

CORPORATE COMMUNICATION – PART OF THE STRATEGIC MANAGEMENT

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Abstract

The evolution of the global economy, due to the many changes and crises that engulfed countries from all over globe, undertakes both organizations managers and leaders of major world powers, to devise new strategies for effective communication. Global information environment is increasingly driven by information and communication technologies development of increasingly advanced. Public relations professionals, marketing staff, strategic planning managers and even government agencies have come to a common conclusion on clarifying the concept of strategic communication. Corporate communications function becomes relevant in strategic management process by ensuring the link between the key strategic issues facing the management of organizations. Corporate communication strategy is considered to be the result of a process of strategic thinking top communicators and managers responsible for making strategic decisions regarding the identification, management and strategic stakeholder communication. Effective communication strategies usually give good results in the short term but for the long-term strategic objectives required patience, perseverance and building coherent messages, consistent with actions.

Keynotes: *strategic management, corporative communication, public relations, organizational environment, strategic communication*

JEL Classification: D83, M14, L1

1. Introduction

The literature abounds with studies in communication related to a change in the terminology of public relations with the corporate communication. In the UK the term public relations in recent years experienced a reduction of the awarded organizations until recently, instead of the traditional public relations activities being taken by public affairs, corporate communications and corporate affairs. In the last decade, corporate communication has become one of the key instruments recognized, playing a key role in strategic planning in organizations. Because, currently, many organizations the problem lies in the perfection of corporate reputation, corporate brand becomes a key element in managing this aspect. Therefore, communication managers should increasingly longer be part of the top management structures of the organizations.

In the new vision of sustainability - economic, social and environmental - organizations are becoming more sensitive to expectations, values, norms and standards in society on good corporate governance and socially responsible behavior. The objective of a business is not only a profit forecast and no business activity is the only interested party organizations. Of special importance in making managerial decisions are considered today strategic audiences - such as employees of organizations, customers, regulators, community, media, for example - but also issues related to environmental protection. Therefore, society as a whole becomes central strategic element of business.

2. Strategy and Strategic Communication

The concept of strategy is a term well known in the theory and practice of management being studied since ancient times, the term can be found also in the works of Adam Smith (1759). Business strategy, broadly exceeding the overall strategy and

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addresses the political legitimacy and social organization, having both a social and institutional one. It orients decisions of top management towards fulfilling the organization's role in society (Freeman, 1984). Freeman, the originator of the concept stakeholder organizations supports the idea of social responsibility in defining company strategy as an ethical component of strategic management.

The literature of public relations firm strategy concept was introduced as the level of strategy to the corporate communication/public relations or even could make a significant contribution (James, 2015). In order to formulate the mission of an organization, it must take into account two essential elements: first refers to the values and expectations of stakeholders, the second considering the business opportunities for the organization, based on how these stakeholders can affect activities of the organization. At this level we can talk about a corporate strategy.

At the level of any company we can consider that there are four categories of strategies (see Figure 1) (Thompson & Strickland, 2003).



Fig 1. The ranking strategies

- a) Corporate strategy - describe the general direction of the business by improving management stability, rationality and growth of business (eg use business growth strategy through mergers and acquisitions).
- b) Business Strategy - highlights the competitive position increase the quality of products / services organization in the market segment served by it. Business strategy is included in corporate strategy (eg, through competitive differentiation strategy with a focus on innovative product design creative).
- c) Functional strategy - adopted objectives and strategies to achieve corporate and business unit by maximizing resource productivity (eg increased advertising spending to create consumer needs). This type of strategy is directly responsible for achieving a competitive advantage.
- d) Operational strategy - the organization's concern follows the objectives other parallel types of strategies with the resources, processes and employees. Operational strategy is applied at the level of each department following short-term and long term objective.

The XXI century, with globalization of business, and dynamic organizations brings interesting challenges that require strategic thinking in the implementation of their corporate performance that reach a high degree of competitiveness. A sustained and sustainable competitive advantage can be achieved when the organization implements a value by developing a strategy that competitors can not get higher benefits or that it considers too expensive for a start. Corporate strategy includes commitments, decisions and actions required to achieve an organization's strategic competitiveness and above average earnings instead.

Strategic communication integrated communication differs in the way an organization communicates the interested public beyond the organizational efforts made. The intentional nature of strategic communication is essential, this focusing on how the organization presents and promotes the activities of leaders, employees and specialists in communication (Popescu et al, 2010).

Strategic management is essential for any organization, giving it several advantages. Generally speaking, the strategy refers to a complex network of ideas, experiences, perceptions and expectations which provide guidelines for specific actions to follow certain purposes. Acting in an environment of change, full of uncertainties and constraints, organizations are in constant pressure and try to find ways and means to achieve competitive benefits. The tool used by management organization for achieving this goal is the efficient use of strategic management, find possible opportunities and to achieve the best possible efficiency by minimizing threats. All organizations use different strategies to achieve their objectives, making their own way in the market.

