



VILNIUS UNIVERSITY
BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

MAKSYM PONOMARENKO

MASTER'S THESIS

<p><i>PROJEKTO VADOVO POŽIŪRIS Į KOMUNIKACIJOS VEIKSNIUS LEMIANČIUS PROJEKTO SĖKMĘ</i></p>	<p><i>PROJECT MANAGER'S PERSPECTIVE ON COMMUNICATION FACTORS DETERMINING PROJECT SUCCESS</i></p>
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SUMMARY

VILNIUS UNIVERSITY
INTERNATIONAL BUSINESS SCHOOL
INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

STUDENT MAKSYM PONOMARENKO

PROJECT MANAGER'S PERSPECTIVE ON COMMUNICATION FACTORS DETERMINING PROJECT SUCCESS

MA thesis supervisor - Assoc. prof. Arturas Bučinskas

MA thesis prepared - 2021, Vilnius

MA thesis scope – 55 pages

Number of appendices in MA thesis - 6

Number of references - 19

A short description of Master thesis: The role of the project manager is crucial for the project. His actions and processes influenced the project's success a lot. Project manager exactly needs to know which factors will help him, in order to achieve the project success and provide the biggest possible value for the company.

Aims of objectives of Master thesis: To identify the most valuable communication factor, which can be used by the project managers for the project success. To analyse the literature regarding the communication success factors and the project success. To analyse the results out of the interviews, which were provided for the project managers.

Methods used in Master thesis: Literature review and qualitative research. Through the interview the information is collected and analysed, in order to identify the best factor for the project success out of the experience of the respondents.

Research carried out and results obtained: All of the respondents found the best possible success communication factor, which is suitable to them. Explain its value and opportunities throughout their real life working experience. Moreover, proposition of extra factors, which from their point of view can help to achieve the project success.

Main conclusion: Important to understand that each of the proposed factors helps the project manager to achieve the project success. To understand which factor is used the best for their particular project,

its sphere and team members. Moreover, to use the experience of other project managers, which provide their opinion in this particular research.

SANTRAUKA

VILNIAUS UNIVERSITETAS
TARPTAUTINĖ VERSLO MOKYKLA
TARPTAUTINĖS PROJEKTŲ VADYBOS PROGRAMA

STUDENTAS MAKSYM PONOMARENKO

PROJEKTO VADOVO POŽIŪRIS Į KOMUNIKACIJOS VEIKSNIUS, LEMIANČIUS PROJEKTO
SĖKMĘ

Magistro baigiamojo darbo vadovas – doc. prof. Arturas Bučinskas

Magistro baigiamasis darbas parengtas – 2021 m., Vilnius

Magistro baigiamojo darbo apimtis – 55 puslapiai

Priedų skaičius magistro baigiamajame darbe – 6

Literatūros šaltinių skaičius – 19

Trumpas magistro baigiamojo darbo aprašymas. Projekto vadovo vaidmuo yra labai svarbus projektui. Jo veiksmai ir veiklos procesai daro didelę įtaką projekto sėkmei. Projekto vadovas turi tiksliai žinoti, kokie veiksniai jam padės, kad projektas būtų sėkmingas ir suteiktų didžiausią įmanomą vertę įmonei.

Magistro baigiamojo darbo tikslai ir uždaviniai. Nustatyti vertingiausią komunikacijos veiksnį, kurį projektų vadovai gali panaudoti projekto sėkmei užtikrinti. Išanalizuoti literatūros šaltinius, susijusius su komunikacijos sėkmės veiksniais ir projekto sėkme. Išanalizuoti apklausos rezultatus, gautus iš projektų vadovų.

Magistro darbe naudoti metodai. Literatūros apžvalga ir kokybinis tyrimas. Atliekant interviu ir apklausą renkama ir analizuojama informacija, siekiant nustatyti geriausią projekto sėkmės veiksnį, remiantis respondentų patirtimi.

Atlikti tyrimai ir gauti rezultatai. Visi respondentai rado jiems tinkamiausią sėkmės komunikacijos veiksnį. Paaiškino jo vertę ir galimybes per visą savo realią darbo patirtį. Be to, pasiūlė papildomų veiksmų, kurie, jų požiūriu, gali padėti įgyvendinti sėkmingą projektą.

Pagrindinė išvada. Svarbu suprasti, kad kiekvienas iš siūlomų veiksmų padeda projekto vadovui pasiekti projekto sėkmę. Taip pat svarbu suprasti, kuris veiksnys geriausiai tinka konkrečiam

projektui, jo sričiai ir komandos nariams. Be to, reikia pasinaudoti kitų projektų vadovų patirtimi, kurie pateikia savo nuomonę šiame konkrečiame tyrime.

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INTRODUCTION

Relevance of the topic. Any company in the world, which goes internationally and always tries to increase their expansion, needs to know how to use communication in the most valuable way. The suppliers, customers or partners always insert the communication. Due to the right communication style or preferable communication techniques and factors the outcomes will be affected significantly. Moreover, inside the company communication and the communication of the project manager will lead to prosperity inside the group or related to the particular project. The project manager is one of the main factors of future success and it is important to know how to work with it.

Nowadays the communication in the project teams plays one of the most important roles. The right understanding of each other in a team, it is the first step of success. Not all groups have a background for good understanding, often the new individuals in a team or newly created teams has no connection and it leads to misunderstanding. There are a lot of reasons that can be raised out of this problem.

In any team the que role always plays the project manager and one of his main responsibilities is to create a good team, where everyone will affect the project out of their best side. Every person needs to improve himself, in order to help to achieve the goal, especially if it is a long-term project, and the project manager needs to help them in that. The project manager needs to know which and how each of the team members will affect the team and the project itself. If something goes wrong, the project manager needs to fix it. One of the most typical problem is misunderstanding between team members. The reason can be not enough knowledge in a particular sphere or personal distaste or many others. The project manager needs to be ready for any possible situation which can be raised and to have a solution how to solve them.

On the other hand, the project manager can be involved in an already existing team, where he needs to know everything about each of the team members and their relationships from the very beginning. Creating the right understanding between each team member becomes more difficult, because in the beginning he needs to know what relationships and problems already exist in the team, especially in a key communication channels.

The thesis analyses different factors and how they affect each team member and project team as a whole; the effect on project manager, his responsibilities and actions; the results which can be reached and should be.

Problem description. The communication problems in the project lead to the less efficient and effective process, in order to reach the project success. Problems provide negative effects for the project, which can change the resource or time spending and outcomes of the project. It is important to identify all communication success factors, which can help to project success. These factors need to be understood

by the project manager, what he needs to reach and use in the project, which factors and how they will help him to provide sufficient results.

The objectives of the thesis:

1. To review and analyse the literature related to the communication success factors and project itself;
2. To identify communication success factors, which leads to the project success;
3. To explore the personal relation to the communication success factors by respondents;
4. To provide the recommendations for the project managers, which factors to choose in order to reach the project success.

The aim of the thesis is to identify the most valuable communication factors, which can be used by project managers for the project success.

Research methods of the thesis. First of all, the literature review, which will help to understand the basics of the problem and ideas of another researcher. It will help to analyse the essence of the problem and collect required information for further research. The literature review will help to understand all methods from different sides and perspectives. Analyse the choice of the researcher, their reasons and proof. Second of all, is the empirical research itself - identify all methods, compare them and the best possible action to use. Qualitative method was used for this particular research, due to the need for more detailed analysis of each particular respondent.

Used information resources. For the Master thesis the scientific magazines and scientific papers were used. The scientific literature mostly provided in literature review and empirical results. The full list of which are presented in the references.

The structure and scope of the thesis. The Master thesis is containing 56 pages. Everything is starting from the presentation of the paper, which contains the title page and summary of the thesis. Afterwards, the demonstration of the table of content. The main part, which starting from the 9 page, explain the aim of the thesis, it is description and objectives with methods. The literature review explains the opinion of another researcher regarding the topic. Research methodology provides all methods, which are presented and their effect on the topic. Finally, at the end of the paper presented the results, which also contain the conclusion and recommendations.

THEORETICAL PART

Communication. Communication is the process of transferring the information from one place to another by different ways. It is no matter how many senders and receivers will be, but minimum by one. The message transfer can be complicated and involved by many aspects and ways of communication, such as verbal, emotions or location. It is the way of sharing ideas, their discussions and creating something new. All the points of communication are important and each part need to be involved to make it possible – sender, receiver, message and way of communication. As the message is sent by one or some kinds of channels, important to know that receiver can encode received information and collect it. It is become a process of communication and can provide a misunderstanding between the parties. An appropriate channel should be chosen in order to eliminate the barriers of the communication. Moreover, the feedback is needed, as it shows that communication is working, the message encodes and it is no misunderstanding (Stanton, 1986).

Communication obstacles. The communication is proceeding everyday due to use of different ways and channels with different members. As it is logic to describe, it contains some barriers, which need to be indicated and solved, in order to provide more effective and efficient communication. In case of the particular research it should be done by project manager in a row with the other team members.

1. Dissatisfaction. The period, when the team member already not interested in a project or work which he doing. It is unhappy situation, when it is no reasons and needs to communicate and work, in a result the communication become less effective and can provide the damage for the team and project.

2. To be heard and listen others. The communication becomes less effective, if one member can't listen property another one and analyze this information. The problem is that this person will listen only the part of the message and other can be created on his assumptions, which is based on his own perceptions how the world is working.

3. Trust. Important barrier, where the lack of trust or information sharing provides not only the worth communication, but also can crash the project. It is important to share information with the team members, divide which details need to be shared and which are hidden, but any way to communicate and explain all unclear or questionable situations.

4. Style of communication. Everyone is unique and way of their communication, both send and receive is different. Here can arise a difficulty in communication, for example, one can say everything in direct manner, other needs more details to fully understand. Such situations even can produce a conflict.

