



Is artificial intelligence reshaping corporate identity? Read about the transformations of digital corporate communication

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Abstract:

This study aims to examine how artificial intelligence tools contribute to building and redefining corporate identity in the digital space, at a time when organizations are experiencing a qualitative shift toward more intelligent and flexible communication management, supported by big data and interactive tools such as chatbots. Through a critical, analytical and theoretical reading, the study explores the nature of this impact on organizations digital space in light of accelerated digital transformation, and on the interaction between institutions and their audiences. It further examines the main challenges associated with this change, including the risk of diluting the authenticity of institutional discourse.

Keywords: identity formation; corporate communication; digital space; artificial intelligence.

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1. INTRODUCTION

In this context, institutions and organizations are striving to strengthen their position through business models built on interactivity and flexibility. This means designing a digital corporate identity based on interactivity and super-customization, in place of the traditional identities once anchored in human control. Adopting such models is no longer optional: it has become a necessity, enabling organizations to rediscover their capabilities, build competitive flexibility, and anticipate future risks so as to reduce their impact, or withstand them, within the competitive environment.

Enterprises today adopt artificial intelligence mechanisms and strategies to varying degrees, depending on the nature of their work and their sector. This adoption enables smart management of corporate identity, supports operational policy, and drives digital transformation forward. The deep overlap between artificial intelligence and digital transformation raises new challenges, but it also opens promising opportunities to reformulate digital corporate identity in the business sector -- including institutional excellence and highly efficient administrative processes.

Based on the above, the strategic importance of employing artificial intelligence tools and technologies in organizations and institutions is clear, which is a fundamental pillar and an essential enabler in the digital transformation paths, and bypassing the traditional communication management style directed to interactive algorithmic communication with the modernization of its infrastructure in order to reach its goals and achieve institutional leadership in the competitive global business environment. From this point of view, institutions and companies adopt these modern technologies and adopt advanced and flexible business models based on creativity and innovation in the framework of shaping their corporate identity through the digital space.

The topic of artificial intelligence and its role in shaping the identity of digital institutions today is one of the topics highlighted in several fields, including the field of media and communication, especially since the value of this topic is manifested in the presentation of axes that move the discussion from the mere use of artificial intelligence tools to redefine the philosophy of institution building, where the first beginnings were addressing and referring to artificial intelligence, which is based on increasing efficiency and design speed, when we seek through this presentation to highlight how artificial intelligence affects the essence of the institution, which is represented in its visual and digital identity, so that identity is no longer just a fixed logo, but flexible identities that interact dynamically with public audiences. We also seek through this research paper to raise a philosophical and qualitative question focusing on the authenticity of the corporate discourse when artificial intelligence algorithms become the ones who formulate messages and values.

2. The Problem

The communication environment of enterprises and organizations has witnessed accelerated transformations by moving from traditional media to modern media (Web 2.0), and therefore these organizations and organizations are now facing challenges imposed by the accelerated technological



boom related to generative artificial intelligence and the algorithm system. This transformation is no longer limited to improving the productive process or automating administrative tasks, but has extended to reconsidering the formulation of tools and mechanisms of institutional communication in the digital space from content creation, interaction...Etc., which pushed it towards engineering its digital corporate identity to enable it to survive in the competitive environment and achieve institutional excellence, proliferation, expansion and access. In this context, reliance on artificial intelligence applications and tools has crystallized as a strategic mechanism for upgrading, excellence, building or consolidating digital identity in light of digital transformation, as it is now a crucial variable in managing digital corporate identity, but we find that this dependence itself threatens the pillars of the traditional corporate identity based on authenticity, stability and control, and based on this, our research need arises to explore this contradiction and understand the strategic mechanisms that enable organizations to achieve a balance between the efficiency and automation of artificial intelligence algorithms on the one hand, and the humanity of corporate identity on the other hand in a digital communication environment. It is characterized by complexity, so the research starts from the main question:

How do artificial intelligence tools contribute to redefining and building corporate identity across the digital space? Does this transformation lead to enhancing the interactivity of the mental image or to diluting its credibility and authenticity?

