From Communication to Corporate Communication – A New Conceptual Framework Embodied in Strategic Planning

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Abstract:- The constant social and communication changes are reflected in all organizations, causing changes in communication and following the needs of the context. In corporate communication, we are witnessing a fast evolution following the rise of the Internet and web 2.0 and now approaching web 4.0, a dynamic and intelligent operating system, capable of using and interpreting the information and data available to support decision making. With these changes, communication and corporate communication, in particular, has been developing new trends that impact on communication strategies with a new conceptual framework: the E-Communication.

Keywords:- Communication, Corporate Communication, ICT.

I. INTRODUCTION

Today's society bases its existence on a system that implies the use of Information and Communication Technologies (ICT), a system in which the Internet occupies a central position, since it is through its use that the Network Society is built, based on the connectivity These days, we are close to web 4.0, which Patil and Surwade defines as the read-write-execution concurrency web. It achieves a critical mass of participation in online networks that deliver global transparency, governance, distribution, participation, collaboration in key communities such as industry, politics, social and other communities " (2018: 814). Thus, aware of the pivotal role that organizations play in society, it is possible, in Gaspar's (2005: 2) understanding, to think of the Internet defined by the author as "the network of networks" as "a space that makes possible the emergence of new forms of organization, structured according to a different logic." The Internet enables the formation of new reticular structures based on the real-time communication that occurs in the so-called "virtual spaces".

Castells (2002) is a mandatory reference in the analysis of the emergence of a society based on the revolution imposed by information and communication technologies. The lattice structure of the Internet is one of the characteristics evidenced by Castells (2002) since in his opinion networks play a fundamental role in society and therefore in organizations: "networks are, and will be, the fundamental components of the new organizations "(2002:

220). The same author states that "we are living in a networked society dominated by the power of the internet: This networked society is the society I analyze as a society whose social structure was built around structured microelectronic information networks on the internet. In this sense, the internet is not simply a technology; It is a means of communication that constitutes the organizational form of our societies. It is the equivalent of what was the factory or the large corporation in the industrial age. The internet is the heart of a new socio-technical paradigm, which is, in fact, the material basis of our lives and our forms of relationship, work and communication. What the internet does is to process virtuality and transform it into our reality, constituting the network society, which is the society we live in " (Castells, 2002: 287).

In the network society in which we are immersed, we observe an appreciation of communication, a strategic vector when compared to the role played in the past. Krohling Kunsch (2007: 4,5), author of reference in the analysis of the role of communication in organizations in the context of today's society, considers that "All media convergence present in the citizen's daily life goes through the communicational making of organizations with equal intensity, as these are integral parts of society and formed by people who intercommunicate and interrelate, through interpersonal, group communication and all their traditional and innovative media such as digital ". The organizational environment of recent decades has pushed today's society towards a change in the communicational paradigm, from analogue to digital, being affected by the new dynamics of information processing imposed by new information and communication technologies. Balmer & Yen argue that we now face a new framework: the total corporate communications:

The total corporate communications notion (Balmer 1995; Balmer & Gray, 1999) has an explicit stakeholder orientation and is informed by the premise that: (a) corporate communication is complex and multidimensional; and (b) takes cognisance that everything an organisation says, makes or does (including third party commentary and narrative relating to an organisation), de facto, communicates (Balmer, 1995 p. 35). Moreover, the aforementioned represents a nexus linking a company's corporate identity (a firm's distinguishing and defining traits) and the corporate images and reputations held of an entity by stakeholders.

These are important since they provide the foundations of stakeholders identifications and behaviours which can meaningfully support the company's mission and purpose as evinced in its corporate identity (or not). Total corporate communications are differentiated from traditional one-way communications models which emphasise 'controlled communications'. As detailed by Balmer and Gray (1999), total corporate communications encompass: (1) Primary communications: the total corporate communications impacts of corporate activities and behaviours, product and service quality, management and employee behaviour, etc.; (2) Secondary communications: the total corporate communications impacts of controlled corporate communications such as corporate advertising, corporate design, corporate public relations, etc.; (3) Tertiary communications: the total corporate communications effects of thirdparty/ uncontrolled communications. (2017: 135, 136).

