



Prerequisites for Developing a Corporate Communication Strategy in Algerian Economic Enterprises: A Case Study of Condor Electronics

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Abstract:

This field study explores the methodological and practical prerequisites for developing an integrated, and effective corporate communication strategy within Algerian economic enterprises. Adopting a case study approach, interviews were conducted with a purposive sample of executives and decision makers, in the communication and marketing departments at Condor Electronics.

The findings highlight the critical need to institutionalize cross departmental coordination to unify corporate messaging and discourse. Such alignment is essential to rectify communication gaps, prevent discrepancies between communication goals and long term marketing objectives. Furthermore, the study underscores the decisive role of digitalizing communication channels, and capacity building in enhancing strategic agility and adaptability within a rapidly evolving business environment.

Keywords: Communication Strategy; Strategic Communication; Strategic Communication Planning; Communication Plan; Corporate Communication.

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1. Introduction:

The contemporary business environment is undergoing radical transformations driven by rapid economic and technological advancements. Amid intensifying competition, corporate survival and success no longer rely solely on product quality, financial efficiency, or market share. Instead, they increasingly depend on the organization's capacity to adapt and proactively engage with both internal and external environments. Consequently, communication has emerged as a fundamental operational and administrative pillar. Transcending its traditional, tactical role, it is now recognized as a strategic asset crucial for sustaining growth and securing a competitive advantage.

Modern management paradigms require organizations to shift their communication practices from ad-hoc, reactive crisis management to an institutionalized, sustainable framework, materialized through a well defined corporate communication strategy. Strategic communication planning is imperative for orchestrating interactions, building a robust corporate identity and cultivating a positive corporate image among diverse target audiences. Achieving these objectives necessitates mobilizing an integrated set of organizational, financial and human resources. This requires a systematic process ensuring efficient planning, precise execution and effective evaluation. Such an approach prevents effort fragmentation and unifies corporate messaging, aligning short term promotional and sales goals with long term strategic objectives centered on reputation and relationship management. Ultimately, this cross functional integration serves as a safeguard against contradictory discourse, enhancing the organization's strategic agility in responding to dynamic business environments.

2. Problematic Statement:

Today's economic enterprises operate in rapidly changing, highly competitive environments, compelling them to seek effective mechanisms for survival and competitiveness. In this context, corporate communication emerges as a vital function not merely for information transfer, but as a strategic tool to embed corporate culture and cultivate a sustainable, positive image. Consequently, communication has evolved from tactical, reactive activities into a structured institutional effort driven by a clear strategic vision.

However, transitioning from ad-hoc practices to strategic communication presents complex challenges. Designing an integrated and effective communication strategy requires a complex set of interrelated prerequisites. A primary challenge is establishing a solid foundation for continuous coordination between public facing departments specifically Communication and Marketing. This alignment is critical to unify corporate messaging and avoid conflicts between short term profit driven objectives and long term reputation building efforts.

In the context of Algerian economic enterprises, the need to institutionalize and methodologically frame communication practices is particularly pressing. These organizations must continuously adapt their organizational structures and flexibly deploy their material and human



resources in response to technological advancements and market dynamics. The core research problem, therefore, lies in exploring this empirical reality: understanding the actual processes employed and diagnosing the potential gap between strategic communication theory and the mechanisms actively applied in practice.

Based on this context, the primary research problem is articulated through the following central question: **What are the organizational, material and human prerequisites required to develop an integrated corporate communication strategy within the studied Algerian economic enterprise?**

This main problem is divided into the following sub-questions:

- How do the communication and the marketing departments contribute to establishing the strategic foundations for corporate communication within the enterprise?
- How does the enterprise leverage its available resources to adapt its communication strategies to the demands of the business environment?
- What methodological and practical process does the enterprise adopt to design and formulate an effective communication strategy?

3. Study Objectives:

- Examine the level of coordination and shared roles between the communication and the marketing departments, assessing their actual contribution to establishing the internal and external strategic foundations of corporate communication.
- Identify the essential prerequisites for developing an effective corporate communication strategy, focusing on the integration and coordination mechanisms among the departments responsible for formulating and delivering corporate messaging.
- Assess the current communication landscape within the enterprise, highlighting the primary internal and external barriers that hinder effective communication processes.

4. The Theoretical and Conceptual Framework of the Study:

4.1. Communication Strategy: A set of mechanisms for achieving communication effectiveness, which entails penetrating current and potential markets, competitive benchmarking, managerial supervision and monitoring, acquiring new customers and partners. This is contingent upon key criteria "Realism, differentiation, consistency, reach, flexibility and optimal positioning", to ensure superior strategic communication performance. (Qasimi, 2017, p. 34)

It is defined as any deliberate and potential attempt to address communication related issues (positive or negative) within specific environments and contexts, potentially encompassing socio cultural and economic relations, as well as specific interactive and utilitarian communication objectives. (Kouwenhoven et al., 2016, p. 287)

4.2. Strategic Communication: The American researchers "*Anthony Dudo*" and "*LeeAnn Kahlor*" define it as communication driven by an anticipated outcome or predetermined goal. This outcome may be attitudinal, behavioral, persuasive or cognitive; it might induce change or enhance



interaction, or it could entirely fail to achieve its objective. (Dudo & Kahlor, 2017, p. 02)

Strategic communication is either informational or persuasive. In both cases, it aims to build understanding, promote societal ideas and causes, and consolidate brand awareness through products and services. It features a clear objective and a deliberate plan that weighs available alternatives and justifies decisions. Furthermore, it is grounded in scientific research and ultimately undergoes evaluation and assessment. This type of communication operates within a specific, clearly defined environment encompassing the organization and its stakeholders. (Smith & Silverman, 2024, p. 32)

4.3. Strategic Communication Planning: Deliberate, structured and specialized scientific steps that integrate with administrative strategic planning, to achieve comprehensive goals serving the future vision of both the organization and its audiences (Al-Badi, 2007, p. 74). It spans timeframes of up to ten (10) or fifteen (15) years within available resources. Furthermore, its concept and objectives stem from the strategic role of the communication system, rather than communication policies as in traditional communication planning. (Modern, 1993, p. 18)