5. Conflicts. Many reasons and situations can provide a conflict in a communication. As it raised, it is become a barrier. Here the most important thing is to resolve the conflict and of course, finding the nature of it and make don't happened it again. As soon it is resolved, as fast the communication returned to the normal and effective manner.

6. Culture and language. Especially for the international company, it is important to understand the culture difference. Moreover, it can be related to the regional specific in one country. As the language barrier, due to technologies, is almost hidden, it also can provide a conflict situation.

Nevertheless, there are can be some physical and technical barriers for the communication, which also need to be solved, but becomes more typical and easy challenges for the communication members (Converse Willkomm, 2018).

Communication in a team. Each member of a team is the participant of the communication and involves the level of it. Both leader and any of the team member build and influence the level of communication in a team. Due to the good communication level on all stages and levels in a team, the good and productive team relationship will be. In a team communication each member needs to know how to communicate correctly, the leader needs to support team members in it, if it is required or if he recognize that it is needed.

1. Listen to understand. It is important and normal, in good team communication, to listen each of team members, their views, opinions and feedback on particular problem, overall project and everyday working situations. Moreover, their opinions regarding other spheres, where they do not involve, may produce a positive impact.

2. Personal thinking. Each of team member needs to understand properly that his work is what he need to do, communication in what he involved need to be done and all of this staff need to be done by him personally. No one will be thinking for another person, people need to use their brain and solve the problems, communicate properly. If support is needed, of course, it should be provided by the leader or other team members.

3. Experience. The best knowledge's which are received and remember the most are created from the real life experience. It can be other people experience, but the best one is still the personal one. It effects the life perception, feeling and reaction in specific fields. Due to experience the actions become more correct and effective, afterwards the new experience is gained positive or negative results. Nevertheless, the next time it will help and provide more chance to have a success.

4. Benefits. For a positive crucial actions done or good performance some encouragements can be offered. It can be even proposed for the extra motivation of the team and separately each of team member. These actions will give a good change of positive value to the communication in a team.

5. Appreciation. Always important to say thank you. It is very important impact of the communication, which provide a positive attitude of the person and team in a general. Due to this action, other members of communication understand the importance of the action done by others. Besides, it can be simple politeness, but still give a positive effect.

6. **Feedback.** As it was already mentioned the feedback is important part of communication, opinions sharing and problem solving. Nevertheless, the feedback should be full, concrete and constructive, which provide much more effect and extra details can give an additional value to the problem solving or helps to the simple situations. Not only the feedback should be provided constructively, but it should be taken in a good manner. The feedback sender need to understand that this information will not solve the problem, it is still important and helpful. The receiver need to use it in an appropriate way, if it is possible, if not, use it like an additional information and experience.

7. **Dialog.** Conflict situation, as more as typical everyday period does not need to stop the communication. The dialog need to proceed. It helps to do the communication more effective and efficient, build and improve the team relationship.

8. **Conflicts.** The conflict situation need to be resolved as fast as possible. Due to the situation raised, different options and methods can be used. Nevertheless, it should be done creatively, which will be definitely provide the positive outcome, even for these who are not involved into the conflict situation.

Communication in a team should be strong and team relationship need to be produced. Good communication climate provides more options to be success in a project (Meredith M. Bell, Dennis E. Coates, 2020).

Personal communication competence indicators. Personal communication is the way of transferring information, to make it efficiently and effective for different types of receivers.

1. **Clear communication.** It is the process of transferring proper information to others. To make clear and free to understand by choosing correct channels and ways of transferring information. To be sure that there will be no misunderstanding or gaps.

2. **Open communication.** To listen others and to be heard in communication. Invite others to be a member of this particular communication, in order to make it more variable. Collect idea and opinion of others, analyse and receive the feedback.

3. **Communication channels.** Analyse and choose the most appropriate channel and way of communication for the particular individual, group or audience. Use different technics, such as visual or written communication to make it more effective.

4. **Virtual communication.** It can be a kind of a challenge in communication. Time zones, location, culture and way of communication need to be chosen for an appropriate way. It is a modern way, which exclude face-to-face communication and have its specifics. It can be comfortable, but needs and different of each member of communication need to be heeded.

5. **Humour.** It is important tool to eliminate the potential conflicts situation. It helps the team or group to decrease the stress level. Nevertheless, if should be filtered to be clear and fun for each group

member, in order not to produce these conflict situations (International Project Management Association, 2018).

Project team communication strategies. Effective communication strategies produce a strong team and project success. Developing successful strategies for the communication, in a row with the using as much as better channels for the communication will increase the chance of the project to be success. Some helpful tools are provided for the communication during the project.

1. **Plan of meetings.** Regular meetings provide a time for all team member to meet, discussed current situation, created new plans and sharing the ideas. The meeting does not need to be annoying, just the minimum time, which will be enough for everyone to share his opinion and for the discussions. It will help to make a schedule for a few next meetings and share it inside the team. It can be some urgent meetings, but for the scheduled one, it will be better for the team members to know it and make their own plan. Moreover, it will be helpful to have a plan of the meeting and discussed topics, which will give opportunities for the team members to prepare.

2. **Inclusiveness.** In any team there are a backbone of the team, the main members, the most influential ones. They are the main part of any meeting in the project and they provide the biggest value to it. Nevertheless, it is important to invite each team member to the meeting, share information and updates between them. Any of the team members can share their view and opinion which can give a positive value to the project. Important to give a chance to share their opinion and listen it.

3. **Constructive and clear.** Communication is a time, any channel provides the way how to transfer the information in a row of waiting time. The time is wasting for each team member and the sender. The message should be clear, transparent and consider. In short time all information should be transferred, without any additional not important details and spam information. Nevertheless, the receiver need to recognize that all information is understandable and accessible for everyone.

4. **Respect.** As it was already mentioned, the opinion and value of top members of the team are always more important. Nevertheless, each opinion need to be listen and his value, even little need to be respect. Everyone doing their own work and need to have respect on it.

5. **Online collaboration tools.** Online software project tools provide an option for each team member to be involved in a team, receive the updated information at first and see the current situation of the project. Due to these software's, every member up to the CEO see all the current, done and future processes in a project. Create meeting or a new task and provide all sufficient information regarding the project (Moirra Alexander, 2016).

Project team responsibilities. Project success required sufficient preparation, planning and collaboration in a team. Without any of these aspects, the success of the project become a question. Each of the project team members have their own specific and concrete role. Each of the role have their specific

and concrete responsibilities, for example project manager. Each of them need to do their own tasks and contribute to the overall success. The project team, from the very beginning, is responsible for the collecting and providing the information to the project manager or CEO, regarding the conducting of project plan on preparation stage. Moreover, to have contact with the stakeholders regarding the project, which meet, or not, the business needs. Not less important thing is to control and to analyse the processes which are proceed in a project in a past, current and future, report and provide all sufficient information to the project manager. Finally, to cooperate with other team members, in order to reach the project success, it goals and objectives (VILLANOVA, 2021).

Virtual communication in a team. Nowadays everyday working routine have a need of skills related to the virtual communication. It becomes a huge part of the project performance, which related not only to communication outside the team, but also internally. Moreover, it requires some new skills, which can give an opportunity to work remotely and do not lose the effectivity of working process. Virtual communication it is a process of communication between individual in different locations, even on different rooms. There are a lot of channels can be used, such as emails, virtual teams, social networks, video and audio calls. It is crucial to use proper communication channel depending on the sphere of performance and other individuals. Because, it affects the efficiency and effectiveness of the overall performance of the individual and overall the project. Due to the correct communication channel, the work can be done faster and will not require additional feedback or actions. Oppositely, wrong chosen channels can affect the results, in case of losing customers or missed deadlines. One of the main advantage is that the team members can discuss actual problem, receive feedback and have team meeting very fast and do not waste time on meeting in office or other boundaries. All required communication possible to do in a nearest time and in any place, even if someone, who's opinion is important, is on the vacation (Terri R. Kurtzberg, 2014).

Offline communication in a team. Rapidly growth of virtual worker's year by year, shows that it is much simple, comfortable and productive way of performance for a big part of the people. As the tendency of growth of the technological aspect is huge, the more workers want or become virtual workers. The reasons can be a faraway live from office, the new mams or dads or do not likely to be with a lot of people in an office. Nevertheless, there people who work primary offline, in case of sitting in the office. Of course the use of technologies for the communication, but main communication inside the team becomes offline. The offline workers, even that feel a good communication level inside the team, who are in the office, need to know and to use technological communication channels to be online all the time. The manager need to control that aspect, both online and offline (Lene Pettersen, 2020).

Responsibilities of the project manager in a project. The project manager is one of the main person in a project. He has a key role in a project, which means the responsibilities on the whole way, beginning from the initiation of an idea and ending on its logical line - reaching the goal. The manager is responsible

for every step in a project, the most important is planning, monitoring and controlling. Nevertheless, there are a lot of other steps in a project line and all of them need to be controlled by the project manager.

The project manager needs to have required skills to have more chances of success in a project. One of the most important skills is responsibilities. The project manager needs to be responsible for every action, his own and a team. He needs to control each process and know how to affect it or change, if it is needed. Moreover, to understand all risk factors of his decisions, which need to be with minimum negative effect, as it is possible, the results or outcomes of the project.

Next, can be technical support. Nowadays, there are a lot of a new things that were created in order to help people, who work in groups. It can be simple workers in the office, who do their everyday work and these things help them to communicate, monitoring the work of others, if it affects their work or simply informing them about tasks done or creating a new task for a colleague. The most popular thing for today is online platforms. They can be used in any kind of firms in terms of group members. The platforms are used in small, medium and big enterprises, moreover it is very popular for IT-specialists.

