Strategy for the management of institutional communication in terms of local development

Estrategia para la gestión de la comunicación institucional en función del desarrollo local

Estratégia para a gestão da comunicação institucional em função do desenvolvimento local

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ABSTRACT

Communication is a decisive factor in the functioning of the territories, as it enables synergies among the state, society and the university, as the most important socio-cultural center in this context for the empowerment of local actors as agents of development. Thus, the objective of this article is to design an institutional communication management strategy for the University of Pinar del Río in function of the local development of the province for the strengthening of institutional and communicative capacities, as well as the improvement of the quality of social services. To accomplish it, methods such as documentary analysis, analysis and synthesis, structural systemic, group interview and participant observation were used. As a result of its application, the needs of institutional communication management at the University of Pinar del Río "Hermanos Saíz Montes de Oca" and its articulation with local development in the province were identified, which served as a basis for the elaboration of the strategy for institutional communication management at the University of Pinar del Río "Hermanos Saíz Montes de Oca", as a function of local development. The strategy articulates the participation of internal and external audiences of the University of Pinar del Río in the management of institutional communication, in terms of local development, which places the institution in a position to meet social and governmental demands related to local development, from institutional communication.

Keywords: institutional communication; local development; strategy; management; university

RESUMEN

La comunicación es un factor decisivo en el funcionamiento de los territorios, en tanto posibilita las sinergias entre el estado, la sociedad y la universidad, como centro sociocultural más importante en este contexto para el empoderamiento de los actores

locales como agentes del desarrollo. Así que el objetivo de este artículo es diseñar una estrategia de gestión de la comunicación institucional de la Universidad de Pinar del Río en función del desarrollo local de la provincia para el fortalecimiento de capacidades institucionales y comunicativas, así como el mejoramiento de la calidad de los servicios sociales. Para cumplimentarlo, se emplearon métodos tales como análisis documental, análisis y síntesis, sistémico estructural, entrevista grupal y observación participante. Como resultado de su aplicación, se identificaron las necesidades de la gestión de la comunicación institucional en la Universidad de Pinar del Río "Hermanos Saíz Montes de Oca" y su articulación con el desarrollo local en la provincia, lo que sirvió como base para la elaboración de la estrategia para la gestión de la comunicación institucional en la Universidad de Pinar del Río "Hermanos Saíz Montes de Oca", en función del desarrollo local. La estrategia articula la participación de los públicos interno y externo de la Universidad de Pinar del Río en la gestión de la comunicación institucional, en función del desarrollo local, lo que sitúa a la institución en condiciones de cumplimentar las demandas sociales y gubernamentales referidas al desarrollo local, desde la comunicación institucional.

Palabras clave: comunicación institucional; desarrollo local; estrategia; gestión; universidad

RESUMO

A comunicação é um fator decisivo no funcionamento dos territórios, pois permite sinergias entre o Estado, a sociedade e a universidade, como o centro sociocultural mais importante neste contexto para o empoderamento dos atores locais como agentes de desenvolvimento. Assim, o objetivo deste artigo é conceber uma estratégia de gestão da comunicação institucional para a Universidade de Pinar del Río em função do desenvolvimento local da província para o reforço das capacidades institucionais e comunicativas, bem como para a melhoria da qualidade dos serviços sociais. Para o conseguir, foram utilizados métodos tais como análise documental, análise e síntese, sistema estrutural, entrevista de grupo e observação dos participantes. Como resultado da sua aplicação, foram identificadas as necessidades de gestão da comunicação

institucional na Universidade de Pinar del Río "Hermanos Saíz Montes de Oca" e a sua articulação com o desenvolvimento local na província, o que serviu de base para a elaboração da estratégia de gestão da comunicação institucional na Universidade de Pinar del Río "Hermanos Saíz Montes de Oca", de acordo com o desenvolvimento local. A estratégia articula a participação do público interno e externo da Universidade de Pinar del Río na gestão da comunicação institucional, em função do desenvolvimento local, o que coloca a instituição em condições de cumprir as exigências sociais e governamentais referidas ao desenvolvimento local, a partir da comunicação institucional.

