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INFORMATION AND COMMUNICATION IN MANAGEMENT: CHALLENGES AND PRACTICAL SOLUTIONS IN ENTERPRISES IN DEVELOPING COUNTRIES

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Abstract: Information and communication are essential management processes because they connect organisational goals with everyday decisions and employee actions. In enterprises operating in developing countries, these processes can be affected by uneven digital infrastructure, limited budgets, gaps in employees' digital skills, language differences, hierarchical decision-making, and inconsistent access to reliable business data. This article examines the role of information and communication in management, identifies common organisational problems, and discusses practical ways to improve communication without assuming that every enterprise faces the same conditions. The study uses a structured review of public reports and academic literature, supported by an illustrative case analysis of Korzinka, a major supermarket chain founded in Uzbekistan. Publicly available company information shows that Korzinka has adopted digital and operational systems over time, including SAP in 2017, an online supermarket in 2008, and the Korzinka Go service launched in 2022. These examples demonstrate how information systems can support coordination across stores, suppliers, employees, and customers. However, the article does not claim access to Korzinka's internal communications or performance data. It concludes that effective management communication requires more than purchasing technology: enterprises need clear responsibilities, feedback channels, employee training, secure data practices, and communication methods adapted to local working conditions.

Keywords: management communication; information systems; developing countries; digital transformation; SMEs; Korzinka; organisational performance.

1. Introduction

Management depends on information. Managers need accurate and timely information to plan activities, organise employees, make decisions, monitor results, and respond to unexpected events. Communication is the process through which this information is shared, interpreted, questioned, and converted into action. If information is delayed, incomplete, or misunderstood, even a well-designed business strategy may fail during implementation.

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These issues are particularly important for enterprises in developing economies, where businesses may operate across locations with different levels of connectivity, staff training, and access to finance. The OECD's review of Uzbekistan's private sector notes that firms' digital uptake remains constrained by gaps in digital skills, awareness of the benefits of digitalisation, and support for small and medium-sized enterprises (OECD, 2023). The World Bank similarly argues that access to reliable internet and infrastructure is necessary for technology upgrading, but is not sufficient on its own: firms must also learn how to use technology in their business functions (World Bank, n.d.).

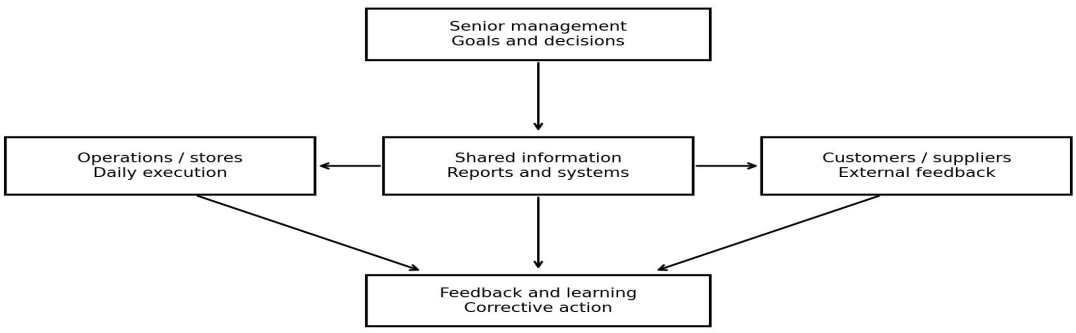
The purpose of this article is to explain how information and communication support management, identify the main problems enterprises may encounter in developing countries, and present realistic solutions with examples. A specific focus is placed on Uzbekistan and the public case of Korzinka. The article distinguishes verified public facts from analytical examples: hypothetical scenarios are used to explain possible management problems, not to suggest that these problems have been documented inside a named company.

2. Information and Communication as Management Functions

Information is data that has been organised so it can help someone understand a situation or make a decision. Communication is the exchange of that information between people, teams, organisations, suppliers, customers, and other stakeholders. In management, the two are closely connected. A sales report, for example, becomes useful only when the right manager receives it, understands its meaning, and communicates an appropriate response to the team.

Management communication normally moves in several directions. Downward communication carries goals, instructions, standards, and feedback from managers to employees. Upward communication allows employees to report problems, suggest improvements, and share operational knowledge. Horizontal communication connects people or departments working at similar levels, such as purchasing, warehousing, sales, and finance. External communication links the enterprise with customers, suppliers, regulators, banks, and business partners. Each direction matters: a company may have good instructions from senior management but still perform poorly if frontline employees cannot report stock shortages or customer complaints.

Figure 1. Information and communication flows in management



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Source: Author's own illustration based on management communication concepts.

