

The role of corporate communication in intelligent organizations

El rol de la comunicación corporativa en las organizaciones inteligentes

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Reflection Article, PUBLINDEX-COLCIENCIAS classification

Submitted: 03/12/2018

Reviewed: 19/04/2019

Accepted: 09/08/2019

Core topic: Administration and Organizations

JEL classification: M19

DOI: <https://doi.org/10.25100/cdea.v35i65.7251>

Abstract

Intelligent organizations are characterized for having a high learning capacity, innovation, response and competitiveness within its action center. However, corporate communication is also seen as a basic component of such organizations; being considered a pillar of effectivity in management within the organizational mark. The following article makes a reflexion around corporate communication and it's underlying elements, perceiving it as an indispensable piece of management in the intelligent organizations that find success and are able to maintain themselves in high uncertain environments, competitiveness, client's demand and under a high volume of information that characterize the actual knowledge society. It emphasizes the necessity of the communication role value in this context and it poses a net mode from the effective management of corporate communication allowing development of organization intelligence.

Keywords: Corporate communication, Intelligent organizations, Learning organizations, Knowledge society.

Resumen

Las organizaciones inteligentes se caracterizan, entre otras cosas, por tener altas capacidades de aprendizaje, innovación, respuesta y competitividad dentro de su sector de acción. Sin embargo, la comunicación corporativa, también es vista como un componente básico de dichas organizaciones; siendo considerada como un pilar de la efectividad en la gestión dentro del marco organizacional. El siguiente artículo hace una reflexión alrededor de la comunicación corporativa y de sus elementos subyacentes, percibiéndola como una pieza indispensable de gestión en las organizaciones inteligentes que encuentran el éxito, y se logran mantener en ambientes de elevada incertidumbre, competitividad, exigencia de los clientes, y bajo un gran volumen de información que caracterizan a la sociedad del conocimiento actual. Se hace hincapié en la necesidad de valorar el rol de la comunicación en este contexto, y se plantea, grosso modo, cómo desde la gestión efectiva de la comunicación corporativa se puede desarrollar la inteligencia de las organizaciones.

Palabras clave: Comunicación corporativa, Organizaciones inteligentes, Organizaciones que aprenden, Sociedad del conocimiento.

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1. Introduction

In the knowledge society's mark and the information that all type of actual organizations independent from the area of execution experience, The process of making decisions and strategic executions become complicated, considering the big uncertainty in the environment, the associated risks, it's dynamics, the competitiveness which day by day becomes stronger, globalization, government politics, technological advance, the environmental restrictions and many internal and external company's variables which next to the great information and data capacity represent a challenge, which only the most intelligent and best prepared organizations can face with success.

In this context, it is emphasized that in the knowledge society it is necessary to be aware of the learning component and the creation of new organizational knowledge as conditions of the intelligent organizations since they represent cardinal factors for the reach and maintenance of organizational success. The relevance of knowledge comprehended from an economic perspective increases.

According to Martin (2007) and Calderon (1994), a categorical aspect of a process for the actual society, in which knowledge and effective learning has capital importance, is the presence of companies with an oriented culture towards learning, also known as intelligent organizations. In addition, Bueno (2001) points out that characteristic learning of intelligent and successful organizations is eminently transcendental in the knowledge society and the information in the interior as well as exterior of companies.

A crucial and indispensable element related with the success of intelligent companies is the communicational component which is a factor that every intelligent entity should repair in its management, facing it's underlying and dimensional elements. Some examples are; clarity, opportunity, security, validity, adequacy and extensibility. (Arévalo, 2008 cited in González, 2012; Deagostini and Comenzana, 2005).

This article pretends to emphasize on the necessity of valuing the important role of corporate communication in intelligent organizations as well as expose the way in

which effective management can contribute to the development of intelligence in these organizations.

