



DIGITAL TRANSFORMATION AND ITS IMPACT ON THE PROFILE OF THE ORGANISATIONAL COMMUNICATOR

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ABSTRACT

Digital transformation affects organisational structures and the professionals who work within them. It requires professionals to acquire new competences and skills, and, even more so, communication teams, which act as the organisation's liaison with its publics, to develop new skills. In line with this, this article aims to analyse the profile of organisational communicators in an era of digital transformation, identifying competences, technological tools and challenges faced in communication management. The study was conducted using a quantitative approach, with an online survey serving as the research instrument. It was administered to 111 communication managers from various organisations in Ecuador. Among the findings, it is emphasised that whilst hard skills are essential for professionals, soft skills are particularly important. The conclusion is that communication managers need to receive ongoing and up-to-date professional training and develop new interpersonal skills to manage organisational change.

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1. Introduction

Organisational communication has become a key element in the construction of institutional identity and in strengthening relationships with a brand's internal and external publics. Organisational communication is understood as "a communicative genre which, through its form and content, seeks to personalise, distinguish and raise awareness of an institution" (Vélez & Rendón, 2011, p. 41). Its role goes beyond the mere dissemination of information: it positions institutions, safeguards the achievement of objectives, implements actions in coordination with different areas and broadens employees' knowledge. According to Murillo, (2011), "it involves conveying information from one level to another in such a way as to foster an appropriate relationship among the members of a company and, therefore, enable effective individual and group job performance". (p. 94).

In this way, organisational communication fulfils a dual function, integrating internal dynamics and strengthening collaborative work, which is important for enhancing institutions' engagement with their environment. According to Castro de Adela, (2014), organisational communication makes it possible to establish standards for organisational operations and communication dynamics at different organisational levels, all of which affect not only internal but also external publics.

Against this backdrop, brands have also had to redefine their organisational and communication processes. The ways in which they conduct business have changed and will continue to change every day. Digital transformation processes involve both adaptation and reconversion (Páez-Gabriunas et al., 2022), enabling brands to make use of new technological advances in order to maintain their position in the market. This requires a synergistic approach that must extend throughout the organisation and in which brands need to be actively involved. Indeed, "the adoption of these new technologies extends from ways of thinking and acting to the way in which members of the organisation carry out their assigned tasks and functions" (Valdiviezo-Abad et al., 2025, p. 36), so that their implementation and subsequent evaluation make it possible to demonstrate the results achieved through the adoption of these technologies associated with digital transformation.

Digital transformation is understood as a phenomenon that involves the entire company and has a significant impact through the use of technology (Verhoef, 2019), or as the updating and transformation of business operations and value chains through digital infrastructures, technologies and innovations (Zhang et al., 2025).

1.1. The Organisational Communicator and Digital Transformation

In the field of communication, digital transformation has been most closely associated with disciplines such as marketing, strategic communication management, information systems, innovation and operations management (Verhoef et al., 2019). However, it may also have multidisciplinary implications, given the many areas of knowledge involved (Flores Gonzales, 2025).

Indeed, digital transformation in organisations is one of the challenges that must be addressed (Puebla-Martínez y Montero, 2018), whether in large, medium-sized or small enterprises. These improvement strategies should be introduced progressively within organisations.

Developing these practices is essential because they are linked to new ways of understanding and organising companies, both in terms of how they operate and how they interact and build relationships with their internal and external publics (Zurita y Millán, 2021).

The digital transformation taking place within the fifth industrial revolution is redefining the profile of communication professionals, turning them into multitasking professionals with a strategic role in organisations' internal and external processes and, in particular, requiring them to be capable of responding to organisational needs.

At present, many communicators have struggled to keep pace with the speed of digital transformation, as it requires up-to-date soft and hard skills that must be continuously developed so that professionals can operate effectively in rapidly changing environments.

Digital transformation, driven by collaboration between humans and robots, has prompted professionals to adapt to new communication requirements by acquiring competences that enable them to manage dynamic environments. Mastery of knowledge alone is no longer sufficient; professionals are also expected to use technological tools, interpret data and perform other related tasks. Organisations need professionals capable of responding rapidly to the demands of their environment. As Castro de Manuela et al., (2022) state, communicators are no longer trained to perform a single role; as technology advances, they must take on new positions and functions that respond to market demands. They must therefore operate as well-rounded professionals with a 360° perspective, which is currently prioritised.