Palavras-chave: comunicação institucional; desenvolvimento local; estratégia; gestão; universidade

INTRODUCTION

Communication is a decisive factor in the functioning of the territories, as it enables synergies among the state, society and the university, as the most important socio-cultural center in this context for the empowerment of local actors as agents of development.

Thus, social, cultural, political and economic transformations confer special importance to the management of institutional communication. As a result, the survival of social organizations today is largely conditioned by the development of their image and the trust they manage to generate in society.

Socio-productive practices in the territory define cultural traits that strengthen identification with the place. Making them visible to the global dynamics implies including them in regional economic circuits and facilitating the means for continuous self-management and human sustainability. Thus, the possibility of territories to belong to communication networks is defined by the state of technological innovation, market positioning and the management of endogenous and exogenous resources they possess.

As stated in the Editorial of Communication for Development. A practical guide (COSUDE, 2016, p. 7), "Development is a communicative process. Political dialogue, awareness-

raising and persuasion work on social and institutional reforms are carried out through the tools of communication." Hence, making visible the use of endogenous and exogenous resources and managing added value is a great contribution when projects are oriented from the strategic management of institutional communication, in terms of local development.

In line with advances in communication sciences, the most recent models conceive communication as a tool for social change, development and citizen participation, so that the communication-society relationship is fundamental for achieving the social objectives that determine the type of communication required.

At this point, it is appropriate to specify some essential terms in this article. Institutional communication is seen as "... a coordinating system between the institution and its publics that act to facilitate the achievement of the specific objectives of both and, through this, contribute to national development" (Muriel & Rota, 2005, p. 19).

Meanwhile, local development is defined as the:

> Process of social construction and structural change that, from a territorial innovative environment and led by local governments, develops capacities to manage public policies, strategies, programs and projects aimed at taking advantage of endogenous and exogenous resources, promoting economic, social, natural and political-institutional transformations in localities on sustainable bases, with active and protagonist citizen participation, in function of raising the quality of life of the population (Torres Páez et al., 2018).

The practice of institutional communication management has demonstrated efficacy and has played a leading role as a generator of capacities for interaction based on data, information, knowledge and also symbols, signs, images, languages that offer competitive advantages, not only to enterprises, but also to educational institutions and local development, as can be seen in the literature consulted (Fernández and Batista, 2016; COSUDE, 2016; Cárdenas and Castanedo, 2017; Santa Cruz et al. 2019; Núñez et al. 2020).

About institutional communication management, Rodiles Casamayor and Viel Fajardo (2016, p. 5) recognize that:

> (...) the greatest challenge of the new Cuban university is to guarantee an infrastructure in which the basic requirements of the substantive processes that take place in it give strategic value to institutional communication management in order to achieve its objectives and position itself as an institution of excellence in the national and international community.

The relevance of the institutional communication management-local development relationship is made explicit by Santa Cruz et al. (2019) when they state that:

> Communication is essential for local development in three ways: it contributes to promote citizen participation; it allows the strengthening of institutions and makes public management transparent. In its various forms, communication is now indispensable for thinking about development processes because it reveals forms, mediations and articulations to establish relationships between communities, subjects and social actors.

The University of Pinar del Río "Hermanos Saíz Montes de Oca" has not been oblivious to such demands. Among the tasks of the university institutional communication management process is to promote the strategic linkage with the socio-productive environment that sustains local development and to have an impact, through communication, on the strengthening of local identity. However, this goal has not yet been achieved.

For the management of institutional communication in this University, in terms of local development, it is essential the capacity of the University, in general, the Department of Institutional Communication and the Center for Management Studies, Local Development, Tourism and Cooperativism (CE-GESTA in Spanish), in particular, together with other educational institutions, as well as the government and public administration,

to design development strategies for greater cohesion between university and society, a relationship that is strengthened as demanded by the country's top management.

