Araştırma Makalesi / Research Article

Intermedia International e-Journal
June, 2025; 12(22)
e-ISSN: 2149-3669

doi: 10.56133/intermedia.1614469

Başvuru / Received: 06.01.2025 **Son Revizyon / Last Revision:** 08.04.2025 **Kabul / Accepted:** 20.02.2025

Transformation of Communication and Management Strategies of Corporations in Digital Age

Dijital Çağda Kurumların İletişim ve Yönetim Stratejilerinin Dönüşümü

Belis GÜLAY[1]

ABSTRACT: Globalisation, development of new communication technologies at hypervelocity and the necessity of organisations to be accountable and transparent has compelled the change in all areas as well as communication. Due to the gaining importance of stakeholder empowerment construct, the consideration towards stakeholders' needs and preferences has increased, which is considered as a revolution by some practitioners. Digitalizing world has been changing and converting communication management, which is one of the crucial tools and assets for corporations. The increase in the interaction of the organisations with the stakeholders has changed business and communication practices. In this new ecosystem all organisations are doomed to survive in case only they make digital innovations. Due to emerging digital technologies, it becomes more and more complicating and frustrating to understand their stakeholders for the organisations; and the virtual medium, full of images where multiple identities are produced and consumed, leads to the development of new markets and different purchasing forms every day. It is vital to analyse the consumers to shape the new business practices for the sake of sustainability. Within this scope, prominent management strategies in terms of corporate communication will be discussed in this article.

Key Words: *Management Strategies, Digitalisation, Communication Strategies, Corporate Communication.*

[1] Assist. Prof. Dr., Maltepe University, Vocational School, Civil Aviation Cabin Services Program
e-mail: belisgulay@maltepe.edu.tr, belisgulay@gmail.com **ORCID:** 0000-0002-0204-5507

Atıf/Citation: Gülay, B. (2025). Transformation of Communication and Management Strategies of Corporations in Digital Age. Intermedia International e-Journal, 12(22) 169-187. doi: 10.56133/intermedia.1614469.

Öz: Küreselleşme, yeni iletişim teknolojilerinin aşırı hızda gelişmesi ve kuruluşların hesap verebilir ve şeffaf olma zorunluluğu, iletişimin yanı sıra tüm alanlarda değişimi zorunlu kılmıştır. Paydaş güçlendirme yapısının önem kazanması nedeniyle, paydaşların ihtiyaç ve tercihlerine yönelik ilgi artmış ve bu durum bazı uygulayıcılar tarafından bir devrim olarak kabul edilmiştir. Dijitalleşen dünya, şirketler için önemli araçlardan ve varlıklardan biri olan iletişim yönetimini değiştirmekte ve dönüştürmektedir. Kuruluşların paydaşlarla etkileşiminin artması, iş ve iletişim uygulamalarını değiştirmiştir. Bu yeni ekosistemde, tüm kuruluşlar yalnızca dijital yenilikler yapmaları durumunda hayatta kalmaya mahkumdur. Ortaya çıkan dijital teknolojiler nedeniyle, kuruluşlar için paydaşlarını anlamak giderek daha karmaşık ve sinir bozucu hale gelmekte ve birden fazla kimliğin üretildiği ve tüketildiği görüntülerle dolu sanal ortam, her gün yeni pazarların ve farklı satın alma biçimlerinin gelişmesine yol açmaktadır. Sürdürülebilirlik adına yeni iş uygulamalarını şekillendirmek için tüketicileri analiz etmek hayati önem taşımaktadır. Bu kapsamda, bu makalede kurumsal iletişim açısından öne çıkan yönetim stratejileri ele alınacaktır.

Anahtar Kelimeler: *Yönetim Stratejileri, Dijitalleşme, İletişim Stratejileri, Kurumsal İletişim.*

INTRODUCTION

Being much deeper into a globalising world embedded with digitalisation, strategies about managerial communication become one of the core competencies of organisations. It is the era in which communication strategies top management follows are distinctive features. Managers face many challenges to have a balanced corporate governance due to increasing competitiveness, shortening product life cycles, higher customer demands, quality awareness, more emphasis on human rights, concerns for environment and legislative constraints (Hynes, 2016, s.33).

Communication, which can affect even the financial indicators of inorganisations, has become a strategic tool that has different opportunities together with the change in new communication technologies but at the same time something difficult to manage and control.

