

Communication strategies in digital environment:

Conceptual framework mapping

Estratégias de comunicação na ambiência digital:

Mapeamento do quadro conceitual

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Introduction

Over the years the internet was established as an infinite network of messages, produced and reproduced each moment, inconsistently, since there is not a way to predict the interaction paths or strategic possibilities offered by the different platforms. According to Bueno (2003), this aspect may imply, from organizations and brands' point of view, determined difficulties and challenges as formats, content and speech are continuously renewed, leading to adaptations on advertising communication.

Communication in the digital environment is characterized by interaction and interactivity. The interaction, analyzed by Thompson (2008), who focuses on media communication processes, shows the development of mass media has affected, over the history of civilization, all forms of which information is produced and received, with the possibility of being mediated or not by technological channels. The interactivity, on the other hand, according to McMillan (2002), is a concept necessarily related to technology as it consists in the characteristic of interactions mediated by technological devices. Therefore, it influences the user's experience by conceiving new interactive means and processes.

Pensando na gestão da comunicação, Lupetti (2007) explica que estratégia se refere às ações planejadas e executadas a partir da análise ambiental interna e externa, de análise dos pontos fortes e fracos da organização, das ameaças e das oportunidades do mercado, do diagnóstico de

comunicação, dos públicos envolvidos, dos objetivos de comunicação determinados e dos posicionamentos estratégicos e específico da gestão da comunicação (LUPETTI, 2007, p. 89).¹

For companies and brands, planned actions are necessary, aligned their strategies and positioning as the “digital presence represents the existence of an entity in digital and social media” (STRUTZEL, 2015, p.87). That way, different communication strategies are developed and carried on.

The goal of this article is to discuss about the existent communication strategies focused on digital environment. For this purpose, the following specific goals will be carried out: to map out the conceptual framework of communication and marketing strategies and to problematize the need of concepts update in this area.

“Although social media represent a relatively recent phenomenon, especially if we take into a range of relevant works on the theme” (BUENO, 2015, p.209). Nevertheless, the already published papers stress out the strategies with focus on actions developed by organizations rather than the theoretical conceptual framework, which is the aim of this research.

Web backgrounds and communication evolution

The changes influenced by digital technologies and the many transformations of the Web and the consumer were classified by O’Riley Media in three waves known as Web 1.0, Web 2.0 and Web 3.0 (GABBRIEL, 2010), and there is another side called Web 4.0 (TURCHI, 2018), still in development. Gabriel (2010) explains that the terms used do not suggest new versions for the web, set a didactic division, closer to users behavior than the technologies themselves (Table 1).

Table 1 – Web Scenarios

Web 1.0	Web 2.0	Web 3.0	Web 4.0
<ul style="list-style-type: none"> - Statics - Information consumption - Little interaction - It is configured of large groups for the user 	<ul style="list-style-type: none"> - Participative - Interaction focused on social media (Orkut, MySpace, Tumblr, blog) - Content production - Cloud storage - Portable devices 	<ul style="list-style-type: none"> - Semantic web - Continuous improving - Artificial intelligence - Technological convergence - Media convergence (crossmedia, transmedia) -User as a technology transformer and (re)programmer 	<ul style="list-style-type: none"> - Intelligent cities - Internet bubbles - Possible use restrictions

Source: Developed from Gabriel (2010), Strauss and Frost (2012) and Turchi (2018).

¹ Free translation: “With communications management in mind, Lupetti (2007) explains that strategy refers to actions, planned and executed from internal and external environmental analyzis, the analyzis of the organization weaknesses and strengths, the Market threats and opportunities, the communication diagnosis, the audiences involved, the determined communication objectives and the communication managemente strategic and specific positioning (LUPETTI, 2007, p.89).”

In scenario 1.0, “once content and relations control remain on the issuer’s hands, most proposals of interaction and dialogue with the user are nothing but actions that simulate participation” (SAAD, 2008, p.155). Therefore, web 1.0 “is little interactive, traditional and it provides the possibility of unidirectional communication with society” (BARICHELLO et. al., 2013, p. 137).

“Although web 1.0 would connect people to computer networks, web 2.0 technologies also connect people amongst themselves” (STRAUSS; FROST, 2012, p. 11). The difference of scenario is found on user participation, who started being recognized “as main optimizer and propagator of messages to other groups of people. Messages are based in experiences and opinion formulations projected to cause reactions” (SAAD, 2008, p. 156).

According to Saad (2008, p.49), “web 2.0 optimize the user’s action in the network through supply, almost always free, of tools that allow the expression and sharing of opinions, creations, wishes, complaints with other users, this is, any form of interpersonal communication”. That way, the term appears as a tendency of information exchange and collaboration among internet users and virtual platforms. The bases are found in the principle of collective construction and appreciation of the subjects’ participation.

In Web 2.0 configuration, “the message starts to have a very special character, it is no longer just a persuasion announcement but it gives place to somebody’s opinion who lived an experience and has something to say about it” (SAAD, 2008, p. 156). Here comes the content generated by the user, sharing, dialogues and conversations. Barichello et. al. (2013, p. 138) stress out that “through digital social media, the interagent wishes to comment, criticize, share, recommend and/or modify determined material offered in the network by the companies².

