

**MANAGEMENT OF THE SOCIAL COMMUNICATION PROCESS.  
INESCAPABLE PROFESSIONAL PRACTICE IN THE MANAGEMENT OF  
CONTEMPORARY CUBAN SOCIETY**

**GESTIÓN DEL PROCESO DE COMUNICACIÓN SOCIAL. PRÁCTICA  
PROFESIONAL INELUDIBLE EN LA CONDUCCIÓN DE LA SOCIEDAD  
CUBANA CONTEMPORÁNEA**

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JEL Classification: L86, Z13, A14

DOI: <https://doi.org/10.5281/zenodo.7764814>

*Received: 25/05/2022*

*Accepted: 01/03/2023*

## Abstract

The article aims to present a bibliographical review on the process of social communication and its inevitable management to illustrate and raise awareness of the importance it currently has. He starts from the understanding that the name social communication implies all expressive works that have some collective dimension, in which he is the protagonist of articulations/disarticulations of things, behaviors, and ideas. This condition of possibility is given by a level of complexity that is unknown in our country due to the prevalence of instrumental visions that are harmful. It will be assertive and productive when it is channeled and driven through a strategic conception and managed in a conscious and inclusive manner of all its components and possible actions. This makes it possible to make social communication

coherent with the aspirations and structural and functional actions that it inevitably accompanies and objective, among them the processes of decision-making and government management.

**Keywords:** process, social communication, strategic management

## **Resumen**

El artículo tiene como objetivo exponer una revisión bibliográfica sobre el proceso de la comunicación social y su inevitable gestión para ilustrar y concientizar la importancia que actualmente posee. Parte del entendido que la denominación comunicación social implica a todos los trabajos expresivos que tengan alguna dimensión colectiva, en la cual resulta protagonista de articulaciones/desarticulaciones de cosas, conductas e ideas. Esta condición de posibilidad le es dada por un nivel de complejidad que se desconoce en nuestro país por la prevalencia de visiones instrumentales que resultan siendo nocivas. Ella será asertiva y productiva cuando esté encauzada y conducida mediante una concepción estratégica y gestionada de manera consciente e integradora de todos sus componentes y acciones posibles. Ello permite hacer a la comunicación social coherente con las aspiraciones y actuaciones estructurales y funcionales a las que inevitablemente acompaña y objetiva, entre ellas los procesos de toma de decisiones y dirección gubernamentales.

**Palabras claves:** proceso, comunicación social, gestión estratégica

## **Introduction**

For the French professor and researcher Dominique Wolton, communication is “a fundamental anthropological experience (direct level); a set of techniques (technical level); a functional social necessity for interdependent economies (social level). This last dimension "Since the dominant model is that of openness, both for trade and for exchanges and diplomacy, communication techniques play an essential objective role." <sup>1</sup>

Interesting definition that expresses both the humanizing and cultural condition of the communicative process that guarantees the common construction of senses and meanings, as well as its socializing character and builder of human, group, organizational and social relationships that facilitate community life, going through the technical dimension. that assists it biologically and technologically based on its expressiveness (languages), registration (conservation), scope (amplitude of emission/reception), ubiquity (synchronous and asynchronous diffusion).

All this is social communication, which, with the development of humanity and societies, is objectified in different spaces/contours/levels of human and social relations, at the same time that it has established its condition as an organizational form and mode of production that it requires material, technological, financial and human resources for its specialized and professional objectification.

The Mexican professor and researcher Raúl Fuentes Navarro has affirmed that social communication has an ontological dimension as a problem, resource and solution; an epistemological dimension as an object of knowledge; a praxeological- dimension as practice, profession and politics; and a methodological dimension as construction of research objects. <sup>2</sup>

This integral way of defining and understanding social communication is not usual and the praxeological but limited dimension prevails to a greater extent, with fragmentary-instrumental conceptions based on its use for purposes of social control, not always explicit, associated with its mediating capacity for communication. serve for the management of material things, of human and social behaviors, and of the ideas of individual and social subjects, in and for social action that is accompanied by communicative acts.

With worse consequences, when in the praxeological dimension the dissimilar macroforms of historically constituted communicative production are ignored, becoming multiple ways of making communication for different spaces and supports, including digital ones (literature, propaganda, journalism, advertising, fiction, relationships public, among the best known) and with it, the most diverse trades and professions, which almost always act with relative independence and disarticulation, but in coexistence, not always happy, with seemingly inexplicable misguided results.

For all these reasons, the article presented here aims to present a bibliographical review on the process of social communication and its inevitable management to illustrate and raise awareness of the importance that communication currently has as a complex process. He starts from the understanding that the name social communication implies all expressive works that have some collective dimension, in which he is the protagonist of articulations/disarticulations of things, behaviors, and ideas.

## **Materials and methods**

Bibliographic research has been used by consulting documentary sources, both books and articles, many of them classic with apparently outdated dates, but essential to consult and cite in a work whose specific objectives are to show how old many definitions are that in our context nationally unknown for the worse, fostering misunderstanding and misguided behavior that can currently be paid very dearly, while rigorously arguing the need to manage social communication while contemplating all its complexity.

This condition of complexity is unknown in our country due to the prevalence of instrumental visions that turn out to be harmful. It will be assertive and productive when it is channeled and driven through a strategic conception and managed in a conscious and inclusive manner of all its components and possible actions. This makes it possible to make social communication coherent with the aspirations and structural and functional actions that it inevitably accompanies and objective, among them the processes of decision-making and government management as part of its praxeological dimension.

Bibliographical research starts from the analysis of communication as a complex process. Subsequently, the reasons for managing social communication are identified and substantiated, until reaching communication management. In this sense, the ethical, synergistic and social inclusion principles that guide the content of communication policies are mentioned, as well as the elements to be managed in social communication in any field. The mix of info-communication management that is also presented in the article, in which the integration by convergence of information, knowledge and technological means as expressions of culture is highlighted. Finally, it delves into the systemic approach to Social Communication Management, based on bibliography.