With the introduction of new media in organizations, we have seen significant changes in how they relate to all their audiences, both internal and external. In this sense, the functioning of organizations emerges as a privileged observation platform to analyze, among others, the forms of online communication.

We are faced with a new domain of knowledge, called Web Communication or E-Communication. With Web Communication, new models emerge (Sadarangani and Gaur, 2004), new languages, which allow organizations and / or companies with an innate commercial vocation to aspire to an advantageous position in an increasingly global, competitive market. A new and constantly updated lexicon also emerges: "ICT skills"; "E-U", "ICT academies"; digital cities and regions, network of internet spaces; solidarity network; interactive and digital content; community networks; science and education network; security and privacy; electronic commerce; Neotec (New Technology Companies); technology transfer; partnerships for the future; research and development (R&D), knowledge libraries; open access repositories; internet of things; "Creative commons"; converged integrated platforms; E-business; Ebooks; E-learning; Emarketplaces; E-procurement browsers; Homebaking; B2B to business to business; B2C "(" business to consumer "); B2G ("business to government"), among many others "(Sobreira, 2010: 94).

The study of the use of ICT in organizations and in society has proved to be an object of scientific study with enormous potential, not only for the complexity of organizations but also for the prominent role of ICT in contemporary society. In Sobreira's opinion (2010: 92,93), "this impact goes beyond the communicational aspect of organizations, extending to other organizational aspects, such as their action in geographical terms. The usable uses of a technology, such as the internet, in terms of management, allow organizations to act not only globally and in a network but also in a virtual dimension (Poster, 1995; Stohl, 2001; Rice and Gattiker, 2001; Castells, 2002; Thorne, 2005, 2007; Fuchs, 2009) ".

Sobreira (2010) outlines some of the advantages that come from using the Internet, such as its simplicity, the speed with which information is made available, its storage capacity and the simultaneous sharing of the same information by different people, without restrictions. of time and space. In addition to these advantages, the author highlights interactivity. With the Internet connection ends the unidirectional and passive relationship of traditional media. The focus of new media is on two-way and interactivity, as they facilitate interaction between organizations and their audiences, turning the latter into active recipients. Elias (2012: 209) considers that "From the point of view of strategic communication, contemporary times seem to approve strategies where dialogue is imperative and consumer empowerment is the new rule".

Digital communication, defined by Elisabeth Saad (2005) in Krohling Kunsch (2007: 14), as "the use of digital information and communication technologies (ICTs) and all related tools to facilitate and streamline the construction of any process of integrated communication in organizations "currently has a huge role. Organizations cannot be indifferent to this reality since, despite its degree of complexity, it is vital for their survival to planning their communication strategies, taking into account the specificities of digital communication.

II. CORPORATE COMMUNICATION

Communication in organizations is an area of communication science expertise, and although researchers in this field of scientific knowledge have made an effort in recent decades to define a sound conceptual framework, this task is far from complete. Tompkins and Wanca-Thibault (2001) in Rouen (2004: 3) are of the opinion that "as we enter a new century, as organizations face a complex global environment, researchers continue to make efforts to pinpoint of interest, establish boundaries and find clues for the future of Communication Sciences in the organizational domain".

When we seek to analyze the theme of communication in organizations, we are immediately confronted with a terminological diversity: organizational communication, corporate communication, business communication, marketing communication, brand communication, institutional communication, integrated communication, among others. According to Sobreira (2010), the concern with this terminological diversity is not recent, since it dates back to the 1990s. Among the authors who analyzed this issue, highlight Kapferer (1995) who argues that one of the reasons for diversity lies in the many of these designations are of Anglo-Saxon origin, which invalidates an equivalent translation into other languages. Another reason is that many companies have the same name as the brands and products/services they market.

Numerous researchers have sought to define the concept of organizational communication. Ruão (2004: 14) defines the object of study of communication in organizations as "the study of human communication in an

organizational context". For Krohling Kunsch (2003), organizational communication is a discipline that needs to be analyzed from a broader and broader perspective. As a discipline, its object of study is how the communication phenomenon is processed within organizations, within the global society in which they are inserted. Designates the manifestation of communication developed and issued in the organizational context, whether interpersonal, organizational, mass, formal, or informal. This broad definition of the concept allows its application in different organizational contexts, such as public or private companies, institutions, non-profit entities, etc., not restricted to the business context only. In the same author's opinion, organizational communication also configures different communication modalities, such as institutional communication, marketing communication, internal communication and administrative communication (Krohling Kunsch, 2007).