With Web 2.0 the Internet entered in a period in which the interactivity was a major player, since the world wide web is being made by people and not only by operational systems and corporate conglomerates. The focus was another visible change, that went from publication to participation and, consequently, the spaces for mutual integration started to be valued more and more: dialogue, cooperative work and the collective construction of the common.

Strauss e Frost (2012) report that web 2.0 has contextualized new challenges and opportunities for marketing professionals, among them: the transference of power from the sellers

² Social media are communication channels, so as to publish contents so as to share knowledge. They also facilitate the search for materials already published using tools and search engines (STRUTZEL, 2015). The concept will not be expanded as our focus resides only on *websites*.

to the consumers; the use of inbound marketing, this is, products/services are easily found online, and consequently, it ceases to interrupt consumers with traditional actions; the engagement (clients' cognitive and emotional involvement); and social media metrics. The authors also present other key-elements for the web 2.0 scenario, such as the growth of the access to the Internet (the intense use of the web and e-mail are already ordinary activities) and online retail sales; search engines that currently are reputation mechanisms; the content as supreme element; the integration between online and offline strategies (multichannel marketing); the possibility of fast speed Internet access; the role of intellectual capital (professionals with know-how); and the long tail, that explains how computing and low cost storage enable the sales of small quantities of a large number of online products with large revenues.

Also called Web 3.0, the semantic Web is what we experience nowadays, a Web in which "information and dealt by web big leaders, like Google, Facebook and others, which hold a range of data exposed by internet users at the time of registration, allowing the access to people as they surf through different websites and leave traces" (TURCHI, 2018, p. 11). Web 3.0 manages to organize and group pages by themes, subjects and interests that the internet user previously expresses, enabling results more coherent with what the user really looks for and desires. Hence, the way of making publicity is altered due to new habits, because "web 3.0 is a system that includes from social networks, online corporate services to GPS systems and mobile television, just as the growth of smart tags that allow handling the information in a simpler way" (BARICHELLO et. al., 2013, p. 138).

The technological capability is important, but the experience the machines provide us is the element that causes the real impact and revolutionizes communication. According to Chatfield (2012, p.27), "if we want to coexist with technology the best way possible, we need to acknowledge that what matters most are not the individual devices we use, but the human experiences they are capable of creating". There is not a rigid logic when predicting the actions that will be developed for the Internet, considering that digital tools evolve daily. What we can detect is that the mediatic environment stands out the production of content, and the interactivity modifies the communication flux. One of the most significant changes, according to Recuero (2011), is the possibility of expression and sociabilization through communication tools mediated by the computer.

"O que a internet trouxe de mais inovador foi o fato de ter mudado profundamente o comportamento das pessoas, tirando-as de um estado de passividade e tornando-as mais críticas,

exigentes e ativas, ou seja, protagonistas nesse novo cenário junto às marcas”³ (TURCHI, 2018, p. 72). With those information, it is important that strategies consider the context of change in consumers’ behavior, which has much more power and influence nowadays, especially due to its insertion in digital social media.

Methodological procedures

This research has a qualitative approach, in which the researcher “discusses, correlates, interprets situations, facts, opinions and concludes values through coherent analysis” (MICHEL, 2015, p. 44). As for the means, it is a theoretical research, that according to the author (2015, p. 49) “it proposes to discuss and criticize existent theories”. As Michael claims (2015, p. 49), the theoretical research “is backed up on imperative truths, resulting of previous studies, dismissing the practice and valuing the use of reasoning and logic”.

The research procedures were the following: a) bibliographic collection; b) selection of papers consulted according to academic visibility criterion (authors frequently mentioned in researches of communication field), publication as a book in Portuguese language and access to the papers by the researchers; c) description of communication strategies, marketing strategies and promotion strategies from the selected researches; d) problematization of concepts from the collection. After the collection, selection and description stages, the discussion was carried on according to the theories of Lupetti (2007), Vaz (2011), Gabriel (2010), Kotler, Kartajaya and Setiawan (2017) and Turchi (2018), giving sequence to the research.

Strategies: perspectives of a concept

The word strategy was originated from Greece and is directly related to the art of war generals who had the victory as the most evident goal. It also involves logical thinking and intelligence that are frequently used for the application of unexpected procedures aiming to overcome the competition somehow (PÚBLIO, 2008).

The conception regarding strategy is varied, but, one way or another, it culminates referring to offensive and defensive actions that are taken to obtain some advantage in a field. Mintzberg

³ Free translation: “The most significant innovation the Internet has brought was the profound change in people’s behavior, bringing them out of passiveness and making them more critic, demanding and active, this is, protagonists along with the brands in this new scenario

(2010, p. 24) believes that all strategies can be studied as “a pattern, this is, coherence in behavior through time”. According to the author, there are two situations that stand out in this concept: the intended strategy, which relates to the organization future plans; and the accomplished strategy, this is, actions that have already been executed.

