Communication plan based on information and communication technologies for Peruvian university organizational culture

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Abstract: The research proposes a communication plan based on ICT for Peruvian university organizational culture, employing a basic methodology with an interpretative paradigm, qualitative approach, and phenomenological and hermeneutic design. Ten experts and twenty university representatives served as informants, alongside various management documents and other audiovisual and advertising sources. Techniques for gathering information included semi-structured interviews, document analysis, and discourse analysis. Results indicated that while the university possesses digital tools, platforms, and channels, the daily information released is repetitive, lacking image management and a digital strategy for stakeholder interaction. This highlights the need for a communication plan focused on active listening, closeness, and interaction to minimize uncertainty and build the brand, selecting the necessary technological tools and digital platforms for effective communication and strengthening organizational culture. Ultimately, it concludes that integrating tangential aspects can propose a communication plan that offers a valuable contribution in the corporate field, helping to define the university's significance in disseminating institutional strategic values as part of its organizational culture, positively impacting its market position and solidifying its educational quality, thus creating a replicable experience.

Keywords: Communication plan, Digital strategies, Information and communication technologies, Organizational culture.

1. Introduction

Organizational culture within a communication management system is fundamental as it significantly impacts the achievement of business objectives and purposes, stemming from the identification of internal and external audiences with the institution's beliefs and values [1]. Therefore, for human talent to be productive, it is essential to create spaces where collaborators can share their thoughts and participate in decision-making, allowing stakeholders—various audiences linked both internally and externally to the organization—to feel a sense of belonging and empowerment, fostering exchange and establishing trust and transparency [2]. Organizational culture encompasses a complex whole of elements, actors, and processes, but above all, it provides evidence that institutions aiming for it have satisfied and committed audiences.

In this regard, the way information is shared and relationships with collaborators have transformed with the digitalization of media; many universities—as organizations—have begun to incorporate communication strategies linked to the use of new technologies as means of dissemination. When managed by communicators with digital competencies, these technologies enhance the transmission of organizational values, norms, and culture [3]. According to the Educational Trends Information System in Latin America (SITEAL) of the United Nations Educational, Scientific and Cultural Organization (UNESCO), Information and Communication Technologies (ICT) are used limitedly as a software package installed in schools and are considered a main axis in Latin America [4].

Connecting the two variables—organizational culture and ICT—into a communication plan is both logical and challenging today. It involves responding with a guiding product—the communication plan—tailored to a university's market demands, institutional needs, and changing communication practices, implementing the most suitable actions to connect with diverse audiences, including young people who are adept at new ICTs, as highlighted by Cisternas-Osorio, et al. [5]. Moreover, it recognizes the importance of effectively using ICT in corporate communication, overcoming or navigating digital gaps, and reducing them within the educational community, acknowledging these gaps as obstacles and urging institutions to train all members in the use of technological tools [6].

This work thus explores the relationship between ICT and organizational culture, focusing on universities, and integrates them to propose a communication plan that leverages the benefits of ICT for university organizational culture. The research intersects communication processes and structures with new or emerging technologies. Additionally, it aligns with Sustainable Development Goal (SDG) 9: Industry, Innovation, and Infrastructure. The proposal is directed toward a specific higher education institution in Peru, but the research experience and its contributions are replicable beyond this context.

Organizational or corporate culture refers to the customs, principles, goals, missions, procedures, and policies that employees acquire within an organization. It is difficult to change because it encompasses all the learnings and ways of thinking of a group of people (Schein cited by Tulokas, et al. [7]. Reinoso Lastra, et al. [8] explain that culture can be inferred from what employees say, do, and think; understanding it is crucial to identify and redirect people's behaviors and attitudes toward organizational objectives. Organizational culture is, in principle, a complex phenomenon with multiple elements, first manifested through the organization's internal audiences, and second, it is addressed by the organization's leaders for its benefit.

The complexity of organizational culture is highlighted by its division into four strata. The first includes artifacts, which encompass the institution's physical space, technology, products, and services offered. The second stratum consists of behavioral norms, including the organization's processes and regulations. The third encompasses the principles and beliefs, philosophies, and strategies that support the institution. Finally, the fourth stratum of basic assumptions groups perceptions, beliefs, and feelings that reveal how members of an organization feel, think, and act (Schein cited by Garcia-Samper, et al. [9].