4.4. Communication Plan: A central text or content intersecting and aligning with other strategic plans (in terms of synergy to achieve overarching goals, rather than formulation or function). It is actively utilized when planned, updated and presented to organizational members and managers. In organizational life, the communication plan serves as a template or model, fulfilling a primarily rational, rhetorical and social role through its presence in the minds of the organization's members. (Cornut et al., 2012, p. 24)

A communication plan can be understood as the arrangements made to execute an organization's internal or external communication tasks. It becomes a strategic management tool for communicators when tailored to the organization's policies, vision, overarching interests and operating context. Consequently, a plan designed for one organization is not necessarily applicable to another. (Souabou, 2021, p. 84)

4.5. Corporate Communication: A prominent definition by the Dutch communication scholar "*Cees van Riel*" frames it as a management instrument that consciously, effectively, and efficiently coordinates all internal communication forms with a focus on the external. The overarching objective is to establish a favorable foundation for relationships with the stakeholders upon whom the organization depends. (Cornelissen, 2017, p. 05)

The Communication scholar "*Benita Steyn*" defines it as an external facing activity through which an organization identifies and manages issues pertinent to itself and its key stakeholders. By employing diverse communication mechanisms and channels, it cultivates mutually beneficial relationships essential for achieving organizational goals, while facilitating the enterprise's continuous adaptation to its environment. (Steyn, 2002, p. 02)

5. Study Methodology and Procedures:



5.1. Study Methodology: A case study approach was adopted to conduct an in depth investigation of the phenomenon within its real world context. This facilitates a rigorous understanding and deconstruction of the prevailing organizational dynamics and corporate communication culture.

5.2. Study Tools: Open ended interviews served as the primary tool for gathering qualitative data from the communication and the marketing departments. This method elicits the perspectives and attitudes of managers as key actors; capturing nuanced details that quantitative surveys might overlook.

5.3. Study Sample: Condor enterprise, specializing in electronics and home appliances, was selected as a purposive, non-probability sample to fulfill the research objectives.

5.4. Study Limitations:

5.4.1. Temporal Scope: The study was conducted in March 2026, during which field data was collected and participant interviews were administered.

5.4.2. Methodological Limitations:

- The empirical analysis relies solely on two human sources within the same organization. Due to the absence of data triangulation with independent documentary sources or external stakeholders, the findings may reflect a subjective, or biased perspective tailored to this specific corporate context.
- Given the single case study design, the conclusions are intrinsically bound to the specific context of Condor, and cannot be automatically generalized to other industry peers. Future research should expand the participant sample, incorporate multiple data sources to enhance reliability and external validity.

6. Empirical Framework of Study:

6.1. Roles and Functions of the Communication and the Marketing Departments at Condor:

- Building and maintaining the company's visual and corporate brand identity.
- Managing effective communication and public relations with the media and external audiences.
- Representing the company before official authorities and strategic partners.
- Organizing events for launching new products and services, and participating in national and international exhibitions.
- Facilitating internal communication to keep employees continuously informed of management's directives.
- Developing proactive crisis management plans, and safeguarding the company's reputation.
- Planning and executing various communication programs and strategies in alignment with the company's objectives. (Zehar, 2026)

6.2. Interviews Responses and Analysis:

- **Question (1):** *Planned and effective communication acts as a strategic driver for companies to advance their interests and strengthen relationships with their audiences. As a senior official at Condor, how do you perceive the importance of a corporate communication strategy?*



Communication strategies are deemed indispensable assets for Condor, contributing significantly to its long term success and sustainability. Their core importance manifests in:

- Aligning and motivating employees to achieve a shared vision and common organizational goals.
- Sustaining a robust corporate image among stakeholders, which is crucial for fostering long term trust and loyalty.
- Managing the corporate reputation within the digital environment (particularly during crises) enabling rapid and effective responses.
- Differentiating our products, services and brand identity, while highlighting our value proposition amid intense market competition.
- Selecting appropriate communication styles and channels tailored to the demographics, interests and needs of diverse stakeholder segments across local and international markets, ensuring optimal message delivery and comprehension. (Zehar, 2026)

➤ The response explicitly endorses the integrated communication model, framing communication as a strategic lever for identity, image and reputation management. However, a critical analysis reveals a clear disconnect between this conceptual discourse and operational reality: management emphasizes symbolic ends -such as influence and orientation- while lacking actionable detail on the organizational, material and human prerequisites necessary to realize this vision. Consequently, this detachment reflects a selective narrative designed for justification, and impression management rather than building an operational infrastructure capable of absorbing economic constraints. This aligns actual practice more closely with cosmetic discourse than with a fully integrated strategy.

- Question (2): *Condor's organizational chart indicates that the Communication Department holds a prominent position alongside other departments. Does it possess the authority to formulate strategies and make executive decisions?*

The existence of a high level communication department at Condor is a strong indicator of the company's organizational and strategic maturity. This positioning underscores the department as a core structural unit, essential for supporting and projecting the brand's vision and mission within a highly competitive landscape.

Consequently, its scope of functions is far from limited. It is entrusted with broad mandates and authorities, making it integral to strategic planning and corporate orientation. The department actively participates in formulating policies and programs, executing critical communication and marketing decisions and cultivating and sustaining long term stakeholder relationships. (Zehar, 2026)

➤ The response demonstrates that Condor allocates dedicated administrative autonomy to its Communication Department to craft strategies and make decisions within its domain. However, critical analysis challenges this assertion by revealing a methodological gap, between actual practice and organizational communication theory: data indicates that the department's autonomy



remains restricted to narrow functional limits and vertical flows, directly contradicting integrated communication principles that require cross functional, networked interactivity across operational sectors such as production, marketing, Research and Development. Consequently, this disconnect reveals a selective adoption of academic literature, granting coordinating authority in form, while pragmatically reducing communication to discourse control, and symbolic consistency, rather than enabling holistic organizational authority that directly shapes corporate strategy.

