




Transformación digital en la hacienda La Ciénega: mejores prácticas en gerencia de proyectos

*Digital transformation at hacienda La Ciénega: best practices in project
management*

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Palabras claves:

Transformación digital, Gerencia de proyectos, Eficiencia, Comunicación, Toma de decisiones.

Resumen

Introducción: El artículo científico aborda la transformación digital dentro de la gerencia, como herramienta para fomentar el desarrollo de la hacienda La Ciénega, en especial en la trascendencia de las alianzas internacionales para aprovechar el crecimiento de las ventas en el servicio que ofrece la empresa. Las tecnologías digitales pueden contribuir a la mejora de la productividad, mediante un planteamiento centrado con los colaboradores de la empresa de tal manera que se promueva la eficiencia empresarial en cada uno de los procesos. A través de la experiencia real vivida que fue la pandemia del Covid-19, permitió descubrir la importancia que tiene la transformación digital dentro del ámbito laboral ya que dicha vivencia enseñó las diferentes maneras de comunicación con la transformación digital de los distintos países. La hacienda la Ciénega ha entrado en una crisis económica desde el coronavirus con un potencial de crecimiento limitado y pocas visitas de clientes. La transformación digital, ya sea una empresa, un proveedor de servicios debe responder a las necesidades cambiantes de sus clientes o a las tendencias del mercado, para obtener clientes satisfechos en el servicio que ofrece la hacienda la Ciénega, así mismo debe reconstruir las dinámicas de las organizaciones y poder adaptarse a las necesidades del presente y del futuro.

Objetivo: Bajo las consideraciones antes descritas el objetivo de la presente investigación es diseñar una metodología de transformación digital aplicable a la Hacienda La Ciénega que promueva la eficiencia empresarial en cada uno de los procesos.

Metodología: La investigación fue no experimental y se recopilaron y analizaron datos numéricos y estadísticos, así como información no numérica.

Resultados: Los resultados evidencian el 35.8% de los encuestados afirman que la transformación digital se aplica en toda la organización y de forma integrada, mientras que el 64.2% indica que, si bien hay aplicación, esta se limita a algunas áreas o departamentos.

Conclusiones: En conclusión, la transformación digital ha dejado claro que es más que una simple adopción de tecnología; es un cambio fundamental en la forma en que las organizaciones operan y entregan un valor considerable en mejorar la experiencia de sus clientes.

Área de estudio general:

Administración de empresa. **Área de estudio específica:**
Dirección y gestión de proyectos

Keywords:

Digital
transformation,
Project
management,
Efficiency,
Communication,
Decision making

Abstract

Introduction: The scientific article addresses the digital transformation within management, as a tool to promote the development of the La Ciénega farm, especially in the importance of international alliances to take advantage of the growth in sales in the service offered by the company. Digital technologies can contribute to improving productivity, through a focused approach with the company's collaborators in such a way that business efficiency is promoted in each of the processes. Through the real experience that was the Covid-19 pandemic, it allowed us to discover the importance of digital transformation within the workplace since this experience taught the different ways of communication with the digital transformation of different countries. Hacienda la Ciénega has entered an economic crisis since the coronavirus with limited growth potential and few customer visits. Digital transformation, whether a company or a service provider, must respond to the changing needs of its clients or market trends, to obtain satisfied clients in the service offered by Hacienda la Ciénega, and must also reconstruct the dynamics of the organizations and being able to adapt to the needs of the present and the future. **Objective:** Under the considerations described above, the objective of this research is to design a digital transformation methodology applicable to Hacienda La Ciénega that promotes business efficiency in each of the processes. **Methodology:** The research was non-experimental and numerical and statistical data, as well as non-numerical information, were collected and analyzed. **Results:** The results show that 35.8% of those surveyed affirm that digital transformation is applied throughout the organization and in an integrated manner, while 64.2% indicate that, although there is application, it is limited to some areas or departments. **Conclusions:** In conclusion, digital transformation has made it clear that it is more than a simple adoption of technology; It is a fundamental change in the way organizations operate and deliver considerable value in improving the experience of their customers. **General study area:** Business Administration. **Specific study area:** Project direction and management

Introduction

Digital transformation has become a key catalyst for innovation and development in various economic and social sectors around the world. In the business field, this technological revolution involves the adoption of digital tools and the reconfiguration of processes to improve efficiency, competitiveness and the ability to adapt to changes in the environment. In this context, Hacienda La Ciénega, an emblematic historical and tourist landmark in Ecuador, faces the challenge of taking advantage of the opportunities offered by digital transformation to enhance its management and promote sustainable and quality tourism.