### **Communication: A complex process**

Communication is a complex bio-psycho-sociocultural process with evolutionary and historical conditioning that produces, shares and transmits symbolic forms by members of a cultural community with total reciprocity and collective identity, based on the resources (cognitive, expressive, technological) with which they count and the positions (roles) they occupy in their historically specific and socially structured contexts, which do or do not involve asymmetries of power.

The symbolic forms are elaborations that, in addition to a content (data, information, knowledge) implicitly carries a meaning (intentions, feelings, emotions, experience) that may or may not acquire shared meaning. Also referred to in the literature as messages, texts, narrations, speeches, expressions, contents, depending on the author and the discipline that supports the analysis that serves as the background for the definition that gives it meaning, they are much more unintelligible and for this reason they are collected from the relevant treatment.

According to the Spanish professor and researcher Martín-Serrano, communication is a process since "a set of systems such as the set of rules and principles that order human and social interrelation through the information process that includes the source (human, institutional, technological), coding/decoding, the message (data, information, knowledge with its implicit), the medium or channel through which it flows (biological and technological) and the act of relationship/transmission/dissemination-feedback/production in common of senses."<sup>3</sup>

Thus, its components must always operate, each one at the moment that corresponds to it with dialogicity, recursion and hologram. Dialogicity is the "principle of complexity that is defined as" the complex association of instances jointly necessary for the existence, functioning and development of an organized phenomenon. Recursion is the "principle of complexity that is defined as "a process that produces/reproduces itself, obviously on condition of being fed by a source, a reserve or an external flow". Hologramming is the "principle of complexity that states that" the whole is somehow included (engrammed) in the part that is included in the whole (...) the organizational complexity of the whole needs the organizational complexity of its parts."<sup>4</sup>

The components of the communicative process would be the following, with their respective functionalities, namely:<sup>3</sup>

1. The Ego Actor (commonly called sender) works in communication as a system for the production of indicative signals about reference objects/subjects (about which communication takes place). The term system here refers to the existence of several elements that interrelate with each other in conditions of dependency and interdependence for the operation of something more complex.
2. The Environment also defined as scope, that is, "the physical, biological, psychic, cultural, institutional, social reality in which each subject develops his existence; and in its procedural dimension everything that happens in it".<sup>5</sup> Classified as micro, meso, and macrosocial by the geospatial, political, economic, and cultural scope where it takes place, and likewise, identified as levels by the number of subjects that participate in the process and the way of doing it (more directly or indirectly by the physical contact, more formal or informal due to the prescribed nature), in the interpersonal, group, organizational/institutional and social/global cases. They are

also set by the spaces where they take place, such as the private, the common, the institutional, the public and the political<sup>1</sup>, which restrict the agendas (contents), the ends that they build and socialize (informative, educational, recreational, transformers).

In the environment and its mentioned meanings, energy exchanges take place with the expressive materials that result in natural and artificial things, existing or elaborated objects, the human body itself, in short, materials that can be sources of signals that indicate things, ideas through processes of perception and attention.

3. The Channel provided by the carrier system for interaction/transmission, appropriate to the nature of the signals put into play (biological and/or technological supports).
4. The Alter Actor (commonly called receiver or perceiver) functions when it is his turn as a receptive system of indicative signals about objects/subjects of reference.

The process achieves its objectification, always temporary and unfinished, when the participating Actors refer to the same objects/subjects of reference and "determinant coexistence for the sociability of man is allowed." <sup>6</sup>

The already mentioned process has a mediating nature since it "operates with mediation models that try to introduce a consonance at the level of collective representations, between what happens, what is believed and what is done." <sup>3</sup> For this reason "mediation models are used both when the principles shared by the groups are congruent with the situation in which human communities operate, and in cases where they are contradictory." <sup>3</sup> Likewise, it has such a mediated nature because it adopts dynamics, spatial-temporal organization and modes of objectification from concrete practice with its range of objective and subjective structuring and functionality; individual, collective and social, and not only from the discourse.