- Question (3): *The diversity in stakeholder orientations and behaviors compels companies to adopt tailored communication plans. What are the primary communication strategies utilized by Condor, and what is the rationale behind their selection?*

We meticulously select communication strategies that align with our strategic objectives, adapt to external environmental dynamics and address the diverse needs of our target audiences. Based on their critical functions and features, our primary strategies include:

- Marketing, Commercial and Event Communication: As a leading local and international manufacturer of electronics, home appliances and multimedia, these strategies are vital for broad brand reinforcement and sales growth. They facilitate message delivery and stakeholder influence through both static and dynamic advertising (e.g., billboards, transit ads), sales promotions, trade offers and event sponsorships.

- Public Relations and Crisis Communication: Given the market scale and intense competition, the company continuously navigates challenges related to corporate reputation, product quality, customer service and internal coordination. These issues necessitate rapid, coordinated responses facilitated by robust PR and crisis management strategies.

- Situational/ Contingency Communication: Recognizing that communication effectiveness is highly contextual (bound by time and space), we adopt a situational approach not merely as a strategy, but as a dynamic and flexible methodology. This allows us to tailor our corporate discourse and media channels to the specific nuances of each issue, campaign, or target audience, particularly when issuing directives, press releases, or navigating internal and external changes.

- Green/ Sustainable Communication: In alignment with our ethical commitments to offer eco-friendly products, we deploy this strategy to disseminate messages and visual symbols that raise public awareness of environmental issues. By highlighting our efforts to reduce our industrial carbon footprint and adopt renewable energy technologies, we foster long term partnerships with green investors and technological institutions.

- Corporate Citizenship and Responsible Communication: Driven by our commitment to credibility, we utilize this strategy to provide accurate, transparent information regarding our corporate ethics, culture and product offerings (including pricing, features and quality). By actively supporting societal causes and implementing corporate social responsibility campaigns, we bolster our corporate reputation and foster positive, transparent interactions with all stakeholders.



- **Digital Communication:** Amidst the pervasive digital transformation affecting both the enterprise and our audiences, digital communication serves as the foundational cornerstone seamlessly integrated across all aforementioned strategies. By leveraging digital platforms, websites and mobile applications, we facilitate real time, synchronous interactions and deliver highly engaging corporate messaging in both form and substance. (Zehar & Maàdadi, 2026)

➤ The response demonstrates Condor's effort to project rationality, and a systematic methodology onto its communication decisions by aligning strategy selection, with environmental analysis and target audience profiling. However, a critical discourse analysis reveals a lack of necessary academic distance: merely invoking "Situational Theory" to validate corporate practices serves as a conceptual facade, legitimizing management decisions without evaluating their empirical reality.

A methodological disconnect further emerges, as the articulated premise assumes an unrestricted capacity to adapt through any conceivable means, a notion that directly contradicts the core of situational theory, which is grounded in resource constraints and environmental limitations. Consequently, this perspective reflects a selective appropriation of theoretical frameworks for symbolic justification; situational adaptation is reduced to message diversification aimed, at reinforcing corporate image and symbolism, lacking procedural evidence of genuine evaluative data or continuous environmental scanning.

- **Question (4): *Formulating a communication strategy necessitates first identifying the elements of the corporate strategic orientation. What are Condor's vision, mission, values, goals and objectives?***

Naturally, no communication strategy can be developed without a clear understanding of the company's overarching trajectory. Strategic communication fundamentally supports this direction by adopting deliberate discourse and activating supportive, well calculated communication practices.

- **Vision, Mission and Values:** Condor's vision is to become the premier choice and market leader globally. This is driven by a robust brand mission committed to the integrated manufacturing and marketing of products. Our operations are anchored in core values namely, innovation, quality, competitive pricing, transparency, credibility, sustainability, diversity and knowledge management. Through these principles, we strive to deliver an exceptional customer experience that distinctly surpasses competitor offerings.

- **Goals and Objectives:** Our overarching goals are intrinsically linked to our corporate mission, which we seek to translate into specific, actionable objectives. Currently, the company is developing a comprehensive expansion plan (encompassing new production and distribution lines) to amplify our global brand presence. This involves extending our footprint to (35) new countries, in addition to the (13) currently served. This strategic move will enable us to penetrate nascent markets largely



untapped by competitors. Furthermore, in alignment with our growth and diversification policies, we are strategically investing in the production of innovative, alternative products that offer distinct competitive advantages in terms of premium quality and cost efficiency. (Zehar & Maàdadi, 2026)

➤ The response reflects Condor's ambition to leverage communication strategies as a driver for transitioning from a "Red Ocean" to a "Blue Ocean," drawing on strategic planning literature that mandates the alignment of direction, and resources to achieve actionable goals. However, critical analysis reveals a conceptual stretch and a profound gap between this discourse and practical reality, as the assertion confounds marketing communication with strategic business model innovation. The flaw lies in assuming that innovative communication messaging alone can create an uncontested market space, thereby reducing strategic planning to its promotional dimension. Consequently, this theoretical invocation constitutes a reductive appropriation of academic literature, serving as a rhetorical facade to justify managerial aspirations while omitting the tangible material, human and technological capabilities required to deliver genuine value innovation that removes the firm from red-ocean competitive pressures.

- Question (5): Stakeholders are individuals or groups connected to the enterprise who affect or are affected by its objectives. The company's progress and strategic initiatives heavily rely on their insights, evaluations and consumption behaviors. How do you identify your target audiences and how are messages and communication channels tailored to suit them?

Stakeholders represent a fundamental pillar of our audience. We systematically segment them into two broad categories:

- **Internal Stakeholders:** Encompassing employees, senior and middle management, shareholders, financiers and strategic partners.
- **External Stakeholders:** Including suppliers, clients, distributors, retailers, consumers, competitors, governmental and non-governmental organizations, local and international communities and the media.

To identify and target these groups, we employ a blend of quantitative and qualitative tools. Key instruments include customer relationship management (CRM) systems, digital platform analytics, surveys, geospatial mapping and market segmentation based on demographic data, population density, distribution networks and international clientele.

Our stakeholder classification operates on two primary dimensions. The first is material/tangible, which involves allocating specific products (tailored in price and quality) to meet the distinct needs of each segment. The second dimension is communicational.