2.1 Methodology

This study adopts a theoretical and analytical approach, based on a critical reading of the academic literature on artificial intelligence, digital identity and organizational communication. The seven cases presented in Table 1 (Netflix, Coca-Cola, Amazon, Nutella, Sephora, Sonatrach and Algerie Telecom) were selected using a purposive, non-probabilistic sampling method, on the basis of three criteria: (i) documented, publicly available use of artificial intelligence tools in shaping corporate identity or communication; (ii) sectoral diversity, so as to cover global consumer brands alongside two Algerian institutions relevant to the local context of this study; and (iii) availability of secondary sources -- corporate communications, trade press and prior academic literature -- allowing each case to be substantiated. The information reported for each case was compiled from corporate communications, trade press and secondary academic literature, as indicated in the note beneath the table.

3. General concepts

3.1 Artificial intelligence; is the study of intelligent behaviors with an attempt to find ways to introduce and employ them in artificial programs, applications and machines, and it is that branch of computer science by which it is possible to create and design computer programs that mimic or surpass the human intelligence method, so that it can perform tasks instead of humans that require thinking, understanding, hearing, speaking, movement and others. (Ziad, 2023, P. 89)

Artificial intelligence is defined as building computer programs that engage in tasks that are



satisfactorily accomplished by humans, because they require super-level mental processes such as cognitive learning, memory organization and critical thinking, and it is also known that it is a science that includes all algorithms and theoretical and applied methods that are interested in automating decision-making processes instead of humans, whether in a full or partial way with humans with the ability to adapt, predict or quote. (Zlat, 2023, page 125)

Epistemic approaches to artificial intelligence reveal the existence of two opposing trends, one of which is an optimistic determinist who considers it a tool to overcome the limitations of the human mind, as Iranian researcher Hadi Aghazadeh argues, and another critical one warns of its moral and epistemic dangers, as confirmed by American linguist Noam Chomsky. (Hijira, 2026, page 343)

As is known, it is either formal communication (downward, upward, horizontal) or informal, and it is the tool employed by the enterprise to coordinate and adapt its internal and external communication activities and build and maintain the image and reputation of the enterprise. (Sage, 2025, page 70)

3.2 The digital identity of an organization; is a holistic structure that includes most of the prominent aspects of work organizations, functions and aspects of organizational life and includes a set of meanings that allow organizations to be known through which they allow people to describe, remember and relate to them, and over time lead to a strong and lasting reputation that feeds profitability, growth and competitive advantage. (Zlat, 2023, page 126).

This definition is consistent with the broader theoretical tradition in corporate identity studies, where identity is understood not merely as visual signage but as the strategic platform through which an institution's communication, reputation and stakeholder relationships are built (Balmer, 2001, p. 249). Read against this tradition, artificial intelligence does not simply automate an existing identity: it intervenes directly in the very process through which that identity is constructed and communicated, which is precisely what gives the question of authenticity raised in this study its critical weight.

3.3 Digital transformation; represents a process resulting from the confluence of cloud computing, big data, the Internet of things, and artificial intelligence, and is an essential element in the development of various industries in the current market, and some researchers define it as an effective use of digital technology in all aspects of the enterprise. (Lahiani, 2026, page 437)

It is a fundamental change in the provision of services that contributes to achieving competitive sustainability in order to build more effective societies by using digitization to innovate and improve the quality of services and provide them better and faster. It also refers to the changes arising from digital technologies with the possibility of understanding to take the required actions when organizations face new technologies. (Zlat, 2023, page 127)



3.4 Digital space; it is a virtual world connected by a global network, a world based on a computer, that is, accessed via a computer, it is an artificial and multidimensional world. In everyday use, the term digital space includes the internet, electronic mailing lists, discussion groups and forums, chat rooms, e-mail, in addition to social networks. (Qaza, 2021, page 150).

4. Factors influencing the construction of digital corporate identity:

The process of defining the vision, mission, logo and target audience in the correct and proper way is one of the most important factors of its success and achievement of its goals, and perhaps the most important elements that are the reason for the success of building and managing the identity of the institution in the digital space, the most important of which are:

- * Leadership and excellence in choosing the company's vision and mission and knowing the difference between them, as the vision indicates the goals that the organization seeks to achieve in the future, while the message explains the reason for the company's existence and its primary purpose, as well as the good selection of a suitable logo and brand for the company commensurate with its corporate identity and reflects its vision, which makes it a source of attracting the public to it.
- * Conscious study of the audience and understanding of their requirements and needs according to their qualitative and demographic characteristics
- * Adopting a culture of innovation and the latest digital technologies such as artificial intelligence technology and working to achieve social and environmental sustainability.
- * Taking into account the continuous development of the company's business, digital platforms and websites.
- * Observing transparency on the part of the institution or company with good data management in order to make sound decisions that stimulate rapid and successful growth, which represents the administrative or organizational identity. (Zlat, 2023, P. 141, 142)