Globalization and technology, as the pioneers of change today, have a serious impact on the way organisations do business and determine their management strategies. Digital technologies have rewriten of the rules of the game, thus the hierarchical and asymmetrical forms relationship and communication have had transformed. Corporate image and reputation concepts gave gained much more importance.

Digitalization is an ecosystem that includes many technologies such as mobile technologies, social media platforms, cloud technologies, big data analysis and the Internet of Things (IoT). The increasing tendency towards connectivity due to globalization has necessitated innovative developments from which management strategies have their share in terms of communication. This article will examine the new organisational communication strategies determined to catch up with the technology and the role of communication in shareholder relations in the context of globalisation.

Digitalization and globalization are important dynamics that lead to radical changes in the business world and organizational management. These changes have a decisive effect on both strategic decisions and operational practices. In particular, managerial communication strategies are considered among the core competencies of organizations, because communication allows organizations to establish effective connections with their internal and external stakeholders, and this connection directly affects the sustainability of organizations.

Digitalization has transformed organizations' decision-making processes, ways of doing business, and interactions with stakeholders thanks to rapid developments in information technologies. Tools such as mobile technologies, social media, cloud systems, big data, and the Internet of Things (IoT) offer companies the opportunity to do business faster, more efficiently, and more targetedly. While access to markets around the world has become easier with globalization, this has also led companies to face more competition. In this context, organizations' communication strategies have become a tool that shapes not only internal company processes but also relationships with external stakeholders.

With digital transformation, organizations have had to leave hierarchical structures and asymmetric communication styles behind. In this process, more horizontal and interactive communication models, transparency and fast feedback processes have come to the fore. Instead of traditional communication channels and methods, social media, digital platforms and interactive technologies enable faster information flow and two-way communication. This helps organizations become more agile, flexible and responsive.

Corporate image and reputation have become an important strategic asset for organizations in the digital age. Social media and digital platforms in particular play a critical role in shaping the brand values and reputations of organizations. Shares, comments and criticisms made on these platforms instantly reach large audiences, which can quickly affect companies' reputations. Corporate image management in the digital age not only provides positive visibility, but also includes crisis management and public relations strategies.

By taking advantage of the rapid flow of information provided by digitalization, managers can quickly build their company's reputation or recover a damaged reputation. However, this also carries great risk because a wrong step can spread quickly and lead to long-term negative effects. Therefore, corporate communication strategies are important not only for the correct communication of information, but also for this communication to be carried out in line with the company's values.

Digitalization requires radical changes in communication strategies. Traditional communication methods are integrated with digital channels, allowing wider and different audiences to be reached. For example, social media platforms allow brands to interact directly with their target audiences, while also providing a valuable tool for collecting customer feedback. Big data analysis and artificial intelligence technologies allow this feedback to be analyzed quickly and help managers make more informed decisions.

In addition, content marketing has become one of the fundamental elements of an effective corporate communication strategy. Companies aim to create brand loyalty by producing meaningful and valuable content for consumers. These strategies not only provide information about products and services, but also convey the company's values, mission and vision to a wide audience.

In the context of globalization and digitalization, shareholder relations have evolved to include not only the financial performance of companies, but also their social responsibilities, environmental awareness and ethical values. Today, shareholders include not only investors but also a group sensitive to environmental, social and governance (ESG) factors. For this reason, corporate communication has ceased to be solely focused on profit, and has taken on a structure based on more sustainable and ethical values.

With digitalization, investors and other shareholders can instantly access all kinds of information and instantly monitor the performance and reputation of companies. This requires companies to be more transparent and accountable. Companies regularly report to their shareholders, answer questions and communicate more directly with stakeholders through digital platforms. Such communication can affect the financial health and market value of the company.

1. The Transformation of Communication Strategies in Globalisation

Globalisation as a multi-dimensional concept has influenced social and cultural areas with its Postfordist economic dimension. The information distributor Internet, as one of the parameters of globalisation has eliminated all boundaries at local, national and international levels.

Friedman, in his description of globalisation divides globalisation into three phases: The era he calls Globalization 1.0; starts with 1492 Colombian expedition and lasts until mid- 1800s. He states that the most important element of that age that fuelled the change was manpower as well as steam power, wind power and horsepower). The second era, defined as

Globalization 2.0, covers the period from the mid-1800s to 2000s. In the first half of this multi-national company driven-period; steam engines and railways reduced transportation costs, and in the second half, the costs of communication have gradually decreased with the introduction of telephone, telegraph, personal computers, fibre optic networks and Web. Friedman says that the only development that makes the world flat is global fibre optic networks and the Internet that came into scene with Globalisation 3.0 (Friedman, 2006).