However, this process, in the scope of the University of Pinar del Río "Hermanos Saíz Montes de Oca", manifests a contradiction between the need for an effective management of institutional communication in a systemic way, with an integrative and structured character, which impacts on the local development of the province and the non-existence of a tool that articulates the management of institutional communication and the needs of local development management from the university. Lack that agrees with what was obtained by Santa Cruz et al. (2019) in their study, when concluding that, although there are valuable experiences of application of communicative strategies for local development in countries of the region and in Cuba, they are still insufficient.

Consequently, the objective of this article is to design an institutional communication management strategy for the University of Pinar del Río, based on the local development of the province, for the strengthening of institutional and communicative capacities, as well as the improvement of the quality of social services.

MATERIALS AND METHODS

The following methods were used to establish the state of the art of the subject and the development of the strategy:

Documentary analysis: for the study of normative documents and bibliography on the subject.

Analysis and synthesis: to deepen the relationship between institutional communication management-local development.

Structural systemic method: for the elaboration of the strategy and the relationship between the components.

Group interview: to managers and professors to know their opinion on institutional communication management and its link with local development.

Participant observation: to various communicative activities of the University with the community to verify characteristic elements of its management, quality, degree of acceptance, use of resources, community participation and linkage to local development.

RESULTS AND DISCUSSION

The integration of the results obtained made it possible to identify the needs of institutional communication management at the University of Pinar del Río "Hermanos Saíz Montes de Oca" (hereinafter University) in terms of local development in the province:

- It lacks sufficient channels and channels to achieve an effective articulation and integration between its audiences and the local development of the province. They are not clear and there is no correspondence between them
- It does not assume a strategic approach
- It lacks the necessary theoretical foundations to articulate its management in terms of the province's local development
- It is assumed in a disjointed, eventual way, through isolated actions, so it is deficient and does not take into account the progress of the territory in terms of local development
- The Department of Institutional Communication of the University has focused its management on the analysis of the non-compliance of operational (tactical) tasks and not on intra and extra-university strategic management actions
- At the university level, there are no working strategies to undertake the management of institutional communication in terms of local development in the province
- The application of empirical methods reveals that the management of institutional communication of the University in terms of local development in the province is asystemic and decontextualized
- The management of institutional communication for local development in the province is not conceived as a conscious process, with determined objectives, in which communication and local development, public relations and community communication actions are planned, organized, executed and controlled, as well

as the flow of messages between the members of the Institution and between its members and their environment, in an integrated, planned and strategic manner

The analysis of these needs revealed theoretical and practical shortcomings that were taken as a basis for the design of the strategy presented below.

Strategy for institutional communication management at the University of Pinar del Río "Hermanos Saíz Montes de Oca" in terms of local development

General objective of the strategy: to develop effective communication flows that make possible the consolidation of institutional identity, the promotion of communicational culture, the extension of knowledge, scientific culture and the articulation with its audiences, in order to make visible the economic, social, natural and political-institutional transformations that take place in the localities, on a sustainable basis, with an active and protagonist citizen participation to improve the quality of life of the population.

Introduction: The foundations of institutional communication management for local development at the University are in the theory of knowledge, the historical-cultural approach, the theories of activity, conscious processes, communicative action, the classical theory of administration, the theory of systems, communication sciences and the theory of institutional communication management and local development.

From these assumptions, the **principles** of institutional communication management at the University were identified, based on local development in the province.

Principle of scientificity: It is based on the theoretical postulates of educational administration, in connection with institutional communication, to form an institutional communication management strategy that influences the communicative process, in which the criteria of objectivity, validity, reliability or trustworthiness are given great importance.

Principle of strategic character: which supports the use of strategic management as the basis of the theoretical foundations, based on its two aspects: strategic intention and

management system because, (...) entities need to increase their ability to cope with changes, they need to innovate to be competitive and sustainable and, for this, creative, flexible organizations are required, with initiative, with global vision and that add value to their competence to become successful (Rubier Valdés, 2019).

