



CORPORATE COMMUNICATION ITS IMPORTANCE AND ITS NEW ROLE AS A COMPETITIVE DIFFERENTIAL

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ABSTRACT

This article aims to show the importance of good communication and its impact throughout the production chain, including clients, therefore, we want to help readers to understand the importance of communication in organizations facing the new global scenario, its basis through processes and well-structured policies, as well as the use of technological resources as a differential to gain time and increase trust between the stakeholders and the client. In a simple way, to highlight the importance of adopting rules for internal and external communication, with follow-up of the managers and alignments of the stakeholders involved, especially in this scenario that technology is present in all areas. The study also addresses how the client influences this process and the barriers that may affect the effectiveness of communication.

KEYWORDS : Business Communication, Technology, Leadership, Process and Management

INTRODUCTION

This article aims to explain the close relationship between the success of career choice and the assessment tools available in the market, with the aim of generating self-knowledge of personal values, assessing the professional profile and directing the career of young people, combining behavioral tendencies with the characteristics necessary for the performance of each profession.

Many career coaching processes and educational institutions have adopted this tool to help their clients in the process of choosing the profession, making it more assertive due to the insertion of behavioral mapping tools, analysis of the threats and opportunities identified in the profile and, for ensure that the choice is made for personal and professional satisfaction.

The greatest difficulty found in most companies' organizational climate survey results is the lack of internal communication between areas, managers and teams, and especially clients. This generates many problems such as: rework, conflicts between employees and their managers, low performance, and can also generate financial losses and high turnover. Through this scenario, the Communication represents a strategic tool to strengthen the organizational culture and the identity of the company. For this reason, effective management models are those that bring employees closer to companies and their clients, guaranteeing and improving communication between them.

Communication processes are well known and long used within companies. However, despite all the latest technology and literature, we still find many communication problems in all the diagnoses made on this topic.

The communication process consists of the dynamics produced by well defined elements within a system that, in essence, makes the information reach other people. In fact, the word communication comes from the Greek "communis" which means common.

The basic elements for communication are defined by the sender (who issues) and by the receiver (who receives). The transmitted content is called the message and the medium used for this transmission is the communication channel. Its more specific elements are: encoders (puts the message in the appropriate code to be sent), decoders (when receiving the message, translates the content of the code) and feedback (signals that feedback who sent the message "informing" if it was understood).

Of course, this process does not always happen linearly and effectively. For the most part, what we perceive is "filtered" by distortions of the content that has been communicated to us. These

distortions are caused by communication "noises" that are interferences in the process from external factors (other information arriving at the same time, communication channel failures, etc.), or internal factors (emotional states of the receiver, blockages due to prejudices, fatigue etc.).

According to Gatehouse, the agency specializing in Communication in Organizations, UK, conducted a survey in 2017 to map the main communication barriers, obtaining more than 450 responses from communicators around the world. The survey covered companies of different sizes, and the results are shown in the graph below:



The graph clearly demonstrates the main barriers of internal communication. These barriers are the consequence of some factors. We will elucidate the 5 key factors impacting the process:

1) the importance of leadership to be skilled in the internal communication process, communicating effectively and motivatingly; 2) the adequacy of the company regarding the use of technological resources (considering, even the end point that is the customer and reverse logistics); 3) alignment of the internal communication with the business strategy of the company; 4) lack of investment in the sector and, consequently, the perception of top management over its importance; 5) reach all employees, this includes the factory floor, with the same information, here it reinforces the importance of analyzing which channel is more feasible for each audience.

As for external communication, our role is precisely to reinforce the communication perceived and practiced by the perception of consumers, facing the new market scenario and the changes. The

contemporary view of communication has a role as a management tool that is available to organizations to manage crises, instigate a strategic and creative thinking regarding the management of the relationship with the various stakeholders of the company.

Concepts and Definition of Communication and Technology

According to Nassar (2004) it is from the communication that the other organizational processes are developed. These relate directly to the organization of work, allowing the achievement of its objectives. According to Bittar (2000), it is a feasibility factor of the processes, demanding, therefore, the constant collection and dissemination of information derived from predefined flows, such as: fed database and channels open to the public.

Kunsch (2008) argues that the communication process in organizations basically involves administrative communication, flows, barriers and communication vehicles, formal and informal networks.

From the authors' point of view, we understand the importance of implementing formal internal and external procedures to avoid errors and noise; therefore, adopt clear, objective and well-defined policies for all hierarchical levels: Strategic, Tactical and Operational. This is the basis for the smooth running of the company's communication flow.

The communication models used within the companies should be analyzed considering their directions: vertical (ascending and descending) and horizontal (lateral communication). The vertical is configured for hierarchical communication, that is, when it happens from top to bottom (manager - subordinate / director - operational) and authority voucher to send orders and determinations. Knowing that the message can be sent in various ways (written, oral, non-verbal), what matters in this case is how this message is being understood by the recipients

The bottom-up message characterizes how much of a chance a contributor has of being heard by their managers or top management. In this case, it is up to the manager to analyze which channels are made available for this purpose and their real effectiveness. After all, how many important messages are sent by workers, but do not reach the highest levels of the company or are distorted by professionals at intermediate levels.

