THE ORGANISATIONAL COMMUNICATOR 4.0 IN TIMES OF DIGITAL TRANSFORMATION
Competencies, Tools, and Challenges

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KEYWORDS	ABSTRACT
Communication Organisation Organisational change Digital Competence Professional Competence Digitalisation Digital Platform	This article analyses the profile of the organisational communicator in the era of digital transformation, identifying key professional competencies, technological tools, and challenges faced in managing internal and external communication. The methodology adopts a qualitative approach, employing semi-structured interviews with three communication directors from organisations and three CEOs of communication and marketing agencies, aiming to obtain a comprehensive overview. The findings reveal that the organisational communicator's profile must be versatile, leveraging digital tools and data to meet the organisation's objectives and the demands posed by digital transformation.

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1. Introduction

This article explores the impact of digital transformation on organisational communication, with the aim of analysing the profile of the organisational communicator in the era of digital transformation, identifying professional competencies, key technological tools and the challenges faced in managing internal and external communication.

An efficient communication system in organisations allows them to stand out in the industry, contributing to positioning and creating a competitive advantage by offering more complete products or services (Diaz & Guambi, 2022).The changes in the dynamics of organisations and society further highlight the need to promote the integration of technology and redefine organisational objectives to excel in an increasingly digitalised global environment (Yaguache, 2024). essential for organisations to evolve in line with these demands, adopting a strategic vision that fosters their growth and scalability.

In this context, digital transformation, defined by Miranda-Torrez (2023) as "the processes that generate and accelerate profound and significant changes in societies, organisations and individuals, through the strategic combination of information, computing, communication and connectivity technologies" (p. 114). It signifies a process entailing the integration of digital technologies within organisations, engendering an environment in which communication professionals must be cognisant of these momentous changes and adapt accordingly.

In this context, the emergence of "CommTech" refers to "Communication Technology" (Valdiviezo-Abad, C., et al., 2025, p. 1), underscores the dynamic nature of the field. This term is intimately linked to the professional practice of communication managers, who are in a state of constant evolution due to the pervasive influence of technology.

Due to this constant dynamic of updating competences, tools and challenges, it is difficult to establish a clear profile for the organisational communicator. Therefore, the study of these processes is essential. The present study aims to provide a framework to assist professionals in this field, including directors of organisations, in identifying the competencies, essential tools and challenges they face in this new era of digital transformation. Through their professional development, these individuals can ensure that they meet the objectives and goals of the organisations they represent.

1.1. Organisational communicator

In the contemporary business landscape, various sectors of organisations have been compelled to adapt to the transformative shifts precipitated by digital transformation. Consequently, professionals operating within these sectors have been obliged to undergo similar adaptations.

> This change is not merely in the modality of communication; it is also in the profile of the communicator, in terms of the new multi-digital skills that the communicator must master in order to perform their job. This evolution is not merely a shift in the profile of the communicator, but rather a process of ongoing adaptation. (Cáceres et al., 2020, p. 393).

In recent years, there has been an observable increase in the responsibilities, skills and competences of organisational communicators, attributable to the advancement of technology and its pervasive influence (Rodríguez-Fernández y Vázquez-Sande, 2019). These novel skills and competencies, pertaining to the digital realm and their implementation within organisational frameworks, must also establish connections and engage with other domains. This, as Molina Landeta (2016) asserts, is essential for achieving functional integration with the departments actively engaged in internal and external communication networks.

The evolution of their profile is not optional. The absence of development in these digital competencies will render communicators inadequately prepared to function effectively within this digital environment.

According to Cáceres et al. (2020), digital competence has transformed the organisational communicator into an interdisciplinary professional who constantly updates their knowledge of ICTs and adapts to technological trends. Furthermore, De Castro et al. (2022, p.12) points out the following:

The organisational communicator is not trained to develop an exclusive role; rather, the evolution of technology has generated the emergence of new activities and positions for the professional profile, especially in the management of strategic intangibles (internal and external).

According to Rebeil & Hidalgo Toledo (2011), the organisational communicator is the professional 'capable of developing 360-degree communication strategies aimed at one or more of the specific components of the organisation, depending on the results of the communicational diagnosis that he himself has made' (p. 74). The 360-degree communication approach emphasises comprehensive coverage of all angles and aspects of communication within and outside the institution, ensuring consistency and coherence across all actions and communication channels. Given that the organisational communicator is the individual responsible for conducting the diagnostic evaluation, he is uniquely positioned to formulate these strategies.

