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Audiovisual capabilities and corporate governance in small and medium-sized organizations

Audiovisual capabilities and business governance in small and medium enterprises

Audiovisual capabilities and corporate governance in small and medium-sized organizations

João Rafael Gomes Hazarabedian

Graduated in Social Communication, specializing in Radio and TV, from the Armando Alvares Penteado Foundation in 2007. Completed a training program in Entrepreneurship and New Business Creation at the Getulio Vargas Foundation in 2010. Entrepreneur, radio broadcaster, and communications consultant.
Operational efficiency, innovation, measurement, and sustainable growth.

Summary

The proliferation of audiovisual channels has expanded relationship and differentiation opportunities, but has also created coordination costs, reputational risks, and platform dependence. This article examines how small and medium-sized organizations can govern audiovisual and digital capabilities without replicating the bureaucratic models of large corporations. As a theoretical essay, grounded in a structured narrative review of studies on management, digital transformation, dynamic capabilities, social media, analytical orientation, and customer experience, an operating system is proposed based on an audiovisual portfolio, decision-making roles, production flow, asset management, indicators, risk protocols, and learning protocols.

It is argued that maturity does not correspond to the volume of tools or publications, but to the ability to connect audiovisual elements, business objectives, processes, evidence, and decisions.

Keywords: business management; audiovisual capabilities; small and medium-sized enterprises; governance; digital transformation

Abstract

The proliferation of audiovisual channels has expanded opportunities for relationship building and differentiation, while also creating coordination costs, reputational risks, and platform dependence.
This article examines how small and medium-sized organizations can govern audiovisual and digital capabilities without reproducing the bureaucratic structures of large corporations. Developed as a theoretical essay grounded in a structured narrative review of studies on management, digital transformation, dynamic capabilities, social media, analytical orientation, and customer experience, the paper proposes an operational system based on audiovisual portfolio management, decision rights, production workflows, asset management, indicators, risk protocols, and organizational learning. It argues that the volume of tools or publications does not define maturity; rather, it depends on the ability to connect audiovisual communication with business objectives, processes, evidence, and decisions.

Keywords: business management; audiovisual capabilities; small and medium-sized enterprises; governance; digital transformation

Introduction

Small and medium-sized organizations have begun to manage a communications infrastructure.

distributed across websites, social networks, messaging, search engines, e-commerce,

Video platforms and indoor environments. The ease of publishing has reduced barriers to entry.

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but it did not eliminate the costs of planning, production, approval, monitoring and preservation.
The greater the number of channels, the greater the need for coordination.
Digital transformation is not just about digitizing existing tasks. It involves changes in...
value proposition, in structure, resources and stakeholder relationships (VIAL,
2019; VERHOEF et al., 2021). For organizations with lean teams, the central issue is building
selective capabilities: deciding what to produce, for whom, with what evidence, in which channels, under what conditions.
Whose responsibility is it, and how should we learn from the results?
This article investigates how to structure corporate governance in the audiovisual sector within organizations with...
Limited resources and multichannel operation. The goal is to propose a system that connects the strategy of
business, audiovisual production, editorial workflow, data, risk management, and continuous improvement.
Unlike approaches focused on isolated campaigns, this study addresses content and images.
and videos as a portfolio of business assets whose quality depends on continuity
organizational.
The research question can be formulated in the following terms: what governance mechanisms
They allow us to transform dispersed audiovisual production into coherent organizational capacity.
Measurable and adaptable? The answer requires considering creative autonomy simultaneously,
Financial limits, asset protection, information quality, and learning. The focus.
It favors small and medium-sized organizations because, in them, the scarcity of people and time makes it more...
The costs of fragmented decisions are evident.

2 Methodology

The work was developed as a theoretical essay, supported by a structured narrative review of
Literature on digital strategy, dynamic capabilities, information management, and multichannel marketing.
and social media analysis. Peer-reviewed publications and official sources were used.
Published until 2025, including seminal contributions necessary for defining the concepts.
The sources were read based on five guiding questions: what coordination problem is...
described; which decision-making unit is considered; what capabilities are needed; what data
They can support learning; and what risks accompany automation and technological dependence.
This course does not constitute a systematic review nor does it intend to exhaustively cover the basics.
academics.
The synthesis employed thematic comparison and the construction of a normative model. The arguments
They were grouped into six components: portfolio, roles, flow, assets, indicators, and learning.