Digital transformation "in communication and marketing has generated a paradigm shift in the way companies interact with their consumers and manage their brands" (Vidal, 2024, p. 23). It has transformed not only one sector but all sectors, creating a need for professionals to incorporate digital technologies into organisational processes and changing the way communication is planned, implemented and evaluated; "it is a process that involves the integration of digital technologies into all areas of an organisation". (Weingärtner, 2024, p. 35)

This represents a major challenge for organisational communicators, who must evolve continuously. The organisational communicator "will be capable of researching, diagnosing, proposing, producing and evaluating communication actions in different types of organisations" (Universidad Nacional Autónoma de México & Dirección General de Orientación y Servicios Educativos, 2007, p. 351). It is important to understand how digital transformation is affecting the profile of organisational communicators, as well as to identify the competences, skills and tools these professionals need to develop in order to adapt, the current demands placed upon them, and the main challenges they face in the digital age.

2. Methodology

The present study adopted a quantitative approach, which made it possible to rigorously quantify the perceptions, competences and skills of organisational communication professionals currently in professional practice. This approach is appropriate for research aimed at describing trends and establishing relationships between variables and, on this basis, obtaining generalisable and comparable results (Hernández-Sampieri y Mendoza, 2018).

The methodology applied provided a clear overview of the impact of digital transformation on the profile of the organisational communicator. It also made it possible to understand the competences, skills and tools these professionals already possess and to identify those that need to be strengthened in order to respond to the challenges of digitalisation within a relatively short period of time, namely five years.

In this way, the study provides evidence that contributes to the training of future professionals and the continuing development of those already working in communication, supporting the need to update their knowledge and adapt to the changing demands of the digital environment. In addition, the study highlights the challenges they face on a daily basis.

The aim of the research was to analyse the profile of the organisational communicator in the context of digital transformation, identifying the key competences, technological tools and challenges they face in communication management. It also sought to determine whether professionals have struggled to keep pace with digital transformation.

To achieve this, a survey was developed as the data collection instrument. It comprised 27 closed-ended and multiple-choice questions organised into four blocks. This instrument is considered highly valuable in research studies (Evans y Marthur, 2018).

- Block 1: Sociodemographic data
- Block 2: Competences and skills
- Block 3: Tools
- Block 4: Challenges

The survey was created using the Google Forms platform, which facilitated data collection, analysis, accessibility and participation by professionals. The population consisted of communication managers working in public and private institutions in the city of Loja, Ecuador. A total of 167 responses were obtained. Following a data review and cleaning process, in which the validity criterion required the questionnaire to be 100% complete, a total of 111 valid surveys were retained. These are the responses presented in this academic paper.

Although the survey used as the research instrument provides reliable data, it should be noted that it is not exempt from methodological limitations, as the range of topics studied could be expanded and some issues could be explored in greater depth by respondents. Moreover, the use of closed-ended and multiple-choice questions limits the possibility of obtaining more extensive information on the participants' professional experiences (Aaker et al., 2016).

It should also be noted that the study participants were those who were genuinely motivated to take part, which may have influenced the homogeneity of the sample, although this does not affect the research.

The findings constitute valuable information that can serve as a useful resource for professionals and organisations when designing strategies to improve professional and organisational performance and avoid being overtaken by emerging changes associated with digital transformation in the current environment. They also provide guidance that may enable organisations not included in the study to benefit from and apply these results in their day-to-day activities.

3. Results and Discussion

Of the 111 communication managers surveyed, 59% were women, corresponding to 65 participants, while 41% were men, representing 46 professionals. Likewise, the greatest concentration by age was between 30 and 49 years, accounting for 43%, followed by the 20–29 age group, which represented 38%. Meanwhile, 15% were aged between 40 and 49 years, and only 4% were professionals over the age of 50. This indicates a relatively young group of participants and professionals working in strategic communication.