The internet, the outcome of new communication technologies developed in parallel with globalization, changes the individual, social and organizational relationship forms with its fluid structure as a cultural, social and economic medium. It facilitates access to information and connects people all over the world. Globalization requires a shift to new managerial ideas, adaptation of strategic flexibility as a motto in organisations.

Considering that today all systems are changing due to globalization, traditional forms of communication in organisation should also change for the sake of existence and survival, which leads to new communication paradigms interwoven with technology. Tomlinson (1999, s.12), associates globalisation with "complex connectivity" concept emphasising that the network of everdensening interdependencies and dependencies characterises modern life. The "connectivity" and "proximity" concepts change all social and organisational relationships, practices and experiences. Thus, organisations need to interpret the implications of connectivity in larger to establish effective relationships with their shareholders.

2. New Strategic Management Paradigms upon Communication

In the historical background of management communication, it could be said that the oldest records date back to the chronicles of Sumerian priests, in which the first efforts in trade in the ancient and medieval times are involved. In the Industrial Age, in which managerial paradigms came into scene with scientific approaches, one-way communication method was dominant in organisations. Developing the scientific management approach, Taylor worked on maximising efficiency and effectiveness. The scientific management approach emphasized that it was necessary to strictly adhere to the job definitions without questioning the management in order to reach efficiency and effectiveness. As a contemporary example of the scientific management approach, Mc Donald's adopts a management paradigm in which each employee has a clear job description to be fulfilled at a given time, and that the rules are strictly adhered to (Hynes, 2016). On the other hand, the administrative theory, the concurrent management theory to the scientific approach, focused on managerial processes rather than operational ones. Principle of this theory is executive authority that limits the two-way communication. In this sense, it could be determined that the administrative management theory is an autocratic model that severely restricts group communication or participation of employees in decisions.

Dale Carnegie was the first to establish a relationship between communication skills and managerial activity in the 1900s when management and executive job descriptions were at the forefront (Hynes, 2016, s.41). Carnegie emphasized that the elements that require interpersonal communication skills, such as active listening, individualised consideration and trust building are as important as economic instruments to increase employee motivation and commitment. The Hawthorne research conducted by Elton Mayo in the same period also revealed the importance of communication in improving relations with employees as factors that increase work efficiency.

Built on these studies, the importance of the communication within and outside the organization has increased gradually and the communication strategies have been taken into consideration in all organisational processes. In the behavioural approach adopted in the 1950s, the communication dimension of managerial behaviour gained importance and many management gurus like Drucker pioneered a notion that sees all employees as shareholders and invaluable assets. The relationship between managerial success and communication skills was understood at that time, which still keeps its importance.

"Empowerment" stands out as an important concept within the context of the relationship between communication and management. Empowerment as a management paradigm took place in the 1900s. The concept adopted from management paradigms is used in various areas such as employee empowerment, consumer empowerment or patient empowerment. It means to support stakeholders (shareholders) in strengthening their decision- making powers, to reinforce their confidence and to contribute to the development of their knowledge and skills. Empowerment includes subconcepts and dimensions such as fair distribution of responsibilities, job enrichment and building autonomous working groups to support employees for feeling adequate and efficient by taking their psychology into consideration.

Like the behavioural approach adopted in 1950s, it could be said that empowerment has also made the power limits more flexible enabling much wider range of mobility for employees. Empowerment is still a popular concept preferred by managers in order to catch up with the changing environment due to globalisation and emerging technologies.

The contingency approach could be considered as one of the more likely contemporary approaches to be adopted due to the chaotic and unpredictable nature of our age. Contingency approach, known as situational approach, as understood from its name, claims that there is no set of management principles that are universally accepted and applicable. In organisational communication, different communication strategies should be used for different situations (Hynes, 2016, s. 47). Considering that numerous internal and external conditions affect the working styles and decision-making mechanisms in organisations, it is obvious that the contingency approach, focusing on finding the most appropriate management approach, requires a detailed internal and external strategic analysis of organisations. Considering the fact that today's organisations' structures become overly complex with national and international competitiveness, it is necessary to choose the most applicable approach for the organisation.