It is intended that the relationships among all the components focus on the long term, along with their strategic projections, but creating a balance with the short and medium term, while channeling the study of the actors and trends of the institution and its environment as a way of elaborating and adapting the strategy and its structure, as well as its changes. The second aspect is related to the very structure of the theoretical foundations adopted by the strategic levels as a way to be successfully inserted within the management of institutional communication, which strengthens the implementation and execution of the strategy, based on the foundations raised in the intra and extra-university community.

Principle of systemic character: The University as a system is a set of elements (employees, directors, partners, products, customers, machines, processes, suppliers, etc.) functionally related to each other, so that each element of the system is a function of some other element, no element being isolated, so that the integrating essence of the fundamentals of the management of the communicative process is analyzed, which should promote the contribution and participation of all the components energized by the management of institutional communication to obtain superior results in such management and of relevance, in a general way, within the institution and the external community.

Tripartite participation: Managers, professors and students carry out a tripartite participation through the four functions of management and institutional communication, giving an organized and adequate structure to the execution of the communicative process as fundamental publics of the process.

Once the foundations and principles were determined, we proceeded to establish the **dimensions** of institutional communication management at the University, in terms of local development in the province, based on the classification offered by the UNESCO Management Manual for Directors of Educational Institutions:

Translated from the original in Spanish

Institutional: Identifies the ways in which the members of the educational community are organized for the proper functioning of the institution. It offers a framework for the systematization and analysis of the actions referred to those aspects of structure that in each educational center account for a style of operation and its link with society, analyzing the use of time and space, the formal communication channels, the work organization charts in the institution, the functions and procedures within the institution, in function of " (...) achieving a greater interaction integration that allows overcoming the fragmented and sectorial functioning that today undermines the different institutional spaces, reaching a greater integrality and horizontality in the management of the territory" (Castro Perdomo & Rajadel Acosta, 2015).

Pedagogical: The fundamental process of the work of the educational institution and its members is analyzed. The conception includes the approach to the teaching-learning process, aimed at the appropriation of the necessary tools to theoretically understand the management of institutional communication in terms of local development, which allows the use of didactic materials and resources. It also includes the work of teachers, pedagogical practices, the use of mastery of plans and programs, the management of pedagogical approaches and didactic strategies, relations with students, teachers and managers, and teacher training and updating to strengthen their competencies. Thus, knowledge management generates a new way of doing economy, optimizing the collaboration of technological and innovative knowledge, altering the way of managing technology and human resources, managing knowledge as an asset, a new way of managing organizations is generated (Díaz Pérez et al., 2019).

Administrative: This includes actions and strategies for the management of human, material and economic resources, technical processes, time, safety and hygiene, and control of information related to all members of the educational institution and its extra-university environment; the visualization of the organization of the institution's economic budgets and its contribution to the development of the province, as well as compliance with regulations and supervision of functions, with the purpose of favoring the management of institutional communication. Promotes the reconciliation of individual interests with institutional interests and these with local development, in such a way as

to facilitate decision-making that leads to concrete actions to achieve institutional and local development objectives.

Communitarian: It refers to the way in which the institution relates to the community of which it is a part, based on the management of institutional communication that knows and understands its conditions, needs and demands. It also has to do with the way in which it integrates and participates in the community culture and how it manages it. It also alludes to the relations of the educational institution with the social and inter-institutional environment, which considers community, national, provincial, municipal, state, civil, ecclesiastical organizations and projects of a social nature, insofar as, in the process of local development management, the capacity of the government and public administration to mobilize financial resources in terms of the implementation of its development strategies, as a driving force for the generation of employment and the improvement of the quality of life of the population, is essential (Gorgoy Lugo & Torres Páez, 2019).

The deepening of the units of analysis made it possible to determine the components of institutional communication management at the University, as a function of local development in the province, namely:

Management component: Although management in educational institutions does not revolve around the management level, this is undoubtedly one of the fundamental axes for carrying out the other management processes, since all the responsibility and leadership of the same falls on this level.

This component is responsible for establishing the criteria for strategic direction, planning, communication systems and the development of the institutional climate.