Of the respondents, 55%, corresponding to 61 of the 111 participants, had completed postgraduate studies at master's level. They were followed by professionals with undergraduate qualifications obtained at either an institute or university, representing 43%, equivalent to 48 professionals. Finally, 2% had completed doctoral studies, corresponding to two participants. Overall, these figures indicate a high level of academic preparation, particularly in terms of postgraduate education or specialisation.

The professionals were asked about their employment sector, categorised as the public sector, private sector, freelance work or the non-governmental sector. The results showed that 59% worked in private institutions, while 22% worked in the public sector, 14% worked on a freelance basis, 4% worked in the non-governmental sector and 1% were not employed.

Table 1. Workplace Location

Employment sector	Frequency
Private institution	66
Public institution	24

Freelance	16
Non-governmental organisation	4
Not in employment	1
Total	111

Source: Own elaboration, 2026.

The size of the organisation was also categorised. Forty-six study participants reported that their organisation was small, meaning that it had fewer than 50 employees. Meanwhile, 44 participants stated that their institution was large, with more than 250 employees, and, finally, 21 participants reported working in medium-sized organisations, meaning that the institution had between 51 and 250 employees.

In addition, participants' professional experience was concentrated mainly among those with 4–7 years of experience: 39 professionals, representing 35.14%. Those with 1–3 years of experience accounted for 34 respondents, or 30.63%, while 13 professionals had 8–10 years of experience and a further 13 communication professionals had more than 10 years of experience. Finally, 10 professionals had less than one year of experience. These figures are consistent with the respondents' ages, given that, in Ecuador, communication professionals are generally ready to enter professional practice at around 22–23 years of age.

The research participants were also asked about their perceptions of digital transformation. Of these, 96% considered that communication had gained strategic relevance, equivalent to 107 respondents, while the remaining four professionals stated that it was not important. This finding is consistent with a study conducted among university students (Guadalupe González-Gracia et al., 2024), who reported a generally positive perception of digital transformation, suggesting that this same attitude continues to be cultivated and reinforced in professional life through professional practice and the application of acquired knowledge.

Using rating scales, respondents were asked how they perceived this impact. A total of 55%, corresponding to 61 professionals, rated it as very positive; 37%, corresponding to 41 people, rated it as positive; and 8%, equivalent to nine professionals, remained neutral. These findings demonstrate the favourable effect of digital transformation on the communication environments in which communication managers work across different organisations.

Another area of interest in this research was to determine how frequently communication professionals undertake training in current digital communication topics related to communication management and their professional development.

Table 2. Training Frequency

Training frequency	Frequency	Percentage
Never (no training)	2	1.80%
Rarely (once a year)	13	11.71%
Always (1 to 3 times a month)	22	19.82%
Frequently (1 to 3 times every 6 months)	39	35.14%
Sometimes (1 to 3 times a year)	35	31.53%
Total	111	100%

Source: Own elaboration, 2026.

The results indicate that professionals undertake training frequently and at relatively short intervals, thereby placing greater emphasis on their continuing professional development and the updating of their knowledge. Respondents agree that the profile of the organisational communicator cannot remain static and that, to ensure effective professional performance, it will continue to evolve as digital transformation advances, making

continuous professional development essential. When digital transformation processes are implemented within companies, everyone, from the most senior representative to those at the lowest hierarchical level, needs to understand that this requires ongoing training and professional development in order to achieve the results required by the brand (Slotnisky 2016).

3.1. Competences

This emphasis on continuous training, which communication managers regard as central to their professional practice, confirms that they cannot rely solely on the technical competences acquired during their university education. Rather, these competences must be strengthened simultaneously and continuously throughout their professional lives. They must also continue to develop their soft skills. In this regard, communication managers were asked which of the two types of competence, hard or soft, they considered a priority for professional performance. The respondents indicated that cross-cutting or soft skills were considered more important overall, with 82 of the 111 professionals highlighting them, equivalent to 74%. By contrast, 29 professionals preferred technical or hard skills, representing 26%. This indicates that developing knowledge and keeping abreast of new advances is important, but that human and interpersonal dimensions ultimately transcend these aspects and may not be acquired or developed solely at university; rather, they need to be expanded and strengthened continuously throughout a person's life.

