. Dovhan, O. V. Ivachevska, N. S. Malieieva, and I. V. Petrenko [15] explore the transformation of communication technologies in the information society under the influence of digitalization and network interaction development.

Social and communication technologies in management are examined by A. Baranova [16], N. Ostrovska [17], M. Yu. Domin and V. Yu. Yedynak [18] emphasize the importance of integrating digital platforms, analytical systems, and feedback mechanisms into organizational management processes. Issues of digitalization of management and the development of information-analytical systems are addressed in the works of M. Sahaidak and B. Zvieriev [19] and L. Batsenko and R. Halenin [20]. Social-adaptive aspects of communication interaction were studied by V. Levyskyi [21], while process-oriented and integrative approaches to organizational change management were explored by O. V. Tarasiuk [22]. The theoretical foundations of social and communication support in organizations amid digital transformation are presented in the work by D. Borysenko and V. Khunkhai [23].

Thus, contemporary research focuses on integrating digital technologies, analytical platforms, monitoring systems, and adaptive management mechanisms into a unified information-analytical support system for social and communication processes in organizations. At the same time, the theoretical and methodological foundations for developing adaptive models of information-analytical management of communication interaction in conditions of digital economic transformation and high environmental dynamism require further development.

THE PURPOSE OF THE STUDY

The aim of the research is to analyze, systematize, and improve the theoretical and methodological foundations for developing information-analytical support for managing social and communication processes in an organization amid digital economic transformation.

To achieve this aim, the following objectives are defined:

to investigate and generalize theoretical approaches to understanding the essence of information-analytical support for managing social and communication processes in organizations;

to determine the role of information-analytical support in shaping organizational adaptability, resilience, and competitiveness;

to substantiate the functional characteristics of information-analytical support for managing social and communication processes;

to define the principles for forming an effective information-analytical support system in the context of digitalization of management processes;

to propose an authorial approach to forming information-analytical support for managing social and communication processes in organizations as an integrated adaptive system.

RESEARCH RESULTS

In the context of the digital transformation of the economy, the development of platform-based business models, the widespread adoption of artificial intelligence, Big Data, and digital communications, the issue of providing effective information and analytical support for managing social and communication processes within organizations becomes particularly important. Information is gradually becoming a strategic management resource, while an organization's ability to quickly collect, process, analyze, and utilize information flows determines its adaptability, resilience, and competitiveness.

Social and communication processes in modern organizations encompass a system of internal and external interactions among employees, management, partners, clients, government institutions, and other stakeholders. It is precisely information and analytical support that enable the coordination of these processes, ensure the consistency of managerial decisions, maintain corporate culture, monitor behavioral changes, and forecast communication risks.

In contemporary scientific research, information and analytical support is considered an integrated system for collecting, processing, transmitting, analyzing, and using information to support organizational management processes. At the same time, in the digital economy, information and analytical systems are gradually evolving into digital management ecosystems that integrate analytical platforms, automated communication channels, decision-support systems, cloud technologies, and artificial intelligence tools.

In international academic literature, issues of information and analytical support for managing social and communication processes in organizations are primarily studied in the context of strategic communications, digital transformation, knowledge management, organizational intelligence, digital governance, adaptive management, and the development of network organizations. Foreign scholars consider information and analytical support not only as a technical system for data collection and processing but also as a strategic tool for fostering adaptability, organizational resilience, innovation, and long-term competitiveness.

One of the first fundamental approaches to understanding the role of information in organizational management was developed by the American scholar P. Drucker [1, 2]. In his research, he defined information as one of the key resources of modern management, emphasizing that the effectiveness of managerial decisions directly

depends on the organization's ability to transform information into knowledge and managerial action. The scholar stressed that a modern organization should function as a knowledge-based organization, in which information flows ensure the coordination of activities, support strategic planning, and enable adaptation to changes in the external environment. According to P. Drucker, information and analytical systems form the basis for developing organizational intellectual capital and for the continuous improvement of managerial processes.

A significant contribution to the development of the modern understanding of information and communication processes was made by M. Castells [3, 4], the author of the concept of the network society. In his theory, he argued that the modern global economy operates on digital information networks, which form a new architecture of socio-economic interaction. In his view, communication becomes a determining factor in organizational functioning, while information systems represent a strategic factor in competitiveness. M. Castells emphasized that organizational effectiveness depends on the ability to integrate into global digital networks, ensure the rapid circulation of information, and develop flexible management models based on analytical data processing.