According to Chiavenato, organizational culture can be classified into four types: a) the coercive authoritarian system, characterized by managers who do not build trust with their subordinates and reject their involvement in decision-making; b) the benevolent authoritarian system, where managers give orders but allow some flexibility for employees to participate with their comments; c) the consultative system, which involves setting goals discussed with employees, who are even authorized to make decisions about their tasks; and finally, d) the participative system, distinguished by trust between managers and employees, who can make more significant decisions (Chiavenato, cited by Rivera Porras, et al. [10].

Among the most tangential supports for organizational culture is organizational, corporate, or business communication. As a discipline within the social sciences, it focuses on diagnosing the institution to improve relationships with stakeholders, knowing that one of the objectives of communication is to transmit messages effectively and, at the corporate level, to enhance the satisfaction of teamwork [11]. A good level of organizational communication improves productivity in companies and increases employees' sense of commitment and belonging.

The communication developed within and for the organization is a transversal issue affecting all processes and collaborators. Corporate communication, as a multidisciplinary effort, involves many professionals in planning and developing messages that communicators then disseminate through the most suitable media. This can be one of the greatest strengths or weaknesses of an institution; therefore, it is essential to work on the best strategies (Serna cited by Rodriguez and Bautista [1]). Despite the wealth of information available to organizational leaders regarding this importance, organizations still face challenges with both internal and external communication.

Internal communication, for example, occurs within the company's premises and fundamentally contributes to building identity within an institution, based on the mission, vision, and values that foster a cultural environment where employees align their goals with those of the organization [12]. For this reason, Sanders, et al. [13] mention a need for managers to manage channels for transmitting information to their employees, ensuring they feel valued and heard. However, within this communication and organizational culture, a company's corporate image needs strength, and transmitted messages must be uniform and clear; thus, the institution must work on the image it projects to its audience [14].

Considering the necessity of relationships with stakeholders, a communication plan is developed—a document that defines how to manage communication both within and outside the company. This plan should consider the phases of research, planning, implementation, evaluation, and measurement, as noted by Aced, et al. [15]. In this regard, Armando [16] explains that this roadmap groups objectives, strategies, and communication actions that help generate trust among different audiences through messages that are perceived as reliable and credible sources. Communication plans within organizations—ever more valued—have progressively become necessary, evolving from merely operational to genuine management documents.

As part of the communication plan's structure, Jordá [17] proposes that the first element be an introduction describing the plan's objectives and justification. The second step is a diagnosis that analyzes the organization from its organizational chart to its ongoing communication actions, also identifying internal and external stakeholder groups. The third step involves a SWOT analysis (strengths, weaknesses, opportunities, threats). The fourth step is the design of the action plan, where general and specific actions will be organized by stakeholder groups, developing the corporate visual identity plan and communication actions. Finally, the fifth point, called control and monitoring of the plan, serves as a mechanism to ensure everything is executed correctly to achieve the desired results.

It is no novelty that Information and Communication Technologies (ICT) are deeply integrated into both small and large human tasks, domestic and work-related, in daily life and the world of trades. Given their current transformative power, compared to conventional or analog production dynamics in the contemporary world, ICT has been widely discussed [18]. Part of this discussion points to the challenges and issues that ICT currently poses to human societies. In this regard, Escobar and Mira [19] have established how the world is experiencing a transformation in terms of access to information and the use of digital tools; in phases of acquiring, understanding, and generating information, which supports the digital transformation the world is now undergoing.

What happens with technological and digital tools in their connection with organizational communication is understood within the frameworks that focus on ICT, such as Actor-Network Theory (ANT), which underscores the importance of technology in understanding the world, recognizing that humans do not act alone and that there are actants influencing their connections with others and with the environment. From the perspective of ANT, a general view is provided of how there is a connection between human beings and non-human entities, considering technologies as an essential element in this era for transmitting messages directed at a group of people interested in receiving information in real-time [20].

One field affected by ICT and digitality is communications in general, and organizational communication specifically. In this sense, it must be recognized that the digital strategy within the communication plan serves to guide actions and achieve business objectives, which through the use of digital technology will improve interaction with the audience and build the brand. Among the main components of the strategy are the selection of appropriate technology, content development, social media marketing, competitive analysis, and the capacity to adapt [21]. The elements of a digital strategy may vary according to the needs and objectives of the company, but there are fundamental steps, such as establishing SMART objectives, conducting market research, analyzing the competition, performing a SWOT analysis, defining channels, and creating an action plan [22].

