The Spin-In of Strategic Organizational Communication for the Brazilian Army

El Spin-In de la Comunicación Estratégica Organizacional para el Ejército Brasileño

Abstract: The Brazilian Army has been seeking to improve its communication in a society that is increasingly connected and fast in the process of information. Thus, it is intended to identify, in the civilian environment, the knowledge related to the organizational strategic planning, environments, types, theories, definitions, characteristics, components, and planning, strategic communication plans, marketing, process, and performance indicators, in order to migrate to the military sector, a spin-off in the process, in this case, specifically the Army, identifying and suggesting its applicability to the Force, and the consistency with the existing documentation.

Keywords: Strategic communication. Spin-in. Organizational. Army.

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Resumen: El Exército Brasileiro busca mejorar su comunicación en una sociedad cada vez más conectada y rápida en el procesamiento de la información. Así, busca identificar, en el ambiente civil, el conocimiento relacionado con la planificación estratégica organizacional, ambientes, tipos, teorías, definiciones, características, componentes, planificación, planes de Comunicación Estratégica, marketing, stakeholders, e indicadores de desempeño para, a través de un proceso de spin-in, migrar al sector militar, en este caso, específicamente al Exército, identificando y sugiriendo su aplicabilidad por fuerza y consistencia con la documentación existente.

Palabras-clave: Comunicación Estratégica. Spin-in. Organizacional. Exército.

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1 Introduction

Current times present us with an environment in which the informational dimension has assumed a relevant role. It is in this condition that large institutions and organizations feed the competition for the market in search of customers who contribute to the achievement of their mission and strategic objectives.

The great connectivity of people, in a dynamic and fast way, generates a large volume of information that is propagated through websites and interactive mechanisms, making communication independent of traditional media, within a VUCA[1] world (MOREIRA, 2020).

There is a need to establish connections with society, formed by different stakeholders, creating impressions that generate credibility and legitimacy, contributing so that the organization's strategic objectives are achieved (REBELO; SOUSA; FAUSTINO, 2020).

For this, communication shall be umbilically associated with the organization's management system and be part of its organizational culture (BUENO, 2005), requiring consistent and unified planning, in order to align, integrate and synchronize actions, images and messages of the entire organization.

Strategic Communication ceased to be a purely sectoral activity and began to be treated at the highest level of organizations, the strategic level. In this context, in which techniques and processes are being imported from the civilian environment to develop a technical-scientific framework for the military sciences and, consequently, for the Brazilian Army, pointing to the occurrence of a *Spin-in*[2] process.

From the above, this work aims to understand this Spin-in process that has been taking place, as well as its benefits for the growth of Strategic Communication in the Brazilian Army, based on the interdisciplinary project of ECEME on Strategic Communication.

2. Organizational Strategic Communication

2.1. Organizational Strategic Planning

The starting point for planning and carrying out an institution's Strategic Communication is, undoubtedly, its Senior Management. It is responsible for defining its strategic objectives, preparing the institutional mission and visualizing its vision of the future, all of which is supported by the values listed for the organization.

This work is fundamental for the survival of the institution or company as it focuses on the long term, with a macro vision, in a situation idealized as feasible. To this end, such Management shall have full situational awareness based on reliable information, focused on the needs of the market in which it is inserted.

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1   The members of the US Army War College began to use the acronym VUCA to designate this volatile, uncertain, complex and ambiguous world in their studies. (US Army Heritage and Education Center, 2019)

2   Through the Spin-in process, innovations originated in the civil sector, after being conveniently tested there, begin to be successfully applied in the military sector. (DAGNINO, 2007, p. 202)

Once the strategies and actions to be carried out are established, they must be communicated to its employees, so that everyone can contribute to the achievement of pre-established objectives.

2.2. Communication Environments

Currently, the population is exposed to an immense volume of information with an enormous amount of messages being made available to people. This makes the complete processing all this information impossible. Therefore, most of them is discarded. One way to overcome this situation is to have the same message transmitted in each of the company's communication channels. With this, the message received from several sources is more likely to be viewed, understood and fixed. The way to organize this is by subordinating Strategic Communication to the company's global organizational strategy (TĂNĂSESCU et al., 2014).