Cáceres et al. (2020, p.397) provide a comprehensive list of the activities that the organisational communicator carries out to fulfil their 360 performance within organisations:

These include management of internal communication, implementation of messaging through the use of digital platforms, renewal and design of the institutional brand, organisation of events, master of ceremonies, management of external communication, design of multiplatform image, editing of photography, video and audio, layout of magazines, handling of cameras and video cameras, writing for different media, as well as management and creation of content for websites and social networks.

Communicators are regarded as a strategic asset that provides a competitive advantage to any organisation, "enabling them to attain a leading position in their sector by fostering continuous improvement, innovation and quality" (Carpio & Montero, 2020, pp. 79-80). In a saturated business environment, differentiating oneself from competitors is fundamental, and the value proposition allows one to stand out with a strong and solid identity.

In society, communication professionals in organisations are considered to be of vital importance due to the role they play, as they 'are the ones who are best equipped and trained to help companies face their current challenges and achieve their objectives' (Alamillo, 2015, p. 63).

It is important to emphasise that each organisation has a different reality, therefore, it is likely that the communicator must adapt and improve their skills to respond according to the challenges of their situation (Barrero y Palacios, 2015). This necessitates a communicator who is both strategic and versatile, capable of readily adapting to different roles in line with the demands of their environment.

1.2. Digital Transformation

The evolution of digital transformation represents a paradigm shift within organisational contexts, enabling entities to offer a personalised experience to their stakeholders. This development is identified as a pivotal catalyst for the establishment of relationships, the reformation of strategy management, communication methods, and execution processes. According to Trujillo Valdiviezo et al. (2022a), the term 'digital transformation' must be contextualised within the framework of the fourth industrial revolution. AA. (2020), three elements stand out: speed, breadth and depth, and the impact of systems. In this industrial revolution, technological innovations are evolving more frequently and rapidly, influencing processes and those who carry them out, thus significantly transforming environments.

The advent of a fifth industrial revolution, characterised by the symbiotic integration of humans and robots, is already being discussed. This novel paradigm emphasises the selection of technologies based on their alignment with ethical values, human needs and environmental sustainability (European Commission: Directorate-General for Research and Innovation & Müller, 2020). The overarching objective of this paradigm is to ensure a substantial societal and, most notably, environmental impact, through the provision of bespoke solutions tailored to user requirements.

According to Demir et al. (2019), this new revolution is underpinned by two key visions: the first is the collaborative work between humans, who will focus on creative tasks, and robots, who will perform the rest. The second vision is the bioeconomy, i.e. the application of resources in a balance between ecology, industry and economy. The necessity of collaboration between humans and robots is

paramount, as the former's strengths and skills complement those of the latter, thereby ensuring the sustainable linkage of industrial processes.

Digital transformation is "expressed in the economic and social effects generated in society as a whole, which unquestionably involves organisations" (Trujillo Valdiviezo et al., 2022b, p. 1522). This transformation has led to significant changes in the way organisation's function and are structured, impacting various sectors. The process of digital transformation necessitates that organisations adapt to a new reality, "maximising the use of data from multiple sources and transforming it into knowledge. This process involves the fusion of the physical and the digital in a seamless manner" (Slotnisky, 2016, p. 3), that is to say, it enables the hyperconnectivity of data with a view to optimising resources (Medina-Chicaiza et al., 2022), merging technology and knowledge, and traditional and digital interactions while respecting the essence and identity of the company.

A comprehensive review and systematic analysis of 134 definitions of digital transformation reveals that Gong & Ribiere (2021) define it as a process that enhances and redefines the value proposition of an entity through the strategic application of technological resources and key capabilities. This change is essential in organisations, as it enables the identification of the demands and conflicts to be solved. The application of digital tools must be adapted to these, i.e. the application of these processes has to be strategically based on the organisation's objectives.

As Jiménez & Guerra (2023) state, "it is a phenomenon that has burst into the business world in a disruptive way, reshaping the way organisations operate, interact with their customers and compete in the market" (p.14). It engenders an adaptive ecosystem to thrive in an up-to-date environment, facilitating two-way communication, whereby customers no longer merely receive information, but also participate in communication processes. Digital transformation has been shown to drive productivity and redefine business models in organisations by automating tasks and streamlining processes, allowing companies to focus on innovation and improve efficiency. Foerster-Metz et al. (2018) define it as a "megatrend" that will help organisations prepare for the challenges of the future.