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The model does not establish its own causality; it translates principles of the framework into criteria.
operational devices that can be subjected to further testing.
For context, a series from the US Census Bureau on current and expected usage is presented.
artificial intelligence adoption by companies between 2023 and 2024. The percentages do not specifically measure...
The production of content is not extrapolated to demonstrate performance. It serves to highlight
The speed of adoption and the resulting need for governance.

3. Corporate governance of audiovisual and content media.

3.1 Content as a strategic portfolio

Governance begins when the organization recognizes that content competes for resources and
They should be managed as a portfolio. The decision to produce competes with other needs.
of the business and, therefore, must consider the usefulness, permanence, cost, and possibility of
reuse. Portfolio logic allows for comparison of contribution, cost, risk, and timeframe.
Validity and reuse, preventing emergencies from dictating the entire agenda.
Strategic comparison considers the classification of content by objective, audience, and stage of development.
The portfolio approach introduces: work schedule, frequency, responsibility, and expected value.
comparison between initiatives and helps to balance recurring content, reference materials and
circumstantial responses. Lemon and Verhoef (2016) highlight the integrated nature of experience in relation to
along the contact points.
The portfolio inventory reveals duplications, gaps, and materials whose value goes beyond a single item.
campaign.
Choosing also means giving up something. Smaller organizations gain consistency when...
They stop feeding channels that consume energy without a recognizable function.
Calendars based solely on holidays or trends can scatter the...
Positioning and creating obligations without demonstrable return. An excessively rigid portfolio.
This can stifle timely responses, while a lack of prioritization returns the agenda to...
improvisation.
The portfolio review should begin by maintaining a simple inventory of editorial lines.
Recurring deliverables and long-lived assets, to be updated in defined cycles. The review
The periodical compares editorial guidelines and decides what to expand, reformulate, combine, or discontinue.

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The consequence for management is that resource scarcity demands explicit choices and abandonment.
Aware of low-value initiatives. The discipline of choice transforms the portfolio into memory.
of priorities and not simply as a collection of publications.

3.2 Roles, decision-making rights and responsibilities

The speed of digital technology blurs the lines between creating, approving, publishing, and responding.
These boundaries remain implicit; the speed of publication amplifies conflicts and makes it difficult.
Assigning responsibility for errors. Effective governance distributes authority according to risk and...
knowledge, without concentrating all decisions in a single person.
In designing responsibilities, simple responsibility matrices and levels of... are articulated.
Approval and scaling criteria for sensitive issues. Decision-making rights define who can...
Create, validate, publish, correct, and withdraw a piece of content, according to the nature of the risk involved.
Tiwana, Konsynski and Bush (2010) show that platform governance involves the allocation of
decision-making rights and control mechanisms.
A simple responsibility matrix can be more effective than long approval chains.
provided that the scaling criteria are known.
Clarity of roles protects both the organization and the professional, as it prevents a decision from being made in error.
Sensibility may be taken by those who have not received sufficient information or authority.
Implicit roles encourage rework, contradictory responses, misuse of materials, and delays.
in critical situations. Absolute centralization slows down the work; decentralization without criteria,
In turn, it fragments identity and increases reputational exposure.
Proportional application recommends defining those responsible for the agenda, factual validation,
Consent, visual identity, publication, moderation, and archiving. Incidents and questions.
Recurring cases should guide adjustments to the limits of authority and validation criteria.
Decisional clarity allows one to understand that execution can be decentralized without the
The organization renounces consistency and accountability. Autonomy and accountability become...
They are compatible when authority accompanies knowledge and risk.