A substantial development of the strategic communication concept is presented in the works of I. Niemann-Struweg, who proposed an integrated model of strategic communications for post-industrial organizations [5]. The researcher considers information and analytical support to be a central mechanism for coordinating interactions between organizations and their stakeholders. She emphasizes that modern organizations should employ multi-level digital monitoring systems, analytical platforms to assess communication effectiveness, and tools to forecast reputational risks. According to her, strategic communications should be based on the principles of integration, adaptability, two-way feedback, and continuous analytical support of managerial decisions.

An important contribution to the development of digital models of organizational communication was made by Serbian scholars M. Slijepčević and co-authors [6], who argued for transitioning from traditional corporate communication models to integrated digital platforms. The researchers emphasize that modern information and analytical support should include social media, digital services, online communication channels, automated analytical systems, and tools for monitoring digital interactions. They highlight that digitalization fundamentally transforms the structure of organizational communications, creating new mechanisms of interaction among employees, management, clients, and other stakeholders. In such a system, analytical tools identify communication barriers, evaluate the effectiveness of communication channels, and predict participants' behavioral responses in organizational interactions.

Particular attention should be given to the works of L. Würsch and co-authors [7], who consider digital communications as a sociotechnical system integrating technological platforms, artificial intelligence, knowledge management, collaborative technologies, and elements of digital leadership. The researchers emphasize that modern information and analytical systems must ensure not only the transfer of information but also support for organizational behavior, team development, coordination of remote collaboration, and risk forecasting. They demonstrate that integrating analytical tools, artificial intelligence algorithms, and digital platforms enables organizations to develop adaptive communication management models that can rapidly respond to environmental changes.

Significant importance for the development of the strategic dimension of information and analytical support is attributed to the works of H. Mintzberg [8, 9], who viewed information systems as the foundation of strategic organizational management. The scholar emphasized that effective management is impossible without continuous analysis of both internal and external environments, and that analytical systems serve as tools to ensure organizational adaptability and strategic flexibility. H. Mintzberg stressed that managers should use information flows not only for controlling activities but also for identifying weak signals of change, developing strategic scenarios, and supporting innovation development.

A separate strand of international research is associated with the concept of organizational intelligence, developed in the works of T. Davenport [10], H. A. Simon [11], J. G. March [12], and others. Within this approach, information and analytical support are interpreted as a system of organizational learning, knowledge management, and intelligent data analysis, which enables organizations to accumulate experience, adapt to changes, and build strategic advantages. Researchers emphasize that modern organizations must develop the ability to interpret information, transform data into knowledge, and use analytical platforms to support managerial decision-making.

A common feature of contemporary international concepts is their orientation toward digitalization, proactivity, real-time analytics, support for organizational resilience, and the development of flexible communication management models.

In Ukrainian scientific discourse, increasing attention is being paid to issues of information-analytical support for managing social and communication processes in organizations amid digital transformation, wartime instability, information overload, and the increasing complexity of stakeholder interactions. Domestic researchers increasingly consider social and communication processes not only as mechanisms of information exchange but also as strategic components of organizational management that ensure adaptability, coordination, organizational resilience, and the effectiveness of managerial decisions.

A significant contribution to the development of modern approaches to the formation of social communication in crisis conditions was made by O. Krasniak and S. Amons [13], who studied the peculiarities of implementing social communication during wartime. The authors emphasize that under conditions of military threats, information instability, and psychological pressure, organizations require fundamentally new approaches to communication management based on responsiveness, digital interaction, flexible communication channels, and trust-

building mechanisms. The researchers stress that effective information-analytical support in wartime must ensure continuous monitoring of the information environment, rapid dissemination of verified information, prevention of communication risks, and maintenance of organizational resilience. According to the authors, social communications become a critical factor in preserving organizational integrity and ensuring institutional stability in turbulent conditions.

In the study by L. Yu. Puhach [14], the socio-communication components of the communicative model are disclosed, and it is substantiated that communication processes in an organization should be viewed as a complex multi-level system integrating social interaction, behavioral mechanisms, information exchange, and managerial coordination. The scholar determines that the effectiveness of organizational communication depends directly on the quality of analytical support, the structure of information flows, feedback mechanisms, and the adaptability of communication channels. Special attention is given to the role of information-analytical systems in ensuring coherence of communication between management levels, structural units, and external stakeholders. The researcher also emphasizes the need to integrate digital communication technologies into organizational management systems.