Information systems support these flows by storing and sharing records, producing reports, and helping departments coordinate. Examples include enterprise resource planning (ERP) systems, customer relationship management (CRM) software, inventory platforms, messaging tools, electronic invoicing, and shared dashboards. Nevertheless, technology should support a clear process rather than replace it. If staff do not know who is responsible for acting on a report, digital messages can simply make confusion faster.

3. Main Problems and Nuances in Developing Countries

3.1. Uneven digital infrastructure and technology costs

Some enterprises have reliable internet, modern equipment, and integrated software, while others rely on paper records, personal phones, or separate spreadsheets. Small businesses may find software licences, devices, maintenance, cybersecurity, and staff training too expensive. The World Bank's research on technology adoption in developing countries highlights substantial differences between firms and stresses that infrastructure access alone does not guarantee effective use of technology (World Bank, n.d.).

Illustrative example: a small distributor receives customer orders through phone calls and messaging apps, while the warehouse records stock in a spreadsheet. If the spreadsheet is not updated immediately, a salesperson may promise goods that are no longer available. A low-cost first step is to create one shared order register, assign responsibility for updating it, and set a daily stock-confirmation time. The business can consider more advanced software after the process becomes consistent.

3.2. Limited digital skills and resistance to change

Employees may be experienced in their jobs but unfamiliar with new digital systems. If management introduces software without explaining its purpose or providing practical training, staff may continue using informal methods. This creates duplicate records and reduces the quality of management information. Research on small and medium-sized enterprises in Bangladesh found that awareness of benefits, management support, government support, and financial support were important factors influencing ICT adoption (Hoque et al., 2016).

Illustrative example: a company introduces an electronic attendance system, but supervisors still keep paper lists because they do not trust the new process. Management should involve supervisors in testing, provide short task-based training, publish a simple guide, and establish a period during which errors can be reported without blame. Training should be ongoing rather than a single presentation.

3.3. Hierarchy, fear of speaking up, and slow feedback

In some organisations, decisions are concentrated among senior managers. This may make responsibility clear, but it can also discourage employees from reporting mistakes or questioning unrealistic instructions. Frontline staff often notice operational problems first; if they are afraid of

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criticism, managers may receive bad news too late. Effective communication therefore requires psychological safety, respectful feedback, and clear escalation routes.

Illustrative example: a supermarket cashier notices that a promotion shown on a shelf label does not match the price in the checkout system. If reporting the mismatch is difficult, customers may face repeated confusion. A practical solution is a short reporting route to the shift supervisor, a record of unresolved price issues, and a rule that urgent customer-impacting errors must be acknowledged promptly. This is a proposed management practice, not a claim about a specific retailer's internal procedures.

3.4. Language, culture, and message interpretation

Workforces in developing economies can include employees with different first languages, levels of formal education, and expectations about authority. A message that seems clear to a head-office manager may be unclear to a store worker or delivery driver. Long instructions full of technical terms can increase mistakes. Managers should use plain language, examples, visual guides, and confirmation questions such as "Please explain the next step in your own words." Important instructions should be documented in the language or languages employees can reliably understand.

3.5. Fragmented data and weak coordination between departments

When departments maintain separate records, managers may receive conflicting figures for sales, inventory, costs, or customer requests. This makes it harder to identify the cause of a problem. Information quality depends on common definitions, consistent data entry, access permissions, and an agreed source of truth. A dashboard is useful only if teams understand how its figures are produced and who must correct errors.

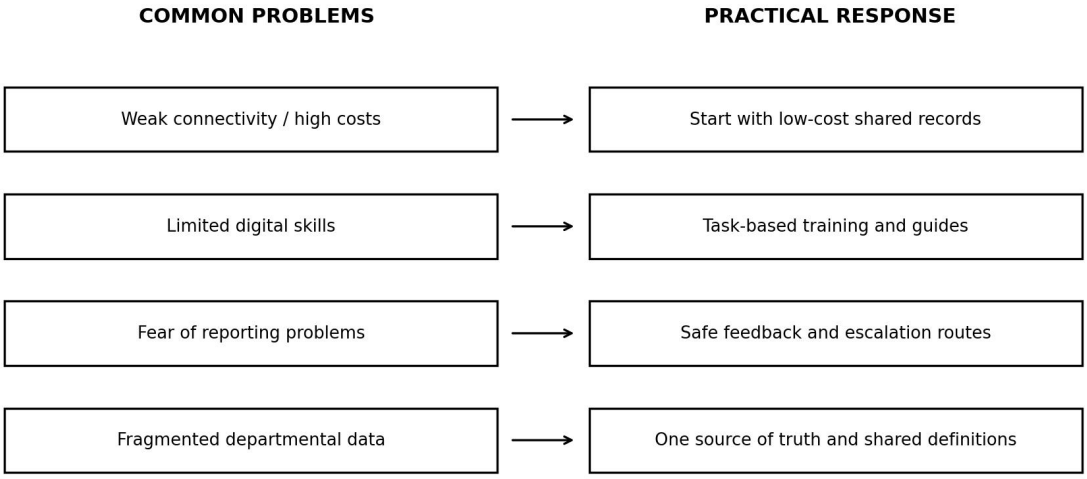
Illustrative example: sales staff report a product as unavailable, while purchasing records show that it has been ordered. The two reports may both be technically correct if the product has been ordered but not yet delivered. A shared status system can distinguish "ordered," "in transit," "received," and "available for sale," reducing misunderstandings between purchasing, logistics, and sales.