However, bridging both dimensions requires addressing precise strategic questions to formulate clear, consistent messages tailored to the most effective communication channels:

- Which stakeholder groups exert the most influence on, or are most affected by, the corporate image and reputation?
- What potential opportunities and threats do they present?



- How and when should their demands and needs be accommodated, negotiated, or rejected?
- Which segments require intensive communication?
- What are their individual and aggregate income levels (purchasing power)?
- What is their preferred language or dialect?
- What is their level of cultural and technological literacy?
- What is their prevailing attitude towards the brand: positive, negative, or neutral? (Zehar & Maàdadi, 2026)

➤ The response demonstrates Condor's commitment to segmenting and classifying its stakeholders based on priority, roles and engagement levels across communication channels, relying on "Stakeholder Theory" to justify targeted communication and minimize message resistance. However, critical content analysis reveals a conceptual drift, and a clear gap between this theoretical framework, and operational practice: the theory is functionally reduced to a persuasive marketing tool, treating all stakeholders merely as prospective clients to be influenced. This directly contradicts the ethical and strategic core of Stakeholder Theory, which centers on establishing balanced relationships and long term mutual interests rather, than merely crafting targeted messages to mitigate pushback.

Consequently, this theoretical invocation constitutes a reductive appropriation of concepts used, as a rhetorical shield for promotional operations. The managerial discourse ignores genuine organizational mechanisms that involve stakeholders -such as employees, suppliers, and the local community- in value co-creation, opting instead to focus on the tactical dimension of the communication message and its multi-channel dissemination.

- Question (6): *The financial funding for communication strategies encompasses marketing and promotional costs to ensure optimal content dissemination and reach. How is the corporate communication budget allocated?*

On an annual and quarterly basis, the enterprise allocates substantial, variable (dynamic) budgets for communication. This allocation process is governed by cross functional strategic meetings involving senior management, the finance and accounting department, human resources, the communication and the marketing departments.

During these sessions, we determine communication priorities and objectives, assess current financial capabilities and estimate projected revenues. Furthermore, we employ Benchmarking as an evaluation tool to analyze the cost effectiveness of prior communication strategies. This entails assessing which messages and channels most successfully reinforced our brand among target audiences, identifying which segments were heavily prioritized versus those overlooked and ultimately measuring the resulting tangible and intangible returns (ROI).

Following the audience segmentation and the strategic realignment of messages and channels (as outlined in the previous phase), a proportional and scalable budget is allocated. This budget



fluctuates based on geographic scope (local versus international), audience accessibility, seasonality and circumstances and the inherent strategic value of each communication objective. This overarching allocation, termed the "Dissemination and Reach Cost", constitutes (100%) of the budget, distributed as follows:

Table 1: Condor's Communication Budget Allocation

Budget / Cost	Purpose / Objective
(30%)	Traditional and digital media advertising campaigns.
(10%)	Content creation and management (print, audiovisual and graphic design).
(30%)	PR, marketing activities, event management and corporate sponsorships.
(5%)	Algorithmic visibility, SEO and paid digital advertising.
(5%)	Market research and evaluation via surveys.
(10%)	IT support, website development and cybersecurity.
(10%)	Contingency reserves for crisis management.

Source: (Zehar & Maàdadi, 2026)

➤ The response demonstrates Condor's adoption of a flexible planning rationale that aligns budget allocation with communication priorities, emphasizing communication expenditure as a strategic medium to long term investment, rather than a mere financial burden or recurring operational cost. However, critical analysis of this statement reveals a fundamental gap between managerial discourse, and procedural financial execution: while the narrative invokes rigorous economic metrics -such as Return on Investment (ROI) and Return on Capital (ROC)- to validate its choices, it fails to provide quantitative data proving that these returns are empirically measured. Consequently, this contradiction underscores an aesthetic, selective appropriation of financial literature aimed solely at conferring legitimacy, and professionalism onto executive decisions. Genuine accounting measurements of sales growth, and reputational impact are thus replaced by impressionistic estimates, severing the concept of communication as investment from its rigorous methodological prerequisites.

- Question (7): *The methodology for effectively planning communication initiatives is both precise and critical. How does the company determine its specific communication activities and events?*

We determine the nature of our communication activities and events through a multi dimensional approach, grounded in the following core parameters:

Activities are directly aligned with precise goals. For example, repositioning our brand identity may necessitate publishing a comprehensive professional report; product promotion might utilize billboards and short commercials; forging new investor partnerships may involve hosting a closed economic forum; boosting employee loyalty could entail reward programs; and managing sudden crises requires strategic media interviews.

We rigorously analyze the communication behaviors and technological affinities of our target segments. For instance, we adapt our tactics for demographics that exhibit a higher propensity for



digital platform engagement over physical trade fairs.

Activities are structured according to their required timeframes. Short or medium term initiatives might include rapid advertising campaigns or product launch conferences. In contrast, seasonal or annual socio-environmental sponsorships, or continuous participation in trade shows, are classified as extended, long term events.

Activity selection is governed by a rigorous cost benefit analysis, aiming to maximize impact, and utility while minimizing expenditure. However, driven by situational, marketing and competitive imperatives, we frequently must strike a strategic balance. This involves integrating cost effective tactics (e.g., digital advertising) with high investment initiatives (e.g., premium corporate sponsorships and securing strategic, high visibility spaces at local and international exhibitions). (Zehar, 2026)

➤ The response demonstrates Condor's focus on designing its communication activities, and events in accordance with a deliberate plan that accounts for the nature of goals, audiences, channels, and costs drawing on brand communication literature, and the concept of social legitimacy to justify its social responsibility initiatives. However, critical content analysis reveals a conceptual contradiction, and a clear gap between this theoretical framework, and operational practice: a duality emerges within managerial discourse between a "pragmatic utilitarian" rationale aimed primarily at building brand equity, and achieving long term returns, and a claimed commitment to social legitimacy and communicative action grounded, in a deep understanding of culture and society.

Consequently, this dual theoretical invocation constitutes a reductive rhetorical device, cloaking marketing and commercial practices in the guise of corporate social responsibility programs, such as sponsorships and environmental activities. Communicative action and community engagement are thus reduced to promotional, and aesthetic dimensions, failing to translate into genuine interactive practice that grants society true partnership power free from utilitarian motives.