5. How chatbots and smart assistants influence giving a virtual voice and personality to an organization

Chatbots and smart assistants are considered as the digital face and the speaking voice of organizations, so that it is no longer just a software tool to answer common questions and inquiries, but it has turned into designing a virtual personality that reflects the organization's orientation and identity through the digital space, and in how the latter affect in giving a voice and personality to the organization, an important point should be pointed out, which is the humanization of the digital mark and the creation of a virtual organization Identity, which by building the organization is a consistent corporate personality that can interact with browsing individuals throughout the day and

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build loyalty and passion with this audience to be a relationship Interactive, have this robot or The smart assistant is programmed and previously determined in terms of determining a name for it, such as Alexa, the tone of voice is serious and formal, or it is characterized by friendliness and being cheerful, possessing the language and adapting to different dialects and cultures, and this is according to the language of the audience or the client and his culture, and therefore there must be flexibility in dealing, reflecting the appearance of the institution in a way that it understands the client and his needs.

Therefore, in this case, yes, it is possible to rely on artificial intelligence and its technologies in the field of enterprise work, especially in the framework of communicating with customers through the digital space to respond to their concerns and inquiries, but this does not cancel the need for a human employee to intervene in some situations that require real empathy and a human decision.

Chatbots are programs that are developed and developed on computers to interact directly with customers, answer their questions and help them complete purchases, and these robots are integrated into social networking sites so that they can deal with many customers at once, and many companies resort to adopting chatbots in order to provide support to their customers due to their low cost on the one hand, and the customer does not realize in some cases that they are chatting with an automated program on the other hand (Karmia, 2025, P. 662)

Artificial intelligence works thanks to algorithms and robots to formulate messages or provide customized communication contents for each level to suit its needs, that is, artificial intelligence sends the appropriate messages to the right person at the right time, and we find that automating responses and distributing information in real time and instant interaction around the clock via chat bots responsible for responding to inquiries and thus helping the organization reduce effort, speed up interaction and improve communication accuracy. (Game, 2026, page 215)

Previously, the identity of the organization reflected its true values and historical roots, but today, by resorting to artificial intelligence, we find that it has become to create artificial identities that can be changed at any moment in accordance with the satisfaction of the public, and therefore what makes it lose its credibility and turn it into an algorithmic commodity, and it is also noted here that most companies or institutions today are designing smart assistants with characters the robot spoke on her behalf and programmed her to say some phrases (I'm sorry To hear that) in some cases when it is unable to meet the needs of this client and explain his inquiries, what causes him discomfort here and therefore he feels emotional falsity that the institution has not done its duty and that it evades its real responsibility behind the machine and lacks the human spirit through which it is possible to build a long-term relationship characterized by loyalty to its brand in a competitive environment.



6. How artificial intelligence transforms the visual and verbal identity of an organization into an entity that is formed instantly based on audience data

Today, artificial intelligence "Generator" Technologies represented a significant turning point in the development of natural language processing, software is able to interact creatively, representing a transition from mere processing to natural language generation, artificial intelligence agents equipped with natural language processing are able to summarize meetings, write emails and translate conversations instantly. The latter allows chatbots and voice to be more human - like when talking with customers, and is also based on Business Analytics to get a conscious and aware perception of what customers feel about the company's product or services by searching for specific phrases, they can measure the mood of customers and their emotions in written comments". (AWS , 2026)

Due to the development of artificial neural networks and large language models, it has contributed to improving the ability of computers to understand human language more accurately and flexibly, as it can now handle idioms, humor and multi-meaning phrases. Studies have shown that the integration of artificial intelligence and computer linguistics opens up wide prospects for the development of intelligent applications such as digital assistants and automated chat that provide convergent responses to the way humans interact. (Gillus, 2025, P. 28, 29)

Artificial intelligence technologies transform the digital identity of an organization from its usual template, which was characterized by stability and rigidity, to an entity characterized by dynamism, flexibility and instantaneous. previously, the organization was the one who had to choose the color, logo and symbol of its brand and be unified reflecting its identity and historical roots directed to its audiences, but today, thanks to artificial intelligence algorithms, it has reworked this identity to suit each individual user through several techniques, perhaps the most prominent of which is natural language processing (NLP) and emotion analysis instantaneously and according to the mood that is monitored through the tone of voice or words written by the customer or client, cultural adaptation And the age with this client so that the words and phrases that suit the age of this client are spoken and selected so that they differ according to the age group and according to interest and inclinations, if the goal is entertainment or seeking a consultation ...Etc.