For the digital strategy of a communication plan to work within the framework of organizational culture, the use of technological tools must be considered, which according to Suárez, et al. [23] enable interactive mediation of communication and information; as well as establishing relationships between employees and leaders and improving communication with clients. Digital platforms provide benefits to organizations, according to García [24] because they are infrastructures that allow for online interaction, connecting different users in these times, which has already turned them into entities that connect individuals and organizations with a common purpose; among the most used by companies are closed collaborative platforms [25]. In this sense, using digital platforms with their respective ICT for organizations has become something that is now completely normal and recurrent.

Now, as Pasquel, et al. [26] explain, ICT should be considered part of the organizations' strategy, as they will fundamentally contribute to decision-making. Therefore, this research studied this phenomenon at the university level, as some conflicts were perceived regarding communication management, possibly generated by the interferences (noise) existing in the channel or by the underutilization of the most appropriate digital tools to disseminate the organization's messages to stakeholders. Thus, it became necessary to work with a communication plan that would identify which channels within their communication processes allowed for the optimal sending and receiving of information, to be used properly and ensure the participation of all stakeholders in a new comprehensive proposal.

Other studies have explored the topic. Some have examined organizational culture as highly valued at the business level; however, it is limited in universities and have provided specific diagnoses of certain cases [27, 28]. Some focus on establishing links between organizational culture and teaching performance [29]. Most have approached the topic from descriptive and explanatory perspectives, addressing the importance of developing a corporate university culture as a trend in higher education institutions, for which the foundation of values would rely on the digital competencies of their members [3, 30]. Very little has been addressed regarding university organizational culture at the proposal level, and perhaps providing roadmaps that certainly cannot overlook considering the technological and digital resources of the time [17]. This last point highlights a gap that needs further exploration; a void that we aspire to begin to fill.

2. Methodology

In its generic typology, due to its purpose, this is basic research, as it allowed for the acquisition of new knowledge about observable phenomena, without considering direct practice in the social environment in the short term [31]. It falls under the interpretive paradigm, which has a long history in the social sciences and, as a model, assumes an open system of beliefs, convictions, and ways of understanding reality, the subject-object relationship, and the logic in its procedures for generating scientific knowledge [32]. The approach, accordingly, is qualitative, striving to understand the behavior of social actors by interpreting their ways of life and their common sense in real situations, assuming that the findings must be contextualized, not universalized [33]. In general, the design was non-experimental and cross-sectional: neither were the variables manipulated (they were only observed in their natural environment), nor was it conducted at a single point in time [34]. Specifically, the design was phenomenological, as it focused on the experiences of informant participants, "taking into account the perceptions of the subjects, based on their lived experiences and not constructed by knowledge and theories, leaving personal prejudices in 'epoche'" [35] and hermeneutic, where observation and interpretation of phenomena are inseparable, calling for the first to be systematic using defined techniques to guarantee the second [36].

Several units of analysis were identified as informant participants: 1) internal audiences of the university (authorities, faculty, and students), 2) management documents and other university sources, and 3) experts in the field. The populations were considered non-finite. For the three populations, non-probabilistic sampling was conducted for convenience, due to the proximity of the subjects and objects of analysis [37] and accidentally, as they were selected in any way, primarily for convenience [38].

Differentiated inclusion criteria were established. For the first participants: a) to represent one of the four faculties of the university from their position; b) authorities and faculty to have three years of affiliation with the institution, and students two years in that status; and c) to voluntarily agree to collaborate with the study. For management documents and other sources: a) to be public, available on the transparency web portal or other websites or social media; and b) to be complete documents. For the experts: a) to demonstrate expertise in internal communication; b) to have ten years of experience in the field; and c) to hold at least a master's degree.

The exclusion criteria for university audiences were: a) to have a license, permission, or similar at the time of the research; b) to have received an academic, administrative, legal, or criminal sanction within a year of the research. For management documents and other sources: a) to be non-original but reproduced (from higher instances in the case of management documents or from other websites or social media in the second case). For the experts: a) to be an author or co-author of similar research at the time of the study; and b) to have a potential conflict of interest with the analyzed university. The sample consisted of 20 representatives from the internal university audience, two management documents, and 10 experts in the field. Access to the data provided and its analysis took place between October 26 and December 12, 2024.

To access data from the university's internal audiences and the experts in the field, the interview technique was employed, which allowed for perceiving the perspectives of the participants expressed through their own words and emotions [39]. The type of interview, semi-structured, offers the flexibility to adapt questions during its execution, allowing – if necessary – for them to be reformulated to obtain better information [40]. As an instrument, an interview form was used, a tool presented in a document that operationalizes the collection of information and that – editable only by the researcher – can be applied either manually or digitally [41].