Medina-Chicaiza et al. (2022) further posit that "digital transformation transcends as a process of implementation and adaptation of technologies to the procedures of a company or institution, in addition to the change in the mentality of the parties involved" (p. 767). It also encompasses changes in processes, communication, marketing, sales, management, customer service, and culture, which in turn necessitates a transformation of the workforce (Romero, 2016, p. 36).

The adoption of these new technologies is predicated on the manner in which we think and act, and the way the members of the organisation carry out their assigned tasks and functions. It is these individuals who will guide the institution in its process towards digital transformation.

2. Methodology

The present research aims to address the profile of the communicator 4.0 in the context of digital transformation. Firstly, it will identify the essential technical competencies and soft skills that organisational communicators must develop to adapt to the digital transformation. Secondly, it will examine the digital tools and platforms most commonly used by organisational communicators to optimise communication management in a digital environment. Finally, it will identify the main challenges faced by organisational communicators in their professional practice.

The research methodology employed a qualitative approach, utilising semi-structured interviews to attain an explanatory level of understanding. The questionnaire comprised 16 questions, which were divided into three sections: 1. profile, 2. digital tools and platforms, and 3. future perspectives in the professional practice of the organisational communication manager in the digital era.

Three communication directors from public and private organisations and three communication and marketing agency CEOs were selected for the study. A total of six interviews were carried out.

Table 1. Profiles interviewed

Name	Cargo	Nomenclature for tabulation
Veronica Alvarado	Director of the Communications Department of the Corporación Eléctrica del Ecuador (CELEC)	ED1
María Dolores Ruiz	Director of Communications of the Foundation for Business and Social Development (FEDES)	ED2
Laura Sánchez Calle	Marketing Director of the Father Julián Lorente Cooperative	ED3
Paula Mendieta	CEO of the Digital Marketing Agency Random	EC1
Jenny Macas	CEO of the Communication Agency Marking MCI	EC2
Fernando Muñoz	CEO of FM Digital Marketing Agency	EC3

Note. Own elaboration, 2025.

3. Results and Discussion

3.1. Competences

The initial inquiry posed in this segment sought to ascertain the impact of technological advancements, precipitated by the digital transformation era, on the role and profile of the communication manager. ED1, EC1, EC2 and EC3 concurred that the impact has been positive, significant and fundamental for the performance of their activities, as it has enhanced new skills and competencies, facilitating time management and agility in the work to develop tasks. ED2, however, expressed concerns regarding the potential risks associated with advancements in artificial intelligence, suggesting that these developments may have the potential to compromise the efficacy of the workforce. ED3 expresses concerns that advancements in artificial intelligence, particularly the utilisation of tools, have the potential to leave communicators behind and diminish their commitment to their duties.

In order to define the current communication manager in the context of digital transformation, ED1 posits that the ability to identify novel targets and meet their requirements with insight is paramount. This, in turn, enables the determination of the most efficacious strategies to employ in order to achieve these targets. ED2, ED3 and EC2 concur that the communication manager is the individual responsible for preparing the message, with EC1 further emphasising the need to know the current digital world, to manage social networks and digital channels, to know the current environment, to keep abreast of trends and to learn how to lead and manage human capital. In contrast, the role of the EC3 is to highlight the significance of the internal area as the fundamental basis of the operational processes. Conversely, the external area is recognised as the pivotal element in shaping the final message. It is emphasised that the communicator must be cognisant of the brand identity and the organisational communicator must demonstrate the ability to differentiate between the digital and commercial domains.

As with all professionals, organisational communicators must develop competencies and skills that allow them to perform effectively and efficiently in their field of work. In the context of the digital transformation, these technical competencies and soft skills are evolving. When the interviewees were asked to identify the technical competencies they consider indispensable for communication managers, ED1 cited knowledge of handling and creating content for social networks, data management, in-depth knowledge of the organisation, handling public administration, insight to determine new targets, mastery of artificial intelligence tools, verification and curation of content and organisation of events. ED2 alluded to a more general set of competencies, including graphic design, marketing, video editing and public relations. ED3 specified several such competences, including proficiency in data analysis and modelling, adeptness in sales, knowledge of protocol and event management, the study of social networks, and mastery of digital tools and artificial intelligence.