2. Frame theoric and prepositions

2.1. Corporate communication and it's elements

The human being, as an singular individual with social interaction needs within the frames of collectivity and in a wider context inside a society developed the verbal and non-verbal languages as ways to express and communicate ideas, thoughts, feelings, emotions, opinions and any other type of message or information to be understood by its receptors and generate concrete actions. This is how communication turns into an extremely important element for the progress of societies, since data, information, and diverse type of knowledge that contributes to the continuous advance of humanity and all of its edges and areas of knowledge are transmitted through it.

In this order of ideas, the business and organizational context is not a strange to this importance of communication since, first of all, the progress of societies depends in big part to the advance of different institutions, companies, corporations, entities, and organizations that constitute them. Second, the organizational performance is tied up to an administration of the information that circulates between individuals who are part of the organization making corporate communication fundamental within organizational management.

Going deeper in the corporate line, the actual organizations make part of a voluble, unstable and competitive environment that demands the design of strategies and corporate objectives to establish links with the different public of interest to be able to strengthen confidence and project it's reputation. To see results in this dynamic, we need communication based on a model that is visibly coupled to the organization's model and consequently the communication's vision should comply to a corporate vision and model. (Manucci, 2009 cited in Celis and García, 2014).

In this sense, the corporate communication should be incorporated within a vision and corporate model, so that the relevance can be given to the role that presents within organizations and its intelligent management. In fact, according to Gonzalez (2012), through the identification of the communicational aspects of organizational intelligence concerning with the administration of the units of information. There has been evidence showing that the opportunity, the security, the validity, the adequity and extensibility guarantee the development of a superior quality of the processes of administration. The characteristic of each of these aspects make sure that organizational intelligence, information and communication complement each other.

According to Rincon (2014) the corporate communication originates from an organized process on which people, processes and organizational structure accommodate to, with the will to deploy a print in the organization with base in the factors of conceptual, vision and behavior identity. Establishing a nomenclature or organizational code based on its nature and business name that stimulates all of the

organizational actions creating a corporate concept conducive to the projection of a global image.

In fact, the communication process establishes the organization, integration and complementarity of the individuals to obtain the common goals, establishing a key element in the managing of companies and institutions since a bad communication in the corporate environment causes a serious impact on its culture and consequently on its environment, disturbing excellence indicators such as productivity and quality (Rincón, 2014). In this situation is surprising, for example, to appreciate how the relationships between collaborators, between collaborators and directors or between directors eventually deteriorate in the business environment due to the lack of impeccable communication, comprehension and respect towards others, also reflecting an obtuse and lack of systematic vision of the organization which ends up reverberating the negative way in the organized global performance.

Next, the identified elements that spin around corporate communication are described (Table 1).

Table 1. Description of elements linked to corporate communication

Element	Description
Instruments and/or tools	<p>A tool of corporate communication, it is composed by public relationships, specialty which employs negotiation, marketing and publicity techniques to perfect and strengthen its performance and complying with a directive function.</p> <p>The new focus of this specialty demands the public relationist to widen its sharp strategic view filed with the business objectives (Tolentino, 2010).</p> <p>Additionally, any organization whether with an institutional or business environment, transmits precisely to its stakeholders, Through different tools, the institution's identity, the attributes that characterize it and distinguish from others in the area, corporate communication being the weapon that organizations manage to reach the public with the designed image by the own entity (Cabello, 2014).</p> <p>One of the most common tools of corporate communication and mature and consolidated companies are corporate magazines. The corporate magazines, as communication media establish a fundamental communication path of organizations and its internal and external public. allowing an accurate communication with contents that contain the interests of all of the receptors and bring a consolidated and timely message according to the organizational image (Cabello, 2014).</p> <p>However, corporate magazines are just one of the instruments or ways to allow a healthy corporate communication and quality. There are also e-mails, bulletins, massive public presentations, coffee drinking with management, business trips and many other formal and informal spaces for the interchange of information and diverse thoughts between members of the organization.</p>
Communication as a transversal axis of the change management	<p>Maintaining what Monteverde (2017) says, corporate communication not only arises as a technique to reduce resistance, but also as a transversal axis of the process that will make possible for the changes to be perceived as something natural and in favor of the organization, aslo pretending to involve the employees in the welcomed decisions by the company and learning the personal interests with the organizationals.</p>
Management instrument of the ethic and social responsible practices	<p>Briceño, Mejías, and Moreno (2010), consider the large scale that communication has as a transversal axis in the organization and the management instrument that sustains the divulgation and the award to ethic and social responsible practices.</p>