- Question (8): *Scheduling activities and events is a fundamental step that reflects the prioritization, sequencing and pacing of communication objectives. How is the communication timeline or calendar determined?*

We schedule our communication calendar to strategically distribute activities and events across a strictly defined chronological framework (daily, weekly, monthly, seasonal, event, semi annual and annual). This scheduling process meticulously accounts for the nature of the established communication objectives, the scale of the activities and the distinct characteristics of the target audiences. The primary rationale behind this rigorous planning is to ensure the logical progression and sequencing of activities, optimal execution timing and precise location selection (or strategic positioning during peak seasons and major events).



Furthermore, it guarantees the alignment of communication channels with corporate messaging, enables the optimal allocation of the budget to maximize utility and facilitates the phased monitoring and evaluation of these activities.

Consequently, in the context of initiating preparations for the upcoming summer season, the company has formulated a short and medium term communication calendar, which partially encompasses the following activities and events:

Table 2: Condor's Communication Calendar

Date	Activity / Event	Target Audience	Medium / Channel	Message / Value Proposition / Slogan	Responsible Department
May 2026	Internal newsletters and reports	Company employees	Email, Bulletin boards	<i>"Together towards achieving our goals"</i>	Human Resources, Communication
	Closed door seminar	Partners, Experts	Email, In person meeting, Zoom platform	<i>"Expert excellence at your service"</i>	Production, Technology
June 2026	Social media publications / Posts	Loyal customers and clients	Social media platforms	<i>"Your trust is our motto / You believed in us and trusted our products"</i>	Marketing, Customer Service
	New product launch campaign	Current and prospective customers and consumers	Advertising billboards/posters, Social media platforms, Mass media	<i>"Technology at your fingertips / Spread your wings"</i>	Communication, Marketing, Graphic Design
July 2026	Product and service promotion and brand awareness	Consumers, Local community	Advertisements, In person events	<i>"Innovation and Quality"</i>	Marketing

Source: (Zehar & Maàdadi, 2026)

➤ The response demonstrates Condor's focus on adopting a defined timeline, to schedule its communication campaigns across multiple channels and diverse messages, drawing on the modern hybrid concept of communication project management to structure, and professionalize this practice. However, critical content analysis reveals a clear gap between theoretical metaphor, and operational practice: project management concepts -such as network planning, risk management, and rigorous resource scheduling- are merely superimposed onto routine timetables for message distribution, and media coverage.

Consequently, this theoretical invocation constitutes a selective appropriation of management literature aimed, at projecting an impression of agility and modernization, while communication project management is pragmatically reduced to basic scheduling. This occurs without the



procedural application of milestone performance metrics, feedback loops, or operational flexibility required by the methodology.

- Question (9): *The communication plan represents the ultimate agenda of the communication strategy in its final form. How is it precisely formulated and documented?*

To formulate a highly effective and rigorous communication plan, it is imperative to ensure that all preceding steps and elements are pragmatically sequenced, agile, time bound, practically actionable, measurable and strictly aligned with the company's strategic orientation. Every element and phase must exhibit synergy mutually supporting and interconnecting with one another without any contradictions at any stage.

Conversely, to ensure resilience and adaptability against the variables and threats of the competitive environment, it is mandatory to develop an alternative or contingency plan. This backup framework is activated in the event of sudden crises, budgetary constraints, audience unresponsiveness to the messaging, or a failure to achieve the desired levels of impact and persuasion.

Subsequently, all components and procedural steps of both the primary and contingency plans are comprehensively codified in an official document, formally endorsed and ratified by senior management. This document is adopted as a systematized, scheduled reference and roadmap for all employees and relevant stakeholders. Its primary purpose is to guarantee the harmonization, consolidation and orchestration of efforts across all departments, thereby circumventing any operational conflicts or overlapping duties. (Zehar, 2026)

➤ The response demonstrates Condor's focus on following systematic steps, and documenting the stages of its communication strategy formulation to ensure clarity and accountability, drawing on concepts of communication governance and strategic planning models to frame its planning process. However, critical content analysis reveals a clear gap between procedural documentation, and genuine governance: communication governance is reduced to a formal, bureaucratic exercise reliant on the sequential ordering and recording of stages.

This directly contradicts the functional core of the concept, which fundamentally emphasizes mutual transparency, risk management and interactive oversight of strategic decisions. Consequently, this approach reflects a selective appropriation of scientific literature to confer legitimacy, and professionalism onto administrative practices, shifting planning closer to procedural compliance than to an agile, field accountable strategic practice.

- Question (10): *The execution of a strategic communication plan necessitates strict adherence to fundamental steps to ensure its optimal operationalization. How is the implementation phase systematically carried out?*

This phase is regarded as the most critical, as it represents the projection of the theoretical communication plan into actionable, empirical reality. The execution process proceeds through the



following steps:

- Designating a primary owner (typically an executive manager) for each activity or event, followed by the systematic delegation of roles and responsibilities across the relevant departments and involved stakeholders.
 - Executing the initiative, activity or event exactly as stipulated in the communication calendar, with meticulous adherence to precise timing, spatial constraints and the specific temporal context.
 - Activating the predetermined communication channels while ensuring that all messaging employs linguistic, and visual elements that emphatically project the corporate identity and brand. Concurrently, these messages must be tailored to harmonize with the specific channel format, and optimized to resonate effectively with each respective stakeholder segment.
 - Convening regular follow up meetings to monitor execution progress, assess the quality of initial engagement and feedback, proactively resolve any ambiguities or operational bottlenecks, and implement rapid corrective adjustments as necessitated by emerging circumstances. (Zehar, 2026)
 - The response demonstrates Condor's focus on implementing its communication plans in the field through work teams, technical qualifications and supervisory follow-up, citing the (RACE) and (ROPE) models to frame the execution, and operational programming stages. However, critical content analysis reveals a clear gap between the theoretical invocation of these communication models, and their field implementation, as selective components of these frameworks -such as the (Programming) and (Engage) stages- are merely superimposed to project a systematic character onto the work.
- Consequently, this theoretical application serves as a rhetorical shield that portrays execution, as an automated process free from operational hurdles, thereby reducing communication work to the mere completion of activities and events.

