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Strategic business management driven by audiovisual media.
Strategic business management through audiovisual communication
Business strategic management guided by audiovisuals

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Communication, customer experience, and generating organizational value.

Summary

Audiovisual media has evolved from a promotional tool to a component of business management, influencing customer experience, reputation, organizational learning, and value creation. This article analyzes how narrative, visual language, credibility, cross-platform suitability, and...
Measurement metrics can be integrated into business decisions, preventing content production from remaining separate from strategy and operations. This research constitutes a theoretical essay based on a structured narrative review of the literature in communication, marketing, narrative psychology, and management, combined with a conceptual synthesis oriented towards organizational application. The analysis indicates that consistent results depend on the congruence between business objectives, identity, evidence, narrative form, reception context, and editorial continuity. A six-dimensional model is proposed for the diagnosis, production, and evaluation of audiovisual content as a business capability.

Keywords: business management; audiovisual communication; customer experience; value creation; digital strategy

Abstract

Audiovisual communication has moved beyond its promotional role to become a component of business management, influencing customer experience, reputation, organizational learning, and value creation. This article examines how narrative, visual language, credibility, multiplatform adaptation, and measurement can be integrated into managerial decisions so that content production is no longer detached from strategy and operations. The study is a theoretical essay grounded in a structured narrative review of research in communication, marketing, narrative psychology, and management, combined with a conceptual synthesis oriented toward organizational application. The analysis indicates that consistent outcomes depend on alignment among business objectives, identity, evidence, narrative form, reception context, and editorial continuity. This paper proposes a six-dimensional model to guide the diagnosis, production, and evaluation of audiovisual communication as an organizational capability.

Keywords: business management; audiovisual communication; customer experience; value creation; digital strategy

Introduction

The circulation of information on personal screens, social platforms, corporate portals, and environments.

Learning has broadened the centrality of audiovisual media in the relationship between organizations and their audiences.

Video, photography, animation, audio, and moving text operate simultaneously as a language.

both as documentary evidence and as a brand experience. This condition requires planning capable of

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Connecting formal choices to institutional objectives, because technical quality alone does not guarantee...
clarity, credibility, or relevance.

The research problem stems from the gap between producing content and building communication.
Organizations often increase the frequency of publications without defining what transformation...
Cognitive, affective, or behavioral changes are expected to be generated. The literature on narrative transportation shows
Stories can capture attention and reduce negative responses to the message, but their effects...
They depend on coherence, identification, and context (GREEN; BROCK, 2000; VAN LAER et al.,
(2014). In the digital field, interactivity and platform architecture introduce new mediations.
(SUNDAR, 2008).

This study aims to systematize the fundamentals for using audiovisual media as a capability to...
Management focused on trust, customer experience, and value creation. The guiding question is:
Which dimensions should be integrated so that audiovisual content supports objectives?
How can business practices be verifiable? The contribution lies in gathering scattered evidence into one...
A model applicable to organizations of different sizes, without assuming that one technology, channel, or
a metric that is universally superior.

The investigation starts from the premise that audiovisual media does not produce value through mere presence. Its effect
It depends on the relationship between the problem the organization needs to solve and the quality of the evidence.
The analysis is limited to the factors involved, the language chosen, and the specific conditions of reception.
Organizational uses of communication, learning, and relationships. They are not examined.
Cinematographic techniques are not considered an autonomous purpose, nor is direct economic causality attributed to them.
Content publication.

2 Methodology

The study was developed as a theoretical essay supported by a structured narrative review.
Consulted publications on narrative transportation, brand storytelling, credibility, engagement
in social media, technological affordances, and customer experience. The documentary basis gathered
Peer-reviewed articles, academic books, technical standards, and official data published up to 2025.
The composition of the reference framework adopted criteria of thematic relevance and bibliographic traceability.
and explanatory capacity. Classic works were preserved because they established concepts that are still relevant today.
used, while later publications contributed to discussions about digital environments,
multichannel experience, accessibility, and measurement. The procedure is not intended to replicate a
A systematic review should not be exhaustive of the available literature.