A significant scientific contribution to the study of communication technologies in the information society was made by A. I. Husiev, N. O. Dovhan, O. V. Ivachevska, N. S. Maleieva, and I. V. Petrenko [15]. In their monograph “Communication Technologies of the Information Society,” the authors examine the transformation of communication systems under digitalization and the development of network interaction. The researchers emphasize that modern organizations operate in an environment of increasing information density, in which communication management requires implementing analytical platforms, digital monitoring systems, and adaptive information-processing mechanisms. According to the authors, information-analytical support should ensure the integration of digital communication channels, real-time data processing, forecasting of communication risks, and support for managerial decision-making. Special attention is paid to the role of digital technologies, Big Data, social networks, and analytical communication systems in shaping modern organizational interaction.

Researcher A. Baranova [16] studied socio-communication technologies in public administration and substantiated their importance for ensuring effective interaction between institutions and stakeholders. The researcher defines socio-communication technologies as a complex of informational, analytical, organizational, and digital tools that support managerial interaction and ensure communication adaptability. The author emphasizes that modern communication systems should be based on the principles of transparency, digital integration, flexibility, and analytical support of managerial processes. According to the researcher, the effectiveness of communication management largely depends on an organization's ability to integrate digital communication platforms, monitoring systems, analytical modules, and feedback mechanisms into a unified information environment.

The theoretical foundations of socio-communication technologies were substantially expanded by N. Ostrovska [17], who explored conceptual approaches to defining the terms “social technologies” and “socio-communication technologies.” The scholar argues that socio-communication technologies should be considered not only as technical means of information transmission but also as mechanisms of social influence, coordination of interaction, behavioral regulation, and support for organizational development. The researcher emphasizes that information-analytical support serves as the foundation of socio-communication technologies, ensuring the collection, processing, interpretation, and dissemination of information necessary for managerial interaction. In her view, analytical support should facilitate the adaptation of communication systems to changes in the external environment and support organizational resilience.

Researchers M. Yu. Domyn and V. Yu. Yedynak [18] focused on building communication processes in organizations and argued that effective communication management requires a systematic integration of information flows, managerial interaction, digital technologies, and analytical support mechanisms. The scholars note that communication processes in an organization should ensure not only the exchange of information but also the coordination of managerial decisions, the support of organizational culture, the reduction of communication barriers, and the improvement of management efficiency. According to the authors, information-analytical support should include monitoring communication effectiveness, assessing feedback quality, diagnosing communication risks, and optimizing communication channels.

Among Ukrainian scholars, M. Sahaidak and B. Zvieriev [19] made significant contributions to the development of digital management concepts and the information-analytical support of organizations. In their research, the authors substantiate that digitalization of management forms a new model of organizational interaction, in which information flows, digital communications, and analytical decision-support systems play a key role. The researchers emphasize that modern organizations must ensure the integration of information platforms, digital services, and mechanisms for rapid response to changes in the external environment.

Researchers L. Batsenko and R. Halenin consider digital communications as the foundation of modern management and identify information-analytical support as one of the key factors of improving organizational efficiency [20]. The authors emphasize that digital communication systems optimize information flows, accelerate decision-making processes, improve coordination between structural units, and foster organizational adaptability.

In the study by V. Levytskyi within the concept of socio-adaptive management, the necessity of aligning the interests of the organization, employees, and external stakeholders through an effective system of information-

communication interaction is defined [21]. The scholar identifies information-analytical support as the basis for ensuring trust, social responsibility, and organizational resilience.

In O. Tarasiuk's work, process-oriented and integrative approaches to organizational change management are examined, and it is determined that information-analytical mechanisms enable the coordination of transformation processes, support the digitalization of management, and enhance the effectiveness of communication [22].

In turn, D. Borysenko and V. Khunkhai interpret socio-communication support as a complex of managerial, informational, digital, and analytical mechanisms aimed at ensuring effective interaction among all participants of the organizational system [23]. The authors emphasize that a modern organization should function as a unified information environment in which internal and external information flows are integrated.