For that to occur, the strategy needs to be directly related to the environment and, thus, serve as a guide that records the position where the strategist is, enabling to map out the best way of obtaining a superior position. As Porter (1986) affirms, the main element of a strategy is directly related to the organization’s specific activities, this is, the activities the company can perform and distinguish it from the competition. According to the author, a strategy needs to be aligned with the organization’s main objective, since it will support all other action that may be developed. Therefore, the strategy essence is in how the organization chooses to carry on its activities, and for that it is necessary to use specific tactics⁴ and the shape in which it will perform.

According to Públio (2008), the knowledge regarding performance macroenvironment must be the first step to any strategy definition of a company. Next, the focus must pass to microenvironment and organizational objectives in general. Only after those stages are concluded the marketing and communication objectives will be defined. Kotler (2003) explains that a consistent marketing strategy does not allow the competition to copy the company’s differentials, allowing, therefore, that it maintains its competitive advantage. Públio (2008, p.143) stresses out that “before determining what your communication strategy will be it is important to define the marketing objective”. That occurs because the communication strategy entails the existence of a pre-determined marketing objective.

Objectives and strategies seem to be similar, however, Públio (2008, p. 155) stresses out that “communication strategies are the paths that will lead the announcer to accomplish its communication objective”. Still according to the author, the elements that integrate the communication strategy are part of a mix that may include several actions, such as, for example, advertising, promotional marketing, public relations, personal sale, visual identity, web actions⁵.

It is known that the current context includes several other elements. However, the effort is in demonstrating that the most important is to perform a communication that integrates all sectors in

⁴ We understand that strategy is based in long term objectives, and tactics consists in the Discovery of the best immediate action to follow.

⁵ In 2008, Públio already stressed out the growing insertion of organizations in the web as a way to expand their communication actions.

synergy. Aware that all elements in the communication mix need to communicate the same information to the interested parties, the next stage implies that “each element constitutes a strategy, or a path to reach the objective. Once the paths are defined, the next step is to define what actions are going to be for each strategy” (PÚBLIO, 2008, p. 160). However,

É preciso reconhecer que a palavra estratégia e sua derivada “estratégica” andam um pouco desgastadas pelo seu uso indevido na literatura e na prática da comunicação empresarial em nosso país. Afinal de contas, depois que as organizações e os gestores descobriram que a expressão “comunicação estratégica” agrega prestígio àqueles que a pronunciam (ainda que não a coloquem em prática), as obras da área e os discursos empresariais estão inundados dela. **Mesmo sem saber exatamente o que a expressão efetivamente significa, chefias e até comunicadores passaram a utilizá-la de forma abusiva e ela foi perdendo sentido**, porque estava cada vez mais distante do conceito ao qual deveria se referir (BUENO, 2015, p. 124, grifo nosso).⁶

Bueno (2015, p. 125) informs that there are erroneous readings in the academy that do not consider the original concept of strategy in their readings, The author stresses out that communication strategies must reflect “a set of planned communication actions which aim to reach determined objectives and that, if well formulated, imply goals, this is, define concrete results to be pursued”. Besides that, all those actions are directly related to available resources, whereas human, technological or financial and still need to be connected to the current ecosystem.

From technological evolutions, organizations had to adapt their strategies to survive in the new scenario that was established. It was clear the need to deal with more dynamic contexts but, at the same time, apply a unit in the marketing and communication efforts in order to create and maintain relationships with consumers. However, we agree with Públio (2008) when the author affirms that each action must be built specifically and relatedly to its driver strategy. In this regard, “there can be several actions for the implementation of a strategy, however there can not be several strategies for the implementation of a single action (PÚBLIO, 2008, p. 161).

We emphasize that the characteristics inherent to the digital system need to be aligned to pre-determined objectives and communication and marketing strategies in general. Powell, Groves and Dimos (2011, p. 259) point to the fact that communication through internet is already indispensable and based on this fact, “marketing professionals will need to do their own assessment

⁶ It is necessary to acknowledge that the word strategy and its derivate “strategical” have been a little worn out by its improper use in literature and in the practice of corporate communication in our country. After all, since organizations and managers have found out that the expression “strategical communication” engage prestige to those who say it (even they do not put it into practice), the researches in the area and the corporate speeches are overwhelmed by it. Even not knowing exactly what the expression effectively means, leaderships and even communicators started to use it abusively and it started losing meaning because it was each time more distant from the concept which it should refer to.

of how the future will unfold and [...] develop social media strategies and tactics with which they can manage, measure and profit”.

Types of strategy concept table

In this section, the selected sources are not limited to communication, but also marketing strategies, since communication is found in “P” of promotion, as in traditional marketing mix promotion (KOTLER, 2003) and, besides that, often, researches in the publicity field tend to analyze strategies sometimes through communication, sometimes through marketing strategies, so as for the relation of the fields as for the lack diverse national sources in the publicity field.