Strategic direction: This refers to the set of actions aimed at setting the institutional north, in such a way that it obeys its raison d'être and responds to the needs of the community, for which it must guide the management of institutional communication towards its achievement. These include the construction and implementation of the institutional horizon, the organizational structure, the coexistence manual and the

activities that promote the dissemination and appropriation of the institutional guidelines.

Planning: concerning the strategic management processes assumed by the management team to materialize the mission, vision, values and institutional objectives in viable results and actions that direct all institutional activities towards the achievement of its goals in the locality, with the determined scope, so it is responsible for the construction processes of improvement plans, the establishment of their indicators, the follow-up criteria that are evidenced in the management skills to successfully carry out their execution.

Climate of an institution: in an institution of higher education is expressed according to the internal and external conditions and factors that influence and generate the institutional environment, which evidences certain forms of interpersonal relationships and conflict mediation between directors, professors and students and in the ways in which the norms that regulate such relationships are defined and exercised. The way in which coexistence is developed among the different actors that are part of the educational community is a fundamental factor in the development of institutional communication management as a process, which is why it is considered one of the strategic axes of directive management.

Communication systems: are developed as part of the management of institutional communication and are intended to disseminate the actions undertaken by the board of directors and rector, for the appropriation of the mission and vision of the institution by the university community and to establish institutional communication strategies between the institution and the community and thus develop institutional mechanisms for conflict resolution.

Administrative component: management, in the administrative component, pursues the satisfaction of institutional objectives based on the organizational and communicative structure that coordinates human effort and available resources. The aspects that make up this component have to do with:

Administrative support, financial support, logistical support and human talent.

Administrative support is composed of the following aspects: definition of criteria for the preparation and application of the procedures and functions manual, design and implementation of an information system as a mechanism for permanently knowing the institution's performance, projects, products and services, and the assignment of responsibilities for managing the information system (frequency and flow of information, information collection methodology, processing and analysis tools) and its relationship with the institution and the locality.

Financial support includes:

- Economic capital available
- Criteria for prioritizing investment
- Procedure for defining and executing the budget
- Means and strategies for publicizing budget execution

Logistic support: is understood as the infrastructural and material resources available to the institution to achieve its objectives. In this aspect, the spaces, materials and equipment and the institutional strategies for the promotion of the rational use of these are established. In addition, the *services* available in the institution are listed in this section.

Not only the effort or human activity is included in the *human talent*, but also other factors that give diverse modalities to this activity, such as knowledge, experiences, motivation, vocational interests, aptitudes, attitudes, abilities, potential, health, among others, of the directors, professors and students of the institution.

Pedagogical component: management in the pedagogical component is understood as the development of pedagogical and institutional processes oriented to the development of learning and the integral formation of students, as a function of local development. For its analysis and understanding, it is subdivided into: **pedagogical processes, curricular development and student development**.

Within the **pedagogical processes**, we address those concerning the definition of a pedagogical approach as a conception and guideline that guide the institution in the

development of the teaching-learning processes; the definition of the training purposes, as well as the teachings that make them viable, considering in each case the training for local development, the training of local actors and communicators for local development.

The **curricular development** meets the criteria for the formulation of the curriculum, taking into account the strategies for the articulation of grades, levels and areas, the formulation and development of transversal projects and pedagogical research in the institution, considering the training for local development, the training of local actors and communicators in terms of local development.

The **student development** aspect comprises the actions and services that the educational institution conceives for the integral development of the student and the assurance of his well-being in the institution, taking into account his training for local development as a local actor and communicator in function of local development.

Communitarian component: The management of the community component comprises the processes oriented to the analysis of the community's needs and the development of the educational institution's capacity to respond to the community and society in general. The aspects that define and integrate it are:

Participation and coexistence, prevention and projection to the community

The **participation and coexistence** aspect aims at creating scenarios and forms of communication that stimulate the participation of the members of the educational community in the institutional life for local development, the training of local actors and communicators for local development.

Prevention includes the design of programs aimed at the formation of a culture of self-care, solidarity and prevention in the face of risk conditions that surround the educational community in the physical, social and cultural environment, considering local development, the formation of local actors and communicators in terms of local development.