The online platform is very convenient to use, it can help to cooperate with all people, see their actual status of work, their actions and work capacity. As it used to be, these platforms have a mobile application. It makes everything more comfortable, because information can be reached by the team members or colleagues in any place and any time, all you need is the internet. Everyone can check how the task is going on, receive a new tasks and comments on their actions or even notify them about the end of the project. Technology makes life easier and project teams are not an exception.

Good example of this is the “Bitrix24”, which is chosen because of the respondent’s experience view. It is online software with different tools and features for working in a team. The main focus of it is focused on tasks. The platform provides a lot of different ways to create, monitor and control the tasks. The ways of using it, is depending on team specific or the sphere of their work. The project manager or the head of the team (director) need to know all specifics of the platform, especially for the cases, which are used every day and the platform has a pretty big amount of them, which make it so good (Bitrix24).

Good and professional project manager - leader of the team, is very important and crucial for every cooperation. But the team needs to be appropriate or at least capable for this. As it was already mentioned, the leader needs to know how to educate the team members, if it is needed for the project success. There are a few requirements that need to be educated or presented in a team in order to be successful in communication and in the project itself. Each of them build strong communication channels inside the team and help each member to be the part of the one united organism.

First of all, the team members need to understand each other. The members and project manager need to listen to each other, all ideas and thoughts. This stage produces a good relationship in a team.

People become a kind of friend and the communication level increases. People with a good communication level understand each other better and can even communicate outside the team. Even members from different parts of the team can help each other - ask interesting questions, improve the results or even give a good idea, somehow from the other side of the topic. “The benefits include getting people to open up, and due to that lots of misunderstandings and conflicts can be resolved” - Nirav Patel.

Trust and respect are a key part of the good relationship in the team and outside of it. It provides better understanding and involves other people to the specific part of the project. These features do not come in one day, it actually can mean that the team or their members are already working and communicating with each other for a while. They earned their trust and beliefs for their common time of communication and relationships. “Trust encourages people to propose ideas, suggest ways to enhance work, speak about their concerns and give advice” - Kareem Shaker, PMP.

Next skills are directly related to the project manager - his leaders' features and strategic thinking. The leader of the team needs to provide to the team members all information about the goal, which is the most important is how to achieve it. The need to explain every step of the project and its separate parts. Clearly explain priorities and give the task to the appropriate person or group of people. And what is not less important - planning all the stages and controlling them. The project manager communication with the team members need to be as fast as the information provided, as the appropriate actions are made. In this communication it is important to find and apply the opportunities to provide the benefits and value for the project success. “Essentially this is what a project manager does. If you can't do it you won't get everybody working on the same page” - Paul Rasmussen (Ann Sweeney, 2010).

Project success. Project success, in the easiest way, means reaching the goal in terms of required resources and in a specific time period. Evaluation of the project success can be defined in terms of scope, quality, budget, time spending or many others. One of the most important factors in project success is to reach a specific goal, but it is also important to clearly define this goal in the beginning of the project. For the different spheres, there are different situations, for example, in one project the goal is the most important thing and resources can be flexible and possibly can be increased – any expenses in order to reach the goal. In the other company, the time can be limited and delays in a project will not provide any value and will be no success. Important to control the project from the very beginning, go step by step, in terms of required resources and time, provide general management support and required planning. Project success provides the benefit to the company, it is important and needed. It will affect the current situation of the company, its potential and future growth. Success of the project it is the benefit for the company, it can open a new opportunity for other new projects and expansion (Bannerman, 2008).

In the communication inside the company, between team members and communication outside with partner's can be indicated a factors, which will be described more detail in the research. Moreover,

company, project and the team can face a challenges in communication, which need to be analysed and prepared before they arise for bigger chance of the project success. Nevertheless, the project can have failed and it is important to know, in what way it can be. The better preparation and analyse will be provided by the project manager, CEO and team members itself, the more chance of the project success and overall positive value for the company.

Communication phenomena and challenges. Communication plays an important role in our everyday life, it deals with all aspects of our life – education, work, relationships and others, and project management is not an exception. Communication became a kind of a skill and effective communication can provide value in all spheres of our life. In project management, communication can solve the problems, organize the working processes or increase the effectiveness. As it was already mentioned, a project manager needs to have this skill in order to ensure the success of the project. Nevertheless, there are a lot of challenges, which the project management or project team can face. The review of these challenges will help to analyse the overall project communication factors and will affect the results. (Priyank, 2019).

1. First challenge is access to the information. Communication always starts at the beginning, often from the project owner. All information needs to be transferred to all participants of the project, of course on their particular spheres and responsibilities. The project manager, which transfers this information to his team, needs to make it in a detailed and simple manner. There is no place for any gaps, especially if the information is related to the strategy of the project, their resources, plans or even outcomes (Priyank, 2019).

2. Second is technology. Nowadays, many teams use the internet for the communication inside the team, it can be email, social networks, special platforms or simply phone call. All these technologies make the process and communication in a team more comfortable and productive. As it has already been mentioned, the online team platforms are a good tool for this. Everyone in a team should know how to work with a particular platform and everyone needs to be inside of it. Such platforms help to communicate for the team members and even organize the work. Project managers can control the process and actions of every one in a team, simple notifications from the project manager or owner will inform everyone about future plans or changes in the project. These technological communication skills become very important, if the company use such tools (Priyank, 2019).

3. Next one is the feedback in a team. Often in a team it is difficult to provide your opinion or thoughts about your work or process in general to the project manager or owner. Team members can even don't have a chance to do it for the full time of the project and even after. Feedback, whether positive or negative, is important for any firm – it helps the team, project or company to become better. Positive feedback can increase the efficiency and microclimate in the team, negative, can show on the problems, which need to be changed in order to provide success of the project (Priyank, 2019).

4. Outdated company business process is also a challenge, which the project can face. Team members can make a few processes at one time – a few of them will orientated to the success of the project, others will affect it too, but very little. Such a process can be easily forgotten or just put in a long box, to make it later. It is important that all processes, even not the most important and valuable, need to have as minimum the time deadlines. It is one of the easiest ways to control them, because such processes can be a lot. When the project manager gives the task, he needs to explain all the details. It is important to the project successes and deadlines or stage of the project till what it should be done. Due to such platforms, as mentioned before, these tasks can be viewed on it and the project manager or owner will see if it is still on the process or done and can check the results, without spending extra time to communicate with the team members (Priyank, 2019).

5. The last challenge is the inefficiency of the leader, the getting things done in a team and individually. In such projects, the project manager does not become a leader and can't use this skill to provide the project success. It means that the project will not have enough communication in a team, it will become a misunderstanding or loss in ideas exchange or conversation. Such projects need to organize meetings in a periodical manner in order to communicate, provide feedback and exchange the ideas (Priyank, 2019).

These five challenges can touch any company, if the company can solve such problems, if they arise, it will produce a higher value to the project, increase communication level and provide good ground for the project success (Priyank, 2019).

Causes of project failure. Nowadays, in the past and even in the future, a lot of companies faced problems with the project, many of them failed. Organizations spend a huge time and money resources for the projects, which finally will bring nothing or even produce negative value. For many companies, it can be good to have just zero effect, instead of a huge damage, it can be called a positive result. There is no one option or one right action to do for each project to become successful and eliminate the failure. Each time it should be found a unique way how to deal with the project, communication as a resource or tool needs the optimization and control to achieve the project success (Discenza, R. & Forman, J. B., 2007).

Life is 10% what happens to you and 90% how you react to it". These words by Charles R. Swindoll was showing how our actions, reaction and decision influence the project and company in general. It becomes a long way of decisions, selections, spending of the resources, changes and results. All of them become a crucial part of the projects and lead it to success or failure (Rosanne Lim, 2021).

1. The first crucial reason for failure can be poor or not enough preparation. All the information needs to be full, understandable and updated due to all actual changes inside and outside of the project. You need to see a full picture and details of the final result of the project, need to understand and be prepared for all the steps on the way to it. Moreover, to analyse and be ready for any unpredictable

situation. Here arises the next problem of leadership (Montequín, Vicente & Cousillas, S.M. & Alvarez, Valeriano & Balsera, Joaquín, 2016).

2. The leader, manager, of each part and the top managers need not only to manage and command, but to support the team member to achieve the project success. They should also follow the plan and seek a final point. As the managers have a huge responsibility, they should be experienced. It is related to the dealing with the projects itself, the managing of them and knowledge in particular topics. They should be a professional in that particular sphere, know all specific and circumstances and potential unpredictable situation, how to eliminate them and manage (Montequín, Vicente & Cousillas, S.M. & Alvarez, Valeriano & Balsera, Joaquín, 2016).

3. Next problem deals more with the project manager or owner, his personality, ambitions, decision making and experience. His reaction on the project, the processes itself, each stage, on failure, crisis situation and even achievements. The situation often arises, when the estimated spending on the project changes a few times during the project life. Sometimes, the changes are as big as it is better not to start it at all and it will provide only the negative value or damage the company. It is not so simple to close the project, on such steps, as it can be costlier then finishing it. Even if such problems arose the owner or project manager needs to know how to minimize the negative value and return the project to the existing plan. Experience, leadership and decision making plays a huge role. Moreover, it can be a situation of lack of some specific resources, which means that if existing amount is not enough, the project fully stopped and failure. As this material or resources physically impossible to receive (Montequín, Vicente & Cousillas, S.M. & Alvarez, Valeriano & Balsera, Joaquín, 2016).

Factors. The success of the project depends on many factors, such as effectiveness, efficiency and right spending of resources and time. As it has already been mentioned, communication also plays an important role, which can lead to the project success. Communication itself has a lot of factors and specifics, which need to be presented in order to make it effective as much as possible. For that particular research, on the theoretical background, few factors were defined and showed how they affect the project and project success itself. Each of these factors can affect the project positively as well as negatively and it is important to know how to use it in a right and efficient manner. It is difficult to say which factor is more important, because it fully depends on a project. Nevertheless, right uses of any of these factors guarantee a positive value for the project success. As much of them the company use, as better impact it will be.