Krohling Kunsch (2007) argues that there are two fundamental areas of organizational communication management: public relations and marketing, "The first would embrace, by its theoretical essence, institutional communication, internal communication and administrative communication. Marketing would account for all marketing communication" (Krohling Kunsch, 2007: 13). In this sense, the author points out that "communicative actions need to be guided by a philosophy and an integrated communication policy that take into account the demands, interests and demands of strategic audiences and society. That is, there must be full integration between internal communication, institutional communication, and business communication for the pursuit and attainment of organizational effectiveness, efficiency, and effectiveness for the benefit of the public and society as a whole and not just the enterprise alone" (Krohling Kunsch, 2007: 13). In a brief analysis of the evolution of the discipline of communication in organizations, the Anglo-Saxon influence that always "drank" from the influence of Public Relations, in particular the development of the discipline in the United States, is evident, since public relations and Communication in organizations are the two currents that will mark communication in European companies until the end of the twentieth century.

In the late 1980s, we were confronted with a new theoretical approach called corporate communication. This new chapter in the history of communication, led by France, introduces the concepts of corporate identity and image, branding, corporate culture as well as the strategic function of communication as central aspects of the study of organizational communication (Van Riel, 1997; Villafañe, 1993; Ind 1992; Weil 1992; Sanz de la Tajada 1994). According to Herranz de la Casa (2010: 57), "From these plantations in the model and figure of DIRCOM, Directorate of Communication, as a space for the department of a company that is planning and integrating all the communication that generates identity and imagery. both internally and externally. " The concept of Communication Direction (DIRCOM) precipitates organizations into a new reality. Pérez González (1993), in Herranz de la Casa (2010:

57.58), highlights the main lines of theoretical thinking arising from the emergence of the DIRCOM concept during the twentieth century: "1. La aplicación en los años 60 a la gestión y dirección de las empresas de las aportaciones de la Cibernética de Wiener (*Cybernetics*) y de la teoría general de los sistemas de Bertalanffy (*General Systems Theory*). 2. El nuevo concepto de la imagen como factor de competitividad; y 3. el concepto de sinergia, como actuación conjunta o integral, aplicada a la gestión de la comunicación".

The sum of the Anglo-Saxon influence, Public Relations, with European influence, Corporate Communication, marks in the 1990s the turning of a new page in the history of communication in organizations, with the emergence of the concept of corporate. According to Herranz de la Casa (2010: 57), for Villafañe (2004), "the concept of corporate supposes the strategic management of all the elements that influence the image of an organization. This new contribution of handling the full influence of communication as a strategy, and the necessary harmonization between communication policies and the rest of company policies". The history of communication in organizations takes another step, allowing a new page turn in the late twentieth and early twenty-first centuries, with a new focus on studying the intangible values of companies (Aaker, 1996).

With this brief review of the literature, the territorial disputes that occur within the discipline called organizational communication are visible. Whatever theories, in one respect all researchers agree: communication now has a key role within organizations that cannot be reduced to simply exchanging information. In this sense, communication prepares to assume, in the context of organizations, a place that is rightfully it's own and embodied in the strategic dimension of communication.

Strategic communication of organizations is defined as "communication that is aligned with the entire strategy of the organization to improve its own positioning strategy" (Argenti et al, 2005, in Sobreira, 2010: 131). Van Riel (1995), in Sobreira (2010: 130,131), argues that strategic communication performs two functions: the "window" function and the "mirror" function. According to the author, "Through the window function, strategic communication professionals have to implement the communication policy in terms of messages that describe all facets of the organization in a transparent and attractive way. On the other hand, they have a responsibility to anticipate the results, that is, the changes desired by the organization in the targets of these messages. By "mirror function" is meant that those responsible for communication have the task of monitoring developments in environments relevant to the organization, in order to anticipate consequences for the communication policy of the organization".