The messages are subordinate to themes and are constructed with precise information, for specific stakeholders, to create the desired effects. The messages are conceived in such a way as to build a web of arguments with previous and future communications and with themes for a specific time, place, media and audience. Its flexible and more dynamic nature gives communicators and planners the space to maneuver in the cognitive perspective of the informational environment to create more varied effects according to the planned strategy.

Social networks currently make up a virtual and digital reality, support the interoperability between systems, the personalization of this new world and the constant sharing of information, however, for their best use, it is vitally important to plan consistent strategies to ensure that the opportunities and challenges of the technological revolution are harnessed by institutions and entities.

The quality or measurement of success on the social networks of websites with indicators such as likes, followers, number of views, shares and positive or negative comments is a fundamental resource for assessing the return of intervention policies and strategies of companies or governments and the necessary adaptation to the expectations of consumers or users.

Social and digital media are fundamental agents of simultaneous and multidirectional communication, in the sharing of content and experiences. For its use, it is vital to always plan communication strategies and/or tactics that demand social networking in order to provoke the direct or indirect engagement of communities and consumers.

Social networks are also outstanding tools at a functional, social and psychological level in the decision-making process, indicating that there is a value that shall be attributed to them and managed in a strategic way.

It will always be essential to design communication strategies and tactics that trigger social networking, in order to provoke the direct or indirect involvement of communities and consumers.

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Further on the study of the communication environment, it is worth highlighting the increase in the occurrence of terms such as "misinformation", "fake news", "post-truth" and others, which have been addressed in a generic way and through specific actions of truth manipulation and lie propagation and, sometimes, being detected and worked on as part of a complex and very well-planned web.

2.3. Types and Theories of Communication

Communication between the emitter (sender source) and a receiver (recipient) is established through a vehicle, channel or transmitting medium, which are subject to noise or interference, feeding back continuously. This flow of information is called a communication process that can be one-way (television or radio, for example) or both ways (telephone, radio, messaging application, among others).

Among the existing types, Institutional Communication has an informational, articulation and positioning focus of the brand and image. It aims to transmit the culture, vision of the future and values, as well as present or publicize the company/institution, adding abstract value to the recipient of this communication (message).

Marketing Communication, on the other hand, stimulates consumption and also involvement with the products generated in each line of action or in each project. It presents the characteristics that differentiate and value their product from market competitors, aiming to gain the loyalty of those who are already consumers of the brand and, also, to attract new consumers through this communication.

Internal Communication informs and involves employees and other stakeholders of each project. The transmission of the message throughout the hierarchical chain is the main goal. It is through this that the guidelines, ideas and determinations of the Senior Management reach all those interested in the process. It ensures that everyone works in the same direction. This communication is essential for the company's success and shall always guide the strategic objectives so that the actions and attitudes of all are always directed towards this.

Quirke (1996) highlights that internal communicators will need to understand the institution's business, have knowledge of the market, products and the profile of the audience with which the company operates, in addition to show that internal communication can indeed be used as a business strategy.

Integrated Communication includes, aligns and integrates external communication, whether marketing or institutional, and internal, aiming to achieve the organization's objectives (MASSIE; ANDERSON, 2003) and create a positive image of trust in the organization and build long-term relationships (DUNCAN, 2002).

Integrated Communication encompasses all interested parties, from employees to customers, including the community in which the organization operates (STUART; SAROW; STUART, 2007). The message recipients are external and internal audiences (RISTINO, 2013).

Integrated Communication is bidirectional. There is interest in dialogue with interested parties (CHICCO; CHANDLER, 2002). This form of communication allows receiving and sending messages, through which it aligns the organization with the objectives of the interested parties (POLLACH et al., 2012).

Kick and Pereira (2011) state that an institution's communication is the mirror of its organizational culture, and shall be in perfect alignment with the company's objectives. In addition, organizational communication will be responsible for the disclosing of the company/transparency in the sharing of information at the external and internal levels. Furthermore, they also concluded that the organizational factors under study (structure, leadership, culture and communication) influence the implementation of the companies' Strategic Planning, in the same way that the latter influences them.