In 2000, Marcélia Lupetti released the book *Planejamento e Comunicação*⁷, in which she systematized communication strategies and its definitions, providing to the field a useful set of concepts which have been used to guide the path communication companies can follow to accomplish their goals. Since then, this set of definitions have also been used in many academic researches in the publicity field. The piece already had other editions and reissues, and its concepts were ‘retrieved in *Market Communication Strategic Management* (2007), from the same author. The campaign strategies “refer to actions that shall be planned and executed from the type of the campaign chosen and from determined information” (LUPETTI, 2007, p. 105). The Table 2 presents the types of strategies.

Table 2 – Campaign Strategies by Lupetti (2000; 2007)

Information Strategy	“It is characterized by the priority it gives to the information of a product or of a company. It is used, in general, in the release of a new or unprecedented product, but it also can be used when the product is reformulated or suffer any change in its package” (p.106).
Witness strategy	“It is frequently in order to give credibility to the product. The use of celebrities – established actors and actresses – may result in a good return to the advertising company”. (p. 106).
Comparison strategy	“Compares the attributes of a product to its competitors [...] Does not attack the competitor, just compare it” (p. 106).
Humor strategy	“Must be used very cautiously, once it depends a lot of the target public for the product, the problems to be solved in the communication and the type of humor to be worked with. Although attractive, this strategy may mask the communication informative and persuasive content, besides boring the consumer”. (p. 106).
Offensive strategy	“It is characterized by the boldness. It Comprehends the attack to the competitor, aiming its weaknesses ” (p. 106).
Defensive strategy	“It is usually used market leaders with great competitive positions” (p. 107).
Undifferentiated strategy	“It is recommended to establish companies’ brands or product lines” (p. 107).

⁷ In English, Planning and Communication.

Positioning/repositioning strategy	“You must associate a brand to a word in the consumer’s mind”. That is because “people do not buy products. They buy a solution to some problem they have”. (p. 107).
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Source: Synthesis from Lupetti (2007, p. 105-107).

In 2006, Conrado Adolpho Vaz published the research originally called *Google Marketing*, that, over the years, was reformulated and relaunched in 2011 under the title *Os 8 P’s do marketing digital*⁸. According to the author, there is a digital marketing strategy backed in the consumer’s degree of activity, and this strategy is divided in eight words: research, planning, production, publication, promotion, propagation, customization, precision⁹. To each one of these words, the company must look to the market, assess the available tools that most adapt to its goals and, thus, act. As the author stresses out, the essential is “to rely in the consumer’s degree of activity” (VAZ, 2011, p. 300).

. In the same research, the author explains that, “from 1980 to 1995, we experienced the first changes towards this new society – the computerization raised information organization and flux to a level never seen before” (VAZ, 2011, p. 49). Due to the computerization era, there have been a shift in the production chain, that migrated from goods production to production of services completely related to information and knowledge. This is how the author introduces another marketing and communication strategy: the findability strategy. Under this perspective, “the best way to find your consumer is to be found by him” (VAZ, 2011, p. 261), therefore to be found in the first positions of search engines like Google is so important in the digital era, because “it is a reasonable competitive differential, but it does not guarantee that the consumer purchase from you. It is just the beginning of the journey, but it does not guarantee its end” (VAZ, 2011, p. 264).

Another theorist that contributes for the study of strategies is Martha Gabriel, that in 2010 issued the book “*Marketing na era digital*”¹⁰, assuring that “[...] digital marketing does not exist. There is only marketing, which can appropriate digital strategies or not, in combination with traditional strategies, according to objectives and target audience” (GABRIEL, 2010, p. 247). The author presents the following strategies to be used in the digital environment (Table 3):

Table 3 – Marketing strategies in the digital era according to Gabriel (2010)

Digital presence strategy	“It is divided in three types: own presence, free presence and paid presence. The communicator strategic effort is in “determining the distribution of efforts among the types of existent digital presences” (p. 250).
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⁸ In English, “The 8 P’s of digital marketing”.

⁹ In Portuguese, they call these words “the 8 P’s” because they all start with the letter P.

¹⁰ In English, “Marketing in the digital era”.

Landing pages conversion strategy	The conversion must necessarily result in an action by the consumer.
E-mail marketing strategy	“Practice that ethically uses the sending of messages via e-mail to achieve marketing goals” (p. 261). Tool that starts to be used as a way of segmentation for relationships.
Mobile marketing strategy	“Mobility is related to available and constant access, 24 hours during 7 days a week, which is becoming a reality” (p. 278). Its main characteristics are: mobility, geolocation, convergence, crossmedia, interactivity.
Social media marketing strategy	Its two main characteristics are viralization and analytical power. “The capability of viralization is important when the brand needs to reach and impactate the largest possible number of people. The environment analytical power becomes essential when the brand needs to obtain relevance and credibility which are only achieved with environments that enable rich discussions and analysis”. (p. 296).
Search engines marketing strategy	It can be off-page or on-page and it works to “leverage the online traffic and presence” (p. 248). SEO (Search Engine Optimization) is a page optimization strategy on search engines to appear in a better position in the results. There is also the sponsored links strategy, which happen with “the purchase of key-words” (p. 389).