3. The Role of New Communication Technologies in Corporate Communication Practices

New communication technologies play a great role in our everyday life like all other technological developments. McLuhan's medium theory (Laughey, 2010: 25) states that modern societies will be shaped in accordance with technology. From deterministic perspective, technological developments are so inevitable that there is no doubt that technology will change the way people think, live and have relationships (Artut, 2014: 47). A similar theory to technological determinism is called "autonomous technology", which claims that the technology has its own rationality contending that technology has its own development logic independent of humans. It improves and evolves in its own pace and course. This theory neglects and underestimates the possible interactions between society and people (Timisi, 2003, s.34).

In this sense, it can be said that technological determinism has parallelism with the autonomous technological approach because it does not give any choice or freedom to the society in terms of technological development. However, as opposed to technological determinism, the theory of social determinism, on the other hand, looks at the opposite side of the technology relationship and emphasizes that socio-cultural structures shape technological developments. Technology preserves its inevitability as a concept but has different effects on different social structures (Artut, 2014, s.51).

Internet technology, designed to provide communication in the Cold War period for the American defence industry, has become the most important tool of everyday life everywhere within reach. Therefore, this technology, which reaches far beyond its purpose, has been manipulated by people in a line towards their own desires (Artut, 2014, s. 54). As a result, it is a fact that the relationship between human and technology cannot be independent from each other, that society is affected by technological developments and technology is influenced by social dynamics.

New business models strengthened by networks bring many opportunities, however, increase competitiveness (Argenti & Barnes, 2009, s. 17). Although new communication technologies are not the most important discovery in human history, today, they affect and shape the economy, society and organizations on a global scale. New business models have emerged especially in terms of flexibility, speeding up decision-making processes and managing information-intensive processes in particular. Online platforms enable flexible business models such as e-government, e-commerce and e-learning (Erdoğan, 2013, s. 183). Although Internet technology creates an axis shift from traditional media to digital media, traditional media still remains valid and popular. However, due to its interactive structure, different forms and structures emerge.

The dominance of the traditional media has been replaced by the broadband technology and mass consumers have been transformed into niches. The decreasing distribution cost thanks to the Internet has made invisible niche markets visible, and personal computers have enabled many users to show their talents and to reach a large number of people. It is observed that time and space perception has gradually changed over time and virtual platforms, virtual communities and virtual reality have become a part of daily life due to technology-driven interactions. The interaction of people with various cultural backgrounds has also led to the creation of a new cultural background. It is a known fact that Web 2.0 created a participatory and collaborative media environment and that existing organisations have had to change their strategic management approaches. In this context, organisations are in need of innovative practices. Digital innovations are preferred by organisations as they increase the communication with shareholders and are of human interest. Innovative approaches could be the methods that involve the target audience in organisational processes or digital database creation at product or service level. Digital innovations could be the core competencies of organisation in the new communication platforms. Many organisations today have to recruit many amateur bloggers or semi- professional content producers (Atikkan & Tunç, 2011, s.133) in order to provide the shareholders with creative platforms that encourage involvement.

Howe (2008), the theorist of crowdsourcing in media, describes this trend as the rise of amateurs. The amateur-professional interaction on the internet affects society and economy; and enables organisations to cooperate with their shareholders. Thus, shareholders transform from a passive identity to an active one by contributing to the production process of the goods and services that create value for them and become "productive consumers" as Toffler (2008) states.

Digital culture also influences the business models of organisations and highlights flexible systems. Wikipedia, PBWorks and Innocentive platforms by Lilly are some examples of flexible business models, which create solutions to complex problems and platforms and help users collaborate for product development.

New communication technologies, by their nature, enable the stakeholders of the organization to come together and form communities as well as connecting countries and cultures. Amateurs and professionals come together to produce content that decreases knowledge gap and knowledge asymmetry.

With the help of Amazon's "collaborative filtering" (Bauman & Lyon, 2013) all readers have an idea about what other readers prefer or what sells out. Every transaction on that platform generates information that guides consumer choices, which creates online communities with information flow. Another important impact of digital climate in organisational practices is "open source" strategy. In the new age of communication, which envisions a collaborative approach, it is quite necessary to create platforms in which all shareholders collaborate in production process.