EC1 emphasised the analysis of results, management of strategies, capacity for market analysis, content management and planning, and knowledge and management of digital channels. EC2

emphasised expertise in strategic planning, proficiency in novel digital techniques and tools, familiarity with trends in social networks, analytical and research capabilities, and negotiation and sales aptitude. The EC3 emphasised technical competences such as mastery of technologies, management of social networks, constant training, capacity for analysis and evaluation of information and efficient communication of processes.

As indicated by the respondents in the interview, the technical and training competences deemed most salient by the subjects included the following: ED1, ED3, EC1, EC2 and EC3 considered the knowledge, mastery and management of digital channels, especially social networks, and the ability to analyse and manage data and information to be indispensable for communication managers in organisations.

ED1, ED3, EC2 and EC3 emphasised the importance of digital proficiency, particularly in the domains of artificial intelligence, as a fundamental skill set for their respective professional practices. ED1, ED2 and ED3 also alluded to technical competences related to protocol, event organisation and public relations. This is due to the fact that, when managing the reputation and image of an organisation, the development of these competences is essential to promote and consolidate relations with the audience or even with potential allies. This is in contrast to EC1 and EC2, who highlight the knowledge and management of strategies to achieve their clients' objectives.

In relation to the essential soft skills, ED1 cited resilience, flexibility and resourcefulness. ED2, meanwhile, cited empathy, adaptability to change, critical thinking and facility with words. ED3 emphasised effective communication, patience, motivation, eagerness to learn, public speaking skills and adaptability.

The EC1 indicated creativity, public speaking skills and knowledge of team strengths and weaknesses. Conversely, EC2 suggested leadership, emotional intelligence, the ability to work under pressure and the capacity to adapt to new situations. The third EC, EC3, is associated with a set of essential soft skills, including self-management, organisational skills and ability, teamwork, willingness, charisma and positivity.

ED1, ED2, ED3 and EC2 concur that adaptability, otherwise referred to as resilience, is an essential skill, with ED2, ED3 and EC1 emphasising the significance of the communicator possessing the ability to address an audience. Finally, EC1, EC2 and EC3, heads of communication and marketing agencies, identify that knowledge, leadership and teamwork are fundamental to achieving success in the management of their agencies.

In response to the query regarding the impact of mastering these competencies and skills on the development of communication projects within organisations, a consensus emerged among the respondents. All respondents agree that it has a positive influence on working efficiently with a clear message. Furthermore, ED3 and EC1 posit that such mastery fosters the development of professional strengths and facilitates the distinction of oneself within a competitive field. Consequently, the acquisition of these competencies and skills engenders a multitude of opportunities. Furthermore, EC2 and EC3 posit that this mastery influences the management of pressure, time, and productivity, particularly in the context of the present age, which is characterised by immediacy.

Following the identification of the essential competencies and skills for the communication manager, the subsequent question to be addressed is the direction of their profile with the incorporation of digital technologies and new forms of communication. For ED1, EC1 and EC2, the focus is on leveraging technological tools and artificial intelligence to optimise time management and allocate it to more strategic endeavours. The importance of the manager's knowledge of the company is highlighted as key (ED1). Conversely, ED2 propounds the notion that the role of the manager is on the verge of obsolescence, as artificial intelligence is poised to assume its functions. EC2 further emphasises that the role is evolving towards a communicator who proposes. ED3 and EC3 further posit that this communicator will embody a multifaceted skill set and a capacity for multitasking.

In the final question of this section, the interviewees were asked to consider the risks for the communication manager in the context of digital transformation processes. For ED1, ED2, ED3, EC1 and EC3, the primary risk is associated with artificial intelligence. However, it should be noted that some respondents adopt a divergent approach.

ED1 and ED2 posit that the role of the organisational communicator can be supplanted by artificial intelligence, a development that could render the profession superfluous. ED3, EC1 and EC3 identified the misuse and mismanagement of artificial intelligence tools, and the lack of evaluation of other digital

tools, as key factors in the dehumanisation of the message. EC2, on the other hand, adopts a different stance, maintaining a distance from the subject of artificial intelligence, and identifies risks such as competition, lack of differentiation, confusion of roles and generalisation of the functions and tasks of the profile areas.