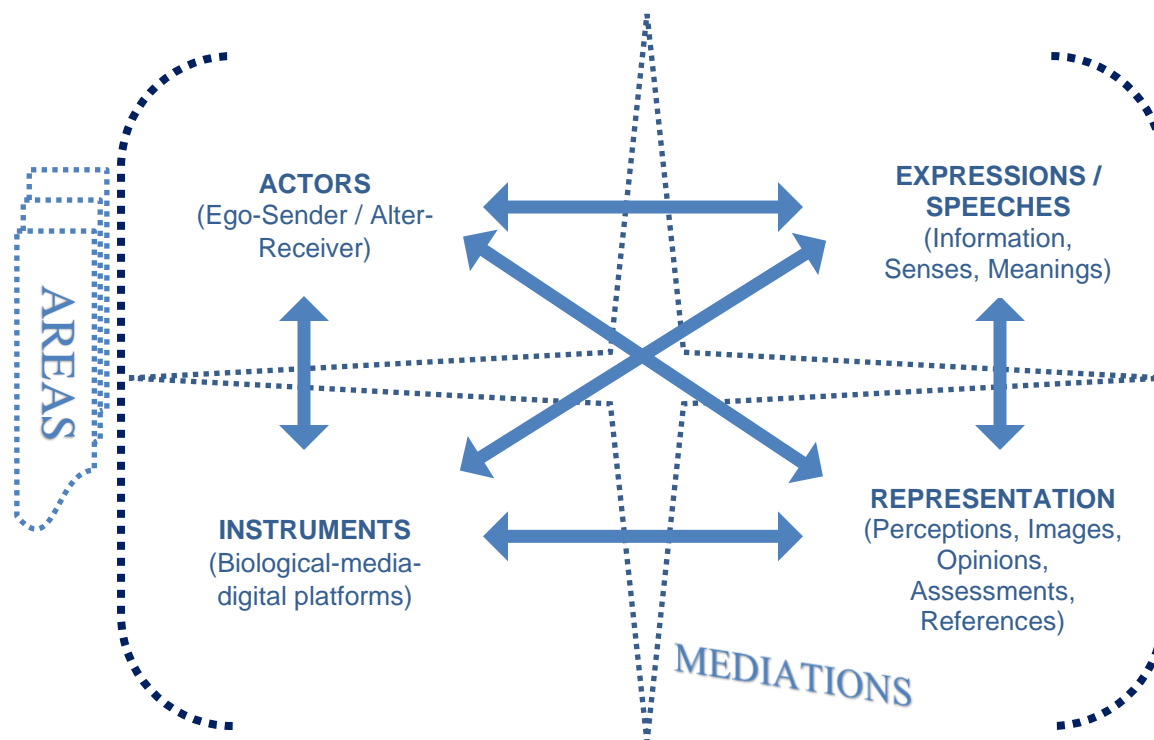
Among many other mediations that articulate/disarticulate it as a process, attention, understanding, assimilation and association are cited from Psych pedagogy; from Politics the values, interests, ideals and ideologies; from **Comunicología** the cognitive, technological and institutional conditions; as well as rituality and sociality. All this implies recognizing the multiple determinations that configure it, regardless of the space of concretion in which it occurs, physical and digital. <sup>7, 8</sup>

Through institutionally, the interests and powers that affect the speech of the actors could be observed according to their communicative and executive roles within the organization they inhabit and society, as well as the expressions of the hegemony/counter-hegemony dichotomy that occur between them and how all this affects the performance of the organization and society as a whole. With sociality, the approach would be to the web of relationships that the actors of the organization/society (formalized or not) weave and the use that they make of communication, the purposes that they grant and the ways in which they do so.

Ritual refers to the conditions that give the communicative process the routines of doing in organizations/society, the rhythms that they follow, the spaces where the exchanges are articulated and the symbolic attributions that are granted to all of this. Lastly, technicality fixes both the use of

instruments for communication, as well as the expressive capacities (informative, aesthetic, interactive) of the discourse and the representations they generate.<sup>9</sup>

A graphic representation of the complex communicative process that has just been explained would be as follows:



**Figure 1.** The complex process of communication

**Source:** own elaboration based on the Model of Manuel Martín Serrano, 2007

### **Reasons to manage social communication**

Management is a process linked to the conduct of organizational development that consists of planning all the actions that contribute to the full functioning of a system, which results in carrying out tasks to achieve general goals and/or objectives. It points to the process of managing tangible and intangible resources, which is carried out in organizations in any field through certain fundamental tasks, namely: planning, resource allocation, direction, control, monitoring, adjustments and adaptability.

Based on this assumption, reasons that support the management of the complex social communicative process that is in the very essence of the organizational and social structuring with repercussions on it, and at the same time with social scope, will be exposed below, although there are positions reductionists who consider communication only as a management tool, either organizationally or socially.

**First: The complex essence of the communicative process**, which is linked to the satisfaction, dissatisfaction or transformation of biological, relational, cognitive needs inseparable from the social

needs that constitutes and expresses group, organizational and social identity. Among other reasons, due to the relationship ties, meeting spaces and common references that weaves within them, and between them by areas, spaces and levels of concretion, amalgamating tacit agreements for the configuration of a significant gear or code (oral, gestural, written, sound, visual, audiovisual, digital) that acquires its manifestation, that is, it becomes explicit in those forms that the same community, institution and/or society has adopted, to which it has given public visibility.

All of this is expressed as the reproduction of reality, a capacity that culture offers as a total social process, practically lived and organized by specific and dominant meanings and values that constitutes the expression or projection of a particular class interest, that is, ideology, in the one in which men define and configure their lives where communication is not only (...) "the exchange of news and messages, but also the individual and collective activity that encompasses the product of the transfers and exchanges of ideas, facts and data (...) Motor and expression of social activity and civilization, which has led men and peoples from instinct to inspiration through a series of information, impulse and control processes and systems. Common source from which ideas are taken, and which strengthens, through the exchange of messages, the feeling of belonging to a community".<sup>10</sup>

Highlighting these interdependencies between the communicative process, identity, culture and ideology, it is valid to insist on their vital condition.

**Second:** To become the mediator par excellence of all social, economic and political activity; locally, nationally and internationally; in all these environments (areas, levels, spaces) and in all kinds of organizations, where it is either enabling and/or constraining; either facilitating and/or hindering.

In the words of the Spanish professor and researcher José Luís Piñuel "consequently, communication is already a practice on which not only the organization of production depends, but also and mainly the reproduction of identity, which today is sustained, either through the social production of mass communication, either through the communication strategies of the organizations that make up the social fabric."<sup>11</sup>

Thus, two spheres/spaces/levels of communication are recognized in need of management: that carried out by the mass media, commonly called the media and/or cultural industries, producers and/or reproducers of content-narratives-speeches for the so-called mass communication, more recently also named as media. Just like what takes place in organizations of all kinds, according to their goals and missions (including the means), for which they have an ideological superstructure, an organizational structure for operation and an infrastructure (material, financial, human and technological that provides the technical supports (channels) for the production, dissemination, reproduction of contents of interest with dissimilar scopes, including cyberspace.

**Third:** The historical character of the complex social communication process, since it has been the product of the evolution and survival of individuals in the course of their organization in communities and societies. But history finally shows us that as societies became more structured and complex, the communication process became institutionalized. Although it will eventually be an informative channel for family exchanges, it is a social mode of communication that has already detached itself from the organization of kinship and requires its own institutions.