3.3 Editorial workflow and modularity

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An editorial workflow transforms scattered demands into visible and prioritizeable work. Visibility
The steps allow for the identification of bottlenecks and prevent every request from being treated as urgent.
Regardless of their contribution. Modularity separates reusable components and reduces...
cost of adaptation between channels.
The organization of work includes standardized briefing, screening, batch production, risk review,
Planned versioning and reuse. Modularity allows for research, interviews,
The image and argument should be organized into reusable units without losing context or authorship.
Bharadwaj et al. (2013) relate the digital strategy to the integration between technological and other resources.
business.
Comparable briefings, work statuses, and completion criteria create predictability without
eliminate professional judgment.
Processes work best when they respect the actual work. A workflow designed without listening to those involved is not ideal.
Researching, recording, editing, and attending to the public tends to generate informal deviations.
Automating a disorganized process only accelerates duplication, inconsistencies, and backlog.
Uncontrolled file distribution. Standardization doesn't mean making all messages uniform. Repetition
Mechanical factors can destroy precisely the suitability that the process should ensure.
Improving the process requires mapping the current workflow, eliminating redundant approvals, and...
Establish readiness criteria before selecting tools. The workflow history shows that...
where rework originates and provides a basis for small, testable, and cumulative changes.
Organizational analysis demonstrates that a lean process creates predictability and frees up time for...
Analysis, relationship building, and creation of greater value. The flow then supports adaptation and...
Reusing information without erasing the context, authorship, or responsibility.

3.4 Data, indicators and attribution

Data-driven management requires decision-making questions before data collection. Without a question
Previously, the abundance of records generated extensive dashboards and little guidance for concrete choices.
Indicators are useful when they represent distinct stages between exposure and consequence.
organizational.
Analytical architecture combines layers of operational health, attention, audience quality, action,
Results and learning. An indicator architecture separates operational efficiency from quality.
attention, audience response, and the consequences for the business. Wedel and Kannan (2016) discuss
The role of data-rich environments in marketing analytics.

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Stable definitions and baselines allow us to distinguish real change from random oscillations.
especially with small samples.
Numbers don't speak for themselves. Their interpretation depends on the context, the quality of the data collection, and...
knowledge about what occurred both inside and outside of communication.
Attributing sales or reputation to a single contact ignores fragmented journeys, delayed effects, and...
External factors. Attribution models are approximations and must state their assumptions; accuracy.
Numerical metrics do not compensate for an inadequate representation of the customer journey.
An evaluation cycle should record definitions of metrics, sources, periodicity, limitations, and the...
decisions that each indicator can inform. Each measurement cycle should end with a decision.
It is possible, although it may mean maintaining the strategy and observing for a longer period.
Managerial learning occurs because analytical maturity manifests itself in the quality of decisions.
and from the experiments, not the number of panels. Data gains value when it guides a decision.
identifiable while maintaining the limits of its interpretation.

3.5 Automation and responsible artificial intelligence

Automation can increase capacity, but it can also reproduce errors on a larger scale and obscure the truth.
authorship. The economies of scale provided by technology are accompanied by the possibility of
Repeating inaccuracies, biases, and violations with the same speed. Digital technologies create value.
when combined with organizational changes, skills, and controls.
Automation governance involves the use of machines in repetitive tasks, such as assisting with
Research, classification, transcription, and generation of versions for human review. Artificial intelligence.
It should be understood as a socio-technical component, dependent on data, people, and processes.
of review and legitimate purpose. Vial (2019) describes digital transformation as a response
Strategic solutions to disruptions that alter the paths to value creation.
Source, version, human intervention, and usage authorization records make a production auditable.
which could remain opaque.
Human review is not a formality that comes after the fact. It adds context, accountability, and
The ability to recognize damage that the system was not designed to perceive.
Synthetic content, without verification, can invent facts, infringe rights, and homogenize the...
language or expose confidential data. Opacity over training data, commands and
Editing makes it difficult to reconstruct the origin of an error and determine who should correct it.

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The usage protocol needs to classify permitted uses and require risk-proportionate review.
Preserve sources and document sensitive decisions. Authorized uses, restrictions, and levels of...
These reviews need to be revised as new tools and risk evidence emerge.
Responsible adoption assumes that the advantage lies not in automating everything, but in combining...
Speed, judgment, and responsibility. Technology only enhances capacity when...
It remains subject to purpose, supervision, and the possibility of challenge.