Corporate communication by organizational acting	Only the organizations that communicate their organized and social acting, their plans, projects, decisions and strategies properly, gain a great trust with their internal and external public bringing with it greater investments and a wide quality of life to the ones harbouring their environment (Briceño <i>et al.</i> , 2010).
Necessity to count with corporate communication specialists	It is essential for the companies to not only be impatient to hire the best human talent to achieve security, quality, and organizational management, but also to count on specialists who can manage with efficacy and efficiency the situation of the corporate communication and it's eventual crisis situations. ("Comunicación corporativa para casos de crisis", 2014). In fact, the corporate communication alternatives have an impact at an online level since they have incidence in the image and the reputation of organizations, therefore to power to manage them properly is fundamental (Castillo and Jiménez, 2010). It is why it's important to be managed by highly competent personnel.
Available psychology by corporate communication	According to López Ramón and Monserrat Gauchi (2009), in communication everything has an importance and a purpose, being management the psychology to the group of perceptions and colors, participants of the different strategies of communication in the corporation.
Influence of social media in corporate communication	Social media (Facebook, WhatsApp, Twitter, and others) have forge notable transformations which have impacted the communicative and publicitary industries within the environment of any organization, affecting the different aspects of people's lives (Castelló Martínez, Del Pino Romero, and Ramos Soler, 2014).
Source: Author own elaboration.	

Following Table 1, are the next series of arguments, which are considered to be kept in mind within the mark of the corporate communication management:

- The instruments or tools that help in corporate communication, are becoming more preponderant, particularly having in mind the accelerated advance of technologies in all the aspects of society. Organization that don't involve technology in the management of corporate communication, are destined, sooner or later to disappear and be forgotten.
- Corporate communication should not be interpreted or be conceived only as a tool or basic instrument of the organization. It is more than this, it can be affirmed that corporate communication is a decisive dimensional element that collaborates with the creation and management of organized knowledge and also with the materialization of objectives, values, and superior vision and mission of the whole organization.
- Every organization should guarantee the communication mediums so that it's members can know the dynamics the company is going through and it's global performance. It is also indispensable that, through corporate communication, thoughts, ideas, and opinions that collaborators have about any process, process or service are known. They should also be able to communicate any topic, always animated to stimulate the generation of solutions, original, creative, innovative and effective answers at an organizational level.
- Unquestionably, the proper management of corporate communication contributes to better ethic and business social responsibility practices in the interior as well as outside of organizations.
- A necessity for all of the actors of the organizations to participate in the strategic and organized plan of the communication exists. Depleting successful and good practice strategies, in the search of relevant and convenient answers to the requirements of the society.
- To forge an effective management of corporate communication, we should count on highly specialized personnel in the topic. Having in mind that depending on the way that the corporate communication is managed, an intelligent organization able to communicate the dynamics it is presenting can be developed and they can evolutionize to the rhythm of the society, in the contrary they can cause the inevitable disappearance of the organization.

- The consideration of social networks within the corporate communication is inescapable. Devices such as cellphones and tablets with advance technology which contain an uncountable number of applications such as Facebook, Whatsapp, Instagram and others, are getting more involved in lifestyles, consumption habits, and in different stages through which people go through in life cycles. This is why corporate communication should know how to involve this social phenomenon and apply with intelligence in the organizations. Having in mind that if these technologies and current applications can better the efficient flow of the information and decision making, it can also be an obstacle for productivity, specially for collaborators who improperly use these devices and applications.

We reasoned that corporate communication is a very relevant factor which should be kept in mind in the interior of all organizations without any exception, and specially inside the management model of each organization. Because of this management and its different dimensional elements that it is composed of, (clarity, opportunity, security, validity, adequacy, extensibility and others.) the development of better management processes is guaranteed, collaborator's capacity of learning and creativity is stimulated, as well as generation of effective solutions reverberating positively in the reach of strategic objectives, mission and organizational vision.