3.6. Information security and trust

Digital communication creates risks as well as benefits. Customer details, supplier prices, payroll records, and business plans may be exposed through shared devices, weak passwords, or messages sent to the wrong recipients. Enterprises need basic access controls, regular backups, secure devices, staff awareness, and a clear procedure for reporting suspicious messages or data incidents. Security rules should be proportionate: employees need enough access to do their work, but not unrestricted access to sensitive information.

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Figure 2. Matching communication problems with solutions



Source: Author's own illustration; these are general analytical examples.

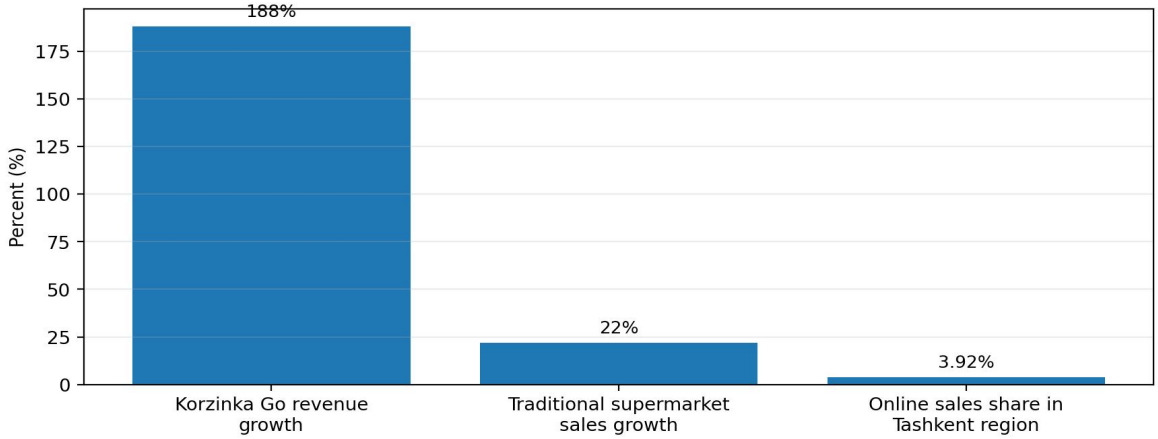
4. Case Example: Korzinka in Uzbekistan

Korzinka provides a useful public example of how information systems and communication channels can become part of a growing retail business. According to the company's official website, the business began with an Anglesey Food supermarket in Tashkent in 1996. The company states that it launched an online supermarket in 2008, introduced SAP in 2017 to automate processes and improve business efficiency, and launched Korzinka Go in 2022. Its current business model includes supermarkets, Korzinka Mahalla, Korzinka Biznes, and online shopping services (Korzinka, n.d.-a; Korzinka, n.d.-b).

These publicly documented developments illustrate several management lessons. First, as an enterprise grows, communication cannot depend only on informal conversations: stores, logistics, purchasing, finance, and digital sales need reliable shared information. Second, digital channels can connect the company with customers who prefer online ordering, while internal systems can support the coordination needed to fulfil orders. Third, standardised processes become more important when an organisation operates different store formats and serves customers across several regions.

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Figure 3. Selected Korzinka indicators reported for 2024



Note: Growth rates and sales share are different measures; shown together for scale only.

Source: Korzinka Annual Report 2024. Measures are different and should not be directly equated.

The company's 2024 annual report describes a formal supervisory-board structure and specialised committees, including audit, technology and innovation, strategy, and nomination and remuneration committees (Korzinka, 2025). This provides a public example of governance arrangements that help allocate oversight responsibilities. It does not, by itself, prove that every communication process is effective; that would require internal evidence and independent performance measures.