Looking at the issue in greater detail, 96% of respondents, equivalent to 107 professionals, considered that mastery of these competences and skills has a significant impact on the development of organisational communication, while 4%, corresponding to four professionals, perceived the impact as moderate. This confirms that mastering technological tools is not sufficient; professionals must also be capable of leading processes, building relationships and adapting to changes that are inherent to the very nature of digital transformation. Technology has transformed relationships between customers and organisations, profoundly affecting organisational models and management systems (Gulati y Reaiche, 2020).

With regard to the most highly valued technical competences, the results show a predominance of those associated with social media management and community management, which ranked first at 13.99%, followed by multimedia content creation and editing at 12.80%, and web analytics and digital metrics at 10.75%. This suggests that, in a digital environment, organisational communicators must play a strategic role in managing digital platforms and producing content targeted at different publics. By contrast, among the least valued competences were digital advertising, at 4.78%, and event organisation, at 2.39%, suggesting a current shift in priorities towards the digital management of communication from the perspective of generating brand value for its publics.

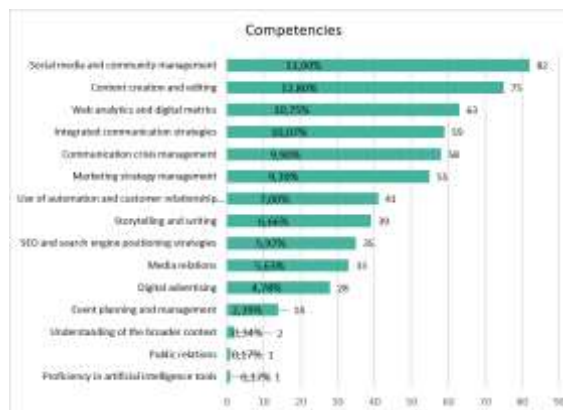
In contrast to the competences identified by professionals, authors such as Vázquez, (2005) argue that the essential competences of communicators centre on "delivering a good discourse, verbal fluency, knowledge of the situations addressed, resolving unforeseen situations during communication, and appropriate body and facial expression aimed at improving expressiveness and control of gestures". (p. 70). This also means that attention should not be focused on a single factor: expressive ability and mastery of interaction are also important when making decisions and establishing relationships with organisations and their publics. Professionals must therefore take into account all the necessary parameters to develop a strong profile and stand out.

For his part, Gil Cubillos, (2010) highlights several competences:

Initiative, self-management, teamwork, planning and flexibility to adapt to different contexts are frequently mentioned by human resources managers when describing the characteristics of the professionals required by organisations in the twenty-first century". (p. 54)

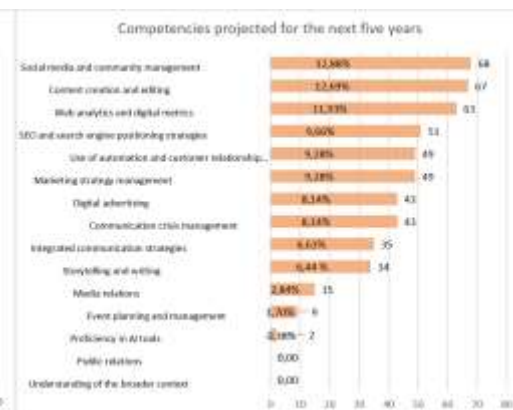
However, understanding the current situation is not sufficient. This study also considered it relevant to explore communication managers' views regarding the competences expected to be important over the next five years. In this respect, respondents once again prioritised social media management and community management at 12.88%, multimedia content creation and editing at 12.69%, and web analytics and digital metrics at 11.93%, all of which remained priority competences. These were followed by the use of automation and CRM tools and marketing strategy management, at 9.28%, reflecting the need for a more technical and specialised professional profile. At an intermediate level were integrated communication strategies at 6.63%, and storytelling and writing at 6.44%, indicating that narrative skills continue to retain their importance. Overall, the findings show that professional practice is focused, and will continue to be focused, on digital environments.