Not only Microsoft and Linux, but also various virus software companies often use the open source strategy, which is the term of software, to improve service quality by problem detecting and solving. With the help of this participation-based culture, as Jenkins (2016) states, the passive audience has become the actor of a collective process. To name this transformation as a revolution could mean to ignore the existence of traditional media, however, it may not be wrong to call it an evolution. Open source strategy has also a lot to do with perception management. Perception management is to deal with the psychology and subconscious of the target audience to persuade.

The new markets and new opportunities introduced by digital media can be explained by the long tail theory of the internet economist Anderson (2007). According to Anderson (2007: 61), the demand curve shifts to a large number of niche markets instead of mainstream products and markets. Anderson points out this is caused by the decrease in the cost of reaching niche markets. On the basis of long-tail theory, three developments and benefits draw attention.

- Democratization of production instruments
- Reduction of consumption costs due to democratization of distribution
- Supply and demand match with new and easy-to-reach goods

Internet today brings numerous distributors, producers and users together to create a consumer-oriented and flexible market environment. It is advantageous that the distances between the shareholders and the organisations are coming together and the boundaries and limits are fading, however, power distance issue has brought about to concern with. Considering factors such as digital order, access, surveillance and measurement of online customer behaviours that empower stakeholders, its advantages seem to outnumber the drawbacks.

4. Shareholder Empowerment

Stakeholder theory, put forward by Freeman (1984: 6) defines stakeholder as the groups or individuals who have an impact on reaching organisational goals and who are affected by this process such as employees, customers, suppliers, shareholders, banks, environmentalists and governmental groups. As the definition of stakeholder concept becomes larger we are witnessing that organisations have to deal with and manage larger groups than ever before. The notion of increasing public scrutiny, the rise of digital platforms and shareholder empowerment (Argenti & Barnes, 2009, s. 21) have transformed the 21st century business models and management strategies. The role and the contribution of digitalization to empowerment is also a hot debate.

One of the most important elements of achieving strategic flexibility and managing risk in a slippery environment is intellectual capital (Keçecioğlu, 2003, s.10). Providing the suitable atmosphere for the development of the skills of the key stakeholders and for continuous learning allows organisations to respond more flexibly to change, to be proactive in other words. In this context, the transformation of communication from an asymmetrical structure to a symmetrical structure and the flattening of hierarchical pyramid symbolizes the change in organisations.

As aforementioned, one of the other important elements that defines globalization is digitalization. With the transformation in the communication paradigms in the digital information scheme consisting of 1s and Os, the management practices and strategies need to be adapted to this innovation. Communication management, which has become one of the important management functions of organisation, is a strategic tool that enables the corporate image and long-term corporate reputation to be strengthened.

Organisational communication practices have to evolve due to the shift towards two- way communication from one-way one. It is obvious that in the new communication climate, stakeholders, defined as the groups or individuals that affect or are affected by organisational activities, establish more interactive, participatory and relatively democratic relationships. What is more, employees are involved in organisational decision process. Thus, organisations should focus on internal organisational communication.

For example, IBM designed a social network platform called Beehive (called SocialBlue later) for its employees for interaction and sharing with more than 65 thousand members. Established at the intranet level, unlike mass media such as Facebook, this program has enabled employees to create both individual and professional shares and contents. Another example is NASA. With a team work-based corporate culture, NASA designed an intranet called Spacebook in 2009, which has enabled many scientists and engineers to interact and exchange knowledge leading to productivity thanks to that interaction and collaboration. Therefore, it can be said that new forms of communication have become part of the organisational culture.

As content production is of utmost importance for organisation, corporate blogs, forums and employee-driven videos on behalf of the organisation give an active role to employees, who are very important stakeholders. HP followed a similar strategy after the joint-venture with Compaq Computer and designed an intranet with a traffic of 88 thousand employees in 178 countries (Argenti&Barnes, 2009, s. 24). Thanks to that intranet, the possible problems encountered in mergers and acquisitions were overcome easily. It is seen that the consumers have power in this sense as stakeholders, and they can be a strong advocate and destructive power of the organisations. Consumers who are important digital media users can produce for and against content for organisations. Thus, the consumer gains an active role and decentralises the widely used traditional media. With the participatory culture emphasized by Jenkins (2016), it is doubtful that the consumer profile that provides collective intelligence product content for Wikipedia and Craigslist has changed power balance.