This article focuses on exploring best practices in project management applied to digital transformation at Hacienda La Ciénega. This hacienda, with its historical legacy, natural beauty and diversified tourist offer, constitutes a favorable setting for the implementation of innovative strategies that improve the visitor experience, optimize internal management and contribute to local economic development.

The main objective of this study is to analyze how the application of project management methodologies and techniques can facilitate and enhance the digital transformation at Hacienda La Ciénega, allowing for more efficient resource management, greater adaptability to market demands and a significant improvement in customer experience.

Throughout the article, case studies, previous research and practical experiences related to the implementation of digital transformation projects in the tourism sector and in similar heritage environments will be examined. In addition, the main challenges and opportunities faced by Hacienda La Ciénega in its digitalization process will be identified, as well as the most effective strategies to overcome them and capitalize on the potential of technology for the benefit of management and visitor experience.

Ultimately, this article is expected to contribute to enriching knowledge on the application of project management in the context of digital transformation in the tourism and heritage sector, providing practical insights and useful recommendations for Hacienda La Ciénega and other similar organizations seeking to take advantage of the competitive advantages offered by the digital revolution. In this context, the research study aims to answer the following research question: What is the impact of the implementation of digital transformation practices at Hacienda La Ciénega in terms of efficiency, transparency and collaboration in project management?

Theoretical Foundation

Digital transformation is one of the European Union's top priorities. The European Parliament is working to establish strategies that will underpin Europe's response to technological developments and provide unique opportunities for companies and

businesses, workers and the digitalisation of public services to help Europe achieve its green transition and climate neutrality by 2050. (Metsola, 2021)

The application of knowledge, skills, tools, and techniques to project activities to meet its requirements is known as project management. Project management methodologies vary based on the application, structure, scope, organization, of a business as it has become a imperative need to stay competitive in the market. To put it another way, one can discuss the changes brought about by digital transformation such as increased efficiency in project execution, cost savings, improved team collaboration, and better communication. (Andersen, Grude, & Haug, 2006)

Understanding the importance of project management in digital transformation

The author(Katsamakos, 2022) who states that digital transformation has attracted a great deal of attention in business practice, and several research topics are summarized in recent review articles. For the purpose, digital transformation refers to the use of digital technologies to transform an enterprise by generating business value. The enterprise may go through an erratic transformation. It makes sense to believe that the change is intentional, indicating the existence of a strategy for digital transformation. The transformation strategy consists of a goal (vision), a procedure, and an outcome that may or may not align with the original goal.

The level and digital technologies of training are the two multiple elements of the digital transformation which has had a great impact in various sectors of the global economy, the most used are in the areas of accounting and finance.(Llorente, 2016)

The author(Alvarado, 2023)He mentions that in recent years, the accounting sector has faced a number of challenges, including the adoption of new technologies and the need to adapt to an increasingly complex and competitive business environment. It is important to highlight that digital transformation not only involves the adoption of new technologies, but also a cultural change in accounting and financial firms. This implies the need for constant updating of the knowledge and skills of professionals in the sector, as well as the implementation of training strategies for staff and the improvement of internal processes.

Therefore(Wallis, 2019)believes that the organization's strategies must be adjusted to the changing needs of consumers to ensure both participation in an increasingly competitive market and its longevity over time.

Case study: Hacienda La Ciénega's journey towards digital transformation

Currently, one of the main priorities for companies and entities in the Spanish market is digitalisation. As “the transformation of business based on digital technologies”, to ensure

its success, special care must be taken of employees and the cultural change of the organisation must be guided towards a digital culture that allows putting the customer at the centre. It is only possible to support employees in this process through a methodical and planned approach.(Margarit, 2023).