It is also noted that the same slogans or advertisements are no longer exposed to all customers, but rather differ, due to the artificial intelligence system and its systems by generating texts, logos and images accompanying the corporate identity that are appropriate and in line with his current interests, so that each individual user sees a different face of the same company, and also works to exploit feedback by measuring the responsiveness of this individual user to develop the next interaction according to the degree of his response.

Despite what we call the technical genius of this transformation, the organization is facing a crisis



of losing its core identity, when the digital identity of the organization is formed to satisfy the customer or client and his needs, desires and inclinations, it risks losing its true personality, and therefore here the public will find it difficult to identify and remember its true identity, and therefore institutions here must be careful not to be led behind this momentary change, but rather make for themselves an unchanging identity based on ethical value constants while leaving flexible methods formed according to the wishes and needs of the public.

7. Super personalization of the digital image as a mechanism for reshaping corporate identity with an algorithmic vision

Personalization is one of the factors that takes into account user relationships and interactions across communication sites, where priority is given to content that is frequently interacted with compared to less connected sources, and this personalization is necessary to maintain the user's interest and the compatibility of the displayed content with his interests, and also enhances the user's overall experience with his social circles, and the principle of personalization also helps marketers in the field of advertising by monitoring the factors affecting his purchasing behavior, especially the unfairness of reference groups, where he determines the user's interaction for a specific ad and then share it with friends or friends. (Obeidallah, 2025, page 361)

According to the Oxford Dictionary, sentiment analysis refers to a process by which computers know about the opinions expressed in a text and classify them, in order to determine whether the writer's attitudes towards a particular topic, product or anything else are positive, negative or neutral. Sentiment analysis analyzes people's opinions, assessments and feelings. in the following table, we will show the artificial intelligence tools used in sentiment analysis. (Ayyash, 2025, page 503)

The tool has its uses

- ☐ Brandwatch is a social listening tool that offers sentiment analysis as part of its package which helps brands to follow the feelings of their audience
- ☐ Awario analyzes whether signals are positive, negative or neutral via social networking sites
- ☐ Lexalytics uses the tool for natural language processing and machine learning to interpret the emotions and themes of textual content. (Ayyash, 2025, page 503)

Super personalization is considered a key axis in the marketing process and even the promotion of the digital identity of the organization through the analysis of user data, their preferences and interactions, which allows dividing the audience based on accurate data by improving data analysis in terms of quantity and time (real-time monitoring of the performance of advertising campaigns,



adjusting the strategy according to interaction, forecasting consumer behavior and trends), improving interaction with customers where artificial intelligence enables this through real-time interactive marketing techniques that it provides. (Obeidallah, 2025, P. 262)

The ultra-customization of the digital image is one of the modern strategies that organizations have come to rely on in light of the digital transformation, so that here the organization goes beyond the traditional targeting of data and information about its customers and customers to the immediate and immediate exploitation of data to produce unique contents that differ from user to user by transferring the authority of communication decision in when and what appears to artificial intelligence systems and technologies, and this is done through three main mechanisms, starting with reverse engineering of the mental image. previously, in the process of promoting and marketing the identity of institutions, the process starts from within, you quite the opposite with The artificial intelligence algorithm starts from studying and analyzing the user's behaviors (his interests, likes, clicks, his mood, which is reflected in the speed of pronunciation, typing or keywords he types, the type of phone used...Etc.) on the basis of which you design and build a digital image to match it specifically.