Thus, one can speak of public communication that, as a product of social evolution, appears as a specialized form of social organization that refers to interests shared by the community as a whole. At present destined, in whole or in part, to social, collective and organizational reproduction for the perpetuation of a community and also to fulfill functions related to social production, especially when it deals with the problems that society faces, and that are subjected to public debate, that shake public opinion, or that arise from the State and public administration: economy, justice, education, health, environment, among others. Hence, it is being defined as a set of phenomena of production, treatment, dissemination and feedback of information that "reflects, creates and guides debates and public issues (...) understood not only as the work of the media, but also of the institutions, companies, movements and groups that intervene in the public square".<sup>12</sup>

With this, figures called "communicators" appeared (griots or itinerant African poets, the Inca chasquis, bards, sorcerers, tribal chiefs, scribes, among many others); resources that served to materialize it (although they are not the ones currently available); autonomous macroforms of communication that allowed the establishment of "differentiated communication pacts between the actors involved, based on "differentiated choices of relationship with reality and truth: modern literature in the fifteenth century, 1456-1492; journalism in the seventeenth century, 1596; advertising in the 19th century, 1800s; and public relations in the twentieth century, 1900".<sup>13</sup> And, logically, ways of organizing it in pursuit of specific purposes, among which are providing the necessary information for the reproduction of the community and the necessary interaction between its members, in order to achieve understanding between them in those situations and decisions on which their survival, organization and development depended.

News circulation characterized every organized society; it is hardly conceivable that all the advances in administration, commerce, and education could have been achieved without it.<sup>10</sup>

To the extent that the social systems (SS) were constituted, that is, "those organized to manage and transform materials, energies or information with a view to satisfying the individual and collective needs (biological, social and spiritual), of the members of society",<sup>5</sup> "communicative systems (SC), on the other hand, are organized to handle those same elements, but their specific reference is events, that is, what happens or stops happening and affects community".<sup>5</sup>

Here reference is made to the definition of Public Communication as "a social form of communication in which information is produced and distributed through the use of a specialized Communication System (SC) in the management of information that concerns the community as a set".<sup>5</sup> Although it is too diffusionist to the detriment of the necessary interaction, this enunciation transcends the complex process, but it does not ignore it at all since it underlies it with all its components and relationships that they establish among themselves as subsystems and systems, as well as with the processes (identity, culture, ideology) and activities (socioeconomic, political and cultural) with which it has relationships of interdependence and dependency.

Both the social system (SS) and the communication system (SC) contain material, organizational and cognitive elements, which translates into the terms infrastructure (means of production, dissemination and reception of information; they are human, technological and financial), structure (organizations, groups, mediating directions, both cultural and political), both media and non-media, and superstructure (political and legal, moral norms; scientific, aesthetic, political ideas; and beliefs, religious dogmas,



stereotypes prejudices) that allow offering a vision of what happens socially and organizationally, respectively.

The Public Communication System (SCP) can be divided into two large branches, the institutional and the alternative.

The Institutional Public Communication System (SCPI) is the “organization specialized in obtaining, processing and distributing information for public communication, whose characteristics and operation are explicitly legitimized and regulated; to which certain material and human resources are assigned.”<sup>5</sup> Note the non-existence of distinctions between the spheres, levels and spaces in which communication takes place (organizations, institutions and within these the media, which in the end are also organizations that, in order to meet their goals must go to the management of the communicative process that concerns him as such), something that is not always clear in the literature that deals with that which is objectified in non-media organizational scenarios, where the definitions that have been exposed here are obviated.

The Institutional Public Communication System has the following features: a) The organization in charge of public communication will be considered a community institution (as a group of people and/or organizations), notwithstanding that it is built on the material and formal organizations that satisfy the specific needs of certain groups. b) The system for public communication specializes, as a priority and sometimes exclusively, to deal with the kind of information that interests or affects social institutions, without prejudice to the fact that, in addition, the exchange of information may be included among its communicative uses. that concerns only certain particular subjects. c) The issues that must be communicated by an institutional public communication system and the way in which they should be dealt with are more or less formally prescribed, without prejudice to the fact that, eventually, other unregulated issues may also be dealt with. This differential treatment of public information helps members of society distinguish it from any other, including public information produced by other groups. d) Public information ritually well elaborated, when it circulates through an institutional communication channel, enjoys the presumption that it is reliable and that it proposes an authorized point of view. e) The system has established who can intervene as Communicators (spokespersons, public relations, institutional communicators, journalists, social communicators, among other professionals), on what occasions, and sometimes in what places, when the information concerns issue that have recognized their character of public interest”.<sup>5</sup>

**Fourth:** It makes it possible to pursue the objectives of the appearance, existence and development of organizations of any type (by size: large, medium and small; by form of ownership: private, public, cooperative and social; by forms of management: lucrative and non-profit), every time these are structured, organized and work through institutional communication systems; which includes traditional media and those supported on the Internet.

