DIRECTIONS FOR IMPLEMENTING COMMUNICATION MANAGEMENT AT INVESTMENT FORUMS

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Abstract. *The article analyzes the issue of institutionalizing practical experience in interaction between the state and both local and foreign mass media in the localization of interaction practices at international investment forums. It is suggested that, in practice, the support provided by the media to such events is largely uneven and collective in nature, manifesting as a series of fragmented information actions that are not combined into a unified chain of managerial logic and are not part of the logic of the state investment cycle. Based on the analysis of the media plan and a number of organizational measures adopted for the study of an international investment forum, the necessity of transitioning from an event-oriented and reactive model to a traditional communications management model is substantiated, with the aim of establishing investor trust, publicly consolidating agreements, and facilitating investment decision-making. The proposed model encompasses the entire cycle of work with the media—from the creation of media infrastructure and early positioning of the forum to post-event support and the institutionalization of results. This study is scientifically novel in its formalization of media practices as a reproducible managerial mechanism within the system of state investment policy.*

Keywords: *communication management, public administration, mass media, international investment forum, media plan, standard model, investment policy.*

Introduction

In the contemporary period, international investment forums have become an established instrument of state investment policy as well as an important aspect of communication with foreign countries. Nevertheless, informational support for these events now goes beyond the simple recording of the fact of their occurrence - it is tied to events separately and independently in order to shape the perception of the country as an investment destination. Mass communication theory emphasizes that mass media not only record events but also help create the social meaning of their significance by organizing a framework for interpretation and audience attention (McQuail).

For investment processes, this means that media coverage surrounding a forum also becomes part of the investment signal addressed to both external and internal stakeholders. Experience shows that investors view public communication by the state as a marker of institutional capacity, process manageability, and the ability to support projects at all levels - from initial outreach to development.

However, in the activities of public institutions, media support for forums typically remains operational and is not considered an aspect of communication at the level of investment cycle management. As a result, the actual experience of press service staff and event organizers remains informal in a significant number of cases, relying on professional skills and competencies, and does not become a viable managerial model. This limits the reproducibility of effective approaches and the prospects of media communications as an instrument of investment policy.

Empirical Base and Research Methodology

The empirical content of the study was built on the media plan and the plan for organizing media coverage of an international investment forum, as well as on materials from the practical activities of public authorities in organizing cooperation with local and foreign media. This analysis was compiled from documents regulating digital development, the engagement of PR companies, the accreditation of foreign journalists, the creation of a press center, broadcast administration, and the production of media coverage. The available materials did not contain a single approved regulation but were generated within the context of the professional operational functions of specialized actors as they are already implemented in practice. This led the study to formulate a strategy oriented toward analytical generalization of consolidated experience and the transformation of data into a model that can be used as a reproducible and implementable tool in the work of national authorities. From a methodological perspective, the research is based on systemic and process-oriented approaches, as well as on the foundations of communication management theory and institutional communications. The study seeks to identify a stable managerial logic of working with the media and its standardization through a classical model.

Cooperation with the Media in Organizing Communication Management of an Investment Forum

Within the communication management system of an international investment forum, work with mass media should function as a separate managerial loop within the holistic construction of the investment cycle. Media thus serve not only as channels for disseminating information but also as interfaces between managerial practices inside and outside such processes. In this context, according to research on network communications, with the global information environment in the background, state communication increasingly becomes distributed and requires the management of information flows and interpretations at all times (Castells).

For investment stakeholders, this implies the necessity of pre-designing media communications rather than reacting to events on site. Media cooperation at the forum should align with the program of events, negotiations, signing ceremonies, exhibition activities, and similar components. Each forum event should be understood not in isolation but as part of an interconnected communication network designed to build trust and seek ways of public coordination. Consequently, media support for the forum ceases to be a service function and becomes an instrument for the controlled formation of investment expectations.

A Standard Model for Working with Local and Foreign Media

The proposed standard model of interaction with the media envisages three interrelated stages: the preparatory stage (infrastructure creation and preliminary PR), the forum stage (operational management of media flows), and the post-event stage (post-PR and institutionalization of results).

Basic media infrastructure and the first stage of positioning.

At the first stage, basic digital platforms for forum coverage are created (the official forum website, the website of the relevant ministry, and official social media accounts). The resources of these platforms are synchronized in advance in terms of structure, visual style, and terminology. In parallel, a detailed media plan is prepared - for example, which forum events (plenary session, panel and pitch sessions, B2B meetings, signing ceremonies, exhibition) will be covered and in what form. The media plan specifies that news events are released together with extended press releases, and that video segments with interviews are prepared for each of them.

Lists of national and foreign media are compiled according to their specialization and audience. The Ministry of Foreign Affairs organizes the accreditation of foreign journalists. At the

same time, communication platforms for rapid interaction with the media are developed - closed groups via messengers and cloud storage systems, where press releases, key statements, and the results of negotiations for each forum event are updated in real time. One of the key aspects of this stage is advance PR. Foreign journalists notify their target audiences in advance about invitations to participate in the forum, which serves as an additional factor of information dissemination. The preliminary production of promotional videos on the country's investment potential, key sectors, and reforms is carried out in advance and used in digital channels and on forum screens. At present, a professional PR company independently manages the entire media production cycle: it prepares materials for each panel and pitch session, conducts interviews, photo and video shoots, produces daily and final videos, and plans online broadcasts on the ministry's official channels.

Forum Stage: Media Flow Management

Media work at the forum is characterized by continuous operational management. A separate technical unit is established to manage LED screens, conduct live broadcasts from forum sessions, and coordinate visual content with events. The press center also functions as a service platform, offering journalists workspaces, translation services, and immediate access to materials. Each major publication, including photographs and press releases, is published online and produced in a convenient linguistic format, preserving the key characteristics of information transmission in the spirit of the classical communication model "who says what through which channel" (Lasswell).

Interviews with leading forum participants are organized on site - in corridors, halls, during coffee breaks, and between sessions. These interviews are pre-coordinated with the press services of VIP guests and are immediately distributed to the media, displayed on forum LED screens, and published on other digital media resources. Media coffee breaks perform an additional function: they are perceived not merely as a protocol detail or an issue of etiquette, but as a managed window for communication and media invitations. This strategy minimizes chaotic interaction between journalists and speakers and improves media quality.

After the Event: Post-PR and Institutionalization

After the forum, media work transitions to a platform for supporting and consolidating results. Final publications, including concluding press releases, video materials, and analytical documents, are distributed to national and foreign media, ensuring that the event leaves a long-term informational footprint. The work includes offering additional commentary and analytical materials to foreign journalists, taking into account the specifics of national media systems, in line with comparative media studies (Hallin, Mancini).

Conclusion

Based on the experience gained, the final concept of the model becomes an analytical fixation of media work results and in accordance with accumulated experience, the standard model can be updated. Thus, practical experience does not dissipate but becomes part of the institutional memory of a public authority. The research results show that structured integration with the media at international investment forums is a matter of institutionalization and a transition from event-based approaches to an integrated management model. By integrating media practices into the communication management of the investment cycle, information processes can be implemented with greater managerial ease, investor trust can be strengthened, and the potential for successful decisions can be assessed.

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