The collaborative communication environment as a result of the technological transformation, the increasingly fragmented media not only has changed the society but also made the organisations play an active role in new movement. The vertical and hierarchal traditional organisational structure has started to be more vertical and two-way interactive with more empowered stakeholders. Web 2.0 has ended the one-way information flow with its individual-oriented features rather than mass. Organizations use the infrastructure of web 2.0 technology and use online facilities to the fullest.

With the help of content change detection and notification service companies such as Technocrati, Google Alerts and BlogPulse organisations can identify the most popular bloggers among their employees. When contacted 31 bloggers for the promotion of its new product in 2008, HP had a ten percent increase in its sales benefitting from online visibility (Argenti & Barnes, 2009, s. 82) denying the claims that it was just an attempt to create an inorganic online traffic. HP used these bloggers as the representatives and spokespeople of the company and enabled a more rapid and intimate communication with the target audience by the increased online visibility.

Pull strategies are preferred in digital channels rather than push strategies. Digital platforms with the ability to communicate with the consumer at any time can make the content produced with the pull strategy meet with its consumers at anytime, anywhere. Therefore, even if the product to be marketed is the same, different versions of the same product are launched to impress the post-modern consumer but with a perception of renewal or refreshment. Search engine marketing (SEM) and search engine optimisation (SEO) are also the pull strategies that help organisations to be in the higher rank in search engine rankings (Kahraman, 2014, s.136). Digitalization has influenced individuals and social structures as well as it has transformed organizations into more flexible and rapid response structures. Organisations have also had to keep up with the changes in the way of doing business and communicating. The relationships between technology and the organization are reformulated and updated with many current methods such as teleworking, virtual teams, and open source management.

We are experiencing the broadband economy era in which we get news from the platforms created by users instead of media organizations. Users with journalist, publisher or author identities have a say in virtual platforms. This entrepreneurial identity profile has made organisation take their guard. Now it has been debated that organisational communication should catch up with the new rules of digital communication.

Dijk (2016, s.75) states that communication and information have become very important throughout the 20th century, and therefore, we are experiencing the transition from the mass society to the network society. He defines network society as a modern type of society, in which an infrastructure consisting of social and media networks determine the organisational structure at individual, group and social levels. For him, the core components of network society are digitalisation, mobile and wireless technologies, broadband technology and cloud computing.

For Silverstone (1999, s.11) the supposedly distinct characteristics of new media are digital convergence, many-to-many communication, interactivity, globalization, virtuality, and specific technicality. It could be deduced that convergence concept transforms organisations as well as the media.

Convergence, the term that describes technological, industrial, cultural, and social changes in the ways media circulates within our culture. It is "the flow of content across multiple media platforms, the cooperation between multiple media industries, the search for new structures of media financing that fall at the interstices between old and new media, and the migratory behaviour of media audiences who would go almost any-where in search of the kind of entertainment experiences they want" (Jenkins, 2016, s. 219). With the help of convergence users can make connection between fragmented contents. The technological radical shift towards information convergence has caused the blurring of key social boundaries such as home-work, entertainment-information, education-leisure, masculine-feminine, etc. (Livingstone, 1999, s. 5). Traditional media is not disappearing, rather the traditional and new media are facing a convergence, which leads to both production and consumption (Jenkins, 2016, s. 37). Many technological methods are used to draw the attention of multi-tasking users with high computer literacy. A wide range of media instruments, both traditional and new, should be used for a broader broadcasting of contents.

For example, Augmented Reality technology, which is one of the favourite applications used by many brands in recent years, has a great potential because it creates a different experience that is curious for consumers. Augmented reality, which expresses the process of combining virtual images created with real images and computerized images simultaneously in digital environment, focuses not only on short-term product and service promotion, but also strengthens consumer loyalty in the long term as a powerful tool of experiential marketing. This interactive technology encourages repurchase and reinforces Word of mouth communication.

From a corporate perspective, digital culture, which is believed to empower the stakeholders, leads to a pile of information at a very high speed but doubtfully at inaccuracy. The statistics that IBM shares on its own web site are striking. Stating that 90% of all data in the world today has been produced in the last two years, IBM claims that the big data consisting of all social media content, consumer profiles, digital videos and photos, purchases and cell phone GPS signals are an invaluable treasure that provides insight to the audience. Data storage is provided through cloud technology, so the technology involved in the production of data plays an active role in the storage and processing process. It is called big data which includes a huge mass of large data scaled as Petabyte, Exabyte, Zetabyte and Yotobyte.