How to implement digital transformation in a company

The author(Latam, 2023)It is necessary to design advanced practices such as artificial intelligence, hybrid cloud and automation, but it is also necessary to promote smart work, making more accurate, faster and more realistic decisions in response to the disruptions that occur in the sector.

Digital transformation from a business perspective has many advantages, such as: Efficiency through the automation of tasks and processes, resulting in a reduction in the time and resources required. It saves time, improves efficiency in all types of processes, collects more information through data analysis, and has greater problem-solving capacity.

Key challenges in project management during digital transformation

The author(Sacolick, 2023) mentions that ITransformation efforts toward a core competency is an important business objective that requires strong commitment from senior management, partners, leaders, and employees to improve a digital operating model and fully participate in the organization.

Directors often hold town hall meetings to announce updated business strategies, digital transformation priorities, and where critical investments are being directed.

Best practices for project management in digital transformation

The success of digital transformation initiatives depends on efficient project management as organizations strive to maintain competency and meet customer demands. The primary goal of project managers is to ensure that strategic objectives are achieved through the effective use of tools and best practices, from planning and execution to monitoring and optimization.

Successful implementation of digital transformation initiatives depends on the implementation of strategic policies and practices. It is critical to adopt project management methodologies, tools, and best practices that align with the overall digital transformation vision to ensure that the desired outcomes are achieved within the predetermined timeframe and budget. The key is to break down the company's objectives into tangible activities or projects that can be managed effectively. To ensure the success of digital initiatives, it is essential to have the right tools. Project management software

can provide a centralized platform to work together, monitor project progress, and keep track of tasks being completed.

Digital transformation consultants play an important role in creating a culture of innovation in organizations, in addition to providing technological solutions. Ultimately, the task of a digital transformation consultant is to drive change and help organizations thrive in the digital age. Organizations can learn a lot about consumer preferences, market trends, and business outcomes using data and analytics. This enables them to make informed decisions, identify opportunities for improvement, and foster innovation. Companies can also inspire creativity and learning from failure as a stepping stone to success and enable employees to take risks and learn from their mistakes. (Ruiz, 2023)

Tools and technologies for effective project management

Project management tools are not just for project managers, they are completely adaptable to meet the needs of work teams of different sizes and objectives. Additionally, they will make it easier to manage multiple projects and track their progress, without the need to manually extract data or generate constant status reports.

The leading software for agile project and portfolio management is Businessmap. It provides visibility across all projects and portfolios, connects planning, execution, and helps teams deliver faster. Also combines a variety of advanced Kanban tools, including easy-to-use and simple collaboration tools that can help your team assess the progress of your projects.

Smartsheet - These are spreadsheets to keep track of your planes, finances, and inventory. Smartsheet provides an innovative method to work together on projects and processes. It combines the ease of use of a spreadsheet with visual timeline management and effective collaborative file sharing. This makes decision making faster while recognizing the importance of data-driven insights. Another tool is Jira, a popular project and issue tracking solution that supports delegation, prioritization, and task mapping. Additionally, you can generate charts and reports with Jira, most of which are Scrum-oriented, such as Burndown charts, Burn Up charts, and Sprint Reports.

Wrike is an online project management tool that allows you to manage a variety of projects and teams that can be configured based on the type of team or organization. Because of this flexibility, teams can work together and accomplish tasks effectively from one place.

Asana is a project management software that helps teams assign tasks, set priorities, share details and deadlines. Also, it helps schedule projects, share files, monitor time, expenses and other features are possible with Asana, it is known for its ability to integrate multiple external applications, allowing you to see everything in one place.

Project Manager is a tool that offers several options for managing tasks and projects. ProjectManager also combines project planning and scheduling functions with team collaboration tools. This program creates interactive Gantt charts for planning sprints or waterfall projects. The Teamwork is an easy-to-use project management tool with a simple, intuitive user interface and invoicing features.

Zoho Projects is a project management tool that makes it easy for organizations to manage teams, projects, and tasks.