We find that the process of subjecting the identity of the digital institution to the control of algorithms for Super customization that exposes itself to the risks of these technologies, perhaps the most important of which is the loss of authenticity and fixed essence, which creates a clear dispersion among the public, any identity that actually reflects the institution, its reason for existence and its policy, and also finds itself in front of the manipulation of these algorithms, as they do not really seek to delight and satisfy the customer and provide everything he desires, but the main and original goal is to raise the rate of consumption and engagement and create loyalty to the institution and its brand, and what can reduce the credibility of the institution in his view, which leads to a collapse of trust, especially if he has to This client actually visits the organization's website and deals with it and finds himself in front of a completely different reality.

8. Reputation management, digital identity and automated identity content creation

Digital reputation is defined as the impression or image formed by the public towards a particular institution based on what it does from publishing content and interaction through the digital space, and in order to achieve a good digital reputation in the minds of its audiences, it must manage it as required and be successful in reflecting its real image and reconciling its reality with the image it wishes to reach and export to the target audience, not to mention being characterized by technological vigilance through the use of tracking tools that monitor everything that is said, published or written about immediately.

Content industry management is a strategy that focuses on creating and sharing content from business activities in an attractive manner that entices the audience, and focusing on the receiving

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audience on the characteristic of the product and service that is being provided, which is a process through the digital space that works to attract and maintain the audience through the continuous creation and organization of content in order to change or improve the behavior of the recipient, provided that in the process of making this digital content there are specifications, which are as follows:

- ☐ Value factor: the value of digital communication content is determined based on the context by the number of views, the number of users and those affected.
- ☐ The value of digital content is determined in its dissemination, sharing and republication without limits by users of digital means.
- ☐ Interactive ☐ digital content should be characterized by its ability to conduct interactive and conversational communication with the target audiences immediately and directly, which enhances the consumer's attachment to the brand.
- ☐ Accessibility: it is easy for the target audience to access digital content as soon as it is published, and there are multiple means and platforms for delivering this content. (Badrin, 2025, P. 194)

Deep counterfeiting, which is expressed in artificial media in which a person's appearance is replaced by someone else's appearance, poses a major threat to digital reputation, where organizations can portray in false contexts, and in turn, artificial intelligence is part of the solution where advanced artificial intelligence algorithms are being developed to detect such counterfeiting. (Ayyash, 2025, page 503)

In order to create the content of IDs for this institution, by which we mean the process of generating messages and everything that is digital using artificial intelligence tools and technologies so that it combines cultural, value and visual features that actually reflect the official identity of the institution.

There are many uses of artificial intelligence in the field of digital reputation management (monitoring and analyzing digital content effectively and in real time, creating attractive content, understanding customer feedback...Etc.), including the use of technological vigilance to identify new artificial intelligence technologies, take advantage of them and employ them in the enterprise. (Ayyash, 2025, page 504)

Therefore, in order to achieve strategic integration between the digital reputation of the organization and automated content, organizations today seek to combine them, where artificial intelligence tools collect and monitor the impressions of target audiences, and in return, the automated content generation system modifies the content and visual material instantly to enhance



the image of the organization in the minds of its audiences under the competitive environment.

Table 1. Examples of large companies and organizations using artificial intelligence in building their corporate identity

Communicative impact	Identity formulation	The nature of identity	Company name
What distinguishes Netflix company is that it does not show its digital identity uniformly to everyone, but its digital identity is formed and diversified according to what suits and corresponds to the tastes of its customers.	The company uses artificial intelligence technologies to design and produce advertising posters and images characterized by constant change (depending on each individual user and the behaviors he adopts)	Flexibility/ Super customization	The company Netflix
The corporate identity path changed from a one-way orientation (from the company to the audience) to a two-way participatory style, so that the audience became a partner in the production of its identity content, which enhanced its value	The company used the artificial intelligence system as an intermediary between it and its audience by launching the Create Real Magic platform that allows designers and the public alike to reinvent advertising campaigns with reference to their visual origins and historical archives	Innovation combined with the public	The Coca-Cola Company Coca Cola