A detailed study of domestic scientific approaches shows that contemporary Ukrainian researchers increasingly consider information-analytical support for managing social and communication processes as an integrated adaptive system combining digital technologies, analytical mechanisms, communication channels, and managerial tools into a unified organizational interaction environment. However, most studies focus on individual aspects of communication management – digitalization, communication technologies, stakeholder interaction, organizational adaptability, or communication risks.

In our view, under conditions of digital transformation of the economy, the growing role of information resources, the development of digital platforms, and high environmental dynamism, information-analytical support for managing social and communication processes in organizations acquires strategic importance and becomes one of the key determinants of organizational efficiency, adaptability, and competitiveness. Modern organizations operate in an environment characterized by high-speed information exchange, continuous transformation of communication channels, increasing digitalization of management processes, and the need for rapid response to crises, information risks, and stakeholder behavior changes. In such conditions, management effectiveness increasingly depends on the ability of organizations to integrate information flows, ensure continuity of communication interaction, perform analytical data processing, and form adaptive decision-making mechanisms.

We believe that information-analytical support for managing social and communication processes in organizations should be considered as an integrated multi-level system of digital, informational, analytical, and managerial support of communication interaction aimed at ensuring strategic management, coordination of information flows, organizational adaptability, and forecasting of communication risks under conditions of digital economic transformation.

Within the proposed approach, information-analytical support is interpreted not merely as a technical system for data collection, transmission, or storage, but as a comprehensive mechanism for managing organizational interaction that integrates digital technologies, managerial tools, analytical systems, and behavioral communication mechanisms into a unified adaptive management system. Accordingly, it should ensure not only information processing but also the creation of a holistic digital management environment that coordinates internal and external communications, ensures information transparency, supports strategic development, and adapts the organization to environmental changes.

We consider the following key functional characteristics of information-analytical support for managing social and communication processes:

- ensuring integration of internal and external information flows of the organization;
- supporting strategic and operational management processes;
- forming a unified digital information environment of the organization;
- ensuring real-time monitoring of social and communication processes;
- forecasting communication and reputational risks;
- supporting organizational adaptability and resilience;
- ensuring information transparency of management;
- integrating digital analytics, Big Data, and artificial intelligence technologies;
- supporting real-time stakeholder interaction;
- ensuring the organization's information security and cybersecurity.

In modern conditions, information-analytical support should focus not only on facilitating information exchange but also on forming an intelligent communication management system. Therefore, integration of analytical tools, digital monitoring systems, artificial intelligence technologies, and predictive-analytical mechanisms into organizational management becomes particularly important. The use of digital analytics enables the processing of large data sets, the timely detection of information risks, the analysis of stakeholder behavioral patterns, and the development of data-driven managerial decisions in real time.

We believe that information-analytical support for managing social and communication processes should be based on a system of interrelated principles determining its effectiveness and adaptability to environmental changes. These principles include:

1. Systemic principle considers information-analytical support as a holistic multi-level system in which all elements of communication interaction function in close interconnection.
2. The adaptability principle ensures the ability of the management system to respond promptly to environmental changes, transformation of information flows, and stakeholder needs.

3. Digital integration principle ensures the integration of digital platforms, analytical systems, communication channels, and managerial tools into a unified information environment.

4. Forecasting principle involves the use of analytical mechanisms for predicting information threats, crisis situations, and communication risks.

The proactive nature of information-analytical support enables organizations not only to respond to changes but also to anticipate them, forming preventive management mechanisms.

Unlike traditional approaches, the proposed vision integrates strategic management, digital communications, data analytics, behavioral mechanisms, and adaptive response systems into a unified information-analytical management system of social and communication processes. This allows information-analytical support to be considered not as a supplementary element of management, but as a strategic resource ensuring organizational resilience, digital transformation, and long-term competitiveness.

In practical terms, effective information-analytical support for managing social and communication processes should include a set of modern digital tools and technologies (Table 1).