Source: Synthesis from Gabriel (2010).

Gabriel (2010) emphasizes that “despite the strategies in digital social media being base on human relationships and social studies, the technology affects them sensitively, because it modifies de ways of human relationships” (p. 344). This adaptation for consumer-centered marketing and communication practices is also shared by other authors. However, as Bueno (2015) affirms, it is not enough to use social media only as a space for promotion of subjects that interest directly the brand, because it is not enough for activating interaction. The author explains that, in the Brazilian scenario, this type of promotion is the most practiced one, and that ignores the wide potential for these relationship platforms.

In *Marketing 4.0*, a Marketing 3.0 update, Philip Kotler, Hermawan Kartajaya and Iwan Setjawan (2017, p. 129) elaborate what they call “marketing tactical applications in the digital economy”, which are applications similar to marketing strategies for the contemporaneous digital context. Such applications are the following ones: human-centered marketing, content marketing, omnichannel marketing and engagement channel (Table 4).

Table 4 – Tactical applications according to Kotler, Kartajaya and Setiawan (2017)

Human-centered marketing	<ul style="list-style-type: none"> - Distinguishes the brand through assigning to human personality to it. It can be developed based in Stephen Sampson’s six original attributes: physicality (physical appeal, like logos or special, dynamic and flexible packaging); intellectuality (brand innovation); sociability (regular communication with consumers through social media channels, less formal conversations that bring the brand and the consumer closer to each other); emotionality (brands that evoke emotions on consumers through emotionally affectionate and engaging messages); personality (self-confidence and self-awareness of the brand about what it represents and about its flaws; morality (expression of ethical and moral values by the brand). - It is used to develop the brand’s appeal and to influence the consumers like friends, breaking barriers and generating proximity.
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Content Marketing	<ul style="list-style-type: none"> - “Content is the new advertising, #hashtag is the new slogan” (p. 147). - Consists in creating, selecting, distributing and expanding content of relevance, interest and utility for the consumer. The brand promotion role is shifted for story-telling. The content can be produced by the brand or outsourced, since distributed by the brand and its channels, usually, the social media. - It is used to generate conversations in the public around the content shared by the brand.
Omnichannel marketing	<ul style="list-style-type: none"> - It is the integration of several sales channels and communication, to attend the consumers’ demands in the digital era. It brings together online and offline strategies, such as mobile sales channels, explored at the physical sales place as an option for the consumer. - It is used to create a uniform and continuous consuming experience, in which the consumer is driven to the purchase.
Engagement marketing	<ul style="list-style-type: none"> - Consists in investing in techniques that improve the engagement that leads to the purchase and to the brand defense by the clients, focusing on digital experience. Use of mobile applications and devices, use of customer relationship management and use of gamification are useful techniques to generate engagement. - It is used to convert new consumers into faithful defenders of the brand.

Source: Synthesis from Kotler, Kartajaya and Setiawan (2017)

In *Estratégias de marketing digital e e-commerce*¹¹, Turchi (2018, p. 151) says the brands “are becoming stronger and long-lasting”. In this context, social media stand out, with the reservation that they are not synonyms of social networks, because, according to the author, they refer “to the mean, this is, to the tools used for communication, that include social networks and websites that allow the creation and sharing of information and content of people to people” (TURCHI, 2018, p. 141).

Thus, in a scenario that enables consumers to become producers of content, e-commerce and digital marketing strategies that attend new demands are proposed, although the author presents the definitions over the text, without making a classification or systematic definition (Table 5).

Quadro 5 – Turchi’s (2018) e-commerce and digital marketing strategies.

Search engines marketing strategies (SEM and SEO)	SEM (Search Engine Marketing) can be divided into two strategies: organic or natural search and paid search (sponsored links). Sponsored links must be used as complement to the websites optimization. SEO (Search Engine Optimization) is used to leverage the website position in organic search. That allows the possibility for a website “found easier through Google, without using sponsored links” (p. 82).
E-mail marketing strategy	Mentioned as a traditional strategy.
Performance strategy focused on relationships	Planning on social media based in objectives. “Work integrated among several parallel actions” (p. 148). “Provision of relevant content for the target audience and, still, count on their participation to create a content each time more collaborative” (p. 148).

¹¹ In English, “Digital and e-commerce marketing strategies”.

