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What kind of value can communication provide to organisations? Analysing communicative value chains

Communication is shifting from being a supportive process to the core of organisational operations and management. The effectiveness and value of communication to organisations has been actively studied in recent research literature. At the same time, much discussion has taken place on the related transformation of work, i.e. incorporating communication into all tasks and positions. Our article aims to examine communication value chains from the perspective of organisations and to determine what kind of value communication can provide and what factors the value can be derived from. We examine communicative value chains both in the light of the research literature and empirical data. The data consist of the views of 64 Finnish managers and executives. Our analysis presents four communicative value chains, with the most central being the implementation of the organisation's strategy. The other value chains are built around financial results, continuity, and the visibility of the organisation.

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