2.2. Intelligent organizations

In agreement with Lozano Oviedo and González-Campo (2014), the intelligence of organizations is defined as a capacity at the level of the organizational system and a characteristic of intellectual organizational capital to learn about the past and the day by day, building a continuous and healthy future through a creative and effective reading of the external and internal environment, creating and managing the knowledge as well as decision making. The cited authors make it sure that this is how a firm evolution of adaptation and generation is secured, always facing the achievement of the mission,

values and organizational vision, which is also modified with time, and subsequently it contributes in any state in direction to a much more intelligent society.

The intelligence of organizations, recognized as an indispensable capacity to maintain itself healthy in the present and future, needs to be unceasingly managed from the different factors that is formed by. Because of this situation, the identification of these factors or dimensional elements is highly preponderant, as well as its adequate administration.

According to Torres (2002) those dimensional elements that form an intelligence in organizations are: the way in which organizations treat data and information coming from the interior and the surrounding environment; the memory that detains experience with advantage and affordability; the organizational learning; abilities and processes; reasoning; assimilated as the effectivity of organizational thoughts' processes and the process of decision making; the organizational culture and corporate communication for data, information and organizational knowledge reciprocity.

In addition, another element related to quality service within a strategic mark of the intelligent organizations is empathy. Suggesting that an adequate corporate communication is fundamental for the success of these type of organizations, by achieving a higher understanding with clients (Ureña, Quiñones, and Carruyo, 2016).

Going deeper on this last element, the corporate communication of intelligent organizations, Gonzalez (2012) suggests that it plays a preponderant role in the organizational mark, since it perceives it as a back bone to the efficiency and effectiveness of administration in organizations. According to the author, in corporate communication, the following taxative factors are considered; clarity of the information, since it should be comprehended from any view, opportunity in communication, which should reach out users in proper time, security in the use of the same procedures to achieve the same data, validity; which comprehends logic coherence, the use of symbols and appropriate languages, oral and written agreement; that makes possible

getting close to the members of the company, the assimilation of conceptions, and the extensibility in communication; that will make it possible to contribute obtaining the organizational purposes.

It is substantial to have in mind the prior elements of intelligent organizations, under a series of essential and written organizational principles in the established strategic decisions. According to Mendelson and Ziegler (2004), there are primordial organizational principles, which have effectively transformed the intelligence of organizations in different companies of the world, having a direct and adjust relationship with the organizational consequences. According to the authors, these principles are expressed in four fundamental steps; 1) to fund an urgency impression on the obligation of generating intelligence, 2) to diagnose the actual situation of the intelligence, 3) to manage affairs that have more priority and organizational impact, 4) to watch advance through the management of the organizations' intelligence. The product of an intelligent organization, with its dimensional elements and capital principles, is a properly joined business network which permits participant companies to realize and to contribute with their forging knowledge.

With all, to be able to manage and increase an organization's intelligence, it is required to examine with close attention some minimum circumstances that can precisely mature. According to Danger (2005), these circumstances are fundamentally the following; culture in which learning is a connatural attribute, labor motivation and optimus environment for the organizational change; a system of values which benefits all collaborators through the organizational learning process, under its own propense direction, the judicious use of different paths to obtain, divulge, collect, and communicate knowledge, data and information.

Expanding these circumstances for the management of the organization's intelligence, Zerón (2008) proposes a series of determinant activities to be developed by companies or organizations in general and to always have present a mental attitude, effective tools and a conductual model of behaviour. Such activities are basically the following; holistic problem resolution

and the use of a reasoned experimentation under new perspectives, organized search of new knowledge, and learning of particular experience, as well as the organizational past of the praxis and different corporations. In addition the author underlines that is needed to embrace a system of human talent administration and provide key elements to the organization such as; good leadership, corporate communication, labor motivation, strategic vision, coordination, and the development of innovation and creativity, on the base of a culture of collaboration, learning, and business responsibility.