2.4. Marketing

According to Lima (2007, p. 39) "Marketing Mix is the set of marketing tools that the organization uses to achieve its objectives in the target market." Such tools are presented as the 4Ps of marketing: product, price, place (or distribution) and promotion.

The current definitions bring to the mix up to 3 points beyond the previous ones, but for the purposes of this study, it was agreed to add only the 5th P: People, since it is the focus of the work in development and permeates the four previous aspects.

This concept is important in the context of Strategic Communication as the "Ps" of marketing are identified in an institution's strategic planning.

On the "cause-related marketing", it has already been reported in internet surveys that around 77% of Brazilians expect companies/institutions to be able to collaborate more with society, that is, link their brand to a noble and relevant cause. However, attention should be paid to this cause not being out of the context of the moment or having little or no connection with its finalistic activity. Delicate social causes or those related to tragedies of great popular commotion shall be avoided.

On the "purpose-related marketing", it can be verified that the brands of institutions guided by relevant and legitimate purposes tend to inspire and attract their stakeholders with greater efficiency.

Digital Marketing are actions of communication that institutions can use by means of internet, mobile telephony or other digital means, in order to disseminate, disclose and market their products or services, conquering new clients and improving their relationship network. It encompasses the practices to promote products or services through the use of electronic distribution channels, to then reach the stakeholders quickly in a relevant, personalized and more efficient way.

This type of marketing is translated into actions shaped for digital media, in order to achieve, in these channels, the same efficiency and effectiveness of direct marketing and, simultaneously, potentiate the effects of traditional marketing. In its operation, digital channels, means and tools are normally used.

2.5. Strategic Communication Definitions

In 2005, in a reference to Management, Argenti, Howell and Beck (2005, p. 61) defined Strategic Communication as "the communication in line with the company's general strategy, with a view to promoting its positioning".

Two years later, Hallahan et al. (2007, p. 4) stated that the essence of Strategic Communication is the fact of "purposefully advancing the (organization's) mission".

In the complex contemporary world, citizens and organizations, inserted in a democratic environment, are daily submitted to an immense volume of information, within which the media have become the main actors.

In the current context of the informational dimension, globally, principles and values such as ethics, truth, argumentation preceded by reputable reflection, among others, are aspects that do not matter, given the search for the primacy of information.

Organizational communication is also conceptualized as strategic when it involves all employees, always achieving the best results, mobilizing through adequate communication, at the right time and to the public of interest, thus continuously contributing to the learning of each individual employee and the collective whole, seeking to continuously correspond to organizational challenges (PEREIRA, 2014).

Organizational Communication professionals are faced with the need not only to equip their institutions for this new environment: the tools have to be adequate. They shall allow: visibility; transparency; present relevant and coherent speech; and strengthen the institution's identity.

In this sense, Moreira (2020) reinforces that it is through strategic planning and an integrated management of Communication that the ideal conditions are obtained to define the policies, guidelines and actions that will guarantee the desired results and, also, reach the objectives defined by the organization.

For Pereira (2014), Strategic Communication consists of a set of planned, well-defined and structured actions so that the organization's objectives are met. This communication results in changes in attitudes and produces changes in the behavior of the organization's members, guiding them in a way that all its components feel motivated and integrated so that the goals are achieved. Communication involves the institution as a whole – directors, employees, associates, volunteers, etc.

Some of the main areas of performance of Strategic Communication are linked to organizational identity and culture, which corresponds to the management of its intangible assets, as the reputation of an organization depends decreasingly on advertising effort and increasingly on Strategic Communication and its integral focus.

In another definition, it is observed that the opportunities are in the field of image, therefore Strategic Communication is at the service of managing intangible assets such as image, reputation, corporate social responsibility and the brand understood as a company brand and not just a brand product.

Oliveira and Paula (2007) present the five components of Strategic Communication, which are procedural treatment of communication, insertion in the decision-making chain, relationship management; the systematic use of process planning and monitoring.

At the organizational level, Strategic Communication is developed through integration in six areas in Organizations: business management, marketing, public relations, communication technologies, communication policies and social and informational marketing campaigns (HALLAHAN et al., 2007).