Figure 1. Current competences



Source: Own elaboration, 2026.

Figure 2. Competences over the next five years



Source: Own elaboration, 2026.

3.2. Skills

Regarding skills, the communication professionals surveyed highlighted creativity and innovation (13.47%), continuous learning (10.30%) and adaptability to change (10.14%) as essential. These were followed by effective communication and persuasion (9.03%), strategic vision (6.81%), public speaking skills (4.57%), and, with identical results, proficiency in other languages and active listening, both at 2.85%. These results show that the skills currently most highly valued are linked to innovation, continuous learning and the ability to adapt to changing environments, all of which are particularly important in the present context.

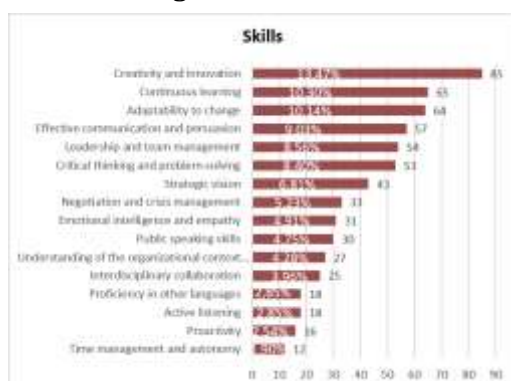
As Rebeil & Ruiz Sandoval, (1998) note, the skills of the organisational communicator include proactivity, strategic capacity, speaking skills, conflict resolution and leadership. These aspects are consistent with the findings and remain potentially highly relevant skills. Likewise, "communication skills are varied and interconnected; they must be learned and developed in order to achieve better personal communication and, consequently, organisational communication that contributes to the effective and productive functioning of the organisation" (Prince, 2005, p. 27). This perspective reinforces the importance of communicators becoming more versatile, given the demands arising from digital transformation processes.

The career guide published by the Universidad Nacional Autónoma de México and Dirección General de Orientación y Servicios Educativos (2007) also states that:

"The professional has the knowledge, skills, aptitudes and attitudes required to design, produce, evaluate and disseminate messages with different purposes through various media; they are trained to observe, analyse, interpret and communicate events promptly to different types of audiences". (p. 351)

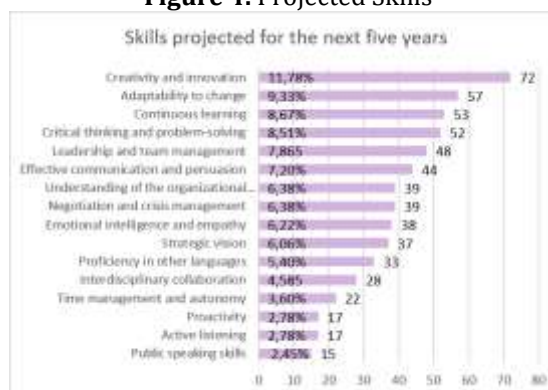
This definition, considered alongside the findings, reflects a critical professional profile characterised by analytical capacity, both of which are fundamental attributes that professionals need to develop. When projecting the skills expected to be most widely used over the next five years, respondents once again identified creativity and innovation (11.78%), adaptability to change (9.33%) and continuous learning (8.67%) as priorities. These were followed by critical thinking and problem-solving (8.51%), knowledge of the organisational context and management, and leadership and team management, each at 6.88%. Finally, proactivity and active listening remained less prominent, both at 2.78%.

Figure 3. Current skills



Source: Own elaboration, 2026.

Figure 4. Projected Skills



Source: Own elaboration, 2026.

This contrast reveals that, although current and future skills both prioritise creativity and innovation, continuous learning and adaptability to change, a more strategic profile is expected in the coming years, in which critical thinking, problem-solving and team management will assume greater importance. In other words, the organisational communicator will move from being an operational manager to becoming a strategic actor within organisations, with the capacity to lead and guide them towards new horizons, in the conviction that their actions will constitute key factors for organisations. The following figures show the current skills and those projected over the next five years, as identified by the professionals participating in the study.