1. The first factor is a technological impact on the project success. Technology, it is difficult to imagine our life without them today. It affects all spheres of our life and tries to make our life more comfortable and simpler. Working process is also affected. Today, almost all companies use email for the conversation between team members or with their partners, especially if the company is going international. For the big firms, it used to have special departments related to the IT sphere. Small firms

use outsourcing or have someone in a team who has knowledge in this sphere. For the project manager or owner, it is important to know the basis or even more of that technology. As it was already mentioned, such platforms (bitrix24), for example, makes the project and process itself easier. Moreover, it is important to know email tools, where the main part of conversations in a team and with partners exist. Spending more on project management technologies will provide a positive value for the company and project itself. Scheduling, organizing, and collaboration are the main tools of the project management technologies, which help the firm to grow and to reach the success of the project. The project member itself can grow faster, improving his effectiveness and efficiency for the project. Provide clear and fast results of the particular team member or group to the project manager or project owner (Conrad, 2019).

2. Second factor is decision making. Decisions drive our life. For the project, decision means the direction, volume, strategy and actions of the project. Project owner and project manager need to control the project and all processes related to it. Project owners need to give detailed and concrete goals to the project manager and they need to transfer it to the team. It is important to have contact in a team and contact with the processes. Any changes in a plan or force majeure need to be indicated and solved. The design making of a project manager or even project owner needs to be urgent and reasonable. The manager needs to react to a problem fast and transfer it to the owner if it is needed. It can be crucial for the project, the time of reaction and concrete actions of a project manager. Possibly, these decisions cannot be for problem solving, but for process optimization or strategy changes. The decisions need to be made in patience and objectivity – it will provide an effective decision (Pitagorsky, 2013).

3. Third one is communication skills and competence, which also are crucial for the project successes. Each of them will help and provide value for the project. Project manager needs to listen to his team members. All discussions and ideas due to it can be collected and potential problems can be resolved. He needs to respect the team members and trust them. People are more likely to share their ideas or leave feedback, if they know that their view, even negative, will be respectively collected.

4. The roles and priorities in the project need to be clearly identified. Everyone needs to know which process he integrated in, when, where and how it should be done. Moreover, the team member needs to cooperate and make a special meeting. It can help to solve the existing problem, from the other side or sphere of the project – people who are not integrated in this process can propose their ideas or views on that problem and help to solve it. The project team needs to be as one organism, as family. The cooperation between a team makes the process more efficient and provides the process success. Nevertheless, the project team needs to understand their impact not only on the project, but also on the organization, to know their vision and goals (Sweeney, 2010).

These factors were chosen, because they can be crucial for this particular project, but also for any other, even from another sphere. The factors provide information for the project manager and his particular skills, which need to be presented in order to reach the project success. Even one out of them

can make an influence and provide positive value. Each of these factors increase the effectiveness and efficiency of the project manager and project team. The project has more chances of success. The project management articles and magazines, which are presented in the text before, show that these factors are important and have a big influence on a project's success. All papers, in one or another manner explain and show the influence on project success in a different manner. The factors were chosen on the theoretical background. It provides the information getting from another researcher and scientific articles in order to provide the most popular and usable ones. All of them were selected to investigate further research, to identify the best optimal factor for the project managers and project itself. Important thing is to understand these factors from the real working life experience of the chosen respondents, which will provide the better and more influenced results.

Table 1. *Communication factors*

Factor number	Communication factor name	Short communication factor definition	Importance of the factor	Problems mitigates or eliminate	Benefits
1	Technological	Competence, skills and usage of IT tools, such as emails, social networks and special online platforms; to know how to do	Scheduling, organizing and collaboration for the process optimization	Time and resource spending's	Optimization of the working process, time and resources
2	Decision making	Patient and objectivity manner in order to provide effective and efficient decision; experienced and fast response	Strong influence on the strategy and plan, effective tool for the crisis management	Strategic and project gaps and losses in a crisis situation	Low negative influence on the project
3	Personal communication skills	Listening, respect and feedback; personality; own opinion and thoughts	Higher communication in a team, ideas sharing	Communication problems, losses of potential	Microclimate in a team

4	Communication of all project roles and responsibilities	Structure = roles + responsibilities; concrete dividing and shares	Higher cooperation in a team; solving the problems before they exist	Relationship problems; subordination; losses of potential	Clear priorities, better task management
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Forestry industry background. The European Union and all of their members, as any country in the world, use a lot of wooden products. Some part of it is produced from their local forest resources, other is imported. The main countries from which the European Union imports wood or wooden products are South America and Western Europe. The main aspect for Europe is to import legal products. The company, which imports the goods, needs to have all legal documents, which shows the line, how the product was as it is now, starting from the forestry where the tree is growing. The EU and the world's organizations itself produce a lot of restrictions and regulations for the timber industry. The main regulation for the EU market is EU "Timber Regulation" (Regulation 995/2010). Moreover, the EU always tries to find new ways on how to use the product again, decrease the wastes and improve the ecology. All these regulations and restrictions affect the industry inside and outside of the Europe. As other production sectors, the timber industry does not live without attention from the government side and always on time for discussions (Europa, 2020).

Talking about Western Europe, there are a bit less restrictions and regulations for the timber industry. Belarus, which shows the best results in this sphere, already has 100% of government forestry which have FSC (Forest Stewardship Council) certificates for all their production. This certificate, which is relevant to the whole world, shows that timber was harvested legally, due to legal source and all next actions, including sales are legal. It is difficult to say about legal action afterwards, but in the case of harvesting and selling of boards, firewood or simple timber, it shows that it is legal. Ukraine, oppositely, is the biggest illegal country, in the case of the timber industry in Europe. Moreover, the bureaucracy level is high, which also affects this sphere. Russia is not far away from Ukraine, in this question and also has a big problem in this sphere. Nevertheless, Ukraine is starting to improve this sphere and trying to enact these rules and restrictions as it was in Europe. All these moves, from the Ukraine side, have a big potential, because Ukraine has a huge timber resources and is located on the border of Europe, which leads to fast and cheap delivery. Moreover, the potential to be a EU member also needs these reforms in industry (FSC, 2021).

The forestry industry was chosen as it has international aspect, the companies are located in three countries of Eastern Europe and trade with the European Union. Projects in the company contain small amount of people and qualitative research, using the interview can be provided, as the communication

factors, which described in the research can be used for any kind of the companies and projects. The industry deals with the goods, which are used by everyone, it can be chairs, tables or other furniture, which are produced from the timber. Moreover, the biofuel, which produce the warm and energy to heat the houses and factories. Simply for use firewood on your house fireplace in winter evenings.

Companies background. For the research three international companies from the Eastern Europe were chosen. The first one is a Lithuanian company, which was founded in 2018. The main office of the company is located in Vilnius, where the administrative and sales part of the firm is located. Next one located in Zhytomyr, Ukraine and the last in Minsk, Belarus. All of them operates in their particular regions and are related to the searching, buying and controlling of the products. Russian region doesn't have their own company and controlled by Belarus company. Each company works with decades of suppliers and customers, which expands their international aspect and increases the company level and value. The experience of Ukraine and Belarus company is more than 15 years, as the Lithuanian, officially only start their cooperation, with the help of their partners the volume of it is become big enough.

The companies work with 3 main countries of the former CIS (Commonwealth of Independent States) countries – Ukraine, Belarus and Russia. Companies are orientated on buying wooden products in these countries and selling them to the Eastern Europe. Primary, the companies work with Germany, Denmark, the Netherlands, Belgium, Czech Republic and Italy. The main activities of the companies are to sell boards and biofuel products. The boards, which were sold primarily orientated on pallet production, but also can be used for the construction or repair of buildings, furniture and other wooden products. The biofuel, which contains – firewood, briquettes, pellets and kindling were sold for simple heating of house fireplaces or for heating of the houses or enterprises, which will provide a comfortable climate in a house and warm water. Moreover, the companies rarely sell other wooden products, such as stakes, wooden charcoal and wood chips, it is primary related to the Ukrainian one.

Each company has several projects inside. The most important of them is related to the EUTR regulation which was described before. Each of them has high volumes of products and each company needs to legalize them. All of these three companies are the first movers of the products to the European Union, it is called operators. Operators need to collect all specific data related to the product, starting from the forest, where the tree is grown and ending in the client warehouse in Germany or other European countries. It is an important part of the operation of the company, without it, it cannot work legally and successfully. Each company has a small department which orientated to this project, nevertheless, almost all people from the company, partners and outsourcing are related to it. Moreover, the companies have some other project, which orientate more on improving the brand name and reputation of the company, for example FSC certification, which is given to almost the half products of the company, which shows, that goods are produced from legal sources and in a legal way.

All these factors and challenges effect the communication in the company and orientate the way to the project success. All of them should be analysed first of all by project manager on the preparation stage of the project.

In conclusion, it is important to mentioned, that all the theory is related to the research, which will be presented. All information, which is taken from other researches will influence the results and will help in further findings. Based on the theory, it is clear to identify all background information related to the research, the process itself and analysing the results. It is clearly identified the essence of the communication, either personal and in a project team. As for the international team or organization, it is needed to be used different types of communication channels. Even for the small companies, it is important to identify correct and most efficient channels of communication. Nowadays is more popular and effective communication being virtual. Offline communication takes less time and effect on the project or company in general. All the documents and information is transferred more via virtual channels, such as emails or online working platforms, as it becomes more simple, fast and information can be created, collected and analysed anywhere, all is needed is Internet. For the team member communication, channels, such as emails and social networks create more productive and, again, simple communication. The good example of it, is virtual team meetings, which can be scheduled and proceed anywhere. No need to spend time by coming to the office by each team member. Communication channels, such as online platforms, become helpful for domestic and international companies. It provides more ways of communication with the clients and partners and making the working process more optimized.