According to Carrillo (2014), the Strategy shall have some focal points which are: the communication management; the Stakeholders (or audiences of interest); the models capable of measuring the benefit of Strategic Communication (Indicators); the demand for new professionals; and the integration of internal and external communication.

Next, in possession of all the concepts and definitions described above, it is possible to present a definition for Strategic Communication at an academic and organizational level, as an effort of communication management carried out in the long term, around an organization, in order to achieve that the relations with all stakeholders linked to it contribute positively to achieving the goals defined in the company's global strategic vision. The pursuit of such objectives will set in motion a tactical action mechanism that will unfold into communication action plans, with a defined temporality, to achieve the defined objectives (MOREIRA, A. S. et al, 2021).

2.6. Stakeholders

Ladeira (2009, p. 26) defines that the "stakeholders" refer to all parties involved in a process. The author also defends that an institution that intends to have a stable and long-lasting existence in today's world shall simultaneously meet the needs of all its stakeholders.

For this to occur, the strategic actions adopted shall result in a benefit greater than their total cost, thus, the term stakeholders, according to Ladeira (2009), designates all people, institutions or companies that, in some way, are influenced by the actions of one of them.

The dependence relationship between the organization and its so-called stakeholders, which varies depending on the related interests, is then verified. Ladeira (2009) states that placing the company at the center of the strategy and mapping its links with the most relevant stakeholders greatly contributes to having a global vision, in order to develop behaviors and skills. According to him, such initiatives shall permeate the so-called "relationship networks" with stakeholders. This theory shall be worked in conjunction with the institution's strategic planning. The greater alignment of these two references allows the production of better results for organizations.

By aligning the organizations' objectives to the demands of the stakeholders, the institution demonstrates its concern in fulfilling its mission, in the case of public organizations, or shareholders, in the case of private companies.

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2.7. Strategic Communication Planning and Plan

Regarding the concept of communication, not limited to just a process of transmitting information, Margarida Kunsch (2016, p. 90) instructs us that "communication in organizations exerts an expressive power and its relevance grows more and more. Hence the need to be strategically thought out and planned."

In this line of thought, Margarida Kunsch also highlights the strategic dimension of Organizational Communication, which for her "can be considered from two perspectives. The first is based on a more conservative and rational vision, centered on results, and the second, on a more complex perspective, which takes into account the humanistic issue and uncertainties and seeks new methodological alternatives to rethink and plan Strategic Communication."

Therefore, it emphasizes the importance of strategic communication planning being based on analysis of scenarios, research and audits with knowledge of the organization as a whole. With the elaboration of a strategic communication plan that is well systematized and aligned with organizational principles, the communication area will no longer have a merely tactical and instrumental function, being considered strategic. With this, it will make it possible to add value to organizations, combining efforts in fulfilling its mission, achieving global and strategic goals, in the institutional dissemination of its values and in actions to achieve its vision of the future in the context of a world perspective, under the aegis of ethical principles (KUNSCH, 2016).

For Kunsch (2008, p. 106-108), contemporary organizations, in general, need to seek the balance between their own interests and the interests of their stakeholders. For this, it is necessary to strategically plan organizational communication actions to consolidate effective relationships. "This objective will only be achieved through conceptual, technical and specific bases, properly selected, and integrating all communication activities".

In order for Strategic Communication and its components to come into effect, they depend on a specific organizational environment. According to Bueno (2005, p. 16), this communication only happens in certain cultures and management systems, because it depends on the perspective of strategic administration planning. "It can only be thought of, implemented and exercised if the organization adopts and practices strategic management".

This practice consists of a wide range of processes, scenarios and plans, which allow the organization to reach positive results according to its objectives, mission, values, etc., based on the integration of the organization's strategies. Its practice implies greater flexibility in processes, changes in attitudes of the members of the organization and integration in processes and resources aiming at new strategic solutions that will contribute to the organization's adaptation to its environment (BUENO, 2005; KUNSCH, 2003, 2008).

Therefore, when it comes to Strategic Communication, it is necessary to analyze whether these assumptions presented "are effectively present and whether they define, in their formulation, in their implementation and, above all, in terms of their link with the management process" (BUENO, 2005, p. 15) of the strategy.