3.3. Tools

"New technologies have brought about an evolution in the platforms and resources available to society for communication and have made audiences more demanding in the way they consume information" (Puertas-Hidalgo y Valdiviezo-Abad, 2020, p. 62). This perspective reflects how digitalisation has transformed not only channels of interaction, but also the needs of audiences, who seek more immediate and personalised messages. In response, the organisational communicator faces the challenge of remaining continuously up to date, integrating these tools into their professional knowledge and viewing technology not as a threat, but as a strategic ally that helps to strengthen the positioning of brands, organisations or any other client they may represent.

Ortiz, (2010) highlights that:

"The communicator must keep abreast of the latest technological offerings for creating and connecting to networks. Virtual communication channels and tools are becoming progressively more powerful and effective for cultivating and maintaining relationships with target audiences". (p. 84)

For this reason, it is essential for professionals to remain up to date, as what is known today may become obsolete tomorrow. Technological tools are therefore indispensable for ensuring more efficient, far-reaching, effective and strategic processes.

Regarding proficiency in digital tools, most professionals reported an intermediate level, accounting for 55%, or 61 of the 111 professionals. A further 29% reported an advanced

level, corresponding to 32 professionals, while 16%, equivalent to 18 participants, reported a basic level. This indicates that these professionals possess skills in the use of technology, although they have not achieved full proficiency. This may be because technology is constantly evolving and changing and, consequently, there is something new to learn every day. Their knowledge therefore increases as they become more involved with these tools, meaning that training in digital matters needs to be continuous. This may also be related to the age of the respondents, as most belong to younger professional groups, possibly recent graduates or professionals whose working environments require them to remain up to date with current digital developments, thereby increasing their interest in continually updating their knowledge.

In addition, 86% use artificial intelligence tools, of whom 69.37% use them on a daily basis. The main areas in which they use these tools are content generation (24.54%), optimisation of digital marketing strategies (16.85%), followed by the development of communication proposals (15.02%) and social media management (14.65%). These results demonstrate a clear tendency towards the use of such tools, which in some cases improve segmentation and help to design more effective strategies.

The use of artificial intelligence may already be commonplace in communication management, regardless of the specific area in which professionals work, given that its use is predominantly daily, with 77 professionals reporting that they use it every day. These results are shown in the following table.

Table 3. Frequency of digital tool use

Frequency of digital tool use	Frequency	Percentage
Never	2	1.80%
Every six months	3	2.70%
Monthly	8	7.21%
Weekly	21	18.92%
Daily	77	69.37%

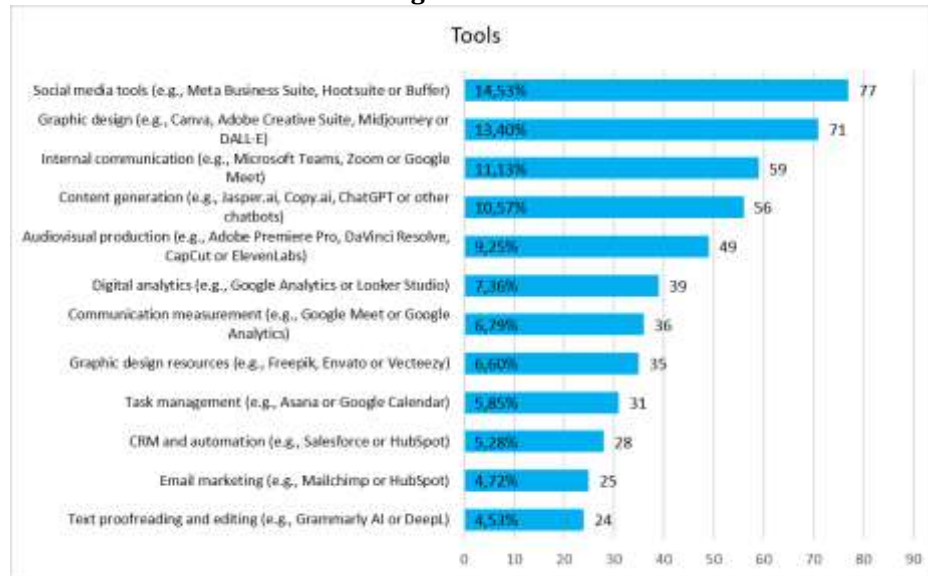
Source: Own elaboration, 2026.