The first interview form consisted of ten questions directed at authorities, faculty, and students, aimed at understanding the structure for developing the communication plan and identifying the types of ICT used for this purpose. The second interview form was directed at specialists, with twelve questions aimed at achieving the objective of creating a situational diagnosis that would allow for the establishment of the communication difficulties of the university.

To access data from the university's management documents, the technique of document analysis was applied, "through which the most relevant information aspects are extracted from a document, to be organized, classified, and analyzed from the perspective of what the researcher seeks" [41]. The documentary record form was used as an instrument, which although "can be an instrument aligned with the observation technique, it is necessary to indicate that analysis is a cognitive observation process by the researcher" [41]. To access information from audiovisual and advertising sources, the discourse analysis technique was considered, a more comprehensive version of content analysis, with its analysis form as the instrument [37]. Both techniques were also directed to complementarily cover the objective of creating the situational diagnosis.

The methodological trajectory followed is taken from Arispe, et al. [42] who considers three phases: a) Exploratory, based on the document review, the foundation of specialized theoretical review was organized, a sort of base study. b) Descriptive, which was first adjusted based on the review of scientific and empirical sources from the first phase, and instruments were constructed that allowed for obtaining information about organizational culture and the communication plan; and second, it was complemented with the interviews, for which the internal audiences and experts were explained the purpose of the study, and the audios were recorded with prior authorization; then, for data processing, a code was assigned to each interviewee to safeguard their identities. c) Structural, which served to organize the previous results from phases 1 and 2, interpret them, and discuss them, triangulating data from different sources. This led to the final conclusions.

The study meets the scientific rigor criteria of any qualitative research that is esteemed and taken from Hernandez-Sampieri and Mendoza Torres [34]: a) Logical consistency: regarding the rigor in its procedure, projecting to the delivery of results, their discussion, and conclusions based on the responses

of the informant subjects and the data extracted from documentary and audiovisual sources. b) Credibility: there is transparency in interpreting the responses provided by informants, as their own lived experiences make them acceptable and credible, while respecting the essence of data from other sources; c) Confirmability: what was obtained was processed through reflective analysis, and contributing to the necessary triangulation in qualitative studies, it was contrasted internally among various primary sources and externally with theoretical perspectives and sources to reach an interpretation; and to ensure that future research can rely confidently on this study, all records and foundational documentation are kept; and d) Transferability: the theoretical foundations and methodological contributions can be -with criticality- perfectly applied to other initiatives seeking to address topics directly or indirectly related to communication plans based on ICT to strengthen the university's organizational culture.

Expanding on Espinoza [43] not manipulating the meaning of the information obtained, respecting the originality of the study, and being diligent with the authorship of sources, the ethical aspects considered three principles of scientific integrity: 1) principle of autonomy, whereby researchers requested free and explicit consent from adults who collaborated in the research, after providing complete information about the purpose, duration, benefits, etc.; 2) principle of confidentiality, to weigh the intellectual property rights of other researchers, avoiding total or partial plagiarism, the information was safeguarded under the custody of the researchers, diligently protecting the identification of participant data; and finally, 3) principle of veracity, as originality and honesty in the final products of the research were encouraged, as stipulated in the Research Ethics Code of César Vallejo University [44].

3. Results

In this study, three fundamental points have been analyzed for the proposal of a communication plan: situational diagnosis, digital strategies, and information and communication technologies.

3.1. Situational Diagnosis

Experts in corporate communication indicated that it is essential to follow a structure to build a good communication plan, highlighting elements such as: diagnosis, the formulation of objectives, segmentation, and mapping of audiences. One specialist mentioned that the plan must be coherent with the institution's marketing, positioning, or branding; in addition to being adapted according to the projections made: "The plan must be a living document where it is measured whether the tactic works, and if it doesn't, it is improved or enhanced."