Van Riel and Fombrun (2007), in Sobreira (2010: 133), also define the concept of integrated communication as "a process to build a complete and coordinating communication system within the organization". In essence,

integrated communication implies being mindful of communication objectives so that they can, like other objectives, contribute to building a unified identity of the organization. It implies, in essence, the adoption of a new philosophy of communication within organizations where "in the face of increasingly diverse audiences, different recipients should receive content and messages in an articulated and integrated manner" (Sobreira, 2010: 133) . This new philosophy rests its assumptions on a strategic dimension of communication.

The question now is what these authors seek to integrate. Krohling Kunsch (2003), in Sobreira (2010), argues for the integration of a set of areas that, despite their specificities, fit into the so-called organizational communication. They are administrative communication, internal communication, marketing communication and institutional communication. "Administrative communication goes through the process of analyzing and diagnosing the communication structure of the organization at departmental level and delegation of responsibilities, the place of communication in the management of the organization and the coherence between identity, mission, values, vision and positioning that characterize your image. As well as their ability to communicate among their members regarding the content (flows) of communication, with formal and informal communication "(Sobreira, 2010: 134).

In turn, internal communication presupposes the combination of efforts to reconcile the interests of the organization with those of its employees. In this context of analysis, the internal public should be considered as the first public in the group of publics of the organization, because, according to Sobreira (2010), it is a spokesman for the organization, positively or negatively, that needs to be informed and motivated. Not least, the highlight is marketing communication, which is the communication component responsible for the production of messages related to the organization's marketing objectives. This area integrates a multitude of techniques such as promotions, merchandising, direct marketing, sponsorship, and patronage, etc., which aim to achieve the objectives of publicizing the products and services of organizations, conquering consumers and target markets defined by the organization's marketing. Finally, institutional communication is "directly responsible for building a strong and positive corporate image and identity of the organization through the strategic management of public relations. Institutional communication is fundamentally intended to establish trusting and lasting relationships with all those concerned with the organization, that is, to improve relations with employees, customers, the local community and society "(Sobreira, 2010: 134). This dimension can also be understood as external communication, since it is through it that the organization communicates with the outside, aiming to achieve the organization's notoriety. Institutional communication seeks to reinforce the organization's identity by promoting its image based on the mission, vision, values and positioning, the organization's responsible role towards the surrounding individuals and environment, and the

relationship with the media. In 2003, Kunsch presents public relations, press relations, corporate journalism, institutional advertising, social marketing and corporate identity as disciplines that integrate this dimension. In 2007 it incorporates "historical responsibility, cultural responsibility, social responsibility, multimedia" publishing "(web design)" (Krohling Kunsch in Sobreira, 2010: 134).

Sobreira (2010) argues that the analysis of authors such as Krohling Kunsch (2003, 2007) reinforces not only the importance of integration but also presents the diversity of ways that strategic communication has to be effective. However, in the opinion of Sobreira (2010), they need to highlight the element that explicitly enables this integration. It refers to corporate communication, model presented by Van Riel (1995), which integrates three communication levels: management, marketing and organizational.

The level of corporate communication is, by many authors (Van Riel, 1995), considered the one that has a more strategic character, considering that this level concerns the communication between the top management of organizations and their strategic audiences. At this level of communication, it starts from the general to the particular, as the different specialists focus "first and foremost on the problems of the organization as a whole and only then on the particularities of each communication specially to contribute to the resolution of these. problems "(Sobreira, 2010: 136). The second level, marketing communication, implies all forms of communication that involve the marketing of products, services and brands. Last but not least, the third level, organizational communication that "integrates disciplines such as public relations, public affairs, investor relations, institutional advertising, environmental communication, internal communication" (Sobreira, 2010: 137). At this level, the organization is under pressure from outside to disclose information that would not otherwise be disclosed.

According to Van Riel and Fombrun (2007), in Sobreira (2010:137), despite the heterogeneity of organizational communication activities, highlighting its four characteristics: "1st) is intended for corporate audiences (" shareholders ", financial journalists, analysts investments, regulators and legislators); 2) has a long-term perspective and is not intended to generate direct sales and therefore requires a different style of communication compared to marketing communication; 3rd) Exaggerations and excesses of adjectives are not allowed and messages must be more formal; 4) unlike marketing communication, in organizational communication it is less obvious to attempt to influence behaviours of the groups on which the organization depends, since it aims to create a more favourable positioning for it ".