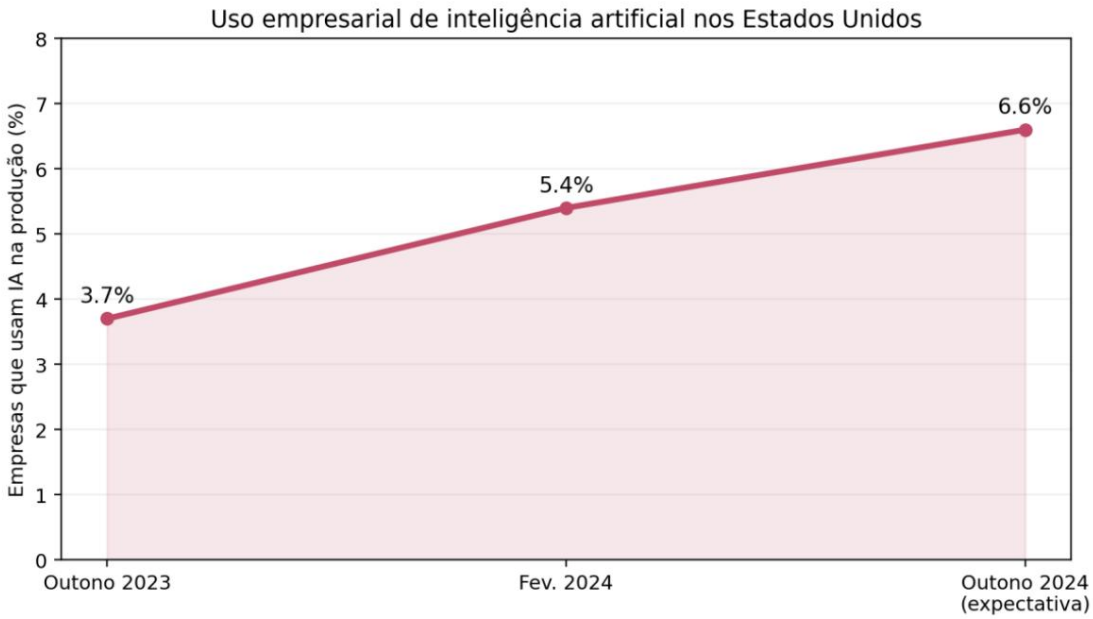

Figure 1 Estimated evolution of the business use of artificial intelligence in the United States

Source: own elaboration with data from Bonney et al. and the US Census Bureau (2024). The last
The dot represents a stated expectation.

3.6 Dynamic capabilities and continuity

Digital environments are changing rapidly, making any manual designed as a solution obsolete.
Definitive and insufficient. Continuity is threatened when knowledge, archives, and access
The channels become concentrated on a single platform, a single provider, or a single person.
Dynamic capabilities involve perceiving changes, seizing opportunities, and reconfiguring.
resources (TEECE, 2007).
Strategic renewal involves continuous listening, limited experimentation, and portfolio review.
Team building and knowledge preservation. Dynamic capabilities explain the aptitude for
to perceive changes, select responses, and reorganize resources as the environment evolves.

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Warner and Wäger (2019) associate digital transformation with strategic renewal.
supported by dynamic capabilities.
Taxonomy, documentation, and exportable formats preserve memory and reduce costs.
Transition occurs when people or tools change.
Learning requires institutional time to interpret the results. Without this pause, the organization
It merely alternates tools and formats, confusing movement with adaptation.
Excessive reliance on a single platform, supplier, or key person can disrupt operations and...
Erasing institutional memory. Voluminous and outdated documentation does not generate resilience. The
Preserved knowledge needs to be locatable, understandable, and linked to decision-making.
Preparing for change includes maintaining exportable files, the taxonomy, and documentation.
Minimum backup routines and replacement plans. Replacement exercises, recovery of
Files and transfer of responsibility test whether continuity exists beyond the document.
Dynamic capability reveals that communicative resilience depends on the ability to learn.
Transferring knowledge and changing without losing identity. The organization preserves its identity by
At the same time, it modifies resources, routines, and relationships in response to new conditions.