Additionally, from the analysis conducted after interviews with informants, it was possible to identify the types of content published on institutional platforms, highlighting historical reviews of the university, manuals, mission, vision, values, among other important data. Meanwhile, in the discourse analysis of the social media of the branch in Chiclayo, some elements of image and video stood out; among them, the consistency and authenticity in the copy, informative, close, and emotional communication tones, and within frequent publications, photos, videos, and testimonials from interest groups; however, they have few reactions and interactions.
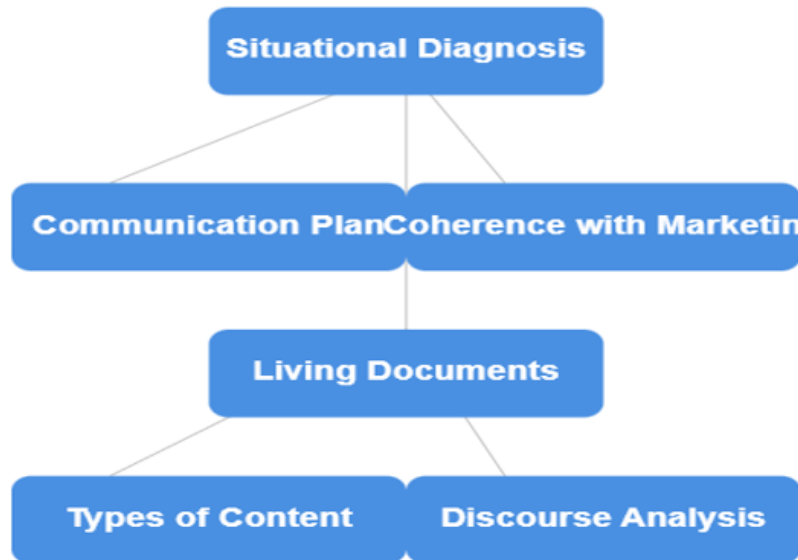
Figure 1.
Typification of content aligned with university communication channels.
Note: The figure shows the results of interviews with experts. Prepared by the researchers (December 2024).

With discourse analysis, it was gathered that the university's website presents a brief description of its history, mission, and vision, and the transparency portal publishes the institutional strategic plan, which provides information on its context analysis, principles, value proposition, and institutional policies. Communicators recommend determining organizational cultural elements to connect with all members, because having coherence between the mission and vision provides a significant advantage over competitors and a strong transformational leadership impact.

However, on the branch's website, national-level news is presented, not segmented to the local reality; also, not all of the institution's authorities are shown, which is a disadvantage because the public does not recognize its leaders. On the other hand, due to a lack of knowledge in the use of tools, some collaborators pointed out that the existing documents and manuals are insufficient or too complex. "The manuals are complex or too technical, I don't understand the terms and I have to turn to my boss for consultations," one said.

Figure 2.
Situational diagnosis of the communication difficulties at the university.
Note: The figure shows the results of the analysis conducted on the social network and institutional platform. Prepared by the researchers (December, 2024).