The main part of the research is related to the factors, which are described on the theoretical basis. All the factors are identified on the opinion and researches of other researchers. These of them are chosen as the most appropriate ones and popular regarding the information of other researchers. For the further research the data about their benefits, potential problems, which are mitigated or eliminated are shortly described on the Table 1. It is become a main background information of the further research, which become a starting point. This table, including the more detailed information, will be presented to the respondents. Technological, decision making, personal communication skills and communication of all project roles and responsibilities are chosen as the communication factors for the particular research. All of them can be related to any team, either small or big, domestic or international. Moreover, the use of these factors also can be implemented for any team and projects. The information regarding these factors and their relation to the international companies were chosen will be described and results will be based on the theoretical information regarding these factors and real working life experience of the chosen respondents.

The information regarding the forestry industry and companies background give an important deep information about the sphere, where research is done. Information, which shows how these

companies goes internationally, their work specific and project, where they involved on. Such projects related to the specific forestry industry and contain of collecting and analysing a lot of documents and information. Moreover, the communication outside the team, primary, with the partners and suppliers, and inside the team communication, the roles, responsibilities and actions done, to make the communication more effective and working performance more efficient.

RESEARCH METHODOLOGY

The goal of the qualitative research is to identify the best possible communication factor for the project success. There are four communication factors which are identified in theoretical part and proposed to the respondents - technological, decision making, personal communication skills and communication of all project roles and responsibilities. The companies, which are chosen for the research are going internationally, have a lot of clients and partners worldwide.

One of the key objectives is to collect data from the respondents, which are operates in different countries. All of them have a team and a projects in different countries, moreover, the international partners also located in different areas, which make their international experience more wide and more influence on the research. The companies are related between each other's, they become a partners and communication between them are also detected. As they are located in different countries, communication channels and ways also have influence on a research and will be identified during the interview.

One more important objective is the experience of the respondents. All of them are the managers of their projects and have an influence and value to the company. The experience is calculated on the number of project and, as more important, on real working life time. As more experience the respondent has, the more value it gives to the research.

The last objective is the communication factors. First of all, as it is already mentioned, to identify the best possible communication factor, from the proposed ones in the research. Second of all, is to share the knowledge's, based on their personal working life experience. The additional communication factors, which are used in their projects and helps to achieve the project success. All communication factors, which were proposed by the respondents will be analyzed and compared with the existing ones, to provide the best possible recommendations, which is raised from this particular research. The main idea is to recommend the factors, which on theoretical and practical point of view will provides to the company the better chance to achieve the success in the project.

Interview. For the empirical research, the primary method of collecting data will be used. For this particular research this method is most suitable one. The research will be provided in a specific area and need to be precise and detailed. The theoretical background provides an information that this method will provide the best possible results. It will occur with 5 respondents and will be qualitative. Every respondent will be analysed separately in order to get more clear results. The collection data will be an interview. As the research is qualitative, the best option to collect data is interview. Moreover, due to not big amount of respondents and specific area the data should be collected more thoroughly and accurately. It will contain a personal meeting or phone call, depending on the current location of the respondent. Overall topic will be discussed, their experience and knowledge's in particular sphere and as a project

manager. The questions which were asked are written in a survey. It is used as an additional method of collecting data to have better and more quality response. This information will be sent via email, saved and used for the further research. Survey contain open-ended and test questions, which are based on factors, which are chosen before. The survey will show how the respondents orientated on these factors and how these factors related to their projects. Moreover, it will show their own personal view on a project and these factors. The research sample will be people who work in the international companies from Eastern Europe. All of them are related to the projects and become managers of them. Respondents will provide their experience and information about previous and actual projects on which they participate.

Table 2. *Respondents overview*

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Country	Ukraine	Ukraine	Belarus	Belarus	Lithuania
Experience	more than 15 years	7 years	more than 10 years	2 years	4 years
Position	FSC manager	EUTR manager	EUTR manager	FSC manager	Director

Empirical Research Method. For this particular research the primary research method was chosen. The data and research are related to the “nowadays” period of time, so the research needs to be actual. The research will be qualitative, it will be orientated to a little amount of people and questions, which will be asked, will be more specific and have an option or even requirements to provide their own opinion and evidence. For this particular research, the managers of the international companies from Eastern Europe were chosen. Each of the respondents and his answers will be analysed separately and together with others, in order to provide the best possible outcomes from the research.

Due to the small numbers of respondents, the interview, as a data collection method, was chosen. Additionally, the survey will be sent to the respondents via email, social platforms or provided personally, depending on the territory location of them and the researcher. It will be a prove of respondents answers during the interview and as additional method of collecting data. As it was already mentioned, the survey will have open- and closed-ended questions. Moreover, it will contain the instructions, which will be provided with the survey in an email or personally. The survey will be related to the research problem and will deal with all factors presented before. The survey will be produced in the simplest and accurate way, in order to have full and efficient results. Huge and complicated survey,

with a lot of questions does not look interesting for many people, especially if they are managers and they have a job to do.

Survey for respondents. The survey, as an additional method of collection data, starts from the detailed, but simple instructions. All information about the survey itself, its value, reasonableness and results are explained to each of the respondents personally or via telephone call during the interview. As the respondent sample is small and these people more or less know each other, this introduction process will be the most efficient. Nevertheless, small instructions are needed. They will provide how the respondents need to answer each group of questions (open- and closed-ended questions) and what they are looking for. The example of the instructions and letter to the respondents are presented in Appendix A.

The survey will start from the 2 multiple choice questions, which will show the general information, which are needed, about the respondents. The “name, “surname” line will be located above. First question is related to the experience of the particular respondents on the “timber” sphere, it will be presented in years from “0” to “20” years and more. The bigger experience the respondent has, the more valuable his answer will be for the research. Second question is related directly to the research and its factors. The respondent needs to choose the most suitable factor for him, related to his job or project.

Next type of questions is related primarily to the communication factors described before. Every question oriented on the particular communication factor or few of them. First question, ask the respondents to list the technological tools, which he used during the process. It will show which type of them are more usable, simple and valuable in case of a particular respondent. Next, raise the question about the quality of them, in case of particular examples. Examples must show how and what technological tools optimize the project and their impact on the project success. The example will show the real way of using them on a specific project or sphere.

Almost in all projects or working processes it is the place for the force majeure or even crisis situation. Depending on the process, they can arise in a particular time manner. The next question is asking about such situations and how often they happened. Moreover, it is important to know from respondents their attitude on such situations and their reaction. Sometimes, the time of reaction can cost a lot for the company, strategy and project itself. Due to the short example, the respondent will show his own experience in such situations. During the interview and also written in the survey, it was explained a lot of crisis situations in the companies. They can be raised in each department. For example, the governmental restrictions on the border, for the trucks to come in to the European Union. The EU gives to each countries the limit amount of the permits for the trucks to come in to the EU and each time, in the end of the year, it can be a problem to deliver the ordered goods to the Europe. Even it can be a problem with the weather, which can damage the item, for example to warm summer produce the mold on boards, during the delivery time, as it can take from three to five days.

The microclimate in a team is an important part for the project success. The question, which arises next, calculates the level of the microclimate in a team. It will show how team members communicate with each other. Do they only communicate in terms of crucial processes, which lead to the project success or do they create groups orientated on personal interests? Nevertheless, in a project team it should be a clear dividing of roles and priorities per each team member. Everyone needs to know his responsibilities in a particular sphere and his influence on it. According to the proposed answers, the respondent will show how, on his team, the situation is. Due to the example, it can easily become an evidence of his answer and will provide real examples based on the experience for the research.

The experience of the respondents is a key concept of this particular research. Their personal view on a project and on the process on which they are involved in, can give an additional and important information for the research. Last two questions oriented primarily on their own experience in the projects, both in the case of project manager and the team member, if they were. The idea of it is to share additional factors, which are not in the list and which on their point of view provide a positive influence on a project's success. The short explanation or even examples will become an evidence that they have that experience and can propose their realistic and effective ways to achieve the project success. All these factors will be collected and analysed on the next part of the research.

Table 3. *Questions to the respondents*

Question	Justification
The most important factor	Identification of the most important factor, regarding the experience and project of the respondent
Does your working process face the force majeure or crisis situation timely? How often?	Understanding the frequency of the crisis situation and ways of solving them
What is the level of microclimate in your team?	Identification of the level of communication inside the team
Does your team members properly know each other's tasks and responsibilities and understand them?	Understanding of how task and responsibilities assign, are they full and concrete
Do you use online platforms or social networks to connect with colleagues and organize your work? Please list them, if yes.	To check the channels and ways of communication inside the team using virtual communication, usage of technological tools to optimize the working process

Do they really optimize your working process? Please provide an example.	To identify concrete examples in different projects
Do you face situations when you or/and your team member's long decision making process affect the process/project negatively, which actually can be saved, if you react faster? Please provide a short example.	To identify concrete examples, the communication level between team members, project manager and owner
Does the communication inside the team really affect the processes and results, and can really influence it? Please provide an example, if yes.	To check the level of communication inside the team, it's influence and importance for the working performance
What other communication factors are important in projects that can help a project achieve success from your point of view? Why?	To collect additional factors, which are on their point of view are important, based on their real working life experience
Could you give some short examples, as evidence from your practice, how your mentioned communication factors helped you to achieve success?	To identify concrete examples for better understanding, based on their real working life experience

All the questions are related to the experience of the respondents on the project, the real life experience and own point of view on a particular topic. The questions are asked in interview form and also written in a survey as an evidence of the research proceed. Each question is properly described and discussed with the respondents.