	It is also used to stimulate new uses for existent projects”. (p. 149)
Digital reputation strategy	“Begins with what the company desires for its brand in medium and long terms. Besides that, the actions in web can not be disconnected from the company’s global strategies; on the contrary, they must “walk” together (p. 148).
Collective intelligence strategy	“The use of the digital mean for harvesting innovation opportunities” (p. 149).
Monitoring strategy	It is used for business expansion/trust building. “It is the change in how some companies maintain relationships with their public, listening, paying attention, responding” (p. 149). “Social networks have a great mobilization power, an elevate information flow, and they can benefit a brand just as they can destroy it” (p. 163).
Brand persona creation for social networks strategy	“Must be thought even before the definition of the logo. This persona takes into account its history, emotional and physical characteristics, personality, values and ideas compatible with its target audience, which will be able to be changed over the time by living experiences and learning new things. It can speak in behalf of the brand” (p. 151).
Inbound marketing strategy (inside content marketing)	“Content marketing is intimately connected to inbound marketing strategy, which, in a nutshell, is based on attraction of leads (future markets) through supplying diverse and relevant content, as well as the follow-up in order to generate segmented groups according to its interests; only after some stages, like the leads nutrition, for example, some product or service (well aligned to the identified profile of its prospects) will be offered”. (p.159).
Storytelling strategy (inside content marketing)	“A great opportunity for brands that want to dialogue with publics each time more saturated of information and, with that, build a relationship strategy based in a powerful tool for sharing knowledge and emotion” (p.160). “The secret is in assigning emotional meanings to technical elements through a relevant context, having a final objective and, still, work on the curiosity by creating expectation so that consumers want to know the rest of the story and, therefore, raise the possibilities of engagement and unfolding” (p. 160).
Remarketing strategy	“Behavioral retargeting, in which advertisements are presented to the users based in some actions they took in the recent past, like accessing a website of a brand or interacting with a marketing e-mail” (p. 126). The advantage for the company is to guide its communication strategy based on the user’s interest, obtaining a more precise segmentation.
Digital strategy based on influence	Based on how media users behave regarding their social environment.

Source: Turchi (2018).

Besides that, as practices driven to marketing strategy, the author mentions social intelligence, cocreation, crowdsourcing and gamification. Social intelligence refers to tracing of users data in order to detect consuming behaviors and opportunities. Cocreation results from the cooperative activity between the company and its customers, with the final objective of generating business that bring better experiences for the consumer, that participates in the innovation process. The crowdsourcing is also a model of content production that uses collective intelligence and knowledge to improve user-centered processes through incremental changes. On the other hand,

the gamification is used to stimulate the participants through game elements, like the challenge, the generation of points and rewards, aiming to generate new experiences. (TURCHI, 2018).

The adequacy of strategies to the context and the absorption of new practices are a challenge, since they are distinct from the traditional publicity. Strategies based on influence explore something characteristic of social media: “the public preference is more driven to backstage content, original and under worked on, differently than what occurs on traditional media” (TURCHI, 2018, p. 177). That way, the interest people have for celebrities’ daily life, brands, influencers and companies is cultivated.

Generally, strategies on digital environment are used to expand traditional marketing horizons and, therefore, must be aligned to the company’s global strategy. According to Turchi (2008, p. 172), “the use of social media for relationships expanding have been a rising movement in all countries, especially the emergent ones”. The author still emphasizes that we cannot ignore the revolution the web lead regarding human behavior, since “it influences the way people relate to each other or companies and consuming” (TURCHI, 2018, p. 172). Without mentioning the word strategy, the author also reminds that “it is important to understand that agility on creation and publication of contents according to the subject of the moment is fundamental to obtain good results on social networks and blogs” (TURCHI, 2018, p. 177). This process is defined as real time marketing or opportunity marketing, which can be understood as another strategy or an unfolding of marketing in digital environment.

In this regard, to Turchi (2018), in the new scenario, it is necessary to create strategies that are able to harness all benefits that communication can generate and, for such, it is important: to have timing, this is, a time of response in accord with what the public expects; to know the channels must be prioritized for each strategy; to work with multidisciplinary teams; to realize that establishing relationships with people is more advantageous than obtaining followers; to create interesting content for users and brands; to have transparency, which is fundamental in the digital and connected world. At last, the need to make room for inclusion, considering the diversity, must be considered.

Those were the consulted strategies and that have been used on studies in the advertising field. As it can be verified, there is not a unified terminology, there are different definitions that, in some cases, are similar and coincide, but that, even if they are useful definitions, they need a better systematization and correlation with the contemporaneous digital context, since some of the concepts date from the early 2000’s.

Problematizations

In the current scenario, there are many possibilities of action for the brands, that there is still not a systematization ready, according to observations in the researches of this paper. In the strategies formulated by Vaz (2011), we observe that the author presents marketing procedures, such as research and planning, and strategies and, in this wide table of definitions, he stresses out the digital marketing strategy and also the findability strategy. That occurs because his thesis is underpinned in an analysis on Google and its search engines, aiming to understand how they assist brands.

. The author's work stands out for emphasizing the changes in marketing in general brought by society computerization, which modified all the information flow. If, on one hand, marketing practices that sustain the companies' actions were preserved, like research and planning, on the other, the production chain center was shifted to the consumer, as it provides information to the company and, thus, participates each time more actively in the processes (VAZ, 2011).