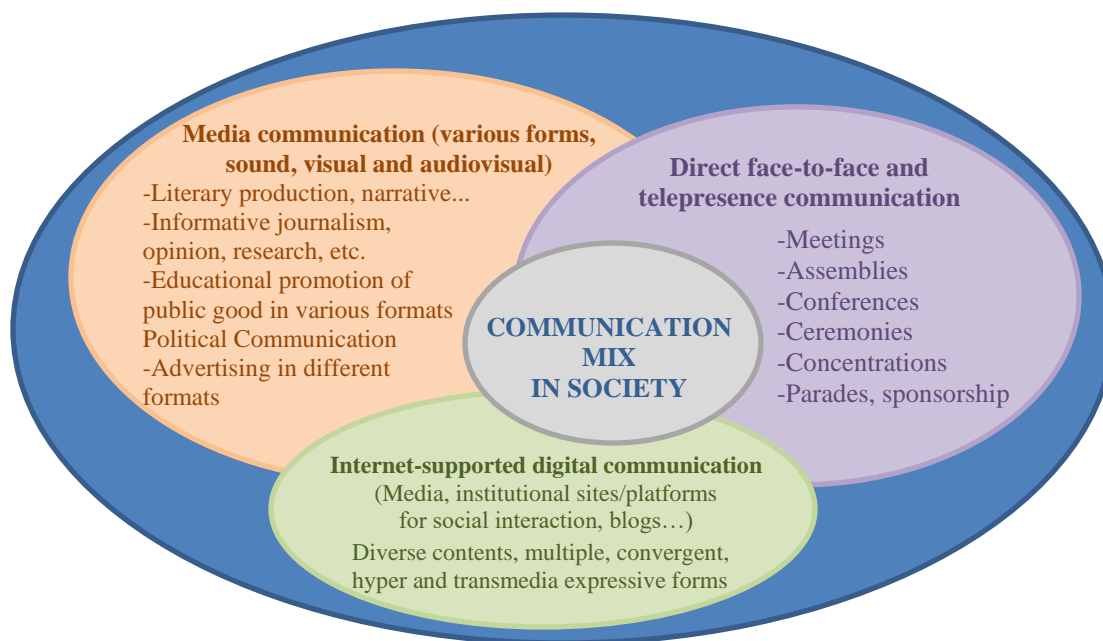
On the one hand, as it has already been mentioned, it is worth noting for them as complex organizations where public symbolic contents are manufactured, being an essential link in the mediation process with which society directs itself. “Their structure (size, form of ownership, and production functions) has direct consequences for their behavior, which in turn influence their performance, sense of quantity, and the types of media content produced, offered to audiences.”<sup>14</sup>

On the other hand, they have grown in response to social and cultural needs, they are run as business enterprises, including those with public capital. The largest number of them and the strongest structurally and financially are large transnational industries (part of the so-called cultural industries) such as cinema, and currently multimedia with a presence on cross-border digital platforms that operate on the Internet.

Therefore, there are organizational purposes that must be accompanied and supported by clear and defined goals and communication functions that give it meaning. In all of them individual functions are carried out such as informing; socialize; to motivate; promote; argue; educate; support cultural advancement; entertain and integrate; but also collective in companies and institutions in order to plan the future, governments need information on topics as diverse as population growth, harvests and water supply to name just a few, not only in their own countries, but also abroad (...) The increase in productivity, the improvement of harvests and health depend in part on communication, but the same occurs with self-development, cultural identity, freedom, respect for human dignity and mutual aid.<sup>10</sup>

Among the typologies of institutional public communication systems (SCPI) that have appeared historically are assembly communication; communication by emissaries; communication through message distribution networks, and mass production and distribution technologies for communication products, the most evolved variant of which is media communication (traditional and digital).<sup>5</sup> As can be seen, the range is wide, and they all exist and currently operate in a convergent manner, therefore it is the task of the management processes to integrate them.

**Fifth:** The need for a holistic approach to everything that is associated with the complex communication process and the systems and subsystems that make it up, for that matter, both internally in organizations/institutions, and externally in society, either analog or digital way as shown in the following figure.



**Figure 1.** Communication mix in society  
**Source:** Self-made

Through this approach, not only the aforementioned institutional public communication systems with the infrastructure they have, the structure they adopt and the superstructure that coordinates them pass through; but also, the components of the complex process that underlies it; the purposes to be pursued; the functions that must be developed; the activities it carries out (administration, organizational behavior: climate, identity, culture, financial, relationship, negotiation, protocol and ceremonial, image and reputation, marketing, social responsibility, among others); the forms of communication (internal communication, public relations, advertising, sponsorship, patronage, institutional journalism, merchandising, community manager, among others); trades (trained empirically or in recognized technical schools, but of lesser sociocultural value, which may or may not belong to trade associations and may or may not respond to codes of ethics: photographers, editors, aides-de-camp, messengers, webmasters, among others) ; and professions (trained in university programs, often organized in professional associations that represent and validate them as such, while also guiding them through a code of ethics for their responsible and quality performance: media and institutional journalists, publicists, public relations public, institutional communicators, social communicators, negotiators, visual designers, audiovisual producers, among others) that have been legitimized in the course of time under the influence of sociocultural actions and technological development.

**Sixth:** The strategic nature of the complex communication process at an organizational and social level.

At the organizational level, the social interaction that sustains the practice of industrial and commercial management of social communication at the service of organizations, is what strategically allows companies and institutions (for-profit and non-profit) to organize both the relations of production (internal communication, business communication, financial communication...) as well as its relations with the social environment, either with social interlocutors (visual communication, crisis communication, press relations, public relations...), or with citizens (sponsorship and patronage, social responsibility), or with the consumer public of their products and/or services (advertising and direct and indirect marketing).<sup>11</sup>

At the social level, the fact that there are interactions between the formations of the Social System and the Public Communication System is considered indisputable. However, it has not been possible to demonstrate why they occur, which for him has theoretical and practical implications. In the field of theory, this lack of knowledge does not allow the advancement of the social disciplines involved in explaining social change and cultural evolution. From a practical point of view, not knowing the nature of these interactions has led to ignorance of the importance of communication strategies as part of the policies aimed at the historical transformation of societies.<sup>5</sup>

Then, a much-discussed element appears, the one referring to Communication Policies, which was one of the topics suggested by the transcendental Report of the International Commission for the Study of Communication chaired by Sean MacBride, presented to UNESCO in 1980. The It has itself been the subject of study, claims, and also political and public decision-making in many countries that opted to accept the recommendation that, in question, raised "develop comprehensive national communication policies that connect global social, cultural, and economic objectives in for the recognition of communication as a basic individual right, as well as a right required by all communities and nations"<sup>10</sup>; which results in a greater democratization of information (although the attachment to the term is very westernized) at the country level and internationally (which continues to be a pending issue).