3.2. Digital Strategies

The corporate specialists interviewed recommend conducting a competitive analysis and a comprehensive market study, including a SWOT analysis, and analyzing the channels visited by stakeholder groups before establishing an action plan. In the interviews, one expert emphasized the importance of conducting a good preliminary diagnosis before implementing the digital strategy, and for this purpose, considering the basic elements: "A competitive analysis should be conducted, including benchmarking, to understand similar experiences that have achieved good results." Similarly, while internal communication plays a fundamental role in building identity within an institution, it is based on the mission, vision, and values that foster a cultural environment where employees align their goals with those of the organization.
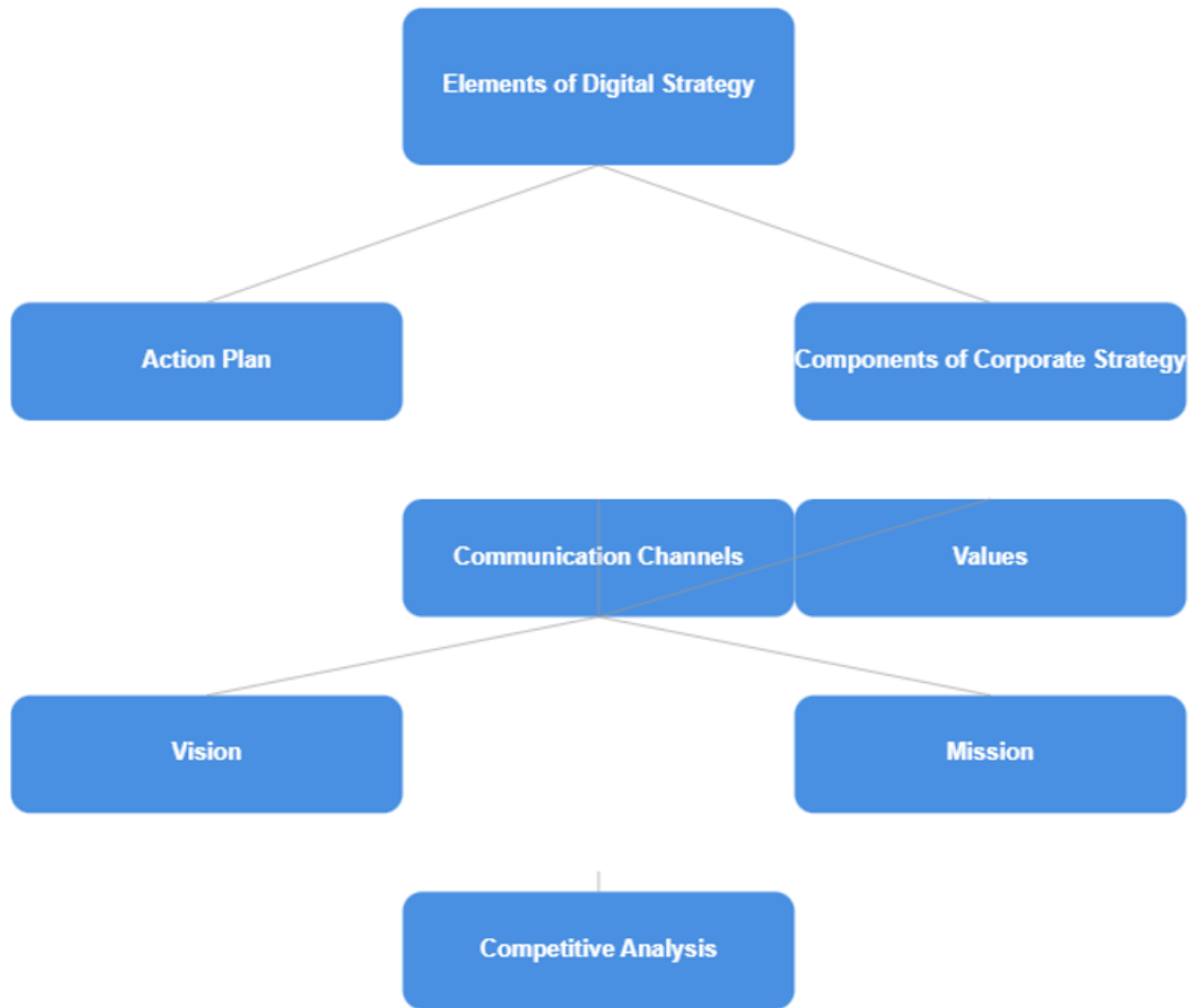
Figure 3.
Design of digital strategies for promoting actions to strengthen university organizational culture.
Note: The figure shows the elements and components that should be included in the digital strategy. Prepared by the researchers (December, 2024).

3.3. Analysis of Information and Communication Technologies

Regarding the channels, corporate experts divide them into two types: formal (email, digital newsletters, intranet portals) and informal (WhatsApp, Facebook, Instagram, among others). "The unbeatable WhatsApp is number one and leads communication in creating channels, it has a huge impact among young people," valued one expert. On the other hand, results from interviews with informants revealed that the most commonly used platforms and social networks are used to receive information on regulations, training, and curricular experiences. Similarly, emails and campus portals are used for academic or institutional matters.

One of the corporate communicators points out that technological tools help spread the organization's messages to ensure the participation of all stakeholders. He stated: "Tools like Viva Engage (Microsoft 365), WordPress, and Yammer, which are corporate social networks similar to Facebook, allow interaction among workers from different areas. They include communication tools like Google Drive, private chats, service synchronization, and promote teamwork with the aim of