The **projection to the community** includes plans, programs and services that the institution puts at the service of the community to improve living conditions, make it participate in the institutional life and stimulate the support of the family in relation to the learning of students, in terms of local development, the formation of local actors and communicators in terms of local development.

Stages of Institutional Communication Management at the University of Pinar del Río "Hermanos Saíz Montes de Oca", as a function of local development in the province

STAGE I: Context analysis for institutional management in terms of local development

Objective: To achieve the starting point for the subsequent development of the remaining stages with updated and truthful bases on the current conditions of the University and its context, as well as on the perceptions about the institution held by its internal and external public, articulated to develop effective communication flows.

Actions:

- Diagnosis of the state of institutional communication management in terms of local development, using empirical methods
- Diagnosis of the characteristics of internal and external audiences linked to the University and the community

Output: SWOT Matrix.

STAGE II: Definition of the corporate communication management environment in terms of local development

Objective: Define the basic identification attributes associated with the University, which will make it possible to achieve the identification, differentiation and preference of internal and external audiences, the characteristics of the community environment and the specificities of local development.

Actions:

- Identification of the University's identity attributes
- Characterization of the specificities of local development in the university context
- Identify the conditions that the University has to be accountable, create visibility, establish public relations, facilitate access to information, involve and participate, empower and influence public policies
- Identify tools to facilitate dialogues, launch debates and stimulate interactive and inclusive communication processes that foster cultural sensitivity and take into account local resources
- Identify communication tools and content to:
    - ease access to information and knowledge,
    - promote citizen participation
    - empower less visible sectors, and influence public policies
    - influence public policies
- Encourage the use of different types of communicative tools, such as:
    - Interpersonal communication: person-to-person, product fairs, public contests, cultural events, theme weeks, collective creation of murals, street theater, photo exhibitions
    - Print and electronic media: printed products, posters/banners, radio base, television/video
    - Multimedia: website, digital story, e-newsletter, social media: Facebook, Twitter, Youtube, Instagram, Todus, Picta; SMS/text messaging, email, Podcast/Multimedia broadcasting, blogs, web-based educational games, among others
- Advising specialists from different areas of the institution on the communicative actions that can be developed with internal and external audiences
- Carrying out training actions aimed at the importance of the role of institutional communication and the development of communication skills mainly related to institutional and community dialogue
- Design of strategies aimed at exploiting all the IT tools that support institutional communication in terms of local development

- Development of a training program for the management of institutional communication for local development, aimed at area communication representatives, managers, university leaders and/or service personnel designated to develop information and communication processes

STAGE III: Implementation of institutional communication management for local development

Objective: Execute the actions foreseen for the management of institutional communication.

Actions:

- Promotion of information on the quality of university processes to internal and external audiences
- Sensitization of workers, students and the community to increase the levels of motivation and commitment to the University
- Promotion of political, ideological and cultural preparation of internal and external audiences for the confrontation of political subversion
- Socialization, with internal and external audiences, of brochures and other means that promote knowledge about the identity and organizational culture of the institution, so that they can better appropriate the shared values, thus being closer to the achievement of the goals and in terms of local development
- Management of a social project in the locality, based on the management of institutional communication from the Center for Management, Local Development, Tourism and Cooperativism Studies (CE-GESTA) and the Department of Institutional Communication to achieve greater visibility of the institution and its articulation with local development
- Coordination of media positioning actions of the University in the mass media and other communicational spaces to achieve greater management of the institutional image and its link with the locality as part of its institutional communication process
- Socialization of the results of research, development and innovation (R&D&I) and university extension projects at local, national and international levels

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- Design, implementation and evaluation of promotional campaigns of the university's substantive processes, vocational training and professional orientation, admission to higher education, institutional identity, scientific and academic events, university accreditation processes, scientific and academic products and services, and public good campaigns on health and environmental issues, among others relevant to the institution and the community environment