The Communication Strategic Planning process presents the following steps proposed by Kunsch (2003):

Table 1 – Stages of the Strategic Communication Planning (SCP) process

Strategic Communication Planning (SCP)	
1. Research and Construction of Strategic Diagnosis	a. Identification of Mission, Vision and Values
	b. Business Definition
	c. Analysis of the External, Sectoral and Internal Environment
	d. Strategic Diagnosis of Organizational Communication
2. Strategic Planning of Organizational Communication	a. Definition of the Communication Mission, Vision and Values
	b. Establishment of Objectives and Goals
	c. Determination of Objectives and Goals
	d. Outline of General Strategies
	e. Relationship of Specific Projects and Programs
3. Strategic Management of Organizational Communication	a. Plan Disclosure
	b. Implementation
	c. Control of Actions
	d. Evaluation of Results

Source: Kunsch (2003).

Strategic Communication has been considered an activity of great relevance in the context of large companies and, for this reason, such organizations sometimes have specific advice to deal with the matter. This section seeks to systematize its actions through a Strategic Plan or a Communication Policy of the company.

A Communication Policy levels the understanding of the organization's communication role; aligns guidelines, methods and premises; guides processes and procedures; clarifies responsibilities and directs the focus and means, allowing different organizational instances and different relationship audiences to identify and live well with the company's interaction paths.

2.8. Performance Indicators

The macro-objective of improvement actions in any institution will consist of fulfilling its strategic objectives, focusing on the fulfillment of the institutional mission and based on its institutional values and vision of the future.

In this highly competitive world, it is necessary to have a situational awareness to be able to measure how the institution is in relation to the market in which it operates. To this end, the use of performance indicators is the tool adopted for its measurement.

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According to Brasil (2016, p. 7) apud Association of Business Process Management Professionals (2013), indicator is the "measure endowed with substantive meaning, which informs something about an aspect of reality. It is a simple or intuitive representation of a metric or measure to facilitate its interpretation when compared to a reference or target".

In order for these performance indicators to have their effectiveness guaranteed as a tool for the institution's management, it is necessary to adopt a system that has definition, planning, evaluation and the implementation of actions resulting from the analysis of achieved and measured results.

It is also worth highlighting essential characteristics for such indicators, which are usefulness, representativeness, availability and traceability. Only with these characteristics it will be possible to assemble the historical series that will allow the verification of the trend and the achievement of the objective.

Finally, the importance to be given to the measurement process is also highlighted, which shall be carried out by trained personnel in order to guarantee the purity of the data obtained, preferably from primary sources, as well as its correct storage for verification, validation and consultation in the future.

3 The spin-in of organizational strategic communication for the BA

The use of various techniques, processes and knowledge of strategic organizational communication from the civilian environment through the military environment will generate a spin-in effect for the Brazilian Army's communication sector, contributing in a robust way, due to the great experience of the actors involved in the field and knowledge consolidated over time.

From the analysis of the concepts of the organizational environment, communication obtains significant importance for the creation of a favorable environment for the achievement of the Brazilian Army's strategic objectives.

Currently, Strategic Communication at the BA takes on its own characteristics, with a leading role in the use of digital media, wide and rapid dissemination of narratives, facilitated by the projection and capillarity of the Force nationwide.

For a better understanding of the importance of Strategic Communication, it is necessary to analyze the Institutional dissemination actions that the Force carries out in order to obtain greater transparency, credibility and confidence in the development of its strategies.

The strategy is predominant in the proactive strengthening of the Force's image, through the presentation of the history, values and deliveries of the Brazilian Army, with penetration into the population's thinking through the use of media, especially digital media.

The Army's Strategic Conception, as part of the fourth phase of the Army's Strategic Planning System (SIPLEx), constitutes a very valuable document that presents a conceptual basis, the result of several studies, analyzes and evaluations, and which has as main objective to indicate how the Land Force shall be used to fulfill its mission (BRASIL, 2014).