Table 1

Integration of Digital Tools into the Organization Management System

Component of Information and Analytical Support	Characteristics	Purpose	Organizational Effect
Analytical Tools	Use of Business Intelligence (BI), data analytics systems, dashboards, and visualization tools for processing organizational information	Collection, processing, structuring, and interpretation of management data	Improvement of management decision quality and enhancement of information transparency
Digital Monitoring Systems	Real-time monitoring of communication processes, business operations, stakeholder interactions, and information flows	Continuous control and operational tracking of organizational processes	Rapid detection of deviations, risks, and crisis situations
Artificial Intelligence Technologies	Application of AI algorithms, machine learning, automated analytics, and intelligent decision-support systems	Automation of analytical processes and identification of hidden patterns in data	Increased speed of information processing and enhancement of adaptive management
Predictive-Analytical Mechanisms	Forecasting communication risks, stakeholder behavior, market changes, and organizational threats based on predictive models	Development of proactive management mechanisms and preventive response systems	Reduction of uncertainty and strengthening organizational resilience
Big Data Technologies	Processing and analysis of large volumes of structured and unstructured data from internal and external sources	Identification of strategic trends and support for data-driven management	Enhancement of strategic adaptability and competitive advantages
Stakeholder Behavior Analytics	Analysis of stakeholder expectations, communication activity, feedback, and behavioral reactions	Improvement of interaction efficiency and personalization of communication processes	Strengthening stakeholder trust and loyalty
Real-Time Decision Support Systems	Digital systems providing operational analytical information for managers in real time	Support for rapid and evidence-based managerial decision-making	Increased responsiveness and management flexibility
Integrated Digital Communication Platforms	Combination of CRM, ERP, cloud services, and communication systems into a unified digital environment	Coordination of information exchange and integration of organizational communications	Optimization of communication flows and improvement of organizational coordination
Communication Risk Monitoring Systems	Identification of reputational, informational, and communication threats through automated monitoring tools	Prevention of communication crises and support of organizational stability	Reduction of reputational losses and improvement of communication security
Intelligent Knowledge Management Systems	Digital repositories, AI-supported knowledge bases, and collaborative information-sharing platforms	Preservation and dissemination of organizational knowledge and expertise	Development of organizational learning and innovative potential

Source: developed by authors

The use of such tools enables timely managerial decision-making, optimization of information flows, improved coordination between structural units, strengthened interaction with stakeholders, and increased organizational digital maturity. In addition, the integration of modern information-analytical technologies contributes to the formation of a digital culture, the development of innovative potential, and the ensuring of long-term organizational resilience under conditions of high uncertainty in the contemporary socio-economic environment.

CONCLUSIONS

Under current conditions, information-analytical support has strategic importance and is one of the key factors ensuring organizational adaptability, resilience, innovativeness, and competitiveness. Modern social and communication processes go beyond traditional information exchange and have evolved into a complex system of managerial interaction that ensures the coordination of structural units' activities, supports corporate culture, integrates digital technologies, engages with stakeholders, and forms effective adaptive response mechanisms. In the context of

economic digitalization and organizational functioning in a turbulent environment, the ability of organizations to ensure real-time monitoring of information flows, forecast communication risks, and make data-driven decisions becomes particularly important.

The study summarizes contemporary approaches of foreign and domestic scholars to the formation of information-analytical support for managing social and communication processes. Modern concepts increasingly focus on integrating digital platforms, analytical systems, knowledge management mechanisms, artificial intelligence technologies, and adaptive communication management models. At the same time, most scientific approaches consider separate aspects of digitalization or communication management, which necessitates the development of a comprehensive, integrated information-analytical management system.

The author's vision of information-analytical support for managing an organization's social and communication processes is proposed as an integrated, multi-level system of digital, informational, analytical, and managerial support for communication interactions, aimed at ensuring strategic management, coordination of information flows, organizational adaptability, and forecasting of communication risks. Effective information-analytical support should be based on the principles of systemacity, adaptability, digital integration, predictability, continuity of information exchange, information transparency, cybersecurity, and stakeholder orientation. The expediency of integrating modern digital tools into the management system has been substantiated, in particular, big data, CRM, and ERP systems, digital monitoring platforms, risk forecasting systems, and artificial intelligence technologies.

The practical significance of the research results lies in the potential to apply the proposed approach to improve the efficiency of managerial decision-making, optimize information flows, enhance coordination among structural units, strengthen stakeholder interaction, and ensure the effective functioning of organizations amid digital economic transformation. Thus, the implementation of modern information-analytical support systems will contribute to the development of digital culture, the strengthening of innovative potential, the formation of adaptive management mechanisms, and the ensuring of long-term organizational resilience under conditions of high uncertainty in the contemporary socio-economic environment.

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