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The analysis was organized into three interpretative movements. First, the contributions were
grouped according to message, narrative, credibility, format, distribution, and measurement.
Next, the convergences and limitations between the concepts were examined. Finally, the synthesis was...
converted into six managerial dimensions, maintaining the distinction between the results reported by
Sources, theoretical interpretation, and recommendations proposed in the article.
The study does not perform a meta-analysis nor does it estimate a causal effect of its own. The descriptive graph
It uses data from the US Census Bureau on devices present in households in 2021, published
In 2024, this is just to contextualize the diversity of screens and access conditions.
Recommendations should be tested according to the sector, the audience, the reputational risk, and the resources.
available and the specific purpose of each communication.

3. Strategic management of audiovisual media

3.1 Audiovisual as a communication system

Strategic audiovisual media integrates sound, image, word, rhythm, and sequence into a unified whole.
Meaning. The audiovisual form ceases to be a finishing touch and becomes responsible for the clarity with which...
The organization presents its value proposition. Media wealth theory suggests that formats
They differ in their ability to transmit cues, feedback and variety of language (DAFT;
LENGEL, 1986).
The analysis achieves coordination between communicative intent, visual evidence, and the hierarchy of
Information and the pace of presentation. Kress and van Leeuwen (2006) demonstrate that the composition
Visuals organize the relationships of salience and reading.
The audience introduces an additional requirement. Repertoire, device, available time and
Familiarity with the subject matter interferes with reception; a technically correct piece can fail if
presupposes non-existent knowledge.
Excessive stimuli, accelerated editing, or useless ornamentation can increase cognitive load.
and hinder comprehension. Stimulus overload can compete with the main message,
causing apparent sophistication to coexist with limited understanding.
A consistent practice consists of starting with the audience's problem, defining a core message.
and to convert the script into verifiable image and sound decisions.
Direction, script, sound design, and content validation need to be aligned, as decisions made...
In isolation, they reappear as noise in the final experience.

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For management, the summary indicates that the value of audiovisual media stems from its suitability to the problem.
Maturity is about communication, not its technical complexity. Maturity means justifying choices.
Language in light of objectives, evidence, and concrete conditions of reception.

3.2 Institutional narrative and transportation

Narratives organize events into temporal and causal relationships, offering the audience a
A framework for interpreting change, challenge, and consequence. To narrate, within this framework,
It means organizing facts and relationships that would otherwise reach the public in a fragmented way, without
To conceal reality. Narrative transport describes cognitive and emotional immersion in a world.
of history and has been associated with persuasion in different contexts (GREEN; BROCK, 2000).
Literature allows us to examine narrative coherence, recognizable characters, and conflict.
proportional, concrete details, and resolution consistent with the evidence. Van's meta-analysis
Laer et al. (2014) identifies antecedents linked to the text and the receiver.
The connection with the recipient deserves care. Engagement depends on plausible relationships between
Agents, conflict, and consequence. When the dramatic structure exceeds the evidence, the story loses.
explanatory power.
Oversimplified stories can transform complex problems into artificial heroism.
While emotion without proof can breed distrust, emotion does not correct inconsistencies.
It authorizes simplifications that alter the meaning of events.
Responsible work begins by separating documented facts, institutional interpretation, and resources.
dramatic, subjecting the relevant claims to verification.
Communicators organize the expression, and experts ensure accuracy and context. These
Responsibilities are complementary.
In strategic terms, it is understood that responsible storytelling does not replace evidence; it
Organizes the evidence in a comprehensible and memorable way. The value of narrative lies in making the
Comprehensible relationships without turning complexity into spectacle or undue certainty.

3.3 Credibility, authenticity and proof

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Trust emerges when perceived competence, integrity, and benevolence find common ground.
Consistent in organizational messaging and conduct. The evaluation of a source combines...
Immediate impressions combined with memories of previous encounters, so that no visual aids are used.
It controls, by itself, the judgment of the receiver. Source credibility models distinguish between expertise.
and reliability, while studies of authenticity highlight the continuity between discourse,
Identity and practice.