3.2. Tools

All interviewees use digital tools for communication management, ED1 mentioned that he uses Adobe Premiere Pro, Adobe Audition, Canva Pro, Clip.art and social networks such as X, Instagram and WhatsApp. ED2 uses: Brevo, Adobe Premiere Pro, Adobe Illustrator, Adobe Audition, Canva Pro, Hubspot, Meta Business, ChatGPT, Facebook and Instagram. DE3 uses: Abobe Illustrator, Capcut Pro, Canva Pro, Facebook and Instagram CE1 said they use: Monday, Terabox, Google Forms, Google Calendar, Envato Elements, Adobe packages, Canva Pro, Time Tree, Excel, WhatsApp and Instagram. EC2 uses: Mainchat, Komo, Asana, Blittix24, Zen marketing, ChatGPT, Copilot, Canva Pro, Capcut Pro, all Adobe packages and Instagram. EC3 uses: Envato Elements, Meta Business, Adobe packages, Freepik, ChatGPT, Google Workspace, Level Up, Facebook and Instagram.

It is evident that the digital tools utilised by all the interviewees are Adobe packages, with the interviewees citing its status as a professional tool that facilitates the creation of professional resources as the rationale for its employment. The subsequent most frequently cited instrument is Canva Pro, a user-friendly design tool utilised by ED1, ED2, ED3, EC1 and EC2. Another of the tools most used by ED2, EC2 and EC3 is ChatGPT, which is based on artificial intelligence. A notable mention is also warranted for Meta Business, a tool that facilitates the management of Facebook and Instagram accounts, utilised by ED2-EC3.

Among the types of tools most commonly used to manage organisational communication, the strategic relationship tools stand out, with all the interviewees citing their use. In second place are the audiovisual tools, which are utilised by ED1, ED2, ED3, EC1 and EC3. Those in the digital domain, such as social media, are utilised by ED1, ED3, EC1, EC2 and EC3. Marketing and design tools, utilised by ED2, ED3, EC1, EC2 and EC3, are also noteworthy. The strategic communication management tools, which encompass content management and advertising tools, are utilised by ED2, ED3, EC1 and EC3. Finally, the sound ones are used by ED1, ED2, ED3 and EC3.

Regarding the criteria under which the interviewees select these tools, the primary factor is the cost and return on investment, a selection made by all the interviewees. Privacy and security were the second most selected criteria, chosen by ED1, ED2, EC1, EC2 and EC3. For ED2, EC1, EC2 and EC3, the priority is functionality. ED1, ED3 and EC1 selected ease of use and integration with other platforms. ED1, ED2 and EC1 selected reputation. The criterion of technical support and updates was selected by ED1, ED2 and EC2. Conversely, ED1, ED2 and EC1 identified usability as the least considered criterion, while ED2 and EC1 highlighted free access as the least considered criterion.

3.3. Challenges

The commencement of this section was marked by an inquiry directed towards the interviewees, seeking their perspective on the evolution of the communication manager profile. In light of this, a consensus emerged among the interviewees that the communicator should persist in the updating of their knowledge. ED1 noted that currently more attention is being paid to the role of the organisational communicator, including him/her in decision-making. Therefore, his/her profile and the economic investment in his/her area will be strengthened, which will lead to the communication manager acquiring more responsibility with regard to his/her preparation and training. For ED2, the absence of such evolution was considered to result in the disappearance of the profile.

The interviewees were invited to identify which of the aforementioned competencies they believe will be most in demand for their profile over the next five years. ED1 emphasises the management of digital tools, data and trends, and knowledge of public administration adapted to the company and the country. Conversely, ED2 emphasises adaptability, graphic design and editing as the most requisite skills. Data management and interpretation, mastery of artificial intelligence tools, agency branding and negotiation skills are the competences considered in ED3. EC1, meanwhile, underscores the mastery of artificial intelligence tools, the recognition and research of new digital channels, and the proficiency in digital advertising across various digital platforms. According to EC2, the most required skills will be

the ability to research and analyse data, mastery of digital tools and constant training. Finally, EC3 underscores the necessity of ongoing training and the importance of a versatile communicator.

In the next five years, there will be a marked increase in the demand for a number of key competencies. These include proficiency in digital tools and artificial intelligence (as identified by ED1, ED2, EC1 and EC2), and the ability to interpret and analyse data (as identified by ED1, ED2 and EC2). These competencies, when considered alongside others, underscore the necessity for ongoing training to cultivate a multi-skilled profile that can effectively address the demands and challenges posed by the digital transformation (as indicated by EC3).