Thus, the Strategic Conception establishes how the Land Force is organized, articulated and prepared, being able to act throughout the national territory, using employment strategies based

on the Military Doctrine of Defense, emphasizing the strategies of deterrence and presence. The Strategy of Presence, aimed at psychosocial and political expressions, is based on the development of the defense mentality and on the integration of military expression into society, which is a touchstone with Strategic Communication, as it opens up the possibility of disseminating to the Brazilian population the Army's mission, as well as its Strategic Objectives (BRASIL, 2014).

Furthermore, according to the Land Military Doctrine, military operations in a broad spectrum have the premise of a combination, simultaneous or successive, of offensive, defensive actions and of cooperation and coordination with agencies, in war and non-war situations. All these actions are presented as a window of opportunity for the use of Strategic Communication, as they are situations that require firm and clear responses from the Land Force to provide efficiency and effectiveness to operations (BRASIL, 2014).

In this sense, the Army's Social Communication Center (CCOMSEx), considered by Strategic Conception as a Body of Direct and Immediate Assistance (OADI) of the Army Commander, has an extremely important role in the effectiveness of Strategic Communication (BRASIL, 2014).

The 2021-2022 Army Commander's Guideline (BRASIL, 2021b), published in August 2021, is presented, in its introduction, as an update of the same 2019 document.

As in the previous version, there is an emphasis on the challenges related to technology and the "technological, innovative and globalized world, where change remains the watchword and the contemporary scene remains complex and uncertain" (BRASIL, 2021b, p. 8). This will require the Brazilian Army to continually adapt to the diffuse and diverse threats that arise in this context.

This update presents, as a novelty in its structure, the Army Commander's intention transcribed below:

> My intention is to intensify actions aimed at transforming and modernizing the Brazilian Army, so that it is fully inserted and adapted to the Era of Knowledge, as well as strengthen the Force's human dimension, especially with regard to the continuous improvement of the professional-military training, the cult of values and traditions and support for the Military Family, thus contributing to the solidity of internal cohesion and the availability of highly qualified and motivated staff (BRASIL, 2021b, p. 13).

Further in the document, readers are presented with four premises – the same as in the previous version – the first of which is closely linked to the theme of this work:

- Strengthening the Army's image as a state institution, cohesive and integrated into society.
- Technical training of the military to face the challenges of modern warfare, based on values, traditions and military ethics.
- Continuity of the process of transformation and rationalization of the Brazilian Army.
- Improvement of the deterrent capacity, based on a high level of preparation and the incorporation of new capacities (BRASIL, 2021b, p. 16-19).

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In general, there is an alignment with the OEE and with the Army's Strategic Planning System (SIPLEx) and, therefore, its correlation with the Force's Com Estrt. This understanding stems from the fact that, in order to achieve the objectives proposed by the Cmt Ex Guideline, there is a need to strategically communicate its assumptions and specific guidelines, in order to influence all BA stakeholders (BRASIL, 2021b).

It is also possible to correlate the Com Strt with Institutional Relations and the Com Social. There are guidelines that cover both coordination and integration and the measurement of results in these areas, aspects that can be adapted to the reality of Strategic Communication (BRASIL, 2020).

The sharing of information related to the BA and its current narrative, particularly through social media or messaging applications, shall be disciplined, according to guidelines established by the Army General Staff (EME) (BRASIL, 2020).

Also, at the discretion of the Cmt Ex, an ad hoc Office may be set up to study and conduct relevant institutional issues or crises and that the organization of the Com Estrt structure shall not imply the creation of positions.

In this sense, the General Strategic Communication Plan presents the following proposal for structuring:

a. Governance: exercised by Cmt Ex, advised by EME.

b. Technical-executive body: Army Social Communication Center (CCOMSEx), responsible for the planning, execution and coordination of Com Estrt actions, under the guidance and evaluation of the EME.

c. Vectors: military area commands (Cmdo Mil A), Operational Management Body (ODOp), sector management bodies (ODS) and direct and immediate assistance bodies (OADI), through institutional relations, social communication and by the use of digital media.

d. Ad hoc Office: composed of representatives of the BA bodies/commands with responsibilities on the topic to be managed. It will be convened by an act of the Cmt Ex and will be episodic, temporary and flexible (BRASIL, 2020, p. 47, emphasis added).