Danger (2005), who cites Huber, Nadler, Gerstein and Shaw (1998) sustains that there are numerous organizations that don't achieve to evolutionize their intelligence due to undoubtful learning barriers that have not been overcome, like the following; pressure for organizational performance, non existence of systems to learn collectively, interior and exterior restrictions of organizational collectivity, myths surrounding originality, little or no common interest, incomplete precision of priorities, inclination to priority in activities before results, and impression of incapacity.

In this order of ideas, it is the companies' job to value the human talent as an engine of organizational advance, only the human talent responds to the development of the essential conditions and appearance of intelligence in the organization, for which the administration of knowledge and learning are two inescapable activities to confront the hustles that come up day by day in the chaotic actual environment.

This way, an organization of great intelligence should be distinguished by having a space for constant learning in all the levels of the organization. This enlarges each individual who is part of the organizational system, as well as group results, but also having in mind the social responsibility, the attention for the environment and constant innovation, all under a down to earth perspective and giving relevance to a gambled future's prospective exercise (Rojas, 2008).

Other relevant aspects of intelligent organizations identified from the theoretic mark are:

- Intelligent organizations have as a principal characteristic, concentrating the attention in the management of learning and creation of knowledge and development of experiences that guarantee the organization to accommodate within the action environment (Chávez Hernández and Torres Sanabria, 2012).
- Intelligent organizations achieve the efficient and effective development of their architecture; being necessary not only the management of knowledge but also in the permanent and generating learning (Pesca de Acosta and Moreno de Tovar, 2008).
- Intelligent organizations believe in the scientific investigation and in the organizational learning, being able to learn and conceive new information and useful knowledge, giving expedited, original and creative answers in the midst of the demanding business dynamic (Losada, 2011).
- A characteristic of intelligent organizations is to be conformed by emotionally intelligent leaders and collaborators, based on coherence, respect, creativity, autonomy, proactivity and effectiveness. In this sense, the leaders and their subordinates achieve a superior performance from their work teams and find more appropriate solutions in a required optimum level, since a space for social and auspicious relations is generated, allowing healthier work environments (Bresó and Salanova, 2010; Guillén Subirán, 2014).
- It is important to identify and characterize the capacities of human talent that can eventually become a series of basic leadership and functional competitions, which if well administered from a learning focus guarantee the own success of an intelligent organization (Gavagnin Taffarel, 2012).
- The intelligent organization takes interest in collaborators learning and applying the potential of their

capacities allowing through the knowledge management, the creativity and development of learning capacities and to expand the possibilities of organizational progress (Quintero de Faría, 2012). However, the significative learning is intervened by the tools, symbols and other elements that make part of language and communication, therefore this last variable has much importance in organizational management (Díaz, 2012).

- According to Uria López and Rodríguez-Cruz (2019), the organizational intelligence establishes itself as an organizational capacity that enables the progress of different processes, in such way that organizations achieve through permanent learning, discerning and analyzing information from a strategic view, and to create organizational knowledge and to make effective decisions, seen in an organizational outstanding performance.

Based on the planted prepositions in the scientific literature about the topic, it is sustained that the intelligence of organizations is a capacity at the level of the organizational system, promoted directly by the intellectual capital and a capacity characterized for having key attributes such as; the learning, the management of organizational management, creativity, innovation and others which boost up the achievement of business objectives, and of course, the mission and progress towards vision.

However, these basic and inescapable attributes have as a medium the corporate communication, another important factor that should not be ignored within the organizational terrain, since, depending on it's good management an organization will be able to transmit to all it's members, with the most effectiveness, the direction or gambled scenario that they should follow, their organizational acting, as well as all the plans, strategies, jobs, and diverse processes that should be complied with from the established objectives, principles, values, culture and existential purpose of the organization.

2.3. Management of corporate communication in organizations

Corporate communication should be appreciated as a strategic axis in the interior of all companies. It is not justified that, because of an inadequate management or a lack of it, time, which is the most precious and not reversible resource goes to waste.