Likewise, with regard to the digital tools used for communication management, the most prominent were social media tools (14.53%), graphic design tools (13.40%), internal communication tools (11.13%) and content generation tools (10.57%). By contrast, 4.72% reported using email marketing, indicating lower use of this tool. This may be because professionals favour more immediate platforms; however, it should not be overlooked that email marketing remains an important resource, as it enables companies to establish personalised communication.

Finally, several criteria were considered in relation to why professionals prefer particular technological tools. Functionality was one of the most highly valued criteria, at 31.06%, followed by usability at 24.57%, cost and return on investment at 17.75%, reputation and technical support at 6.14%, and privacy at 6.48%. This suggests that efficiency and ease of use are decisive when selecting a tool, although there appears to be relatively low awareness of security as a criterion, despite its importance in a context of constant technological change and ongoing exposure associated with information management.

The communicator is currently undergoing a process of transition, with an intermediate level of proficiency in digital tools. The gap between intermediate and advanced levels indicates that professionals still face difficulties when engaging with these tools, confirming the importance of continuous training in the use of technology. This is particularly relevant at present, when technological developments are highly transient and advance at great speed. Professionals therefore need to be prepared and able to adapt to changing requirements and demands.

Figure 5. Tools



Source: Own elaboration, 2026.

3.4. Challenges

In the fast-paced world in which we live, communication professionals must continually reassess their competences and skills in order to respond appropriately to the demands of the labour market. Indeed, "the challenges in organisational communication are multiple and require a comprehensive approach that takes into account both internal and external communication" (Headline, 2016).

At present, professionals face limitations arising from digitalisation, which creates scenarios of uncertainty. It is in this context that organisations demand highly trained professionals with a strategic and comprehensive vision, capable of responding to the requirements of their environment. Professional practice also entails ethical dilemmas, as "communicators face ethical challenges such as privacy, information manipulation and invasion of privacy" (Cadena de la A & Moyano, 2023, p. 12).

Among the findings obtained in this study, which are presented in the following figure, it is noteworthy that communication professionals face a range of major challenges.

Figure 6. Challenges faced by communication professionals



Source: Own elaboration, 2026.

The data analysis shows that the most frequently reported challenge, identified by 16.67% of respondents, concerns the speed at which digital platforms change. A further 13.98% pointed to a lack of budget for technological tools, while 11.83% associated the main challenge with insufficient continuous training together with time management and workload.

Other challenges include resistance to change among teams or senior management, adapting to technological developments, achieving alignment in communication, and a lack of qualified staff. In addition, 6.18% of professionals identified return on investment in digital communication as a challenge. For this reason, communication professionals need not only to master technical competences, but also to adopt a flexible attitude and remain open to change.

Digital transformation has made it possible for communication professionals to balance traditional competences while strengthening new technical knowledge in areas such as information analysis and the use of automated tools (Jaime Manzanarez, 2025), which are now employed on a daily basis in both professional practice and the broader technological environment.

Digitalisation demands a professional profile that incorporates new knowledge and continues to evolve, in order to ensure effective communication work in an environment shaped by users' growing expectations. One way of achieving this is for "communication professionals to engage in continuous training in order to remain up to date with technological advances, as well as with new tools, digital structures, formats and emerging trends that shape day-to-day digital developments" (Valdiviezo-Abad et al 2025, p. 15).

At present, communication managers are no longer the sole actors responsible for communicating, as there are now diverse publics who also create content (Makoni y Mhute 2024). These publics have the capacity to interact with organisations, make demands of them and act as communication agents themselves.

Communication managers must therefore adapt to new platforms, as it is important that they remain capable of innovating and aware of the rapid pace of technological development, rather than becoming confined to knowledge they have already acquired.

It is also recognised that the challenges they face on a daily basis are shaped by the speed at which platforms change, as well as by limitations in financial and human resources. Addressing these challenges does not depend solely on the professional, since some organisations lack the necessary infrastructure or a clear vision for supporting digital communication management. This constitutes a challenge, but also an opportunity to perform as effectively as possible and demonstrate the value of communication in achieving institutional objectives.