From the analysis developed by authors such as Van Riel and Fombrun (2007), Kapferer (1995), or Krohling Kunsch (2003, 2007), the different levels implicitly integrate them, since the proposals of the authors refer to demonstrate that only through integration will communication assume a strategic role in the organizational context.

Sobreira (2010:140) argues "as the main advantages of integration, the literature points out: the establishment of a transparent and credible relationship with all audiences of the organization; the construction of a common language and homogeneous behavior; consistency for brands; the combination of work efforts, taking into account compliance with the general objectives of the organization along with the particular objectives of each sector that make up the organization".

Despite the common goal, some authors, such as Sobreira (2010), argue that the different designations as "global communication" (Kapferer, 1995); "Organizational compound" (Krohling Kunsch, 2003, 2007); "Imperative communication" (Argenti et al, 2005), or "corporate communication" (Van Riel, 1995; Van Riel and Fombrun, 2007) do not yet emphasize the strategic character of communication in organizations. The author suggests that the different designations be placed under the umbrella of a single designation in which the strategic dimension is strengthened. Refers to the term: strategic communication of organizations.

III.   CORPORATE COMMUNICATION: THE NEW CONCEPTS

Companies have been affected in recent decades by numerous changes that have drastically changed their working models and organizational structure. "The changes that occurred worldwide with the end of the Cold War in 1989, and with the new geopolitics fostered, above all, by the phenomenon of globalization and the technological revolution of information and communication, organizations had to face a new world scenario. , dominated by global markets and an economy marked by unprecedented competition in human history "(Krohling Kunsch, 2007: 6).

We are witnessing profound changes in an increasingly globalized market that demands new forms of communication in companies. These changes emerge to address three key aspects, namely: the need for a new approach to marketing strategy; a new way of understanding the relationships that companies establish with their strategic audiences and last but not least, the analysis of the importance of information management in companies (Villagra García, 2004).

From the succinct introduction we have made about communication in organizations, we can say that companies are in a period of change, succeeding at a breakneck pace that leaves no one indifferent, neither the subjects nor the companies, forcing them to adapt themselves. to the new environment to survive. In Villagra García's opinion, these changes can be summarized as follows:_

Nuevo entorno competitivo, caracterizado por el incremento de la oferta (con productos cada vez más parecidos entre sí), la maduración y progresiva fragmentación de los mercados, la intensificación y globalización de la competencia, la presencia de clientes más exigentes y que demandan un trato personalizado y el fuerte ritmo de desarrollo tecnológico.

Nuevas tecnologías, el importante desarrollo que en un corto periodo de tiempo han experimentado las nuevas tecnologías y su progresiva implantación a las distintas áreas de actividad requieren por su importancia tratar este aspecto en un apartado específico. Los principales cambios que han supuesto para la empresa son los siguientes:
- Nuevas formas de comunicación
- Cambios en la estructura, se tiende a estructuras horizontales y más descentralizadas.
- Cambios en la organización de las empresas, especialmente en lo que se refiere al área de recursos humanos y de gestión comercial y financiera.
- Modificaciones en la cadena de valor.
- Posibilidad de nuevas formas de negocio.
- La gestión adecuada de la información, que pueda ser convertida en conocimiento aplicado por la empresa en las distintas fases de su actividad, se convierte en un aspecto fundamental. (2004: 343, 344)

If we look at the beginnings of the history of the business sector, at its inception the role of communication was very small, as it was limited to actions developed in the commercial and advertising areas. Nowadays, communication acquires a new dynamic within companies, as it affects all actions developed by them, such as products, customer service, distribution decisions, etc. One of the strategic goals lies in forming a company image in the minds of its customers. In order to achieve this goal, all the communicative actions that must be effective must be based on a concerted communication strategy. In this sense, companies must adopt strategic communication management that is integral, the result of permanent planning, not fragmented. As Aguirre (2004), in Herranz de la Casa (2010: 67) argues, "communication is so vital to the organization as blood circulation or the neurological system to the body. Leadership in communication leads to the change of organization". The growing role of communication within companies is not unrelated to the new media, which play an important role. These include the Internet, which, given its interactive nature, opens up new opportunities in the relationship that companies establish with their target audiences. Also called strategic stakeholders (stakeholders) are defined as the individual or group of individuals that may affect the organization, or that are affected by its behaviour.