The analysis of credibility involves identifying suitable spokespeople, providing observable evidence, and using appropriate language.
proportionality, transparency regarding limits, and continuity between promise and delivery. Erdem and
Swait (2004) link brand credibility to the reduction of information risk and costs.
Interpretation also depends on the prior relationship with the source. The trust built up beforehand.
Contact contributes to interpretation. Similar messages receive different ratings depending on...
The reputation of the source and its past actions.
Scripted testimonials, superlatives, and unsourced statistics can give the impression of self-promotion.
and undermine legitimacy. The biased selection of evidence also compromises trust,
especially when exceptions are presented as the rule or partial results are presented without
context.

A reputational protection routine can adopt verification protocols, record authorizations,
Identify sources and assess whether each claim can be substantiated.
Validation may require legal, financial, scientific, or social knowledge, depending on the content.
of the statements presented.
As an organizational consequence, it is observed that audiovisual production participates in governance.
reputational and must observe the same rigor applied to institutional documents. Traceability
Making claims allows one to correct errors and explain to the public how a particular statement was constructed.

3.4 Multiplatform adaptation and context

A message does not remain identical when it changes platform, duration, or aspect ratio.
Screen or consumption context. Each platform reorganizes attention, interaction, and continuity.
altering the way the message is perceived. The affordances approach explains that
Technical resources and usage standards condition the possibilities for action and interpretation.
The alignment between channels involves adapting opening sequences, duration, subtitles, framing,
Call to action and informational density to the receiving environment. Kietzmann et al. (2011)
They describe distinct functional blocks of social media, such as identity, conversation,
Sharing and presence.

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The circumstances of consumption are not neutral. Consumption on the go, absence of audio, and attention.

Divided presentations constitute distinct situations from a longer presentation and point towards a different hierarchy. informational.

Automatic playback of the same file across all channels can cut out information and reduce quality.

Readability and ignoring audience expectations. The loss is not limited to aesthetics: cuts

Inadequate methods can remove conditions, sources, and explanations essential to the interpretation of

message.

To preserve the core of the message, it is advisable to start from a common semantic core, producing

Specific versions and document the role of each channel in the journey.

Internal teams and suppliers should share objectives, usage rights, files, and criteria.

Approval is needed so that the adaptation does not turn into rework.

From a management perspective, it can be concluded that consistency does not mean literal repetition, but equivalence.

Strategic considerations between distinct experiences. Testing between versions helps to verify if the adaptation is successful.

preserved crucial information and maintained the same institutional commitment.