Horizontal (side) messages are those that happen between people or teams of the same level and are freer from hierarchical communications. They can make it easier to work, but they can also get in the way. The manager, in this case, should pay attention to any evidence of distortion, encouraging communication to be an instrument to encourage feedback exchange. That is, to use, as a priority, channels that allow the almost immediate perception of the reactions of the interlocutor. (Cavalcante, 2007)

The role of communication in organizational management is increasing, it has a direct influence on the process of changes in the search for better results. In the framework of the Network Society (CASTELLS, 1999; 2005), Information and Communication Technologies (ICT) play a fundamental role, since they facilitate the diffusion of information, which are strategic inputs for the achievement of common objectives, through of shared and applied knowledge (MENDES; CUNHA; TEIXEIRA, 2005).

According to Fialho (2005), ICTs provide the necessary infrastructure for organizations to integrate systems, processes and services and structure relationship networks, regardless of the spatial location of each. Therefore, adopting technological informational tools would be a basic condition for exploring the potential of this organizational format and enhancing its cooperative nature, as well as developing learning, generation and diffusion of knowledge.

An Information System is composed of three dimensions: 1) organizational, directed the demands of organizations; 2) human,

represented by the individuals who register the data and use the information deposited in the systems - 3) technological, based on the ICT (LAUDON, LAUDON, 1999). Second, Oliveira (2011), in order to fully enjoy the benefits of using GIS, highlights the following criteria: a) involvement of high and medium management; b) competence on the part of the people involved with the GIS; c) insertion of the GIS in the global strategic planning and its use in the evaluation; d) specific attention to the human factor of the organization.

Business Communication

Currently, business communication becomes a fundamental system in the participation of the strategic development of a company. It can be considered, as a tool of changes, that focuses, mainly, in the own survival of the company in the globalized context.

As TORQUATO (1985) points out, one of the most characteristic phenomena of modern industrial societies is the increasing use of communication functions for the survival, development and prosperity of organizations.

Bahia, (1995) defines as communication a complex set of procedures, activities and processes developed to improve the image of a company or entity (unions, government agencies, NGOs, associations, universities) among its so-called stakeholders (clients, employees, trainers of opinion, politicians, businessmen, shareholders, journalists, the community in general) and also in the public sphere.

Internal and external communications in the organizational context

Below, the summary table with the main basic responsibilities of the process of internal and external communication in organizations:

internal communication	external communication
Implement a training program, ensuring that appropriate skills are developed	Create and implement strategies for relationships with partners, suppliers and customers
Plan and maintain a support system to allow everyone to be aligned with the information item x company strategy	Be updated with the communication channels of the market and target as niche market
Interaction of managers with the business of the company	Produce and edit all publications and bulletins aligned with company strategy
Develop regular feedback channels to act preventively and correctly	Develop, maintain and improve social networks more and more, according to the needs of its clients

Regardless of the size or segment of the company, once the communication process is well-prepared and aligned with the organization's business strategy, it can be considered to be competitive with its competitors.

Traditional and Contemporary Communications - A Brief History

The business world has undergone many changes, since the Industrial Revolution, in a competitive and globalized market, specifically when we approach the subject of communication, it is not restricted to processes, but the human behavior changes, as well as the growing and frenetic pace of technology, this forces the creation and adaptation of new concepts, management models and market fronts.

According to Thompson (2001), information technology has great importance in this context, since they have initiated a new conception of what is communication:

The development of the means of communication has become entangled in a complex way with a number of other development processes which, taken as a whole, have constituted what we now call "modernity." Therefore, if we want to understand the nature of modernity - that is, the institutional characteristics of modern

societies and the conditions of life created by them - we must give a central place to the development of the media and its impacts. (FRÖES apud THOMPSON, 200)

Kunsch (2009) proposes differences between traditional and contemporary communication, see the table below:

Tabela 1: Comparação entre Comunicação Tradicional e Contemporânea

Comunicações Tradicionais	Comunicações Contemporâneas
Foco no produto	Foco no processo
Vertical/descendente	Multidirecional
Não simétrica, frequentemente secreta	Em rede
Autocentrada e autorreferente	Foco na cidadania, usuários, clientes e sociedade
Transmissor → receptor	Plural, complexa e resultado de um processo dinâmico
Massiva	Customizada, segmentada, quase-individual
Discurso de autoridade	Discurso argumentativo
Ferramenta para exercer poder	Ferramenta de solidariedade e compartilhamento
Fragmentação	Integração
Informação como espelho da realidade	Informação como construção social

Fonte: Kunsch (2009)

This context has brought companies the challenge of adapting to the digital age, with the explosion of the internet, because there is no longer a geographical boundary, information is instantaneous and globalized, causing direct impacts on history (the era, in which we are inserted) and sociological (behavioral change of man).

CONCLUSION

Corporate communication has consistently increased its importance and complexity over time. This applies to companies of all areas and sizes to ensure strategic results in corporate and business relationships. The more the communication channels are tuned the more the company is able to win customers and attract its employees. Thus, there is no success without clear, direct and motivating communication among all the stakeholders that are part of your universe. Thus, all business and people management processes will only result from being linked to an effective and comprehensive communication plan.

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