Founder Zafar Khashimov is associated with Korzinka's establishment and continues to be identified by company materials as chairman of the supervisory board. For an academic discussion, it is more accurate to use him as context for the company's entrepreneurial development than to attribute unverified internal communication practices to him personally. Public company information identifies different roles in governance and day-to-day management, which is itself an important lesson: strategic oversight and operational management are related but distinct functions.

Overall, Korzinka's public history shows a progression from a physical retail store to a multi-format retailer using online channels and business automation. The case should be interpreted carefully. It demonstrates that digitalisation and organisational coordination have been part of the company's development, but publicly available sources do not establish the precise internal communication rules, staff feedback procedures, or causal impact of any single technology on performance.

5. Strengths of Effective Information and Communication

Effective management communication can create several strengths. First, it improves decision-making because managers can compare reliable information rather than depend on assumptions. Second, it reduces avoidable mistakes by ensuring that employees receive consistent instructions. Third, it supports accountability: responsibilities, deadlines, and decisions can be recorded and reviewed. Fourth, it improves customer service because complaints and requests reach the person able

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to resolve them. Fifth, it supports organisational learning by allowing teams to share lessons from errors, new products, and changing customer needs.

Communication also helps organisations adapt during uncertainty. For example, when a supplier delays a delivery, purchasing should inform logistics and sales, and customer-facing employees should receive an accurate update. Without a clear process, each department may give customers a different answer. A simple escalation protocol and shared status record can prevent conflicting promises.

However, communication should not be measured by the number of emails, meetings, or messages sent. Its value depends on whether the recipient understands the message and can act on it. More communication can create information overload if messages are repetitive, unclear, or sent through too many channels. Managers should choose channels according to urgency, complexity, confidentiality, and the need for a permanent record.

6. Practical Recommendations for Enterprises

1. Establish clear communication responsibilities. Define who sends, receives, approves, and acts on important information. For routine issues, use a named role rather than relying on personal contacts.

2. Create one reliable source for key operational data. Start with the information that matters most, such as orders, inventory, delivery status, customer complaints, or cash-flow updates. Standardise definitions before investing in complex dashboards.

3. Combine digital and face-to-face communication. Use digital tools for records, tracking, and routine updates; use direct discussion for sensitive issues, conflict resolution, coaching, and complex decisions. Provide an alternative channel if connectivity fails.

4. Train employees in practical tasks. Training should show staff how to enter data, report errors, protect information, and find current instructions. Managers should measure whether people can perform the task, not simply whether they attended a session.

5. Build feedback into daily work. Short team briefings, anonymous suggestion channels, and regular supervisor check-ins can help employees raise concerns. Managers should respond to feedback and explain what action was taken; otherwise, staff may stop participating.

6. Adapt communication to local context. Use clear language, examples, translated instructions where needed, and communication channels that employees can access. Avoid assuming that every worker has the same device, internet access, or level of digital confidence.

7. Protect data and build trust. Use role-based access, strong authentication, backups, and clear rules for handling customer and employee data. Explain why information is collected and how it will be used.

8. Evaluate results. Track a small set of meaningful indicators, such as response time to customer complaints, order errors, stock-record accuracy, time needed to approve a decision, or the percentage of employees who understand a new procedure. Compare results before and after a change, while considering other factors that may affect performance.

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7. Methodology and Limitations

This article uses a structured narrative review of publicly available institutional reports, company information, and academic literature. Sources were selected for relevance to management communication, digital adoption, and enterprise development. The Korzinka example is based on the company's public website and annual report. No interviews, employee surveys, or access to confidential company records were conducted for this article.

The article therefore identifies plausible management challenges and practical responses rather than presenting new statistical findings. Examples labelled as illustrative are hypothetical and should not be cited as documented incidents. Further research could test these recommendations through interviews with managers and employees, surveys of Uzbek enterprises, and comparisons of communication indicators before and after digital-system implementation.

8. Conclusion

Information and communication are central to management because they connect plans, people, resources, and results. Enterprises in developing countries may face additional constraints related to technology costs, infrastructure, digital skills, organisational hierarchy, language, fragmented data, and information security. These conditions vary widely between countries, industries, and individual firms, so solutions should be adapted rather than copied without analysis.

The public case of Korzinka shows how an Uzbek retailer has developed from a physical supermarket into a business using online channels and process automation. It offers a relevant example of why coordination and reliable information become increasingly important as an enterprise grows. Nevertheless, technology alone cannot guarantee good management. Sustainable improvement requires clear responsibilities, useful feedback, employee training, trustworthy data, and regular evaluation. The most effective communication system is not necessarily the most expensive one; it is the one that helps the right people understand the right information and act on it at the right time.

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