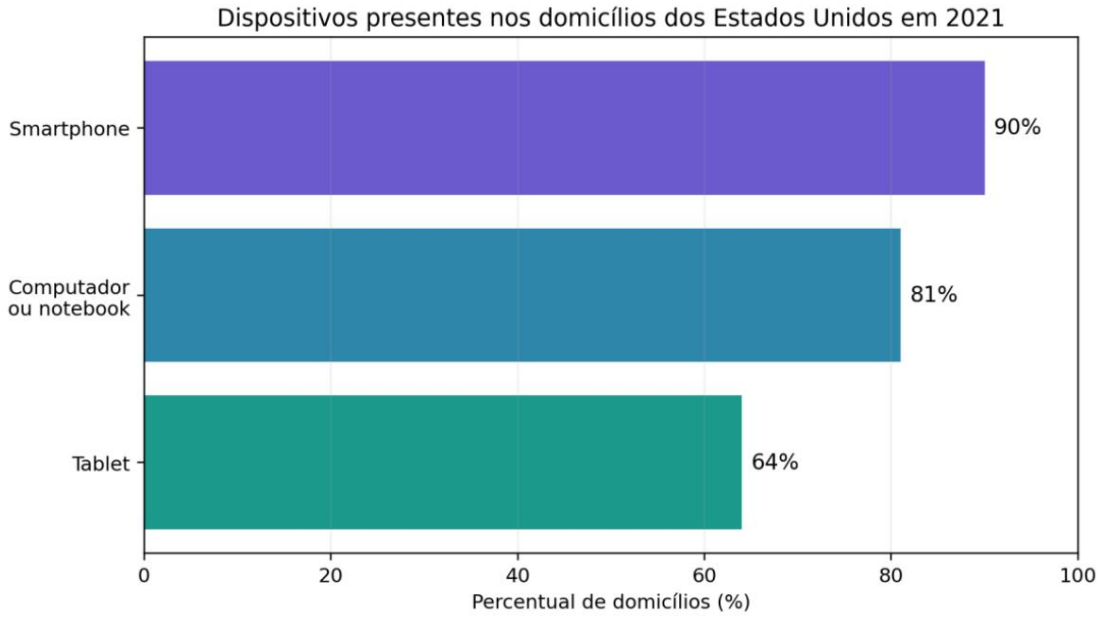

Figure 1 Devices present in United States households in 2021

Source: own elaboration with data from the US Census Bureau (2024).

3.5 Accessibility and communication inclusion

Accessibility increases the ability of content to be perceived, understood, and used by

People in diverse circumstances. Accessibility designed from the outset improves the design and reduces

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Barriers that prevent part of the public from understanding the information. Universal design displaces
Accessibility for post-correction is a design requirement.
The inclusive design combines captions, transcripts, contrast, and description of visual information.
Clear language and alternatives compatible with different devices. As Web Content
The W3C Accessibility Guidelines consolidate principles of perceptible, operable content.
understandable and robust (W3C, 2023).
Access requirements vary considerably. Disability, age, language proficiency,
Environment and connection quality can combine, which is why there is no single ideal condition.
access.
Unreviewed automatic captions, small text, and information conveyed only by color.
They exclude audiences and increase the risk of misinterpretation. Automatic conformity doesn't either.
It ensures comprehension, as quality depends on the accuracy of the text, synchronization, and relationship.
with visual content.
The operational response should incorporate accessibility verification for the script, editing, and...
Approval, with human testing whenever possible.
Testing with people who use different forms of interaction brings technical compliance closer.
from actual experience.
From an institutional perspective, inclusion is understood to improve reach and quality.
Informational inclusion, in addition to reducing legal and reputational risks, constitutes quality.
It is informational and expands the social utility of the content beyond mere formal fulfillment.

3.6 Indicators and learning

Useful measurement relates observed behavior to the original purpose of the communication.
Measurement becomes useful when the numbers are related to the question that motivated the production and
decisions that can be reviewed. Digital metrics are partial representations and need to be...
combined with measures of quality, consequence and context.
Strategic evaluation articulates indicators of attention, conclusion, comprehension, response, and conversion.
and perception, tracked over time. Lemon and Verhoef (2016) advocate for the analysis of
experience across multiple touchpoints.
The observed behavior requires contextualization. General averages mask differences between audiences.
and stages of the journey. Segmentation helps, as long as small samples are not presented as
stable trends.

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Optimizing solely for clicks or views can encourage misleading titles and audience engagement.
Disqualified and short-term decisions. Clicks and views record events, but...
Taken in isolation, they do not demonstrate confidence, learning, or economic results.
Before publication, it is recommended to formulate hypotheses, establish a baseline, and segment the...
results and record learnings in editorial cycles.
Quantitative analysis gains depth when it engages with qualitative research, customer service, and other factors.
sales and observation of behavior.
For the decision-making process, it is argued that data should support strategic judgment, and not
To replace interpretation, qualitative research, or editorial responsibility. Learning occurs.
when indicators change questions, priorities, and processes, instead of just filling them in.
reports.

4. Integrated business management application model

The synthesis allows us to propose a cycle composed of six dimensions: diagnosis, intention, narrative,
production, distribution and learning. The diagnosis identifies audiences, informational tensions,
repertoires and constraints. The intention translates the demand into an expected result. The narrative structures
The relationships between facts. Production materializes choices through technical and ethical standards. A
The distribution adapts the piece to different contexts. Learning confronts the hypothesis with the
result.