Within the mark of organizational management, corporate communication is all about administration of intrinsic elements such as; the identity, the image, the reputation, through the study that empowers the identification of shared values, differentiating attributes, and competitive conveniences. Therefore, it understands the strategic management of the communication tools that contribute to public conscience and the construction of links with the interested party, contributing to the achievement of established objectives in an organization (Apolo, Báez, Pauker, and Pasquel; 2017). This approach certainly presents a strategic perspective.

However, according to an investigation done by Ulloa, Apolo, and Villalobos (2015), an instrumental perspective in the corporate communication is evidenced. It proposes to set in motion the rentability of companies based on the adequate management of organizational information, as well as the creation of symbolic universes and all types of consistent languages with the industry demands.

Agreeing with what was priorly said, corporate communication would be an indispensable tool in business management. Having in mind that through corporate communication an organization reaches the proposed objectives within its business plan, which benefits relations with its stakeholders, employees, consumers, investors, communities, government and ways of diffusion. It also guarantees the differentiation and innovation of brands, the return of the investment, strategic oriented plans to better image and reputation, it generates corporate identity, it secures the relations with external public and it allows the business to count on a favorable environment (Traverso, 2010).

However, in literature is identified that

intelligence of organizations is managed in function of the following fundamental dimensions; speed in action and reaction, adaptation to voluble situations, flexibility and comfort in the operation, capacity to spot and be prudent, capacity to use imagination, efficient and effective communication with an interested party (Lozano Oviedo and González-Campo, 2015, 2016). Consequently, corporate communication would have a protagonic role that transcends the pure conception of being only an instrument or tool of business management.

In this sense, corporate communication, seen as a central dimension or organizational intelligence, can shape the organizational promise, going further than its instrumental utility. According to Manucci (2005a), the role of the strategy of the corporate communication is to properly structure and administrate an organizational promise so that it possesses value in different faces of the community, (clients, investors, references, internal and external environment and others), establishing trust in the relations with these organizations' publics.

Following other important factors of management of corporate communication identified from the theoric mark:

For Manucci (2005b) communication management contributes to the construction of a corporate wanted future, converting the process of communication in a meanings management achieving a solid structure and conceptual congruence in the organizational proposal. Realities are created through a unit of significance that takes a shared sense through corporate communication.

The management of organizational communication is heading in the design of the corporation's strategies and goals to create relations in the different publics of interest, it is the reason why its primordial to be able to identified these publics and the relationship interests of the organization, basing itself on the trust and the key components of corporate communication, efficiency, effectiveness, productivity and profitability (Celis and García, 2015).

According to Nikolić, Vukonjanski, Nedeljković, Hadžić, and Terek (2014), in corporate communication management, it is

sensible to consider elements of emotional intelligence to strengthen the communication in the interior of organizations.

Communication has even been considered as one of the primordial elements that enables organizations to carry on with their purposes and set goals, and this is why management and planification results are necessary. furthermore, communication management should approach the following elements: study the problems of organizational communication; define the interested public; design an action plan based on methods and ways to reach the public; and finally, corroborate the grade of interaction between the organizations and the groups of interest using a communication program (Soletto, 2001 citado en Preciado-Hoyos and Guzmán-Ramírez, 2012).

According to Jiménez and Mocayo (2019), corporate communication planification is important. It's important to use the adequate tools and to appreciate planification as an organizational catalyst, according to the criteria that publics of interest required.

According to Moreno (2012), to find a management system of integral communication within an organization, it is necessary to consider; strategic planning, interaction at an group, collective and interpersonal level, market analysis, communicative process, the thinking of the organizational system, the organizational environment; and the company's action and dynamic.

Bearing in mind that communication in the organization's interior presents a big influence in it's practice and image, companies require the politics of internal communication, declared by the high management and under the advise of the corporate communications' leader (Costa and Túñez, 2014).