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Amazon is one of the companies that is characterized by high speed and absolute efficiency while striving to achieve all the promises, which establishes its digital identity in the minds of the masses	Amazon uses artificial intelligence tools-predictive analysis to ship products before the customer orders them based on the analysis of his buying behavior to nearby warehouses	Anticipation and proactivity)The most customer-centric company in the world(	The Amazon company
This method established a digital identity for the company based on the principle of exclusivity, which made customers feel as if the company was silent, each of them had his own piece, which increased the percentage of loyalty to the company	The company has employed artificial intelligence technologies and algorithms to design the equivalent of 07 million unique, different and non-repetitive posters while maintaining the general lines of the brand	Overall visual uniqueness	Nutella Corporation Nutella
Sephora company was able to strengthen its identity as one of the popular brands that understands consumer needs scientifically and accurately, which increased public	The company has worked on integrating augmented reality technologies with artificial intelligence algorithms to predict the customer's vital value and provide	Customized digital service identity Innovation leadership	Sephora Corporation Sephora



confidence towards it	customized automated consulting services that are real-time and immediate		
Sonatrach was able to strengthen its international digital identity as an environmentally friendly organization, and it was also able to formulate its identity as an attraction for national competencies (knowledge partnership by incubating the Higher School of artificial intelligence)	As a leading company, the company has worked on the inclusion of artificial intelligence tools in the process of Big Data Analysis for exploration and improving production efficiency, emissions control, big data analysis to improve the decision-making process to keep pace with major transformations in the oil industry	Sustainability and technological leadership in the oil industry	Sonatrach Corporation
The foundation was able to strengthen its position and digital identity by keeping pace with the digital transformation in the field of its services, especially with regard to startups, and enhancing institutional	The company has worked to support the knowledge economy by launching an investment fund dedicated to emerging institutions in the fields of artificial intelligence, robotics, and employing artificial	Digital sovereignty and innovation support	Algeria telecom Algerie Telecom



communication, such as using interactive chat tools	intelligence to secure their networks		
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Source: compiled by the author from company websites, corporate communications and press coverage (see section 2.1, Methodology)

9. The epistemological and ethical challenges of artificial corporate digital identity

The importance of artificial intelligence is increasing nowadays; however, organizations face great challenges when deciding to adopt artificial intelligence technologies and tools, perhaps the most important of these challenges are:

The high cost associated with the application of these systems, as investment decisions in artificial intelligence require huge financial resources, especially in large companies that need to update their technological infrastructure to an advanced level.

Resistance to change is also a major obstacle to the adoption of artificial intelligence technologies, as many employees have difficulty adapting to new systems due to fears of changing their way of working or even losing their jobs, and this resistance is common, especially in companies that rely on traditional processes for a long time. (Qasimi, 2025, page 557)

And there are those who classify the challenges for a few patterns:

- Technical and technical obstacles: represented by the complexity of the digital environment, frequent maintenance problems of artificial intelligence technology and applications.
- Organizational and administrative obstacles: lack of flexibility in managing artificial intelligence, frequent changes in the organizational structure that may affect the workflow, lack of training processes and high costs of developing digital infrastructure.
- Societal obstacles: lack of awareness of the concept of digital corporate identity, lack of sufficient experience in how to deal with artificial intelligence technology.
- Ethical and security obstacles: security and privacy challenges, all related financial threats, hacking, and the lack of a secure work environment in accordance with legal frameworks and legislations that specify deterrent penalties for data hackers. (Zlat, 2023, P. 146, 147)

This technical development poses complex legal challenges that require standing up to, both in terms of the legal legality of using non-human systems in dealing with consumers, or in terms of determining legal liability in the event of an error or breach of contract obligations by the automated system, and it also raises questions about the extent to which the traditional rules of consumer protection apply to these systems, and the adequacy of existing legislation in ensuring transparency and protecting personal data in an unfamiliar digital environment in terms of human interaction,



therefore, studying smart customer service through chat technologies opens the door to a legal problem that requires reconsidering liability, digital rights under The transition to fully automated services has accelerated. (Tarshun, 2026, page 115)

10. CONCLUSION

Based on the foregoing, it can be said that artificial intelligence tools are no longer just a complementary technical means, but have become the engine and the strategic core in the process of re-engineering and building corporate identity in the digital space, as these algorithms have been able to effectively transfer the identity of organizations from its traditional rigid and fixed template based on human interaction based on values and responsibility to the space of algorithmic control based on the efficiency of the tool as a dynamic model characterized by flexibility, interaction and the ability to adapt instantaneously to the variables of the digital environment.

However, to achieve success, leadership and continuity in a competitive environment, it depends not only on artificial intelligence technologies, but also on creating a balance between these technologies and systems and between the core values of the organization and preserving human originality and creativity in formulating the communication message.

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