4 Layered Indicators and Implementation

Implementation can begin with a 90-day cycle. In the first month, the organization will inventory the...
In the second step, select a few lines: channels, assets, responsibilities, and existing metrics.
editorial guidelines and design the minimum workflow. In the third step, a pilot is executed, and the results are compared with the...
It establishes a baseline and decides what to keep, correct, or discontinue.
The indicators should be grouped into layers. Operational health includes deadlines, rework, and...
cost. Attention includes qualified reach, retention, and completion. Response includes rescues,
Contextualized sharing, networking, and participation. The result includes opportunities,
Conversions, satisfaction, or reduction of informational demand. Learning records hypotheses.
confirmed or rejected.
Segmentation is essential. Overall averages can mask distinct performances by audience.
channel, format, location, or relationship stage. At the same time, small samples
Caution is advised: significant percentage variations may represent only a few events and not be sufficient justification.
permanent changes.
Governance should include a simple decision log containing the hypothesis, content, and audience.
period, metric, result, interpretation, and next action. This mechanism creates memory and avoids

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Repeating tests without learning. It also helps explain why an initiative was expanded.
altered or terminated.

The proposed system is deliberately proportional. Small organizations don't need to imitate.
Complex structures, but they require a minimum of clarity regarding priorities, authority, and...
evidence and risk. Formalization should grow in line with volume, public exposure, and...
Data sensitivity and the potential consequences of error.

Implementation also presupposes the development of skills. Critically reading indicators,
Recognizing the limitations of a tool, preserving sources, and adapting narratives are all forms of knowledge.
which can be taught through case studies, exercises, and peer review. The formative objective
It's not about standardizing creativity, but about offering a common language so that technical decisions and
Business issues should be discussed with greater precision.

At the end of each cycle, the organization needs to decide whether the system remains adequate for its size and needs.
Your exposure. Entering a new market, increasing data volume, or the presence of
Sensitive topics may justify additional controls. Reducing complexity is also legitimate.
when certain steps cease to add protection or knowledge. Mature governance
It retains the ability to revise itself.

Conclusion

Content governance addresses a coordination problem, not a preference for...
Bureaucracy. When channels, formats, and data multiply, implicit decisions generate rework.
Inconsistencies and risks. A lightweight system makes the work visible and comparable.
Treating content as a portfolio allows you to direct resources toward relevant objectives.
This approach replaces the pressure of indiscriminate presence with choices guided by the public, by
function, duration, and expected value. Abandoning initiatives also becomes a legitimate part of the process.
of the strategy.

Clear roles support responsible speed. Execution can be distributed, provided that...
Decision-making rights and scaling criteria are defined. Legal, technical or
Reputational figures require validation from those who possess the knowledge and authority.
correspondents.

Modular flows favor reuse and multi-channel adaptation. However, efficiency should not be compromised.
to be confused with automatic repetition. Each platform establishes its own conditions, and the
The core meaning needs to be preserved during the adaptation of format and language.

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The indicators should form an interpretative chain between operation, attention, response, and result.
and learning. Isolated metrics rarely demonstrate impact. Analytical quality depends on
Stable definitions, segmentation, baseline, and recognition of attribution limitations.
The expansion of artificial intelligence makes governance even more necessary. Tools can
Reducing repetitive tasks and expanding versions, but requiring review, data protection, and control of...
Sources and transparency commensurate with the level of risk. Speed without responsibility increases the risk.
error surface.
Dynamic capabilities provide a foundation for continuity. Organizations need to realize this.
Changes, testing responses, and reconfiguring resources without losing memory, identity, or control.
Regarding assets, proportional documentation and exportable formats reduce critical dependencies.
The conclusion is that digital maturity consists of the ability to connect objectives,
processes, evidence, and decisions. The proposed model offers a route applicable to small and medium-sized enterprises.
organizations and can be tested in future research through longitudinal studies, comparisons
sectoral and assessments of different levels of formalization.

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