Ethics. The particular research was provided based on a few international companies. All of them are going internationally, primarily in Western Europe, and located in Eastern Europe. One of them located in European Union. The data was collected from a private international companies and some information are hidden. For the understanding of the difference of these companies, the location aspect was used, as it also has an effect on their projects and need to be indicated. Moreover, the respondent names are also hidden, as it not has any value to the research and are confidential. Nevertheless, their positions, which are important for the research are described. A few more aspects of the companies are hidden, such as their volumes and concrete operation areas, as this information also confidential for these companies. The key information for the research are provided. All information related to the factors and further research are detailly provided and shown on Appendixes. As the interviews were full and constructive, the data, which are provided by the respondents are actual, accessible and relevant, as it based on their

real working life experience and have big influence on the research. The collection of the data from these companies and respondents were easy and comfortable, as everyone did it in professional and constructive manner. From ethic point of view, any information, which are confidential are not provided in any disguised way.

RESEARCH RESULTS

In a process of the research, 5 respondents were chosen and interviewed. Moreover, they fill in a survey, which increase their response and prove the answers, which will be used in the research. Respondents were managers of the international companies from the Eastern Europe. Almost all of them have a personal interview regarding this research and only one, due to the current location was interviewed through the phone call. In addition, they got a survey sent via email, which were returned in a fill in version. Important to mention that all 5 surveys were returned, so the respondents rate is maximum and shows their attitude to the research. The experience of the managers is a crucial factor in the research and will provide an incremental influence on the results. Respondents will be analysed together and separately by each other, in order to provide more detailed analysis and in turn of more realistic results.

First part of the respondents is from Ukraine, which provide the answers faster than others. In Appendix C1 and Appendix C2, the example of the answers, email and survey, are presented. Respondents 1 specified on the FSC certification in the Ukrainian company. It deals primarily with the biofuel products, such as briquettes and pellets, and a bit with lumber - boards. The experience of this particular manager in this sphere is more than 15 years, which provides a high influence on the results. In the case of his particular project the technological factor is more important. Respondent was spending a lot of time expressing importance of this factor in his everyday working life. It was explained how this factor help to collect and analyse the information. The biggest part of the work, related to the FSC certification, is collected on Google Drive. They use this particular platform also for the analysis, here it goes Google Docs. Due to several connections of all related to the process people, the process of collection becomes more comfortable and effective. Shared folders or excel files (tables) are filled in by section, related to the particular process. All in all, one table shows all actual information and can be easily analysed. Talking about communication in a team, Respondent 1 used to use phone calls and Viber, of course in line with the emails.

Due to the relatively small number of trucks, the problems during the process are rare. All products in the company are delivered in only one way – by trucks. Nevertheless, the problems can be very diverse, it can be printing of labels, custom clearance or others. The relation between printing labels and FSC certification, that FSC certificate code needs to be agreed with the certification agency before putting it on the labels. In spite of these situations, the level of microclimate in a team is strong, each team member knows exactly what and when to do. The priorities are also clearly identified. In this project one of the most important factors are the confirmation and taking the process. To confirm the order, different departments need to be involved. For example, the transport department needs to confirm the delivery dates and freight. All these actions need to be done as fast as possible, because competitors could take the lead. The respondent, besides other factors, choose decency and responsibility, as

important factors to achieve the project success. To do tasks at time, to monitor the situation and be ready to communicate, even on not working time, because it is important and needed. As an example, the respondent provides information about custom clearance, the custom cannot be done without sufficient documents, all of these documents need to be provided by some departments and sent to the particular manager of the custom clearance zone. If it is not done in time, the company can face some problems, such as fees from custom clearance or future orders cancelation from clients. The delays in this particular sphere is not acceptable.

Second respondent is also from Ukraine, his responsibility is to work with the EUTR department. In this particular sphere the respondent has around 7 years of experience. For the process, in which he is involved in, too many tools need to be used. As the first respondent, he explains the importance of the technological factor too. Moreover, he shows the part of the system and how it works. He shows the process itself, number of involved people, their permits and functions. There are Google Drive, Google Docs, Microsoft office and different messengers like Skype, Telegram and Viber. The huge variety of them are related to a huge amount of people, with whom it is needed to communicate during the day. Each person uses their favourite app or way to communicate, so as a responsible manager, he needs to have as much as possible of them. In general, all these items, nowadays, help to act more effectively and efficiently. Important to mention, that due to proper allocation of the task and priorities, the availability and analysis of the project become much easier. Moreover, for this particular manager the clear structure in the project, clear priorities and tasks are the most important out of all factors. According to the Respondent 2, due to this factor, the microclimate in a team is very strong.

Nevertheless, rarely, but the project faces problems. Primarily they are related to the collection process of the documents. Sometimes, it is noticed that documents are duplicated, because of collecting them from a few managers or departments. The main problem out of it is related to the partners, which receive the same emails or phone calls about particular documents, it provides annoyance. Respondent 2 believes that one of the major advantages of a good communication inside the team, where each team member is responsible for a certain process, in line with the new insights and changes that can be implemented, which finally benefit the project. One more thing, on a personal view of the respondent, is the management support in the company or in the project. The outside opinion or opinion provided by higher level management can provide a new or specific information or ideas and help to achieve the project success. It deals to all levels and departments of the company or project.

Next manager is also related to the EUTR department, but from another country - Belarus. His experience is more than 10 years and also related to the Russian region. Due to the communication with people from different spheres and countries, the most important factor for him became personal communication skills. Huge experience and high level of personal communication make his work much easier and effective. During the interview a lot of situations and accidents were mentioned, the story of

the working experience was also described. Out of this information further information were received. Communication with customers, buyers, traders, governmental departments, transport, improved his skills by many years. The most suitable tools for communication become Telegram and emails, of course after the personal one's. Due to a lot of communication and working with a huge amount of people, the problems or accidents come often. Main problem of them is not taking the order, often it can be related to the production stage.

On a personal view of the respondent, people in his team are motivated and united more on top level tasks. Even as all priorities and tasks are clearly defined and personally explained. Each order taken by the company needs an effect of several people, up to 6 persons. Effective communication in the team will provide more orders and additional value to the company. Self-confidence and assertiveness are additional and important factors, which need to be in his team for better performance. To do the task on time, do additional work to produce more value and benefits for the company.

One more manager - Respondent 4, also related to the FSC certification and her authority is shared in the Belarus region. In Belarus the situation with FSC is much better, as it is already explained, even the market is bigger than in Ukraine. The manager worked less than 2 years and at that time she decided that technological factors are the most important ones. Due to her age and education, for her there are much better Google services, for example Google Drive and email to communicate and collect information. Respondent was showing how it works in real life, how many mails she received in different communication platform, how it is important to be online. It makes her professional life much easier, she can find any documents she needs on Google Drive and check the current situation of the company on a particular process or stage. In full coordination on her team, the problems happen rarely during the working process. The reason, that the project rarely, but faced with the crisis situation and this communication helps to solve them more effectively and faster. Nevertheless, via telephone call the respondent mentioned that technology is also way important, because the project key concept related to the operation on the online platform. Strong communication, clear priorities and tasks also give an influence for the more effective working process.

Lack of communication can be a cause of situations, when team members do double or unnecessary work. That factor leads to a long process and unreached results. From the respondent point of view, communication factors such as team members' communication skills can help a project to achieve success. She thinks that good communication skills are the key to a fast decision making process. Good skills in written communication helped her to receive rapid feedback from the customers or partners.

The last respondent is a director of the company from Lithuania - Respondent 5. She is going to be the most responsible person in the company, she needs to analyse and guide the working process. That's why the most important factor is decision making. It was explained the situations where the long

decision making negative affect the company and situation, after the experience collected, where it save the on the company on the current level and protect from the damage. During the survey and personal communication, respondent, as experience is around 4 years, used to use all possible communication tools on a working process. Different people, different tools need to be used, in order to make the working process more effective and efficient. Respondent communicates and works with each department and project in a company and problems which possibly can be, raised often. Due to many people and many processes problems can come from different sides. Team members in a process or project are dependent on each other. Some processes can be done only by one particular member, because of his absence or delay due to some disrespectful reasons.

All in all, the microclimate in the team is not strong enough. All members communicate more by groups orientated on interest or spheres. Nevertheless, on working terms all priorities and roles are clearly defined. All these small groups, on working sphere or interest, and communication in them provides more value and better results, due to better understanding inside the group. People understand each other perfectly. Additionally, dependence and cohesion become an extra important factor, which can provide success in a project. In their sphere, it is very important to have reliable colleagues and partners. For the final result, it is important to have a streamlined working mechanism. They have every confidence in the staff. Moreover, confidence is given to the producers of goods in the beginning of the work. This principle provides a positive outcome for future cooperation. Nevertheless, sometimes it produces a negative effect.

Table 4. *Empirical results of communication factors*

Factor number	Communication factor name	Short communication factor definition clarified after interviews	Practical problems factor mitigates or eliminate and how	How factor determine project success in practice explained	Other important findings or conclusions
1	Technological	Level of IT tools knowledge, support, distance work	Paperless and fast response or self-search of the information	Fast reaction and decision making due to all information, which is existing on time	Multitasking and teamwork

2	Decision making	Quick response and experience in the problem	Quick and most value-added action for the company or with the lowest losses	Decision made by one, but with the opinion of all the team	Outside opinion importance
3	Personal communication skills	To be heard, respect and personality	Exclude the negative influence of the microclimate	Better communication and understanding each other	Higher level of problem solving
4	Communication of all project roles and responsibilities	Structure = roles + responsibilities	Subordination and more clear tasks	Coordinated actions and support	More simple way of communication inside and outside the team

Problems. During the research process there are some problems encountered. All of them are related to the collection of the respondents' answers. As it has already been mentioned, the respondents are managers, so it is clear enough that they don't have so much time to fill in the questionnaire. It means that their working time is important and busy, that's why some of the respondents have an interview on weekend. The respondent answer rate is maximum 5 out of 5 managers. All of them spend from 2 days to a few months to answer the questionnaire and send it back after the interview proceed. With each of them additionally a telephone conversation was made about the importance of the receiving the filled in survey additionally to the interview which was made before. The information also was duplicated in an email.