For such purposes, it was emphasized as "essential the development of comprehensive national communication policies (definable as the set of principles and norms established to guide the behavior of communication systems through regulations that allow their planning, organization and control, regardless of their nature). private or state, and that may be contained in written, oral or other format documents) that will connect the mentioned objectives"<sup>10</sup>; in order, among other things, to "give communication greater importance in planning and financing."<sup>10</sup> In these postulates there is room for normative attempts such as communication laws reduced to media laws in many contexts with all economic and political intentionality, which has found fertile ground in an illiterate popular imagination on these issues for dissimilar reasons.

More recently there is talk of strategic communication. One of the most active authors in this sense is the Argentinian professor and researcher Sandra Massoni, who presents the theory of Enactive Strategic Communication (CEE) through which she "supports the specificity of communication as a discipline based on the definition of "communication as an encounter in diversity, an intersubjective micro-macro social reconfiguration that enacts".<sup>15</sup> This "implies understanding that the object of study of communication requires a different perspective, since communication is traversed by a relational ontology and that, for this reason, communication research is necessarily transdisciplinary, as a contribution to the incipient development of communication. new science of articulation".<sup>15</sup>

Interesting look that, without neglecting the media prominence of all kinds of scope, places social communication more at the relational, interactive, sociocultural level that ultimately underlies any other way of focusing / blurring the senses of such primordial process.

Thus, it becomes essential to "address the strategic sense of communication, assuming its complex nature, but at the same time permeable to the emergence of the fluidity of the territory and the scenarios, and reconfiguring our actions in line with putting the territory itself into dialogue, that which corresponds to us to inhabit (organizations, institutions, management or politics), with society as a whole understood as the contextual territory that contains it".<sup>16</sup>

### **Communication process management**

The management of the communication process consists of the conscious and formal conception and deployment of continuous and articulated organization, planning (diagnosis/investigation), coordination, execution and evaluation (measure/investigation) activities based on precise and clear, directly related to the strategic objectives of society and organizations and their goals, they integrate all possible communication actions, human, expressive-informative, technological and financial resources with the support of an infrastructure for it.

It is supported by ethical, synergistic and social inclusion principles that guide the content of communication policies that serve as a guide and advocate the individual and social right to information and communication, social participation, sustainable and sustainable socioeconomic and cultural development, with which the communicative objectives combine information with interaction in pursuit of shared reflection and responsible and committed action.

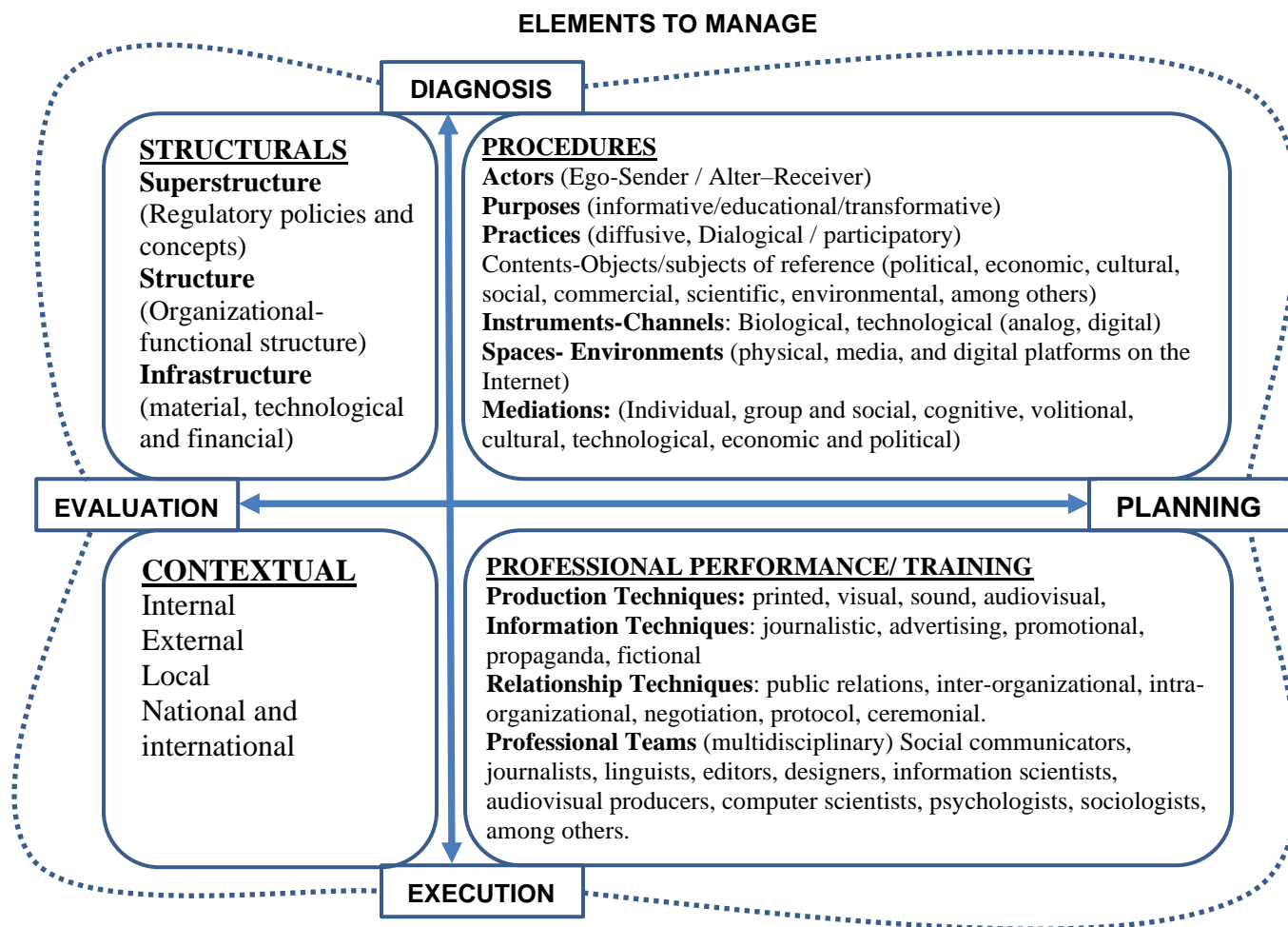
It is an articulation that allows working effectively and consciously with the people of an organization, with other organizations, the media and society as a whole, while facilitating the harmonious integration

