BOOKS

Committed employees, effective companies
Berceruelo, Benito (Dir.) & Estudio de Comunicación (corporate author) 2020, España, Estudio de Comunicación, 261 pages.

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Committed employees, effective companies (Berceruelo & Estudio de Comunicación, 2020) is not only an enjoyable and interesting volume, but also a very useful tool for professionals in the field of communication, human resources, business management or public relations, as well as for researchers and academics. This is due to the fact that it tackles internal communication from a strategic perspective to make the organizational culture and values

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of an entity evolve, with the aim of reflecting internal audiences and promoting their sense of belonging by constituting the link between all of them at an individual level.

It is written in Spanish, in an informative way and is structured through different chapters that make a general tour of the practice of public relations and internal communication today, from its conception, design and measurement to the implementation of specific tools, also addressing trends, recommendations, new perspectives or keys to undertake different internal processes.

The second part of the book is a case study of the Santander Group. It explains the cultural and commercial transformation plan that the brand developed after the appointment of Ana Botín as the new president of the entity in 2014. Some keys are given to the strategies and tactics that the Group carried out in aspects such as adaptation to the digital context or reputation management in a sector that has been so hard hit by the crisis, such as banking. This last chapter also looks in greater depth at the redesign of internal communication developed by Santander through specific projects designed to enhance the experience of employees and encourage the involvement of its internal public.

On a stylistic level, the book uses different didactic resources that contribute to fix the knowledge acquired during the reading and to increase its memorability, such as reminders, key topics or clarifications through paragraphs highlighted in the layout. It is also common to include tables that simplify what is stated in the text and clarifying graphics on aspects such as the evolution of internal communication, the design of dashboards, leadership models and internal networks of collaboration and influence.

It provides interesting reflections on the need for organisations to have plans that promote the involvement of the brand with a culture based on dialogue, through aspects such as active listening, monitoring informal communication, the potential of workers as brand ambassadors, the promotion of internal opinion leaders or the recognition of employees' eco reputation, among others. It also reviews concepts that are commonly used in the field of intra-organizational communication, but which are often not applied exactly, such as the difference between climate analysis and commitment analysis, information channels and communication channels or team alignment and coordination.

The idea that plans over the whole work is the need for companies to update communication practices aimed at employees and the processes that accompany them if greater effectiveness is to be achieved:

> Can an internal communication that maintains models that on the other side of the company's door have become obsolete be effective? It is necessary to communicate as they want and where they want, with their language, seeking their emotion and their intelligent joy, fleeing from the rigid moulds of corporate seriousness, celebrating as they celebrate (Berceruelo & Estudio de Comunicación, 2020: 211)[2].

The emotional involvement of the team members with the brand and with the community they feel part of facilitates effectiveness based on their commitment (Berceruelo & Estudio de Comunicación, 2020). Thus, the authors look in depth at the impact of internal communication in this sense, which revolves around four axes that in turn group together the challenges that an organisation faces in terms of the performance of its members: differentiation, efficiency, innovation and reputation. Obviously, these aspects do not fall exclusively within the scope of communication to internal audiences, but without it they cannot be effectively achieved.

By using different examples and explanations, the authors put together different contributions that support their discourse and illustrate how the implementation of instruments such as storytelling can be useful for an organisation to relate to its employees.

On the other hand, in addition to focusing on the diagnosis and design of communication plans, the book also delves into new tools that have emerged in the internal sphere in recent times, such as social networks or gamification, through several chapters. Regarding internal social networks, it provides keys to their design and implementation, such as bearing in mind that they will only be effective and lasting if employees perceive them as useful, interactive and immediate and they are part of a strategy of transparency and coherence where leaders

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[2] Cita traducida del original:
¿Puede ser eficaz una Comunicación interna que mantiene unos modelos que al otro lado de la puerta de la empresa han quedado obsoletos? Es preciso hacer comunicación como ellos quieren y donde ellos quieren, con su lenguaje, buscando su emoción y su alegría inteligente, huyendo de los moldes rígidos de la seriedad corporativa, celebrando como ellos celebran (Berceruelo y Estudio de Comunicación, 2020: 211).

are aware that they share the same space with their employees (Berceruelo & Estudio de Comunicación, 2020). On the other hand, gamification is a resource that promotes the happiness of the staff by fostering aspects such as creativity, concentration, a feeling of belonging or motivation, and is therefore appropriate for the internalisation of information and processes about the organisation (Berceruelo & Estudio de Comunicación, 2020).

This book is highly recommended for newcomers to the field of internal communication but also for advanced readers who want to stop and reflect on some aspects that often go unnoticed in the maelstrom of day-to-day management of organizational communication.