- Question (11): *The measurement of communication performance efficiency is determined by specific indicators. How are the quality and effectiveness of the communication strategy evaluated and appraised?*

To ascertain the degree to which the communication strategy has actualized the company's intended objectives, we execute a comprehensive evaluation process (functioning as a short term, post implementation phase), subsequent to the execution of the communication plan. This assessment is conducted through the following mechanisms:

- Comparing the actualized outcomes against the company's strategic orientation. This entails evaluating whether the corporate messaging was effectively received by the target audiences, and whether it catalyzed the intended or desired behavioral shifts (e.g., increased product engagement and the ultimate purchasing action/conversion).
- Comparing current outcomes with those of previous periods and fiscal years utilizing Benchmarking tool. This aims to definitively identify trajectories of improvement or regression (quantifying the performance gap), accompanied by substantive causal analysis.



- Quantifying outcomes using a result measurement approach (RMA) and tracking key performance indicators (KPIs) across every communication channel. Core metrics include engagement rates (shares, interactions, impressions), competitor responses, event attendance figures, the qualitative nature of media coverage and the ultimate sales conversion rates.
- Leveraging platforms such as Google analytics and other intelligent applications to conduct rigorous quantitative, and qualitative analyses of the communication content deployed across the digital ecosystem (corporate websites and social media platforms).
- Deploying structured questionnaires and public opinion polls, conducting targeted interviews and convening internal review meetings with relevant cross functional personnel (senior management, communication, marketing, finance and accounting departments).

Conversely, the strategic appraisal and rectification process (functioning as a medium, to long term phase), aims to continuously improve and optimize the efficacy of future communication strategies. This is achieved by focusing on the following strategic imperatives:

- Identifying and dissecting associated vulnerabilities and operational failures. For instance, diagnosing underperformance:
 - ✓ Did the audience fail to comprehend the messages?
 - ✓ Was the underlying intent or purpose ambiguous?
 - ✓ Was the messaging culturally or technologically incongruent with the target audiences?
 - ✓ Was it misaligned with the selected communication channels?
 - ✓ Was it broadcasted at inopportune times outside peak engagement hours? Or was the allocated budget fundamentally insufficient for optimal execution?
- Reviewing all data and insights procured by the strategic vigilance cells (competitive intelligence). Were these insights accurate, highly relevant and credible? Were they optimally leveraged within their appropriate context and timing?
- Implementing requisite modifications to the strategic communication architecture. This entails partial adjustments or a comprehensive recalibration of objectives, refining messaging styles to ensure synergy with each specific medium and audience segment, amending or overhauling the communication calendar and reallocating functional roles and operational tasks.
- Experimenting with novel message formats and stylistic approaches, coupled with the diversification or synergistic integration of various communication channels, and media platforms.
- Relying systematically on multi directional feedback loops sourced from internal and external stakeholders, including employees, partners, shareholders, suppliers, clients, consumers and mass media outlets.
- Formally documenting all implemented adjustments and modifications as "lessons learned" (accumulated empirical knowledge and prior experiences). This documentation is embedded within a continuous improvement framework, serving as a foundational reference and baseline for the formulation of future communication strategies. (Zehar & Maàdadi, 2026)



- The response demonstrates Condor's focus on highlighting its adoption of a comprehensive evaluation, and assessment framework aimed at measuring the quality, and effectiveness of its communication strategies, relying on contemporary theoretical models and tools, such as the (SOSTAC) framework, the Logical Framework Approach (LFA), Key Performance Indicators (KPIs) and integrated media evaluation models.

However, critical content analysis reveals a deep and evident gap between this conceptual inflation and field level execution: theoretical stacking, and the invocation of models tailored to different operational environments are leveraged to justify practices, and project an impression of high competence, and professionalism.

Consequently, this perspective reflects a selective appropriation of scientific literature, wherein management focuses on narrating theoretical evaluation frameworks -such as inputs, outputs and impact- without providing procedural evidence, or numerical data demonstrating the actual implementation of the (Control) stage or how returns, and real world impact are measured.

- Question (12): *During the formulation of its strategies, the company may encounter various internal and external obstacles and constraints. What are the primary difficulties and impediments associated with building the communication strategy?*

Within a highly dynamic and hyper competitive environment, we naturally confront several operational and strategic impediments at the internal level. These include:

- A relative absence of a robust communication culture, and innovative mindset among certain personnel.
- A lack of flexibility and resistance to modernization among some employees, which can render the formulated strategy misaligned with the contemporary imperatives of the business environment.
- Asymmetries and misalignments in roles and task delegation across departments and relevant staff. These are often driven by psychological factors, professional discord or internal departmental conflicts, which ultimately degrade the quality and efficacy of corporate communication.
- Suboptimal adoption and utilization of modern technological infrastructure, reflecting an underdeveloped digital corporate culture.
- The prohibitive financial costs associated with funding communication strategies that advocate for eco-friendly initiatives, and the overarching transition toward sustainable corporate practices.
- Methodological difficulties in precisely quantifying the strategy's performance and empirical impact, most notably the complexities involved in calculating the exact return on investment (ROI) for promotional and marketing campaigns.

Conversely, at the external level, the constraints manifest as follows:

- The potential dilution of message clarity or loss of appeal due to intense competitive saturation by brands offering substitute products and services. This clutter significantly diminishes opportunities for brand visibility, differentiation and capturing audience attention.
- The extreme density of communication and advertising content within the digital ecosystem. The



escalating reliance on paid advertising, and algorithmic content curation frequently induces cognitive overload, and attention fragmentation (Ad Fatigue) among the target audience.

- Expansive, ambiguous and highly heterogeneous nature of the target audience characterized by immensely diverse segments, needs and preferences. This complexity complicates the precise selection of optimal messaging and channels, particularly when engaging demographics less reliant on modern technological mediums.

- The audience's growing resistance to marketing messages. This stems from heightened consumer awareness and experiential selectivity, the volatility of consumer culture, deeply entrenched behavioral habits, rigid belief systems and fluctuating market trends.