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of said process with the rest of those that take place in the society/organization and with which it coexists (management of financial, material, human, informational and technological resources), through different forms and activities in order for it to achieve its social/organizational/institutional purposes.

It covers all the components of the complex communicative process already mentioned. It is coupled with the social/organizational/institutional subsystems, processes and activities that it supports. It is vital to organize and prioritize in a strategic way, the efforts in favor of the effective fulfillment of the goals of the society/organization/institution with efficiency and effectiveness.

Graphically it would look like this:



**Figure 3.** Elements to manage in social communication in any field

**Source:** self-made

The components of social communication that must be managed in a general sense share with other processes, which are of great affinity to it and which have their own life, but are directly articulated with it, namely, document management, information and of knowledge; the use of information technologies and data transmission networks in telecommunications and the participation processes of social subjects. Document management is the area or field of management responsible for the effective and systematic control of the creation, reception, maintenance, use, disposition and preservation of documents, in which

the capture and maintenance processes are decisive. evidence and information about the organization's business activities and transactions (ISO 2001).<sup>17</sup>

Information management is the process by which basic resources (economic, physical, human, material) are obtained, deployed or used to manage information within and for the society it serves. Its basic element is the management of the life cycle of this resource and it occurs in any organization. It is also typical of specialized units that manage this resource intensively, called information units.<sup>18</sup>

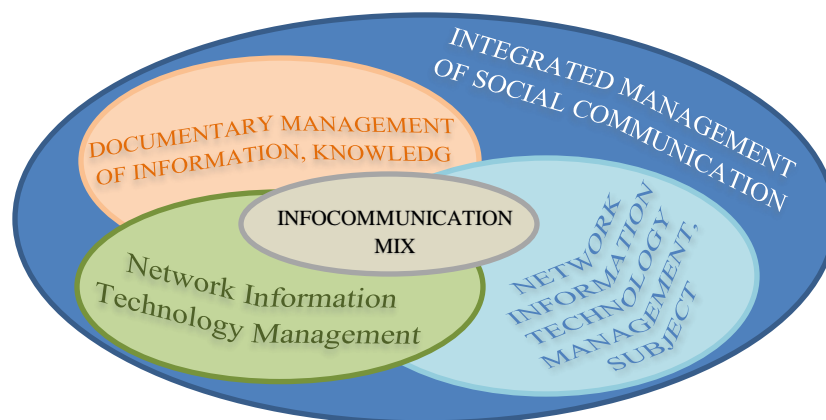
Knowledge management is the intentional and systematic coordination of people, technologies, processes and the structure of organizations to achieve value addition from its reuse. It is achieved through the creation, sharing, and application of knowledge, as well as through the assimilation and incorporation of lessons learned and good practices into the organizational memory to promote continuous institutional learning.<sup>19</sup>

The management of network information technologies provides a means that allows communication between people. Network technologies include email, instant messaging, blogs, intranets, interaction platforms, and the use of software for group work.<sup>20</sup>

The management of the participation of social subjects is the coordination from dialogue for sustained action over time that seeks social transformation from a certain perspective to influence and generate public discussion on a topic at certain levels (...); exercise power and dispute senses in society.<sup>16</sup>

The holistic and synergistic treatment of all these processes has been called the info-communication management mix, which results from the integration by convergence of information, knowledge and technological means as expressions of culture.

This classification shows, in another way, the components of the social communication process that unfortunately are fragmented, both in professional exercises and in the training and research processes that assist them, which has academic logic, but is not operative with the fatal consequence of sterile fragmentations that do not benefit the cooperation between specialties that superimpose superstructural, structural and infrastructural elements with a high cost for the efficiency, efficacy and effectiveness of the processes involved.