encouraging collaborative work." Experts highlight the usefulness of platforms; however, they warn that not everyone is trained for optimal use; it is necessary to learn how to make the most of them.
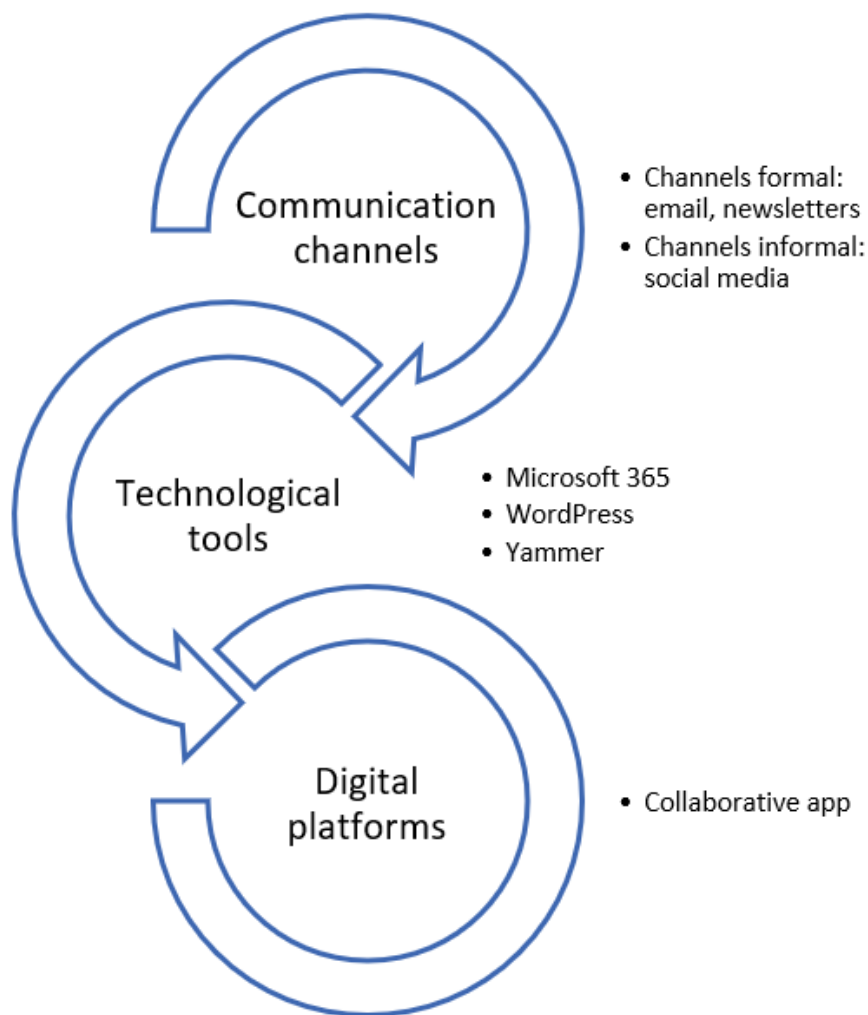

Figure 4.
Analysis of information and communication technologies for promoting communication channels at the university
Note: The figure shows the relevant ICTs to improve communication with stakeholder groups.
Prepared by the researchers (December, 2024).

3.4. Communication Plan Based on Information and Communication Technologies
3.4.1. Structure of the Communication Plan

The communication plan is a document that allows for continuous evaluation of progress in the implementation of actions in changing environments, to then implement areas for improvement. Thus, a communication plan structure is proposed with key elements such as the situational diagnosis, SMART objectives including communication objectives, mapping of stakeholders (internal and external) with data on their behavior, preferences, information consumption schedules, etc., designing the strategy with its respective communication channels, tactics, timeline, budget, and measurement indicators.

On the other hand, knowing that image and video elements strengthen visual communication and contribute to building the identity of the entire organization by providing solidity and brand

recognition, it is essential to manage the content presented through social media and include the corporate manual. It is also important to decide on the tone of communication to be used in the copy of publications, which must align with what the company wants to communicate to its community. For this, content typification exists, such as being inspiring, relevant, and regular in content.

Lastly, it is essential because it sets the guidelines that guide the organization. These strategic components include mission, vision, values, objectives, principles, etc., essential information that is typically published and visible to all stakeholders on the transparency portal of the institution's digital platforms. It is accompanied by images, photographs, and institutional videos showing academic progress, as well as allowing sharing on social media and inviting interaction through WhatsApp with questions.

| Situational diagnosis |
| SMART-objectives |
| Audience mapping |
| Strategy desing |
| Tactis |
| Timeline |
| Budget |
| Indicators |

Figure 5.
Elements for structuring a university communication plan.
Note: The figure shows the elements that allow the structuring of a communication plan. Prepared by the researchers (December, 2024).

3.5. Digital Strategy for the Development of a Communication Plan

The digital strategy brings together a series of actions that, when integrated into the organization's objectives solidly, favor the attraction and connection with the audiences. In this sense, the interviewed experts highlight key elements such as SMART objectives, understanding the buyer persona (ideal customer) to tailor the message according to their interests or motivations. Additionally, the use of digital platforms, competitor analysis, and benchmarking are determined, as well as the results obtained from their application, along with defining channels and preparing an action plan; of course, including indicators that facilitate the measurement of progress and the results of what has been planned.

Regarding the digital strategy, corporate communicators suggest that its components enable a deep understanding of the market. As part of this, technology should be selected, along with the social media marketing component that supports dynamic outreach, considering real-time information. Digital media is precisely the tool to connect virtual communities, as long as appropriate content is appealed to and information is selected for each audience. On the other hand, competitive analysis and adaptability are fundamental in a strategy that must be flexible, adjusting to the digital world.