- The susceptibility of the company's brand image, and corporate reputation to the detrimental impact of negative reviews, hostile evaluations and competitor disparagement.

- The inherent friction and competing interests among diverse stakeholder groups, which places the organization under immense pressure, and operational responsibility to balance and satisfy these conflicting demands.

- The formidable power of mass media in framing narratives, mobilizing public opinion and shaping public discourse regarding the company's activities, programs and overall corporate image. (Zehar & Maàdadi, 2026)

- The response explicitly acknowledges the difficulties, and obstacles facing Condor within its internal and external environments, citing organizational communication theories, and "The Chasm" theory to frame field hesitation, and product adoption hurdles.

However, critical analysis reveals a methodological gap between this theoretical diagnosis, and the company's operational reality: these complex concepts are invoked as a projection mechanism to reframe operational missteps, as inevitable phenomena, or inherent market geography, rather than acknowledging structural and planning deficiencies within the firm.

Consequently, this theoretical application constitutes a selective appropriation of academic literature, wherein external impediments and internal challenges are described in generalized terms, a rhetorical framing that severs execution failures from internal managerial accountability.

- **Question (13): *Having identified the difficulties and impediments affecting the strategic architecture of communication, what are the optimal methods and approaches to confront and manage them?***

We posit that intelligent or agile management (specifically strategic agility) should not merely resist these impediments, and difficulties as inherent threats seeking to weaken the organization. Instead, it must navigate them with extreme flexibility, strategically transforming them into potential opportunities. These challenges should be leveraged to demonstrate organizational capabilities and to pressure test the resilience and efficacy of our strategies in building and reinforcing sustainable communications with our target audiences. This paradigm is actualized



through the following mechanisms:

- Embedding the principles of a robust communication culture, and elucidating its strategic importance and functional roles among all personnel.
- Fostering an open dialogue to stimulate innovative ideas, and perspectives by actively involving key personnel in the strategy formulation process.
- Deepening the understanding of target audience behaviors, and attitudes through rigorous data analysis utilizing customer relationship management systems, and targeted surveys, complemented by social media insights.
- Defining communication objectives and priorities that perfectly align with the digital media channels most frequented, and actively engaged with by the target demographics.
- Collaborating with specialized agencies, external firms and industry experts to leverage their niche services and specialized expertise.
- Architecting primary and alternative (contingency) communication strategies and plans across short, medium and long term horizons. These frameworks must be inherently agile, adaptable to dynamic organizational and competitive macro-environments, and subject to periodic strategic reviews.
- Accentuating the brand's added value and competitive advantages by offering sustainable products, and services that transcend mere utility to represent a distinct lifestyle.
- Relying on an integrated marketing communications strategy to guarantee the absolute synergy, consistency and unification of corporate messaging.
- Elevating the quality of digital content and marketing efforts through strategic investments in search engine optimization (SEO) and search engine marketing (SEM).
- Maintaining relentless monitoring and environmental scanning of local, and international macro-trends within both the industrial and communications sectors. (Zehar & Maàdadi, 2026)

➤ The response presents a wide array of mechanisms adopted by Condor to manage challenges and constraints, drawing internally on change management frameworks, and organizational culture enhancement, and externally on building communication excellence while deploying environmental analysis and strategic intelligence tools, such as SWOT, PESTEL and Porter.

However, critical content analysis reveals a fundamental gap between theoretical accumulation, and field implementation: managerial discourse tends to invoke these well known scientific frameworks, and matrices as a legitimizing emblem to project modernization, and professionalism onto management, without offering procedural evidence demonstrating how they are operationalized in practice.

Consequently, this theoretical application represents a superficial appropriation of literature, wherein change stages, and scanning tools are presented as off the shelf formulas guaranteeing automatic success while ignoring the complex material, and human constraints of the Algerian business environment, thereby reducing risk response to conceptual stockpiling, and managerial theorizing rather than establishing standardized, measurable field execution mechanisms.



7. Study Results:

- Condor's executive management and administrative leadership exhibit a profound awareness of strategic communication. It has transcended its traditional role as a mere supportive operational tool, evolving into a critical strategic lever essential for sustaining the brand's market leadership, and long term positioning.
- The Communication department at Condor is endowed with extensive authorities, privileges and operational roles. It is deeply integrated into the overarching strategic planning and orientation process, actively participating in the formulation of corporate strategies, programmatic initiatives and critical communication decisions.
- Condor employs a meticulously selected and integrated portfolio of communication strategies, designed to flexibly serve its corporate objectives, and adapt to the dynamic contingencies of the external macro-environment and its target audiences. This multifaceted approach is characterized by the following strategic deployments:
 - ✓ Anchoring the corporate response to situational contingencies, crisis management and the maintenance of robust public relations.
 - ✓ Relied upon as an operational necessity to solidify, and amplify brand visibility within a highly competitive market, operationalized through targeted advertising, commercial promotions and event sponsorships.
 - ✓ Adopted in strict alignment with the company's ethical orientations, and commitments to offering eco-friendly and health conscious products.
 - ✓ Driven by a core belief in credibility, transparency, and continuous stakeholder dialogue. The company leverages these frameworks to proactively disclose comprehensive information regarding its ethical practices, product specifications and service offerings, thereby safeguarding and enhancing its corporate reputation and public image.
 - ✓ Ultimately, in response to the rapid transformations of the digital landscape, the company treats digital communication strategies not as an isolated approach, but as a foundational cornerstone seamlessly integrated across all the aforementioned strategic frameworks.
- Prior to architecting its communication strategy, Condor meticulously defines its strategic orientation elements. Its Vision is to be the premier choice, and number one brand in the global market. This is propelled by a robust brand mission committed to the integrated manufacturing, and marketing of products anchored in core values such as "innovation, quality, competitive pricing, diversification and knowledge management". Furthermore, its overarching goals are directly intertwined with its actionable objectives. A prime illustration is its forthcoming expansion strategy to consolidate its brand presence by penetrating (35) new international markets in addition to its current footprint in (13) countries. This facilitates the penetration of untapped markets by focusing on offering unconventional alternative products, with sustainable competitive advantages.