In the case of the research, one uncomfortable situation arises. Due to the international aspect of the companies and the research itself, not all answers are in the English language. Respondents from Ukraine present answers in Ukrainian, from Belarus in Russian and Lithuanian respondents send it in English. Nowadays, the language border is almost hidden due to the technical support. It does not affect

the answer rate and its quality and can be easily translated for the research, if it is needed.

In a time, when research was proceeding, the problem which touched every country in the world, was influencing this particular research. The SARS-CoV-2 or simply COVID-19 influences a lot of processes, researches and people everywhere. In case of this particular research, the COVID-19 increases the time of the respondent's answer time. For other aspects the research process was going normally. All in all, the research did not face any incremental problems, which can push it in the wrong direction or provide insufficient results.

Table 5. *Additional factors*

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Factor	Decency and responsibilities	Management support	Self-confidence and assertiveness	Team member communication skills	Dependence and cohesion
Description	To do work at time, be efficient and effective	Support on all levels and from different spheres	Initiative, ambition and self-improvement	Communication between team member on each level	Teamwork and understanding of dependence from other team members
Benefits	Better team and individual performance, low risk of delay and failure	More efficient results with low opportunity of failure	High potential of individual performance which effect the project and team	Better understanding and faster response	More coordinated performance

All these additional factors were presented by the respondents during the interview. They are described in terms of their own experience during their working period as a project managers and as team members. The knowledge's, which were reached during this time are transformed in a factors, which on their point of view are important for the project success. Of course, in addition to other ones, which they choose as the primer and additional ones. The factors show orientation on personal and team skills. All of these skills and each one separately can improve the project itself, their team members and help to reach the project success. All in all, these factors can be usable for any other spheres and projects.

All respondents show their serious relation and involvement into the research. It was reached on the interview, as each of them become not a few minutes' lunch break conversation, but full and specific

discussion on a particular topic. The respondents were interested to tell their story and share their experience. Moreover, important part of it was collection of information from other respondents in terms of factor chosen and additional factors proposed, in order to help their own projects. The respondents believe that the topic is actual and can be used even by their own or their colleagues, team member for the current and future projects. As the additional information and experience for the project success is crucial.

All in all, the technological factor, regarding interviews, dominate. The theoretical background also confirmed its importance. This factor not only helps to increase communication level, but also to improve the project performance quality and reach the project success. Every respondent, even if did not choose it as the most important, choose as one of the crucial ones, which already helps their project and company in general. The real working experience, which are shown on interview, describe how it really work, helps and improve communication.

All findings, which are collected and analysed during the research process, provides a lot of information, all of it, which can be used by the project managers and other team members to improve the communication level of these teams. First of all, the theoretical background, which provides a lot of information about essence of the communication, personal and in a team, virtual and offline. All pros and cons, all opportunities show the importance of communication level in a project success process. How the use of different methods and channels of communication, improve the overall team and individual performance. Nevertheless, all communication factors were detailedly described and analysed. It is shown how to use them in a project. Moreover, how to increase the number of these communication factors in a team and its influence.

Second of all, is the real working life experience of the respondents. The interview, which was provided and information, which was collected, becomes the crucial for that particular research. The respondents provide their opinion on the factors and choose as the most appropriate the technological one. They practically show and explain their experience in it, how it helps to collect and analyse information and communicate better between team members inside the team and with partners and clients outside. Next important step, is their additional provided factors, such as decency and responsibilities, management support, self-confidence and assertiveness, team member communication skills and, dependence and cohesion. All these communication factors provide additional information to the research and influence the results. The respondents, explain the examples for each of these factors, based on their experience. In addition, the respondents were constructive and open to conversation on interview, all sufficient information was collected and analysed.

CONCLUSION

In the particular research, the communication factors, its influence on the project performance and success, the role of the project manager and team members are analyzed. During the research process, some factors were determined on theory basis of the view of different researchers and their works related to the topic. Moreover, additional and interesting factors are identified during the interview with respondents from the international companies. Their influence on the research are huge, as their view and opinions are based on real working life experience and was detailly explained during the interview. All explanations and examples of the respondents shows real value for the company to use different communication factors.

1. Clear factors and concrete questions were asked to the respondents. All of the respondents become managers or even top managers of the project and provide a lot of information to the research. The experience of managers became the crucial part of the research and its results, which overall was pretty big. The technological factor become the leader one out of the others. It shows his importance and influence on the communication and project performance. Remotely work, fast response and decision making increase the possibility of the project success. Moreover, technology reduce communication barriers, such as language, which is important for the international company. The theoretical background of this particular research also provide an evidence of importance of technological factor in the world. Due to it, the companies and projects can perform more effectively and efficiency and achieve the project success.

2. Based on the opinions of other researchers, the important part of communication is the clearness of all tasks and priorities, which very important in the project. It is crucial for every company, especially if there are a lot of people work in it and several projects exist. The communication become more productive and constructive, if everyone knows what he need to do, what is waiting from him by other team members and project manager, what is his role in the project.

3. All proposed additional factors, such as decency and responsibilities, management support, self-confidence and assertiveness, team member communication skills and, dependence and cohesion, can be used and will provide the positive outcome for any company. They will make company more productive, increase the level of communication inside the team and outside with the partners, provide more change to have success in the project. Even it is not depending on which sphere it operates, such a forestry, in case of this research or country, such as European countries provided here. The company need to analyse and choose the most appropriate one or better multiple of them. The analyse need to be provided in the very beginning of the project and be repeated as soon as it is possible to increase the communication level inside and outside the team. The decency and responsibilities will provide a huge positive value and can be implemented on any step of the project. Better way to use this

factor or others starting from the preparation of the project. If it is already existing, it also can be used.

4. Management support, as a communication factor effects the process and result of the project. It is always a positive action to have feedback, opinion or thoughts from other levels, managers or CEO of the project. The options should be shared and they should be heard to provide value for the project success. Based on the answers of the respondents and sharing the examples of crisis situations on the project, the support from the project manager or even CEO helps to solve these situations faster and with the less as possible negative effect to the company. Moreover, the management support can be used in everyday working processes and can be related to the regular and even simple situations.

5. In conclusion, the results of the interview show that technology, nowadays, is an important factor to achieve success. Almost every company or project used to use some technological tools for communication. From one to another company, it can be social networks, online platforms, simple email or all of them. As it is already mentioned, the project manager or the head of the company can easily check and analyse all information and data which are produced by his employees. All these platforms help to optimize the internal working process in the company or communicate externally with partners and clients. Any of these additional communication tools also will provide additional and for sure positive value for the company and move it to the success. Important to mention, that using extra factors, it can be any based on theory or respondent's information, only increases the chance of the project success. As more it will be, as better the results be.

RECOMMENDATIONS

As a result of this particular research, it is fair to mention that the technological factor, out of the respondent's point of view, is won. It has become logical, for nowadays, to use technological tools to make life easier and work more effectively, efficiently and communicate better. Any company, whether small or big, needs to use, implement or increase the technological communication aspect. This communication factor will increase the chance of the company to achieve success. There are a lot of companies, in which it can help to implement and optimize the working process. New companies try to involve this aspect in the very beginning and increase its involvement. Existing companies use it more and more. This factor should be used for the new born and existing companies and projects. This feature need to be ad in a plan of a project on the preparation stage. This communication factor will help to collect and analyze the information, improve communication level inside the team and outside of the project. Online platforms for the information and virtual communication for the inside and outside cooperation.

Other factors, decency and responsibilities, management support, self-confidence and assertiveness, team member communication skills and, dependence and cohesion, as mentioned in a research, which are proposed by the respondents, also provide a positive value and help to achieve the project success. Each of them can provide a maximum value and become crucial for the project. The managers need to have a training regarding these factors. Important to understand each of them in the right manner and use them in appropriate way. Departments, such as human resource or project manager personally need to provide a coaching and team meetings to implement each of these communication factors. As more coaching will be, as more constructive and effective they will be, the better team become created and communication level will increase. To these meetings and even coaching, the CEO can be involved, which shows to the team, that it is important.

Dependence and cohesion can be used in any type of the project and specific sphere of the company. For the international company, which is described in the research this becomes one of the main. As it helps people to communicate, to solve the problems and work as a one team. This factor improved by time and experience, which this particular company already has. Nevertheless, it can be trained. For this particular communication factor offline communication, at the beginning can reach more. As more the team communicate personally, more they will have cohesion in a team and work together achieving one goal and success of the project.

Decency and responsibilities provide better results of the project on any step. All processes are doing in time and everyone knows what to do, his action and responsibilities. For this communication factor, important to give access to all sufficient, important and needed information for each team member. Do not hidden parts and information, which is needed for maximum performance level. Due to

this aspect, the level of decency will also increase, which provide much more motivated and professional team.

APPENDIXES

Appendix A. *Example of the Letter for the Managers of “Medinis namas LT” and their Partners*

Dear respondent,

My name is Maksym Ponomarenko, I’m a manager of the company “Medinis namas LT”. I’m providing research for my Master Thesis, the topic of which is – “Project Manager's Perspective on Communication Factors Determining Project Success”. The goal of the research is to identify the most valuable communication factors, which can be used by project managers for the project success. The research is provided for the company “Medinis namas LT” and I believe that you will help me with that.

Please read the questions carefully and choose one answer from all proposed. Please make this answer **bold**. Moreover, there will be few open-ended questions, on which you need to ask. Please make the answers full and concrete.

The survey is attached in the email. If you have some questions, please don’t hesitate to ask me.