Under Gabriel's (2010) perspective, there is not a specificity in the field, this is, marketing remains as a unique corporate philosophy, not being classified as digital or traditional. The specificity of practices is, therefore, due to strategies that are held so in the digital environment as in the traditional. Still, the types of strategies presented by Gabriel (2010) bring overlaps that, in practice, may be little educational in the definitions, like, for example, the strategies named as digital presence, mobile marketing, e-mail marketing, conversion in landing pages and social media marketing strategies. By definition, all these strategies may fit, also, as strategies in social media, another designation used by the author, for being specific actions to accomplish determined objective, this is mix themselves up with tactical actions due to their specificity. The e-mail, for example, is a contact channel that can be used for different marketing strategies, moreover, by content marketing strategy, just as the landing page.

Kotler, Kartajaya and Setiawan (2017) bring to the table the evolution of marketing concept, which started as product-centered (marketing 1.0), then became consumer-centered (marketing 2.0) and evolved to the centralization in the human being (marketing 3.0), in consonance with the evolution of Web scenarios. The authors explain that, with the context digitalization, it will be more and more important the human centrality allied to the brands humanization (Web 4.0). This suggests that "brands need to demonstrate human features capable of attracting consumers and develop

connections from person to person” (KOTLER; KARTAJAYA; SETIAWAN, 2017, p. 134). The authors indicate that digital marketing and traditional marketing will be united due to the technological convergence and stress out that “marketing must adapt to mutable nature of the consumer’s paths in the digital economy” (KOTLER; KARTAJAYA; SETIAWAN, 2017, p. 12).

An aspect to be observed is that the authors do not mention marketing strategies, but tactics, this is, specific modes of action that guide companies’ decisions. Besides that, one tactic is related to the other, as in the case of human-being-centered tactics, that generate brand appeal, allied to content marketing, that generates curiosity for the brand; subsequently, there is the omnichannel marketing, that generates commitment with the brand, and engagement marketing, that generates affinity. Thus, all tactics presented by the authors connect to and complement each other in a big brand humanization strategy, that, in its turn, is directly related to the consumer’s behavior.

Aligned to Kotler, Sartajaya e Setiawan’s (2017) thinking, Turchi (2018) considers that brands humanization and the consumer as central point of strategies tend to strengthen the digital scenario. According to the author, strategies need to take into account the consumers change of attitudes that have more power of influence nowadays, especially for its insertion in social media. For such, she mentions actions that companies and brands can execute in digital environment and names them as “digital world strategies” (TURCHI, 2018, p. 72).

Strategies are still recent and they are in constant evolution, therefore, the author stresses out that there is room for innovations, that need to be tested. For the professional, it is changed, also, the way of analyzing results, that can no longer be restrained to qualitative aspects, but also quantitative ones, constantly generated by digital marketing tools (TURCHI, 2018).

It is emphasized, thus, the need for planning and research to understand what are the most appropriate actions for each technology and digital environment, that seem favorable to specific digital strategies. As social media are suitable channels for creating and narrowing relationships, it “must be done through publication of information of the target audience’s interest (TURCHI, 2018, p. 157). Thus, second to the author, it is necessary to work the four Cs of social media: content. Collaboration, community and collective intelligence. However, we identified that, besides the strategies named by the author, there are actions and instruments mentioned, sometimes as tools, sometimes as strategies, such as the case of e-mail marketing.

Considering what was exposed, it is important to understand that the interaction and possibilities offered by technology are responsible for several changes that advertising practices

have suffered during the period in which the corpus of this project was analyzed. From this context, we stress out three main problematizations.

The first one of them is that, based on the consulted literature, there is not a pattern of terms in the definitions of types of communication strategies, this is, that which is treated as communication strategy, many times, is shown mixed up with marketing strategies that are driven towards the marketing mix P's, just like the Turchi's (2008) search engines marketing strategy (SEM and SEO), that refers to one of the uses of intelligence and technology for optimization of websites and media, without, however, establishing direct communication with the user.

The second problematization is that some concepts and definitions are not clear enough, like Lupetti's (2007) undifferentiated strategy, which definition of fixing brands and lines of products is under clarified and it might be confused with positioning/repositioning strategy, for example. Besides that, in Gabriel's (2010) models, Vaz (2011) and Turchi (2018) there is not much education didactization of the concepts, that are mentioned along the texts so as strategies as practices or tools.

The third problematization is the outlined factor in this work, that refers to the lack of strategies that are enough to categorize specifically communication in digital environments, this is, communication strategies for the digital era. This is due to the fact that, just as communication is a product of an evolution, the means modified the forms of communication, leading to an elaboration and reelaboration of communication strategies. It is talked about creating content, establishing relationships, knowing the consumer, however, it is not clear what are the existent strategies and what are the necessary actions to achieve them, this is, the tactics.

Only in the work of Lupetti (2007), the oldest consulted reference, an educational systematization of strategies was found, while Kotler, Kartajaya and Setiawan (2017) clearly systematize tactics. Considering the types of communication strategies ranked by Lupetti (2007), we verified that all strategies are classified according to the content of the campaign, this is, the classification is made from what is observed in the content of the messages. Thus, one same message can use more than one strategy because they are not excluding, like information strategy that can be present along any other strategy determine by the author. Públio (2008) explains the complementarity among the strategies, because, according to her, the elements of the marketing mix, even if they are independent, are correlated in the practice. That way, there are not strategies carried out separately, but together one with another.