One of the elements that increases communication in organizations are the information and communication technologies (TICs) since they represent a stronghold that changes economy and society itself, having in mind that they influence social relations between people in a significative matter. therefore it's management results very relevant (Estrada-Hernández and León-Robaina, 2013; Quispe-Otacoma,

Padilla-Martínez, Telot-González, and Nogueira-Rivera, 2017). Additionally, in the actual emergent era of big data, there are many organizations that increasingly invest in resources such as TICs, analytics, and business responsive intelligence, -through fast and effective communication channels- efficiently before the changing preference of clients and dynamic of competitors (YoungKi, El Sawy, and Fiss, 2017).

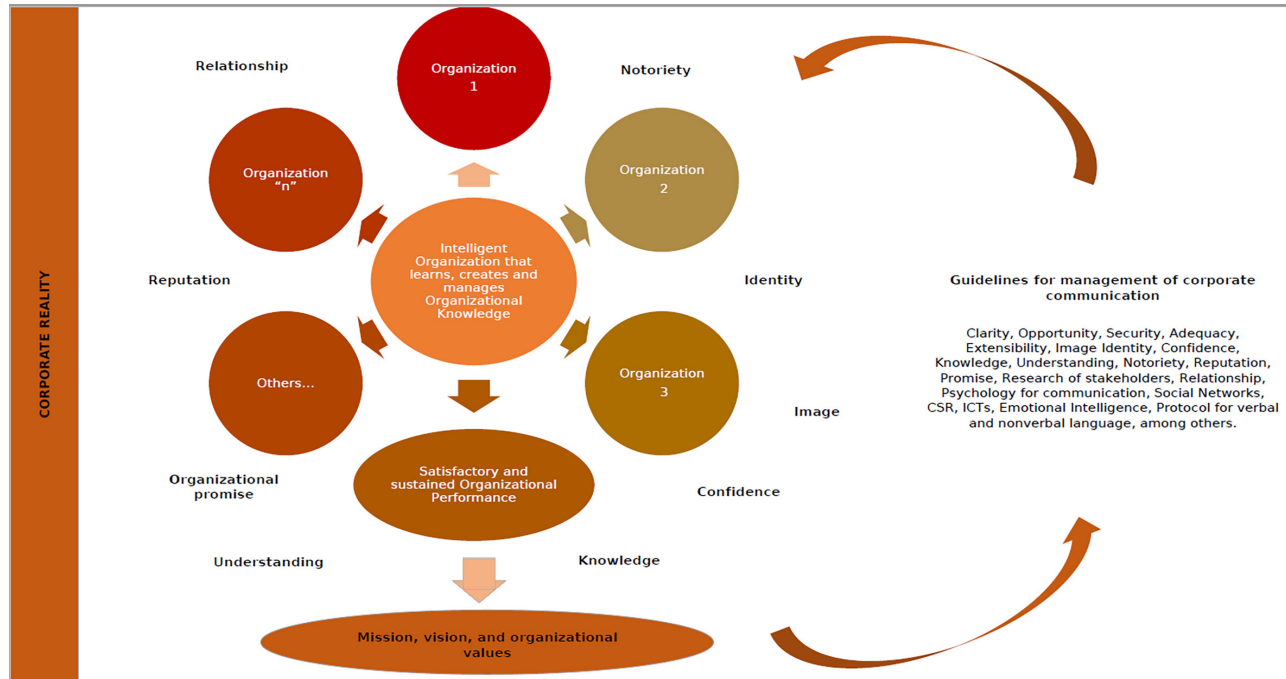
One of the essential elements that makes part of the processes in management of corporate communication is the corporate social responsibility (CSR), having in mind that the CSR is a communicative act and parallelly communicable. In addition corporate is essential for the normal functioning of organizations (Campos, 2013).

According to Aljure (2016), the management of organizational communication, before contributing to the achievement of organizational objectives, should supply proper elements of the mission, which are the following: produce, maintain and increase the levels of knowledge, understanding, notoriety and organizational image within the groups of interest, in which definition, development and execution of strategic plans in organizational communication are useful.