According to statistics, Amazon has 42 terabyte data in its databases, 65 thousand videos are uploaded to YouTube every day and Google processes 2 petabyte data every day (Gürsakal, 2013, s. 6). Big data is also used for commercial purposes as well as it is used in health and security, which brings some ethical dilemmas.

It was one of the hot debates in the axis of privacy and confidentiality, which long occupied public opinion when personal data allegedly sold to Facebook's Cambridge Analytica company to be used in presidential election without permission. It should be noted here that big data is one of the strategies to predict human behaviour (Hartley&Chatterton, 2015, s. 304) whereas it is a threat to privacy. The relatively democratic structure of digital platforms that allows interaction, collaboration and participation has made it necessary for organisations to adapt their management strategies to become more transparent. In order to keep up with the hyper-speed communication climate, organisations need to invest in communication strategies more than ever (Argenti & Barnes, 2009, s. 16).

As Castells (1997) points out, considering the fact that individuals live in a network, continuous connectivity should be placed at the centre of all practices. Users able to access to infinite information could gain a more powerful, enhanced and empowered shareholder identity.

CONCLUSION

The digital age transforms social and organizational hierarchies with its structure enabling the connection with everyone, and makes passive audience gain sharing, participatory and collaborative identities. It could be stated that time and space-free information brings democratization with some ethical issues in terms of privacy and scrutiny.

In the future, with the more widespread use of information technology, which connects all human beings will blur the line between becoming free and dependent. In a globalizing and increasingly interconnected world, digitalization, which transforms the forms of communication among shareholders of organisation, has created a new multi-layered ecosystem enabling participation and mutual production.

The increase in the interaction of the organisations with the stakeholders has changed business and communication practices. In this new ecosystem all organisations are doomed to survive in case only they make digital innovations. Due to emerging digital technologies, it becomes more and more complicating and frustrating to understand their stakeholders for the organisations; and the virtual medium, full of images where multiple identities are produced and consumed, leads to the development of new markets and different purchasing forms every day. It is vital to analyse the consumers to shape the new business practices for the sake of sustainability.

The digital age is radically transforming social and organizational hierarchies. The structure of this age offers the opportunity to reach everyone, transforming individuals who were previously passive viewers into active participants who share content, participate and collaborate. While the flow of information independent of time and space creates an environment where individuals can make their voices heard and interact, it can also be said that this new freedom brings with it some ethical issues. In particular, issues such as privacy and control are among the biggest challenges faced by the democratization brought about by this digital transformation. In this context, more widely used information technologies will increasingly blur the line between freedom and dependency by connecting all people. Digitalization has radically changed the forms of communication not only between individuals but also between organizations and their stakeholders. This transformation has created a new multi-layered ecosystem that enables participation and mutual production in a globalized and increasingly interconnected world.

With the rapid advancement of digitalization, organizations have deepened their interactions with their stakeholders and made radical changes in their business and communication practices. In this new ecosystem, it is becoming increasingly difficult for organizations that do not make digital innovations to survive. The new opportunities offered by digital technologies make it increasingly complex and difficult for organizations to understand their stakeholders. In a world where countless identities are produced and consumed in the virtual environment, new markets and different forms of shopping emerge every day. This situation poses a significant challenge for organizations, but it also creates opportunities. The ability to shape new business models depends on the correct analysis of consumer behavior. Especially for sustainability purposes, in order for businesses to develop a successful strategy for the future, they need to correctly understand the demands, needs and expectations of consumers and integrate this data into their business processes.

In an era marked by rapid digital transformation, it is essential for organizations to prioritize strategic approaches that will ensure their long-term sustainability and competitive edge. One of the most critical strategies is investing in digital innovations. As technology continues to evolve at an unprecedented pace, organizations that proactively adopt and integrate new digital tools are more likely to stay ahead of the competition and adapt to changing market dynamics. Such investments not only enhance operational efficiency but also contribute significantly to sustainability.

Equally important is the ability to deeply analyze consumer behavior. In the digital age, consumer preferences and habits shift rapidly, influenced by a constantly changing online environment. Monitoring consumers' online shopping patterns, social media interactions, and digital engagement provides valuable insights that can lead to the development of more effective marketing strategies and the discovery of new business opportunities.

However, while leveraging the benefits of digitalization, organizations must remain highly sensitive to ethical considerations, particularly in relation to data privacy and security. The responsible handling of personal data is crucial for maintaining public trust. Companies that uphold strong data protection standards and demonstrate respect for user privacy are more likely to build loyal and trustworthy relationships with their audiences.