It should also be noted that some highly experienced communicators find it difficult, or have encountered difficulties, to remain continuously up to date. Achieving this convergence between the need and the willingness to undertake further training should therefore be regarded not merely as a challenge, but as a commitment that communication professionals need to embrace in their professional practice.

4. Conclusions

Communication professionals need to remain up to date with developments in communication, given the extensive body of new knowledge that is continually emerging. Digital transformation has therefore redefined the demands placed on these professionals, in many cases going beyond traditional competences and requiring them to develop new skills suited to the digital environment.

The quantitative findings show that communication professionals have been overtaken by the speed at which digital platforms are evolving, generating uncertainty and a need for continuous updating. Limited budgets and task overload also make professional practice more difficult. In this context, remaining continuously up to date is no longer optional, but a condition for professional survival.

The competences most required of these professionals are social media management and community management, multimedia content creation and editing, knowledge of web analytics and digital metrics, the development of integrated communication strategies, and communication crisis management.

This confirms that professionals must not only generate content, but also act as strategists capable of managing crises, making decisions and adding value to organisations.

With regard to skills, creativity and innovation, continuous learning, adaptability to change, effective and persuasive communication, leadership and team management stand out. This demonstrates that the expected professional profile is not exclusively technical. The balance between skills and competences reflects the essence of organisational communication: the ability to connect with people and organisations in a changing environment. Resilience is also particularly important in the current context.

With regard to the tools most frequently used by respondents, the study concludes that the priorities are social media tools, graphic design tools, internal communication tools, content generation tools, audiovisual production tools and digital analytics tools. Selection criteria are based mainly on functionality, usability and return on investment, demonstrating that the incorporation of technology represents an opportunity to expand communication.

Digital transformation also brings challenges in the way organisations communicate and reach their target audiences. Organisations therefore seek to address these challenges by exploring alternative approaches with the support of communication professionals, since the task is no longer simply to rely on traditional methods, but to recognise the opportunity to incorporate technology into professional knowledge and practice. The challenges identified by respondents include the speed at which platforms change: as soon as professionals adapt to one platform, they are required to expand their knowledge in response to emerging developments. Time management is another limitation, while resistance to change among some organisations or professionals and the lack of qualified staff also create major challenges. Organisations increasingly seek an all-round professional capable of integrating multiple functions, which increases the pressure associated with the role.

The research reveals that future communication professionals will need to strengthen creativity, innovation, continuous learning and the critical thinking required to navigate a changing environment. It is concluded that professionals will need to maintain an open attitude towards learning and adopt a strategic vision that enables them to lead in contexts of constant transformation.

The importance of continuous training and openness to change is reaffirmed as an essential requirement for the profile of the organisational communicator in the digital age. Only professionals capable of combining these skills will be able to respond effectively to current challenges. Organisations and professionals should therefore regard this research as an opportunity to foster training, mentoring and continuing professional development processes that integrate all the requirements expected of today's professionals.

The study has shown that digital transformation has not only modified the working tools of the organisational communicator but has also reshaped their role within institutions. The findings suggest that the profile will continue to evolve towards a hybrid role in which proficiency in digital environments will be indispensable.

Digital transformation is profoundly redefining the role of the communication manager and will continue to do so over the next two, three or five years. It will remain a constant process of transformation, driven by the pace and emergence of new technological developments encountered on a daily basis.

Although ethics was not a specific focus of this study, it is important to emphasise the need for communication professionals to exercise particular care in this area, as ethics constitutes a cross-cutting and highly valuable pillar of professional practice. It is through ethical practice that the responsible use of digital platforms and resources can be

guaranteed, together with the quality, accuracy and transparency of the information with which professionals work and which they communicate.

Finally, it is concluded that communication professionals who embrace change, innovation and continuous learning will be better positioned to lead, work in strategic areas of communication and contribute value to the future of the profession.

A remaining challenge is to extend the research nationwide and apply it to organisational communicators throughout the country.

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