- Condor systematically targets its audiences by treating them as core stakeholders, segmenting them into internal categories (comprising employees, top and middle management, shareholders, financiers and strategic partners), and external categories (encompassing suppliers, clients, distributors, merchants, consumers, competitors, governmental and non-governmental organizations and mass media). To identify these segments, the company deploys a hybrid of quantitative and qualitative methodologies, including customer relationship management systems, market segmentation and point of sale data. Moreover, stakeholder classification is predicated on dual dimensions: a material dimension and a communicational dimension. This is guided by a structured set of interrogative criteria, ensuring that communication messages are highly customized, and perfectly adapted to the most appropriate channels and media platforms.
- Condor allocates its communication budget in a flexible, substantial and dynamic manner, contingent upon the specific function and strategic priority of the communication effort. This allocation is rigorously governed by the anticipated return on capital (ROC), and return on investment (ROI) metrics, grounded in the corporate philosophy that a communication budget is not a mere sunk cost, but a tangible and intangible investment spanning medium and long term horizons.
- Condor determines the typology of its communication activities, and events to comprehensively address all strategic imperatives. This is orchestrated through a meticulously structured scheduling matrix encompassing daily, weekly, monthly, seasonal, event and annual timelines. This temporal programming stringently accounts for the specific nature of each communicational goal, the unique characteristics and media preferences of the target audience, the calendar timeline and the specific budgetary constraints, and financial costs associated with each activity.
- Condor formalizes and documents its communication plan in its final form within an official document, formally endorsed and ratified by senior management. This serves as a normative reference and roadmap for coordinating organizational efforts. Concurrently, the company proactively develops an alternative or contingency plan to ensure strategic adaptability to threats, crises and the volatile contingencies of the competitive environment.
- The execution of the communication strategy is achieved by projecting the theoretical plan into empirical reality. This entails the systematic delegation of tasks and functional roles among the responsible personnel, and designated task forces, exactly as stipulated in the communication calendar. Furthermore, Condor convenes regular follow up meetings to monitor the execution progress, resolve any operational ambiguities and implement immediate corrective adjustments as dictated by emergent circumstances.
- Condor relies on a diverse array of indicators to evaluate the quality, and effectiveness of its strategic communication performance. Foremost among these are key performance Indicators (KPIs), and the result measurement approach (RMA), alongside Google analytics and intelligent applications for rigorous quantitative, and qualitative analysis of communication content within the digital ecosystem. The company also conducts public opinion polls and systematically leverages external audience feedback. Conversely, the strategic appraisal process strictly focuses on fortifying



identified strengths, and systematically remediating the operational weaknesses that surfaced during the evaluation phase.

- Condor encounters a range of challenges and constraints in developing its communication strategy, at both the internal and external levels.
- Condor posits that an intelligent and agile organization should not merely resist the impediments, despite their nature as inherent threats. Instead, it must navigate them with extreme flexibility, strategically transforming them into potential opportunities. These challenges are leveraged to demonstrate corporate capability and to pressure test the resilience, and efficacy of its communication strategies in building sustainable relationships with its target audiences.

8. Conclusion:

In culmination of the foregoing analysis, this study concludes that architecting an integrated communication strategy profoundly transcends being a mere directive administrative procedure; rather, it constitutes a genuine investment in the "Intangible Capital" of the economic enterprise.

The empirical field investigation has substantiated that the efficacy of this endeavor, is strictly contingent upon dismantling classical structural silos. It requires transforming the synergetic collaboration between the communication, and the marketing departments from transient administrative coordination into a deeply entrenched organizational culture, one that unifies the strategic vision and forges a decisive competitive differentiator.

Ultimately, an organization's mere possession of material resources or human competencies is inherently insufficient to guarantee success, unless these assets are systematically framed within an institutionalized, methodological process that is both measurable and subject to continuous strategic appraisal. Consequently, the true strategic imperative for the Algerian economic enterprise lies in its earnest capacity to translate these prerequisites into a tangible operational reality. By doing so, it establishes an agile and sustainable communicational identity, ensuring not merely the resilience to absorb the turbulence and shocks of the business environment, but actively securing supremacy and market leadership within a perpetually evolving landscape.

9. Study Recommendations:

- Top management must adopt a communication culture based on a decentralized interactive system in all directions, which serves as an alternative that allows the flow of information and participation without restrictions, or obstacles that may stand in the way of achieving communication effectiveness.
- Greater employment of innovative augmented and mixed reality technologies should be used as a pillar for digital communication strategies to attract attention, differentiate, improve user experience and increase the volume of interaction with products and services. This is achieved through the feature of viewing home appliances in their virtual home environments (visual culture), and their suitability in terms of color, size and shape with the space and decor of their real homes, in addition



to watching explanatory clips and adding information digitally about how the devices work and are used, which increases the motivation for the decision to purchase the product easily.

- Development of performance indicators for measuring the quality, effectiveness of strategies and campaigns, in addition to identifying current communication gaps.
- Experimenting with brand storytelling to enhance levels of emotional audience engagement.
- Maintaining alignment between monitoring activities, objectives and communication decisions to ensure a rapid strategic response to market situations and conditions.
- Given the importance of the human element as a fundamental requirement, it is recommended to design advanced and continuous training programs that are not limited to traditional communication skills, but include training the cadres of the communication, and the marketing departments in the fields of strategic data analysis, crisis management and competitive intelligence. The goal is to transform employees from mere executors of tasks into active contributors to communication decision making.
- To ensure the discipline of the methodological process, it is necessary for the organization to abandon impressionistic or random evaluation, and to adopt a dashboard that includes accurate (quantitative and qualitative) key performance indicators (KPIs). This tools allows senior management to measure the return on investment (ROI) from communication, marketing activities and monitor feedback in real time, which facilitates the process of evaluating and correcting strategic deviations in a timely manner.
- In light of business environment fluctuations, it is proposed to prepare a proactive manual that precisely defines potential crisis scenarios, and the instantaneous distribution of roles between communication and marketing. This manual ensures rapid response, protects the organization's mental image and prevents confusion in the flow of information, which enhances the robustness of the communication strategy and its ability to adapt to external shocks.

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