In response to the question "What challenges do you face as a leader in developing the work of institutional communication management with the staff working in the communication areas? ED1's response suggests that the process of leadership entails the identification of both the strengths and weaknesses of one's collaborators. It is also understood that ED1 involves the delineation and limitation of roles, with the objective of fostering a collaborative environment in which team members complement each other. ED2 emphasises the alignment of thoughts and strategies, and the pursuit of balance and empowerment. ED3's challenges with his team pertain to the unregulated utilisation of artificial intelligence tools, assertive communication, and the discernment of boundaries between personal and professional contexts. Conversely, EC1 emphasises the importance of fostering team well-being and rejecting clients who lack commitment and willingness. EC2's challenge lies in adapting to the mentality of the new generations that constitute their team, whilst maintaining relationships characterised by formality and professionalism. Finally, EC3 identified the challenges of fostering perseverance and positive predisposition among team members, as well as cultivating a conducive working environment that fosters loyalty.

In addition, communication partners have been identified as a factor that presents challenges to the development of the demands of professional practice. This is evidenced by assertive and professional communication, as mentioned by ED1, ED3 and EC2. Additionally, EC2 highlights the importance of self-training and the cultivation of a habit of reading and research, which can result in a deficiency in communication skills (EC3). For ED2, the challenge for his team is adaptability to new tools. According to EC1, his collaborators encounter difficulties in generating content ideas and graphic design.

Digital transformation introduces novel challenges for leaders and communication management collaborators. The provision of training to the team on current issues related to digital transformation and developments in communication management has the potential to yield significant results, enhancing the performance of communicators and, consequently, contributing to the development of the organisation. It is evident that all interviewees are cognizant of the constant training staff undergo, with ED1 noting at least one training cycle annually, ED2 conducting training every three months, ED2 every two months, EC1 and EC2 training on a monthly basis, and EC3 training every five months.

In conclusion, when asked to offer recommendations for future communication management professionals seeking to distinguish themselves in an environment of constant digital transformation, all respondents emphasised the significance of ongoing training. The responses of all interviewees highlighted the paramount importance of ongoing training and development as a means of distinguishing oneself in this highly competitive and saturated professional domain. In addition to this fundamental recommendation, several other suggestions were put forward. ED1, for example, proposed that communicators should acquire more knowledge, open up their respective, get out of their comfort zone and take opportunities because they are experience. ED2 emphasised the indispensability of resilience and the habit of reading for achieving distinction. Furthermore, ED3 emphasised the necessity of identifying the area of specialisation prior to pursuing a master's degree. EC1 emphasises the significance of organisational psychology and the necessity of understanding the domain and the team with which they are engaged. In-depth research is a prerequisite for EC2. The recommendation of EC3 is to have self-management and to seek experience in order to create a multi-skilled profile.

4. Conclusions

The digital transformation has led to a shift in the role of the organisational communicator. Among the findings obtained, it has been determined that the impact of technologies has been positive, resulting in the development of new competencies and skills necessary for efficiency in their projects. The competencies that have been identified as being of particular significance include knowledge, mastery and management of digital channels, analysis and management of data and information, and proficiency

in digital tools such as artificial intelligence. Additionally, adaptability or resilience, and the ability to speak in public, are noteworthy skills. These competencies suggest that the role of the communicator is evolving towards greater versatility and multitasking abilities, as they are at risk of being replaced by AI in the near future or at least experiencing a significant reduction in tasks.

Regarding the digital tools and platforms, the most in demand are those related to strategic relationships, audiovisual content and social media. The most frequently cited tools by interviewees are Adobe packages, Canva Pro, Chat GPT, and Meta Business. The selection of these tools is primarily driven by cost-effectiveness and the potential return on investment, along with considerations of privacy and security, functionality, and reputation.

Concerning the challenges and future projections, there is a consensus that the role of the communicator will invariably continue to evolve. Among the competencies that are projected to become more significant in the next five years, the mastery of digital tools and artificial intelligence, and the interpretation and analysis of data, are particularly salient. These competencies contribute to the development of a versatile profile. The challenges that arise in the relationship between leaders and collaborators in communication management are assertive communication, professionalism and recognition of the strengths and weaknesses of the team. To improve the relationships and knowledge of managers, the organisation provides training on current topics related to digital transformation and what is new in communication management. In order to excel in a competitive and saturated market, interviewees recommend constant training, resilience and self-management.

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