The Force's Human Dimension shall, at all levels, be aligned, integrated and synchronized with the major themes, in accordance with the strategic narrative established by Cmt Ex (BRASIL, 2020).

Subsequently, it is highlighted that Com Estrt shall be guided by alignment, integration and synchronization, in addition to observing the following premises:
• align the established narratives for themes of strategic relevance with the narratives defined by the Army Commander (Cmt Ex);

- integrate the communication vehicles used by the Institution so that the themes disseminated by them are coherent with the Army's Strategic Objectives (OEE) established in the PEEx, without duplication of efforts or narrative mismatch. The OEE, in line with the Cmt Ex guidelines, serve as guidance for the Force's Com Estrt; and
- synchronize the narratives at all levels of the Institution, in such a way that the Com Estrt actions are disclosed at the appropriate time and are interrelated, in order to produce the desired synergistic effect (BRASIL, 2021a, p. 1).

In the search for greater alignment and integration of Strategic Communication actions, a structural and cultural approach to the implementation and systematization of this important process of our Force is necessary, based on the monitoring and evaluation of various indicators.

Next, the guidelines for the planning and execution of the Com Estrt within the Brazilian Army are presented, at the institutional and operational levels, where several stages can be contemplated, with emphasis on taking into account the guidelines of the highest level, in order to serve as a reference for the alignment of the narrative at all levels and echelons; build narratives with their respective strengths, in line with established guidelines and objectives; and establish indicators that will serve to guide the development of communication throughout its execution (BRASIL, 2021a).

The Annual Strategic Communication Guideline also highlights some aspects that may be taken into consideration for each phase of planning: defining the priority target audiences, institutions and stakeholders that may be necessary, in accordance with the Institutional Relations Plan; define the subjects that shall be explored throughout the activity; define the subjects that shall be avoided; define the type of effort to be undertaken, either with emphasis on the use of force or subsidiary actions, based on the Brazilian Army's motto: Braço Forte - Mão Amiga (Strong Arm - Friendly Hand); and define the high or low communication profile (BRASIL, 2021a).

Furthermore, it is presented that the planning and execution of the Com Estrt shall be guided at the institutional level by the OEE, and at the operational level, it shall be guided by the Desired Final State of the operation (BRASIL, 2021a).

In the final considerations of the Guideline, the Army Commander emphasizes that the Brazilian society has always given the Land Force a prominent role in national life. In the contemporary scenario, marked by uncertainties and rapid transformations, the realization of Com Estrt is essential to continue strengthening the Institution's image. Finally, it highlights the importance of the commitment of each Force member, in addition to improving cohesion and integration with Brazilian society (BRASIL, 2021a).

Thus, based on the studies carried out, the Brazilian Army seeks to adopt a broader concept of Strategic Communication, as follows:

> The BA's Strategic Communication is the unit of actions, words and images in line with its Mission, Vision, Values and its Strategic Objectives, in peace or in operations, in an aligned, integrated and synchronized way, aiming to reach its stakeholders, producing long term effects (MOREIRA, A. S. et al, 2021, p. 353).

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4 Conclusion

The purpose of this work was to succinctly present the main lessons learned from the study carried out in the organizational environment on the topic of Strategic Communication, as part of an interdisciplinary project requested by the Army General Staff, within a spin-in process for the military sector.

One of the lessons learned indicates the need for synchronization, integration and alignment of strategic communication actions with the Brazilian Army's mission and strategy.

Synchronization of Strategic Communication in the BA understood as the execution of ad hoc meetings and the measures established in its referred plan, in which it establishes the actions and those responsible.

The integration of Strategic Communication in the BA understood in order to enhance its results, based on a plan prepared and approved by the institution's Senior Management. This is a complex activity and will involve all its employees with a focus on the established strategic objectives.

The alignment of Strategic Communication in the BA understood as the coordination of documents, norms and guidelines, directing actions towards integrated activities within a general objective established by the Senior Management.

From the above, the need to study Strategic Communication in depth can be seen, due to the growing evolution of concepts and practices in society, making clear the need for constant updating, which makes it challenging and open to new studies from different perspectives.

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