This framework sets out the components for effective communication in SMEs. Successful functioning of an organization mainly focuses on bridging the gap of knowing what is being expected by larger stakeholders, internal and external as well, and how efficiently those needs are addressed with optimum technology integration. The present study brings out the major reasons for why such gap is created and barriers to communication technology adoption and that they have to overcome these barriers for effective communication.

Figure 6.10 shows attitude of entrepreneurs and non-availability of communication facilities as reasons of communication gap in SMEs which further leads to employee dissatisfaction and reduction of organizational efficiency. The framework further elaborates the larger consequences of this gap as loss of Potential Market, Fund Raising Opportunities, Quality Benchmarks and innovation.

Management is a set of functional processes and Effective Management is considered to be accomplished when several functional goals are achieved through proper implementation of these processes. For the purpose of this study, management is taken as comprising of activities of the functional areas like Manufacturing, Finance, Marketing, General Administration, HR, Supply Chain, CRM and Public Relation. Effectiveness means achieving the goals in the functional areas defined in Figure 6.11

The given framework suggest SMEs to set for a journey that begins with identifying two important needs regarding communication with regards to several aspects of communication like communication originator, and receiver, use of various communication techniques and technologies, its importance and training to the employees. The need analysis helps organization to get the overall picture of internal as
well as external communication areas which further decides the communication plan which organization should adopt.

Figure 6.12 shows communication process having communicator originator, techniques, technologies and communication receiver at Communication Interface. And sensitivity training and Core Communication training at Training Interface.

Communication Interface presents a model similar to communication process where at one end SMEs need to identify communication originator in every business function. At the other end Communication Receiver plays important role as selection of communication techniques and technology largely depends upon it. Table 6.94 and 6.95 presents respectively Top-Down and Bottom-Up flow of communication for SMEs. SMEs and entrepreneurs are suggested to adopt these Top-Down and Bottom-Up Communication flow for effective implementation of processes of these functional areas. It elaborates appropriate communication techniques and technologies to be used for respective function.

At Training Interface, entrepreneurs, managers, employees and workers need to be trained. First they should be given Sensitivity Training is for making entrepreneurs and employees aware about the importance of communication. It can be inferred from the findings of this study that at present entrepreneurs do not take communication as the important business function. Rather they give more importance to core business functions like manufacturing, finance and amateur and limited marketing. They must also be trained how communication contributes to build healthy work environment and lot of intra-department and inter-department conflicts can be resolved through effective communication.
Second is Core Communication Training where entrepreneurs and employees must be given training for three areas.: Appropriate use of language to be used, Various communication techniques that enhances the effectiveness of management and available Tools and Technologies for communication.

When importance of communication is realised and awareness on language, techniques and technologies is generated then it contributes holistically to the effectiveness of business management.

The organization that strives to achieve global competitiveness must adopt a conscious and concrete communication plan for various business processes with technology integration. It is very much possible to align most of the business functions with some or other technology which facilitates the fullest performance of those business processes. For doing all these SMEs need not spare much amount in their budget as most of these facilities are available for free of cost.

For **Top - Down flow of communication**, the management must decide the flow and hierarchy for better functioning. The organization must focus on core internal functions like manufacturing or production which is the lifeblood of an organization. Other crucial functions are effective inventory management and keeping back up supply plan ready. These functions require tremendous care to be taken in terms of communication. These functions can easily be managed by adopting technologies like open source inventory management software, company website, emails, instant messaging groups etc.

More and more technology can be integrated in achieving external functions like marketing, advertising, supply chain management, customer relationship management
and public relation. Market visibility and initial market penetration of a product is possible through company website, company blog and social media like Facebook, LinkedIn and product video on YouTube.

Fund raising activities require more of a personal interaction, hence, tools like telephones and emails are most effective. Annual reports of the company can be placed on company website while Annual General Meetings and other similar meetings can be held online through video conference and live webinars. A blend of these efforts leads an organization towards internal cohesion.

General administration can be more effective by using advanced technology. Vision, Missions, Goals of the company can be communicated through company website, e-mails, social media and instant messaging tools. In HR, Individual assessment and performance appraisal of employees can be done through open source performance appraisal software. Online selection and recruitment is possible through several online recruitment portals available. HR training is also available online now. You name the course and short term courses are available on sites like Coursera etc. which charges nominally. Continuous professional development of employees is possible by judicious use of social media and instant messaging groups.

Supply Chain Management demands for lot of automation to avoid any bottleneck. This can be done through emails, company website, mobile technology, instant messaging and other collaborative technology like social media etc.

A lot can be done through web presence for effective Customer Relationship Management. From creating notable customer base, apprising them about products and
their features, to keeping constant touch with them and finally generating customer feedback can be done without incurring much cost, by using company website, effective handling of company blog, and positive presence on social media page. All these again look for watchful and effective communication all the time. These technologies greatly facilitate customers to gather, discuss, opine, and suggest online which further leads to product and process improvisation.

Successful involvement in these technologies automatically enhances company’s public relations. A company can have media kit on company website, updated status on social media, latest and informative product video on YouTube, customer endorsement on company blog, more and more collaborative activities through web presence and few of community extension services visible on multiple media can definitely help a company to attain global visibility. Effective and efficient handling of technology for external functions bestows virtual competence to an organization.

For **Bottom-up Flow of Communication**, organization must adopt and open-door policy for effective communication. Employees should be encouraged and trained for communication. They must be sensitized towards the effective use of communication techniques and technologies. SMEs must install suggested communication technologies for the various business functions as stated in Table 6.95 and employees must be encouraged to use them as well.

The given framework suggests SMEs for 360 degree technology adoption for their optimal performance. These functions combine to influence the functionality of organizational roles leading towards enhanced performance.