Moreover, the effective use of diverse digital platforms is vital in today's marketplace. Social media and other digital channels serve not only as marketing tools but also as spaces where brands can directly communicate with and understand their target audiences. A strong and active digital presence can significantly expand market reach and reinforce brand identity.

Lastly, the rapidly changing nature of digital technologies necessitates a culture of continuous learning and adaptation within organizations. Businesses must cultivate an internal environment that encourages innovation, flexibility, and responsiveness to change. Rather than relying solely on existing strategies, companies should remain open to emerging technologies and trends, preparing themselves for the challenges and opportunities of the future.

In conclusion, these strategic considerations—ranging from investment in innovation to ethical responsibility and continuous learning—are fundamental for businesses striving to achieve sustainable success in the dynamic ecosystem of the digital age.

REFERENCES

Anderson, C. (2007). The long tail: How endless choice is creating unlimited demand (Updated and expanded ed.). London: Random House Business Books.

Argenti, P. A. & Barnes, C. M. (2009). Digital strategies for powerful corporate communications. London: McGraw Hill.

Artut, S. (2014). Teknoloji-insan birlikteliği [Technology-human cooperation]. İstanbul: Ayrıntı Yayınları.

Atikkan, T. & Tunç, A. (2011). Blogdan al haberi [Get news from the blog]. İstanbul: YKY Publicatons.

Bauman, Z. (1998). Globalization: the human consequences. Cambridge: Polity Press.

Bauman, Z. V. & Lyon, D. (2013). Liquid surveillance. Cambridge: Polity Press.

Castells, M. (1997). The rise of the network society. USA: Blackwell Publishers.

Dijk, J.V. (2016). The network society. London: SAGE Publications. 2nd Edition.

Erdoğan, I. (2013). Dördüncü güç medyadan beşinci güç internete: demokratik bir dönüşüm mü yaşanıyor? [From fourth estate media to fifth estate internet: Is being a democratic transformation happening?] Selçuk İletişim, 8 (1): 176–191.

Freeman, R. E. (1984). Strategic management: A stakeholder approach. Cambridge: Cambridge University Press.

Friedman, T. L. (2006). The world is flat. İstanbul: Penguin Books.

Gürsakal, N. (2013). Büyük veri [Big data]. Bursa: Dora Publications.

Hartley, P. & Chatterton, P. (2015). Business communication: Rethinking your Professional practice for the post digital age. London: Routledge.

Hynes, G.E. (2016). Managerial communication, strategies and applications. USA: Sage Publications.

Howe, J. (2008). Crowdsourcing: Why the power of the crowd is driving the future of business, https://dl.acm.org/citation.cfm?id=1481457

Jenkins, H. (2016). Convergence culture: Where old and new media collide. New York: New York University Press.

Kahraman, M. (2014). Sosyal Medya 101 2.0 [Social media 101 2.0]. İstanbul: Mediacat Publications.

Keçecioğlu, T. (2003). Stratejik insan kaynakları yönetimi [Strategic human resource management]. İstanbul: Sistem Publications.

Laughey, D. (2010). Medya çalışmaları teoriler ve yaklaşımlar. İstanbul: Kalkedon Publications.

Livingstone, S. (1999). New Media, new audiences? New Media & Society, 1(1): 59–66.

Silverstone, R. (1999). What's new about new media? New Media & Society, 1(1):10-82.

Timisi, N. (2003). Yeni iletişim teknolojileri ve demokrasi [New communication Technologies and democracy]. Ankara: Dost Publications.

Toffler, A. (2008). The third wave. William Morrow & Company.

Tomlinson, J. (1999). Globalization and culture. Cambridge: Polity Press.

➤ **Etik kurul onayı:** Etik kurul onayına ihtiyaç bulunmamaktadır.
➤ **Çıkar çatışması:** Çıkar çatışması bulunmamaktadır.
➤ **Finansal destek:** Yazar bu çalışma için finansal destek almadığını beyan etmiştir.

➤ **Ethics committee approval:** There is no need for ethics committee approval.
➤ **Conflict of interest:** There is no conflict of interest.
➤ **Grant support:** The author declared that this study has received no financial support.

Bu çalışma araştırma ve yayın etiğine uygun olarak gerçekleştirilmiştir.
This study was carried out in accordance with research and publication ethics.