In an organization aware of the importance of strategic management, employee commitment and their work efficiency and increase the yield of the organization effectively and economically achieve results. Coherent strategy to provide employees at all levels, a clear understanding of the objectives and performance standards that impose the organization and environment.

Corporate and general profile of the organization is well defined through its portfolio (decisions are taken in case of mergers and acquisitions, the formation of strategic alliances) are set tactics for product diversification and business growth are effectively managed corporate resources.

Corporate strategy can be best described as top management responsibility for the financial performance of the organization. At this level, strategies tend to be targeted at the financial side and the shareholders are considered key players.

Although the literature in the field of strategy, corporate communication is not thoroughly debated conclusion of researchers is that it fulfills a tactical role both in supporting the marketing strategies of the organization and as a means of communication to organizational strategies and least the identification and interpretation of some communication problems arising in strategy formulation phase.

Strategic contribution to corporate communication in organizational development strategy is based on reflexive paradigm that a social system (in our case an organization) is evaluated in relation to other social systems based on values, norms and expectations of society. The organization will respond to certain restrictions and developing coordination mechanisms of decision-making processes in relation to the other organizations. Reflexive role of corporate communication is therefore to look at that in terms of organization of society, using communication elements active in gathering, analyzing and interpreting information from the environment to achieve a strengthening of self reflection and an adequate adaptation to the environment.

Thus, reflexive role of corporate communication strategist is similar to that acts as a mirror of corporate communication at the macro-organizational through:

1. acquisition of information or other social stakeholders
2. processing of this information by taking into account their consequences on organizational strategies, but also on stakeholders
3. supply these social and environmental information in the development of organizational strategy.

Taking the role of an objective outsider, Corporate Communication advises top management of the risks regarding the organization's reputation, the consequences for their organizational strategies and draws attention to the need to align organizational goals and strategies values and social norms or stakeholders. This process is the contribution of strategic corporate communication tool in the decision-making process of the organization, in particular the development of comprehensive enterprise strategy.

Your role in strategic corporate communication helps the organization to find and offer the best reasons for his actions. The contribution is based strategic corporate communication and addressing corporate social performance of businesses (whose results are manifested through social impacts, programs and policies). This means that organizations must support the common good and to minimize the side effects of their policies and strategies on the environment and society. Thus, the communication strategy helps define the nature of the organization and identifies responsibilities of stakeholders and social problems referred to these responsibilities.

Corporate Communication, in its role as a strategist helps top management to integrate more and more environmental problems and the social strategy of the organization. This includes the development of ecological strategies to meet the increasing demands of stakeholders that environmental protection is very important (Steyn and Niemann, 2010). Nonfinancial basic concepts that represent expectations, values and norms of society are identified and communicated both internally and externally at (awareness of corporate social responsibility, corporate governance, sustainable development).

Strategic capacity of organizations depends on how it is organized internally what kind of division of labor and strategic development opportunities are offered to employees and departments of the organization. In traditional management, strategy formulation is the responsibility of top management, subordinated segments accounting for their mission to implement them. The new management approach, however, recognize that organizations operate under structural uncertainty, resulting in the need for all departments to develop their own rationality of action, in line with the entire organization (Steyn and Niemann, 2010).

Communication and management strategies of top management in an organization are very closely interrelated: corporate strategies are based on management decisions (which decide the direction and objectives of the organization), communication strategies being responsible for communication management departments.

The term strategic communication itself has a special significance. First, communication is a strategic one, not accidental or unintentional, even if unintended consequences of communication can sometimes have a negative impact on strategic objectives (and Hoffiann Raupp, 2012). Strategic is not restrictive, but it is a multidimensional concept. Secondly, the concept of strategic communication stresses that, in an organization, communication is a constitutive activity management.

Also, strategic communication includes looking at how an organization is presented as a social actor in society to create public culture and discussing social issues. Study of strategic communication as a social science reflects the existence of real changes in society and its principles of organization.

3. Conclusions

Focus efforts in corporate communication strategies demonstrate functional contribution to increasing organizational effectiveness. Formulate a coherent strategy for corporate communication specialists is essential to understand the problems concerning the rights of business and social organizations on the face. For this employee communications strategies must align with top management priorities (Quirke, 1996).

Corporate communication strategy is a model in making important decisions regarding the organization's strategic relationship with the public. Considered as an emergent rather than deliberate strategy, corporate communication strategy is a continuous adaptation to the needs of stakeholders, its objectives being set out at the beginning of organizational strategies, but occurs by the process of identifying key strategic issues of the organization.

Since organizations can not take part in all social problems, and not all stakeholders assign the same importance to these issues, the strategy of corporate communication ensures strategic approach required organizations to identify and prioritize proactively both the problems and the target audience and be able to integrate a "corporate community".

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