4. Discussion

Firstly, the results align with what Jordá [17] mentioned regarding the diagnosis, which seeks to emphasize satisfaction through the effective transmission of messages. As Perez and Gongora [11] state, a defined structure with elements is necessary to build a good communication plan. However,

having specific actions proposed in plans is not enough if they are often wasted due to lack of knowledge in using tools, as explained in Barquero, et al. [3] research.

Moreover, discourse analysis has determined which elements are most visible to stakeholders. Social networks, for example, are preferred because they allow users to interact [45]. Companies seek the right platforms to connect with employees and audiences [25]. A study conducted in Spanish universities focused on using social networks that respond to organizational interests and objectives, which leads to greater acceptance and response [17].

Regarding the digital strategy, it significantly contributes to strengthening organizational culture, but the strategy must be close, allow interaction, and encourage active listening, in addition to selecting the communication channels [12]. In this way, the digital strategy within the communication plan serves to guide actions aimed at achieving business objectives; likewise, through the use of digital technology, it will improve interaction with the audience and build the brand, as noted by Chen [46]. Thus, it is understood that in communication theory, human communication plays a role, allowing the organization to be defined as a group with similar characteristics and interests [47].

Similarly, among the main components of the strategy are: selection of appropriate technology, content development, social media marketing, competitive analysis, and adaptability [21]. For Claro, et al. [12] internal communication plays a crucial role in building identity within an institution, based on the mission, vision, and values that create a cultural environment where employees align their goals with those of the organization. Communicators, in agreement with the study developed by Le, et al. [30] recommend determining organizational cultural elements to connect with all members because coherence between mission and vision provides a significant advantage over competitors and solid transformational leadership impact.

In line with what has been expressed, Cisternas-Osorio, et al. [5] explains that appropriate actions should be taken to connect with various audiences, knowing that immediacy is highly valued, especially by the younger people who form communities. Therefore, the research suggests, in line with the study by Quirós [48] to select the appropriate communication channels supported by technological tools to foster relationships among collaborators. Suárez, et al. [23] point out that these technological tools mediate communication and are educational.

On the other hand, digital platforms are entities that connect the different actors of an organization; they are often collaborative Canals and Hülskamp [25]. Cisternas-Osorio, et al. [5] highlight that platforms gather communities for transmitting information in audiovisual formats; among the most known are social networks, used by universities to keep audiences informed and perform actions that improve the management of internal activities.

Finally, as Quirós [48] mentions, organizational structures are complex and vary due to the established objectives and communication methods. However, there are elements that serve as guidelines for planning development. Moreover, the use of ICT is fundamental; it is essential to train stakeholders to overcome the digital divide and leverage them, preventing them from becoming obstacles to communication [6].

5. Conclusions

According to the results obtained, it stands out that the university has implemented a series of ICTs; however, conflicts exist regarding communication management. The biggest difficulty lies in the repetitive nature of its publications on both formal and informal channels, making the information late and of little impact. On the other hand, attention is not given to image and video elements and components of the corporate strategy, which are vital in building identity within and outside the institution. Regarding the design of digital strategies, it aims to integrate the use of social media and necessary communication channels to strengthen the university's organizational culture. The strategy focuses on active listening, closeness, and interaction, which will help minimize uncertainty and build the brand by integrating the corporate strategy components that reinforce the mission, vision, values, institutional purposes, and content offered to stakeholders. The inclusion of these aspects in the modern

and supported proposal for a communication plan at the university constitutes – in the corporate field – a valuable contribution because it internally defines its significance to spread the strategic aspects of the institution as part of its organizational culture; this has a positive cascading effect, boosting its market position and cementing educational quality.

The research experience – both in its processes and final product – is perfectly replicable, adapting it in any case for other universities and similar institutions.

The research also recognizes its limitations. As the study is focused on a single element of analysis, a single university, the findings cannot and should not be generalized, especially considering that the methodological perspective used was qualitative. Despite the rigor applied as required by qualitative methodology, since the object of study – the university – is a complex construct as a social organization, varied in its typologies and cases, it would be beneficial to conduct studies involving more elements as units of analysis (i.e., number of educational institutions) and complementary methodologies, with their own techniques and instruments for more subjects and objects of study, enriching the findings for better inferences. This initial research serves as a starting point for many others that will address the gaps recognized here: corporate communication researchers and related topics now have the baton in their hands.

Transparency:
The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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