Final reflections

According to the analysis carried out, the work that offers a systematization of concepts and a classification of communication strategies, without mistaking them for marketing strategies or tactics, is the oldest consulted reference, which cannot handle the possibilities of action, specifically of the digital context and all its transformation scenario. In the contemporaneous scenario, brands and companies can no longer follow conventional communication models that aim the consumer as wide and distant target audience. Communications are customized and need to create significant bonds. Because of this, brands and companies need to detect behaviors and, for such, use increasingly more tracking tools to provide relevant solutions and content. The relationship is so intense that it can result in the cocreation of products and innovations.

From these reflections, we consider that strategies cannot be in the same level of actions that are used in its construction and perform in order to achieve the same objective. For this reason, we have detected the need for the elaboration of a theoretical table of communication strategies suitable for digital environmental. A fact that got clear is that communication strategies manage information in three different ways: they offer the information, request the information or exchange the information with consumers. In the first case, they offer information when they use media as a space for content issuing, for example. And in digital environment, the important is to think about this supply in a way to seize the opportunities of the environment, understand how and where to optimize the supply for this information and not act just like it used to be done in the traditional environment. The second case is when they request the information to expand the database and to know better the consumers who they need to establish contact with in order to get to the third case, which is the exchange of information.

The Exchange of information is the main characteristic of communication in the digital scenario, because it breaks the unilaterality of conventional communication. The contents and messages can move from the base to the top, this is, from the consumers to the brands. The brands, in their turn, can seize this potential in the content generation relevant from the consumer's point of view and they can detect opportunities for product innovations.

The choice of which type of information use must be used in each moment will point the communication strategy and this is directly related to the objective of each organization, established by the marketing. In this regard, digital media need to be present and aligned with all forms of action

of the company as an integrated effort of communication; otherwise, they are pulverized facing so many possibilities of use of the tools. At last, if there are technological tools (platforms and devices) that are suitable for the current communication scenario, there also must be a systematization of strategies suitable to ambience, so that they are understood and used.

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Abstract

Communication in the digital environment is characterized by interaction and interactivity, which are responsible for several changes in advertising practices over time. However, the work in the advertising field is often used to analyze the strategies either for the bias of communication strategies, or through marketing strategies, both for linking the areas and for the lack of diverse national sources in the field of advertising. This research aimed at discussing the existing communication strategies focused on the digital environment. As specific objectives, the mapping of the conceptual framework of communication and *marketing* strategies and the problematization of the need to update concepts in this area were carried out. For this, we use exploratory and descriptive research, starting from the concepts of communication strategies and marketing or promotion of basic authors. Thus, the strategies were identified, described and problematized in the following work.

Keywords: Communication; Digital ambience; Strategies. Tactic. Social media

Resumo

A comunicação na ambiência digital se caracteriza pela interação e pela interatividade, que são responsáveis por várias mudanças nas práticas publicitárias ao longo do tempo. Entretanto, frequentemente, os trabalhos na área da publicidade costumam analisar as estratégias ora pelo viés das estratégias de comunicação, ora por meio das estratégias de *marketing*, tanto pela ligação das áreas, quanto pela carência de fontes diversas nacionais no campo publicitário. Este trabalho de pesquisa teve como objetivo discutir a respeito das estratégias de comunicação existentes centradas na ambiência digital. Como objetivos específicos, foram realizados o mapeamento do quadro conceitual de estratégias de comunicação e de *marketing* e a problematização da necessidade da atualização de conceitos nessa área. Para tanto, utilizamos pesquisa exploratória e descritiva, partindo dos conceitos de estratégias de comunicação e de *marketing* ou promoção de autores basilares. Assim, as estratégias foram identificadas, descritas e problematizadas no trabalho a seguir.

Palavras-chave: Comunicação. Ambiência Digital. Estratégia. Tática. Mídia social.

Resumen

La comunicación en el entorno digital se caracteriza por la interacción y la interactividad, que son responsables de varios cambios en las prácticas publicitarias a lo largo del tiempo. Sin embargo, el trabajo en el campo de la publicidad a menudo se utiliza para analizar las estrategias, ya sea por el sesgo de las estrategias de comunicación, o por medio de estrategias de *marketing*, tanto para vincular las áreas como por la falta de diversas fuentes nacionales en el campo de la publicidad. Esta investigación tuvo como objetivo discutir las estrategias de comunicación existentes centradas en el entorno digital. Como objetivos específicos, se llevó a cabo el mapeo del marco conceptual de las estrategias de comunicación y *marketing* y la problematización de la necesidad de actualizar los conceptos en esta área. Para ello, utilizamos investigaciones exploratorias y descriptivas, comenzando por los conceptos de estrategias de comunicación y *marketing* o promoción de autores básicos. Por lo tanto, las estrategias se identificaron, describieron y problematizaron en el siguiente trabajo.

Palabras clave: Comunicación. Ambiente digital. Estrategias. Táctica. Redes sociales.