However, to supply the proper elements of the mission declared by Aljure (2016), another fundamental component which is recommended to be included within the management practice gains importance, this is the meticulous investigation of the groups of interest, and it's congruence with the hierarchy of the groups within the organization, seen as a valued component within the communication departments (Capriotti, Oliveira, and Costa, 2016).

In concordance with what is exposed, the corporate communication management is profoundly necessary within the organizational context, having present that it is fundamental for the creation of networks with the different groups of interest that are internal and external to the organization, based on trust and other underlying elements; being fundamental to the sustenance of the universe of actual profit and non-profit organizations.

Secondly, It's value is also evident from

Figure 1. The role of corporate communication management in intelligent organizations

Source: Author own elaboration.

the instrumental perspective, specially by the influence of digital revolution, which promotes the use of edgy information and communication technologies and their related products in the interior of organizational environment and in the lives of people. Finally, corporate communication is identified as incorporating corporate social responsibility, since CSR has a communicative and communicable nature within the society.

2.4. The management of corporate communication and intelligent organizations

In this chapter, it is pretended to explain, *gross mode*, how from the corporate communication management in the organizational level it is possible to contribute to the development of intelligence in the organizations (IO), as long as it is considered as a dimensional element of the IO, further than the benefits that it represents from an instrumental perspective.

The Figure 1 presents the way in which corporate communication management contributes to the development of IO.

According to illustration 1 the mission, vision, and organizational values decreed by the high management, generate a series of guidelines and definitions that allow corporate communication in organizations to be managed effectively. These guidelines and definitions should be considered within the fundamental components of management in corporate communication, and be applied in the interior of the organization, in the relations between collaborators at different levels, as well as in the exterior of other organizations and institutions' relations and other entities of interest and influence for the organization, this way creating a corporate reality in line with organizational interests.

These components for corporate communication management, support and stimulate the processes of; learning, creativity, orientation to results, and management of organizational knowledge between collaborators, areas and at an inter-organizational level, in the way that objectives and set goals in the organization can be achieved in an effective way, characteristic aspect of intelligent organizations. Under this perspective, the proposal of corporate communication management being a key

to management strategy strengthens, by guaranteeing the communication processes to be in line with mission, vision and organizational values (MIHAI, 2017).

Finally, it is important for corporate communication to be seen as a catalyst for other vital processes in organizational intelligence, these are; the learning and management of knowledge, the creation and innovation, the perception of internal and external environment, and the making and execution of decisions within the organizational mark; being this the way that corporate communication contributes to the development of intelligence in organizations.

3. Conclusions

The intelligent organization is characterized by the constitution of members who are learning, and putting into practice their knowledge and capacities, going furthermore into their limits, exploiting their creativity, imagination and intelligence in the problem resolution and organizational situations, cooperating with each other and at an inter-organizational level, to find a high organizational performance. As long as organizational knowledge, the creativity and development of learning capacities that allow possibilities of organizational advance to spread, are adequately managed according to the vision, mission, and declared values by the high management.

It can also be established that corporate communication represents a protagonic and inescapable role in intelligent organizations, keeping in mind that it is perceived as a tool and at the same time as a fundamental process that boosts up the adequate execution of the other constitutive elements in the organizations with high management; the learning, innovation and creativity, knowledge management and the derived organizational acting in the reach of proposed results.

In this order of ideas, the necessity of giving much more value to corporate communication and its management in the interior of organizations is underlined, and it is brought to the attention of executives in different companies, independently of their

industry in action, location, characteristics and size, to promote in all collaborators a healthy and effective communication style that impregnates the organizational culture and doesn't affect the working environment, to achieve better organizational results and to reach the declared mission and vision as an intelligent corporation.

4. Conflict of interest

The authors declare no conflict of interest.

5. Source of Financing

This work has not been financed by any entity whatsoever.

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¿How to quote this article?

Lozano Oviedo, J. (2019). The role of corporate communication in intelligent organizations. *Cuadernos de Administración*, 35(65), 105-117. DOI: <https://doi.org/10.25100/cdea.v35i65.7251>