The cycle should not be applied as a rigid sequence. Information obtained during production.
These may require a review of the diagnosis, while reception data may reveal that the problem
The initial statement was formulated inadequately. This recursion is especially relevant in
small organizations, in which the same team makes both strategic and operational decisions.
The maturity of the system can be assessed through evidence: comparable briefings, criteria.
approval, asset inventory, recorded consents, accessibility standards,
Indicators associated with learning objectives and memory. The existence of this evidence reduces
It relies on improvisation and allows for continuity even when people, suppliers, or
Platforms change.
In terms of governance, responsibilities need to be explicit. The technical authority over
Fundraising does not equate to the authority to validate legal, financial, or scientific claims.
The approval workflow should bring together the necessary knowledge without turning each piece of content into a separate process.
excessively slow. Risk criteria help to calibrate the level of review.

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The model also provides a basis for external contracting. Scope, audience, deliverables, rights,
Source files, accessibility, approval deadlines, and indicators can be defined beforehand.
execution. With this, the relationship between organization and producer ceases to depend solely on preferences.
It shifts from being subjective to being guided by verifiable objectives and standards.
Team formation completes the cycle. Teaching audiovisual language principles without discussion.
Responsibility, evidence, and reception result in a limited instrumental domain. In that sense
Conversely, presenting governance rules without allowing professionals to understand the pace, the
The framing, editing, and sound make it difficult for the creative team and management to engage in dialogue. The learning process.
It requires combining critical reading, guided practice, and results analysis.
Adopting the model can begin with a specific problem, such as explaining a service.
complex, clarify recurring doubts, or support a stage of the customer experience. A
The organization formulates the hypothesis, selects evidence, produces a controlled version, and observes.
quantitative and qualitative results. This approach favors accumulated knowledge and prevents that
The transformation of communication should not be confused with a simultaneous change across all channels.

Conclusion

Audiovisual communication generates value when it transforms complexity into an experience.
coherent information. Its strategic role stems not only from the growth of video, but
also the ability to combine visual, auditory, and narrative cues in situations where the
The public needs to understand, evaluate, and decide.
The review demonstrated that narrative can enhance attention and engagement, but it does not constitute...
A universal shortcut to persuasion. Consistency, identification, and context modulate the results, and
Emotion loses legitimacy when it becomes detached from verifiable facts. Responsible practice integrates
history and evidence.
Trust depends on the relationship between the message and the conduct. Technical competence, transparency,
The spokesperson's suitability and the proportionality of the statements act as signals that reduce
Uncertainty. Well-produced content doesn't compensate for promises that are inconsistent with the experience.
The real offer provided by the organization.
The diversity of devices reinforces the need for multi-platform adaptation. The same core
Meaning can require different openings, durations, proportions, and levels of detail. Consistency
It should be evaluated based on the equivalence of the promise, and not on the literal repetition of files.
Accessibility is an integral part of quality and should not be presented as an optional step. Captions
Revised text, contrasting, transcription, and clear language enhance the usefulness of the content and improve its quality.

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The experience of audiences consuming information in environments, capabilities, and technologies. various.

Measurement needs to go beyond vanity metrics. Attention, comprehension, response, conversion and...

Perception forms distinct layers. No single indicator has strategic value;

Interpretation depends on the hypothesis, the audience, the baseline, and the observed consequences.

The proposed cycle offers a replicable framework for organizations of different sizes and sectors.

By articulating diagnosis, intention, narrative, production, distribution, and learning, he transforms the

Audiovisual production is a manageable process, preserving space for creativity and adaptation.

It can be concluded that contemporary audiovisual competence is simultaneously technical, editorial,

Analytical and ethical. Organizations that develop this capability tend to produce less noise.

Learn faster and build stronger, more trustworthy relationships with your audiences. Future research

They can empirically test the model in different sectors and cultural contexts.

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