Companies are looking for new ways to communicate with their strategic audiences, and ICTs are excellent supports as they allow them to better adapt to the communicational context that emerges at the beginning of this new century. According to Benavides (2001), in Villagra García (2004:132), "Las nuevas tecnologías están exigiendo e imponiendo unos cambios muy rápidos y profundos en las formas de comunicación, y, por ende, en las posibilidades que estos nuevos escenarios ofrecen en el intercambio mercantil y los procesos de consumo".

IV. CONCLUSION

In summary, we can argue that a set of changes implied a repositioning of communication in the company. In fact, an important aspect in the analysis of corporate communication relates to the fact that often in this analysis we focus primarily on communication media, forgetting about the communication strategy that supports the selection of these media and, concomitantly, the objectives to be achieved, taking into account the coherence between internal and external communication (Weil, 1992). Communication in the company is a philosophy, a "way of being", being much more than a simple technique: "Global communication is meant to reveal, assist and contribute to the achievement of the project of the company. That is why it is not a technique that harmonizes only the communications, not even the globalization of a media device, but the expression of a thoughtful policy and moves in a centralized way" (Weil, 1992: 192). In this sense, communication must be an integral part of corporate strategy and should be the object of deliberate planning by the organization, with a view to establishing relationships with its strategic audiences and achieving previously defined communication objectives.

Strategic communication management is a vitally important element for business survival. As Van Riel (1997: 26) states, "Corporate communication is a management tool by which any form of consciously used internal and external communication is effectively and effectively harmonized as possible to create a favourable basis for them. relationships with the public that the company depends on." Effectively communication, both internal and external, should deserve particular attention from the leaders responsible for outlining this strategy. This attention is justified externally by the need to define effective communication with its customers in order to persuade them to purchase and consume your products and / or services. Effective communication management will also consolidate the company's image and reinforce the trust that customers place in it, which may lead to an increase in sales volume.

Herranz de la Casa (2010:70) argues that "La gestión de comunicación tiene como objetivo principal satisfacer las necesidades de los clientes y los empleados. La comunicación como elemento estratégico es un esfuerzo por conectar la visión, la misión y los objetivos de la organización, con las fuerzas y oportunidades que existen en el mercado y que le dan sentido al trabajo que hace cada persona. La comunicación no sólo vende productos y servicios, sino que ayuda al buen funcionamiento de una empresa y a la relación con su entorno". Herranz de la Casa (2010) thus emphasizes the importance of internal communication. If communication in the internal context is not effective, it will be difficult to engage internal audiences and motivate them to be efficient in the development of their professional activity. Bayón, Del Castillo and Arteta (1992), in Herranz de la Casa (2010: 70) argue that "En realidad, toda empresa tiene el deber de comunicar. Se lo debe a sus muchos públicos y a sí misma, porque la ausencia de comunicación, lo han dicho ya todos los estudiosos del tema, es siempre una comunicación negativa. La empresa concienciada no cuestiona la necesidad del comunicar porque, sencillamente, sabe que no hay otra alternativa. No es cuestión de saber si se comunica o no, sino cómo, qué, dónde o cuándo hacerlo porque todo cuanto haga una empresa vehiculará un mensaje".

Villagra Garcia (2004), in his analysis of the presence of corporate values on the Internet, pointed out two communication trends in organizations: on the one hand, the transfer of advertising message objectives to brand communication, to the detriment of product communication; and on the other the presence of corporate communication, as the central axis of corporate communication strategy (Radovic Markovic & Salamzadeh, 2018; Belasen & Belasen, 2018; Bucăţa & Rizescu, 2017; Keyton, 2017)

A new approach has emerged centred on corporate communication, taking protagonism from the conventional analysis of mass communication.

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