Waiting for your results

Appendix B. *Script of the Survey for Managers of “Medinis namas LT” and their Partners*

Name:

Position:

General information:

1. **Experience** (in this particular sphere):
 - a. 0-2 years;
 - b. 2-5 years;
 - c. 5-10 years;
 - d. 10 years >.

2. The most important factor for you (from the list below):

- a. technological (competence and usage of IT tools, such as emails, social networks and special online platforms);
- b. decision making (patient and objectivity manner in order to provide effective and efficient decision);
- c. personal communication skills (listening, respect and feedback; personality);
- d. communication of all project roles and responsibilities (structure = roles + responsibilities).

Questions:

1. Do you use online platforms or social networks to connect with colleagues and organize your work? Please list them, if yes.

Answer:

2. Do they really optimize your working process? Please provide an example.

Answer:

3. Does your working process face the force majeure or crisis situation timely? How often?

- a. none;
- b. every week;
- c. once per month;
- d. once per year.

4. Do you face situations when you or/and your team member's long decision making process affect the process/project negatively, which actually can be saved, if you react faster? Please provide a short example.

Answer:

5. What is the level of microclimate in your team?

- a. none;
- b. by groups (sphere or interests);
- c. only for top level tasks;
- d. strong.

6. Do your team members properly know each other's tasks and responsibilities and understand them?

- a. clear priorities and tasks;
- b. clear priorities;
- c. clear tasks;

d. none.

7. Does the communication inside the team really affect the processes and results, and can really influence it? Please provide an example, if yes.

Answer:


8. What other communication factors are important in projects that can help a project achieve success from your point of view? Why?

Answer:

9. Could you give some short examples, as evidence from your practice, how your mentioned communication factors helped you to achieve success?

Answer:

Appendix C1. Example of Answer (Script) from the Managers of “Medinis namas LT” and their Partners

 **Viktorija Rudak**
КОМУ МЕНІ ▾

14:05 (18 хвилин тому) ☆ ↶ ⋮

англійська ▾ > українська ▾ Перекласти повідомлення [Вимкнути для такої мови: англійська](#) ✕

пт, 8 янв. 2021 г. в 12:59, Max Prosto Max <brm2016tvk@gmail.com>:

пт, 8 січ. 2021 о 11:29 Max Prosto Max <brm2016tvk@gmail.com> пише:
Correct survey attached.

пт, 8 січ. 2021 о 11:17 Max Prosto Max <brm2016tvk@gmail.com> пише:
Dear respondent,

My name is Maksym Ponomarenko, I'm a manager of the company "Medinis namas LT". I'm providing research for my Master Thesis, the topic of which is – "PROJECT MANAGER PERSPECTIVE ON COMMUNICATION FACTORS FEASIBILITY IN DETERMINING PROJECT SUCCESS". The goal of the research is to identify the most valuable communication factors, which can be used by project managers for the project success. The research is provided for the company "Medinis namas LT" and I believe that you will help me with that.

Please read the questions carefully and choose one answer from all proposed. Please make this answer bold. Moreover, there will be few open-ended questions, on which you need to ask. Please make the answers full and concrete.

The survey is attached in the email. If you have some questions, please don't hesitate to ask me.

Waiting for your results

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Best Regards,
Maksym Ponomarenko

MA Thesis (Ponomare... — ✕

Appendix C2. Example of Answer (Script) from the Managers of “Medinis namas LT” and their Partners

Name: Viktorija

Position: manager of FSC

General information:

1. Experience (in this particular sphere):

- a. 0-2 years;
- b. 2-5 years;
- c. 5-10 years;
- d. 10 years>.

2. The most important factor for you (from the list below):

- a. technological (competence and usage of IT tools, such as emails, social networks and special online platforms);
- b. decision making (patient and objectivity manner in order to provide effective and efficient decision);
- c. personal communication skills (listening, respect and feedback; personality);
- d. communication of all project roles and responsibilities (structure = roles + responsibilities).

Questions:

1. Do you use online platforms or social networks to connect with colleagues and organize your work? Please list them, if yes.

Answer:

Yes, I'm using Google service (e. g. Gmail, Google disk).

2. Do they really optimize your working process? Please provide an example.

Answer:

Yes, they do. For example, I can find all documents I need on the Google disk.

3. Does your working process face the force majeure or crisis situation timely? How often?

- a. none;
- b. every week;
- c. once per month;
- d. once per year.

4. Do you face situations when you or/and your team member's long decision making process affect the process/project negatively, which actually can be saved, if you react faster? Please provide a short example.

Answer:

Yes, I do. For example, sometimes we face financial consequences if colleagues do not provide their tasks in time.

5. What is the level of microclimate in your team?

- a. none;
- b. by groups (sphere or interests);
- c. only for top level tasks;
- d. strong

6. Do your team members properly know each other's tasks and responsibilities and understand them?

- a. clear priorities and tasks;
- b. clear priorities;
- c. clear tasks;
- d. none.

7. Does the communication inside the team really affect the processes and results, and can really influence it? Please provide an example, if yes.

Answer:

Yes, they can. For example, because of lack of communication can be situations when team members will do double or unnecessary work. That factor leads to long processes and unreached results.

8. What other communication factors are important in projects that can help a project achieve success from your point of view? Why?

Answer:

From my point of view, communication factors such as team member's communicating skills can help a project to achieve success. I think that good communication skills are the key to fast decision making process.

9. Could you give some short examples, as evidence from your practice, how your mentioned communication factors helped you to achieve success?

Answer:

Yes, of course. Good skills in written communication helped me to receive rapid feedback from our customer.

Appendix D1. Questions-respondents Table for the “Medinis namas LT” and their Partners

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Position	FSC manager	EUTR manager	EUTR manager	FSC manager	Director
Experience	more than 15 years	7 years	more than 10 years	2 years	4 years
The most important factor	technological	communication of all project roles and responsibilities	technological	decision making	personal communication skills
3. Does your working process face the force majeure or crisis situation timely? How often?	once per month	once per month	once per month	every week	every week
5. What is the level of microclimate in your team?	strong	strong	strong	by groups (sphere or interests)	only for top level tasks
6. Do your team members properly know each other’s tasks and responsibilities and understand them?	clear priorities and tasks	clear priorities and tasks	clear priorities and tasks	clear priorities and tasks	clear priorities and tasks

Appendix D2. Questions-respondents Table for the “Medinis namas LT” and their Partners

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
1. Do you use online platforms or social networks to connect with colleagues and organize your work? Please list them, if yes.	Google Drive, Google Docs, Viber.	Yes. Google Drive, Docs, Excel. Email, Viber, Telegram, Skype, Microsoft office, PDF.	Yes. I’m using Google service (e.g. Gmail, Google disk).	Telegram, Viber, WhatsApp, Instagram, Skype, Gmail, Outlook, LinkedIn.	E-mail and Telegram.
2. Do they really optimize your working process? Please provide an example.	Shared folders and tables optimize the work a lot. One Excel file filed in by different team members at one time (by their responsibilities) to see the current situation.	Yes. Collection of the documents, their availability and analysis.	Yes, they do. For example, I can find all the documents I need on the Google disk.	Yes, they make the working process more effective and efficient.	More effective communication with a huge number of partners/colleagues in different countries.

<p>4. Do you face situations when you or/and your team member's long decision making process affect the process/project negatively, which actually can be saved, if you react faster? Please provide a short example.</p>	<p>Extra fee for the company, because the task is not done in time. For example, printing of labels, production or custom problems.</p>	<p>Duplicate of the documents, which were already collected but not published. Partners annoyance.</p>	<p>Yes, I do. For example, sometimes we face financial consequences if colleagues do not provide their tasks in time.</p>	<p>Team members in a process are dependent on each other. Some processes can be done only by one particular member, because of his absence or delay due to some disrespectful reasons.</p>	<p>Order cannot be taken or even produced.</p>
<p>7. Does the communication inside the team really affect the processes and results, and can really influence it? Please provide an example, if yes.</p>	<p>Sure! Important to confirm the order ASAP, for the confirmation, different departments need to be involved to provide</p>	<p>Yes. I believe that one of the major advantages of a good communication inside the team where every member is responsible for a certain process, would be that not</p>	<p>Yes, they can. For example, because of lack of communication can be situations when team members</p>	<p>Yes, communication in small groups (one working sphere and by interests) provides more value</p>	<p>Each order affected by several people (4-6) – effective communication inside the team increases</p>

	sufficient information.	only the project is finished on time, but it is also possible to finish earlier than planned. Also, new insights and changes could be implemented (that would benefit the project).	will do double or unnecessary work. That factor leads to long processes and unreachd results.	and better results, due to better understanding inside the group. People understand each other perfectly.	the number of orders.
8. What other communication factors are important in projects that can help a project achieve success from your point of view? Why?	Decency and responsibility. To do tasks at time, to monitor the situation and be ready to communicate, even on not working time, if it is really needed.	Management support in the company.	From my point of view, communication factors such as team member's communicating skills can help a project to achieve success. I think that good communication	Dependence and cohesion. In this sphere it is very important to have reliable colleagues and partners. For the final result it is important to have a streamlined work mechanism	Self confidence, assertive.

			skills are the key to fast decision making process.	.	
9. Could you give some short examples, as evidence from your practice, how your mentioned communication factors helped you to achieve success?	The custom clearance of the goods cannot be provided without sufficient documents. The documents should be ready in time or when the truck comes (at any time).	I think that outside opinion or opinion provided by higher level management can help to achieve the project success.	Yes, of course. Good skills in written communication helped me to receive rapid feedback from our customer.	We had every confidence in the staff. Moreover, confidence is given to the producers of goods in the beginning of the work. This principle provides a positive outcome for future cooperation. But, of course sometimes it produces negative effects.	To do the tasks at time, do additional work to produce more value/benefits to the company.

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