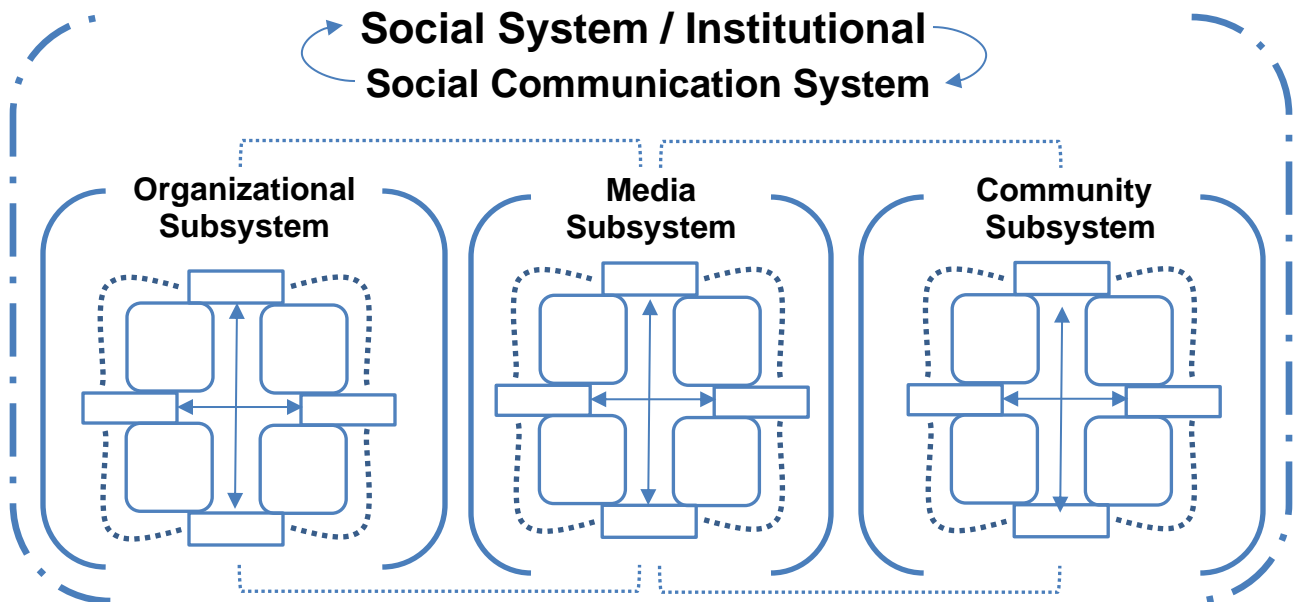
**Figure 4.** Info communication Management Mix  
**Source:** self- made

Communication management, as has already been pointed out, can be private, public-state and cooperative in terms of the ownership system over the organizational structure and infrastructure, which determines the superstructure that gives them purposes, functions and depending on it contents and meanings. These organizations are usually the large transnational and monopolistic media, important parts of the cultural industry, as well as some communication offices, advertising agencies, promotional departments and consultancies that offer outsourced communication services. There are also the aforementioned public/state media and structures that are nourished by the public budget, the publicity they broadcast, sponsorships and donations they receive. Likewise, the organizational/institutional media and other cooperative forms of creative professional groups and social organizations that work more in alternative communication and some digital media concur.

All of them operate externally to any organization and are constituted or paid to the aforementioned institutional public communication systems.

At the internal level of organizations, communication management is structured in groups, departments, directions, among others. Emblematic in this work was the DirCom Paradigm, which from its inception and up to the present day has given the organization scientificity and innovation in terms of integrated and strategic management of communication to organizational processes. All this with "the objective of ensuring internal coherence between action and communication, which is at the base of the strategic management of intangible assets that create value such as culture, image, reputation, corporate brand, among others.". And that as a whole they are precisely what makes the difference and the overall effectiveness of the organization".<sup>21</sup>

A must be of the management of social communication must be its systemic, integrated, strategic, supportive, culturally counter-hegemonic approach and focused on inclusion and social participation. Graphically it can be illustrated as follows:



**Figure 5.** Systemic approach to Social Communication Management

**Source:** self-made

This management requires documentation that reflects everything that is conceived, executed and evaluated. Communication policies of public social and institutional scope have already been discussed. Likewise, the regulatory and normative framework (laws and/or decree-laws, resolutions and technical standards) can and should be prepared.

At the level of the institutions, the policy (principles and general rules) must be prepared and implemented; strategy (goals and objectives; general lines of messages; conception of the use of the media and spaces for exchange according to the public, contexts and circumstances); plans (specific objectives, communicative actions and professional practices that comply with the public and contexts, with planned messages and means, with dates, designated managers and ways of evaluating compliance-effectiveness); and communication and visual identity manuals (administrative instruments that contain explicit, orderly, and systematic information on the policy, objectives, attributions, organization, procedures, and instructions for social communication and the organization's visual identity). There may also be other mandatory regulatory documents.

In Cuba, the Constitution of the Republic approved in 2019<sup>22</sup> contains around 25 articles with paragraphs that recognize the universal right to information and communication and its exercise. There is a Social Communication Policy<sup>23</sup> since 2018; a Bill is worked on and consulted for its next approval. In addition, there are no less than two more policies, around 22 laws, 8 decree laws, 6 decrees and 20 resolutions that allude to the process in its most dissimilar edges and sectors of society.

## **Conclusions**

Considering social communication, a pillar of the management of the Party, the Government and the Cuban State<sup>24</sup> in all the governing documents of political, economic and social activity requires full knowledge of its essences, components, modes of concretion and complexities, as well as his unavoidable management in the conduct of contemporary Cuban society.

The mentioned management guarantees the assertive performance of the communicative process that mainstreams the actions of organizations and society, while serving as a link between those who conceive, plan, execute it and their publics that pay them back; it articulates public policies with their actors (decision-makers and beneficiaries in a double sense) and is a fundamental input for the strategies, plans and projects of each of the sectors of society.

It allows overcoming the coordination failures that usually occur between its different levels and decision centers; promote inter-institutional cooperation, respecting the autonomy of each one; address issues or issues of public interest; guarantee people facilities to obtain relevant and interesting information; create approximation mechanisms that stimulate social participation; and know-correspond to public opinion, the needs and demands of citizenship.

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### **Conflict of interests**

The authors declare that they have no conflicts of interest

### **Contribution of the authors**

- Hilda Saladrigas Medina: Conceptualization, Data Curation, Formal Analysis, Fundraising, Research, Methodology, Project Management, Resources, Software, Supervision, Validation, Visualization, Writing-Original Draft, Writing: review and editing.
- Glenda García Zumalacarregui: Conceptualization, Data curation, Formal analysis, Acquisition of funds, Research, Methodology, Validation, Writing-Original Draft, Writing: revision and edition.
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