- Creation of promotional items made from identity elements, among them, postcards and small format cards with respect to important dates during the year, of political, cultural or other nature, such as: Student's Day, Educator's Day, Women's Day, Mothers' Day, Fathers' Day, May Day, Language Day, National Culture Day, local dates and commemorations, among others. As well as the design of posters, billboards, folding, posters, gigantographies related to the work of the University, in order to reinforce its image

- Use of the University's scientific journals as a means to highlight the scientific and research work of professors, students and other members of the academic community, as well as to promote institutional identity

- Conducting peer-to-peer, group-to-group visits within the institution and to the community, which facilitates knowledge management and promotes the adoption of good practices

- Conducting field visits with authorities, community representatives, journalists or project partners to verify the reality and strengthen the dialogue with the people who should benefit from the projects

- Promotion of theater in streets and squares, photographic exhibitions, contests, community parties, festivals and concerts

- Promotion of local products and creations, dissemination of innovative methods, bringing producers and consumers closer together, attracting media attention

- Conducting seminars and workshops for the introduction of new methods, bringing together opinions and promoting the exchange of ideas among experts or colleagues/peers, in appropriate environments, which allows the multiplication of knowledge

- Mobilization of the local community and stimulation of debates, dissemination of educational programs and launching of awareness campaigns

- Maintenance of working relations with the Association of Social Communicators

- Promotion of inter-institutional relations at local, provincial and national levels.

STAGE IV: Evaluation and control

Objective: To verify the validity of the institutional communication management strategy in terms of local development, which allows for continuous resizing.

Actions:

- Measurement of the impact of the strategy for the management of institutional communication at the University, in terms of local development
- Measurement of the levels of satisfaction of managers and internal and external audiences with the strategy for the management of institutional communication at the University, in terms of local development
- Use of the SWOT method to evaluate the strategy by analyzing the strengths and weaknesses of the ongoing process, as well as identifying opportunities and threats for the future
- Redesign of the strategy based on the analysis of the results obtained
- Monitoring the evaluation of institutional communication management at the University in terms of local development

The proposed strategy guarantees the participation of internal and external audiences of the University of Pinar del Río, in the management of institutional communication in terms of local development, in order to achieve greater interaction among all actors.

The strategy for the management of institutional communication, in function of the local development of the University, is distinguished by the management of two processes which integration is a necessity in the aforementioned institution.

However, its treatment is not abundant in the literature consulted. In the literature review conducted, strategies directed to lines were consulted, such as: institutional communication (Simancas González & García López, 2019); communication for development (Cárdenas Travieso & Castanedo Abay, 2017; COSUDE, 2016; Santa Cruz Pérez et al., 2019); communication for sustainable development is addressed by

Fernández and Batista (2016) in a work aimed at organizational communication to raise the knowledge of the internal public of the Sierrita de Cumanayagua defense zone on sustainable development and a strategy of university accompaniment in local development, in the context of the Municipal University Center, is proposed by Núñez, et al. (2020).

Thus, the articulation of institutional communication and local development, essential to fulfill the professional training processes demanded by Cuban society today, is an area that requires deepening and is far from being exhausted.

The results presented in this article reflect, in the first place, the relevance of the relationship between society-university and, derived from this, the communication-development relationship. Secondly, the contribution made by institutional communication to local development, in that it makes public management of endogenous and exogenous resources transparent and visible, promotes citizen participation and strengthens institutional identity. Thirdly, it shows the strategic integration of institutional communication and communication for development, in a practical tool based on theories that contribute scientifically and pertinently. Finally, it offers a solution to a deficiency present in the University of Pinar del Río "Hermanos Saíz Montes de Oca" and places the institution in a position to meet the social and governmental demands referred to local development, from institutional communication.

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Conflict of interest:

Authors declare not to have any conflict of interest.

Authors' contribution:

Uberto Mario Hernández Guerra, Juan Lázaro Márquez Marrero and Aylén Rojas Valdés: designed the study, analyzed the data and prepared the draft.

Uberto Hernández Guerra and Vilma María Pérez Viña: were involved in data collection, analysis and interpretation.

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