VersionOne-owned Digital.ai is a platform that helps companies engage stakeholders, track and report on a variety of projects. This software accelerates delivery and reduces time to market, from planning projects at the portfolio level to tracking and delivering work items to clients. Celoxis project management software has functionalities for scheduling, planning, accounting, timesheets, and expense tracking. And as a last tool, ClickUp is available. is a tool that makes it easy to organize tasks and projects. The software's dashboard view separated by status columns allows you to visualize the progress of each task in your workflow. (Agile, 2024)

The role of leadership in driving the success of digital transformation projects

The importance of leadership skills, both technical and interpersonal, to foster a culture of innovation, align strategic vision, and provide the resources necessary for successful digitalization and technology adoption in organizations has increased with the acceleration of digital transformation.

Leaders are crucial to fostering a culture of innovation and experimentation. Their responsibility is to create an environment where challenging old practices and experimenting with new ideas to learn from mistakes is allowed and encouraged.

Leaders who foster innovation not only foster technological advancements, but also reap the benefits of a workforce that adapts and thrives in a rapidly changing world. (Garces, 2023)

Lessons learned from Hacienda La Ciénega's project management approach

Within the Ciénega estate, the implementation of four other marketing platforms has been developed for economic development in sales and therefore the development of the company's advertising. (Republik™, 2023)

Future trends in project management for digital transformation

Increase daily sales at La Ciénega Estate, for economic development and therefore the maintenance of the estate in good condition.

Key points for the success of digital transformation projects

Technology is advancing at an accelerated pace. The market, customers and workers are becoming digital, so investing in a digital transformation for your business will offer you new business opportunities and, at the same time, prepare you for future scenarios and face the rest of the market.(Torres, 2023)

The ability to change initiates a structural and systemic exchange process to ensure that employees are involved in the process, therefore, the ability to innovate is also joined. This requires a lot of ideas, creativity and the courage to adopt a visionary approach and imagine completely new things before putting them into practice.

This transformation presents a significant challenge for staff, as they are given new responsibilities. They are the protagonists of new digital technologies and the protagonists of everyday procedures. Because companies must adapt to changing market conditions, they must engage in a continuous learning process. Employees must acquire specialized knowledge in a short period of time. To achieve this, they must have access to the appropriate techniques and tools and know how to use them.. Therefore, it is essential to understand your organization's strengths and competencies, as well as its limits and when it is a good idea to seek outside help. There is also the competence in data management.allmust constantly test itself, monitor the market and adapt to ever-increasing demands and needs. This requires the collection, analysis and interpretation of accurate data.(Kulkowski, 2023)

Methodology

The research was non-experimental as numerical and statistical data, as well as non-numerical information, were collected and analyzed.The analysis of the results is through data matrices and presentation in graphs.

The research study focused on objectively measuring variables and finding causal analogies using statistics. In addition, conceptual information was used that developed cause-and-effect relationships which helped with generalizable references and analysis. The data were observed in a natural environment and captured at a given time, without follow-up over time. This method sought to provide a complete description of the phenomenon studied in its natural environment, which would allow for a more precise understanding. In this sense, its scope was transversal and descriptive. The methods used in this study were: analytical, synthetic and statistical. This methodology collected crucial information that facilitated its organization and structuring, allowing for a more precise and clear research approach. In addition, it served as reference points for the analysis and evaluation of various aspects, connections and relationships between elements related to

the study topic. For this study, the analysis unit consisted of clients from 20 to 54 years old who visited Hacienda la Ciénega.

Study universe, sample treatment and data analysis:

To carry out the sample, the number of monthly population that visits the La Ciénega estate was taken:

Population: 172 people

Sample size: 120

Where from:

Z= 95% confidence interval with a critical value of Z=1.22

p= 50% probability of success

q= (1-p) 50% probability of failure

N= Finite population

e= acceptable sampling error of 5%

n = 365(QuestionPro, 2024)

Results

Digital transformation has a correlation between the variables detailed below in Table 1

Table 1

Correlation between the dependent and independent variables to establish the digital transformation at Hacienda La Ciénega

What is your current level of knowledge about digital transformation practices and tools?	What is your academic training?		Total
	Fourth level training	Second stage of secondary education	
High level	4	36	40
Basic level	34	0	34
Intermediate level	46	0	46

Correlation between the dependent and independent variables to establish the digital transformation at Hacienda La Ciénega

What is your current level of knowledge about digital transformation practices and tools?	What is your academic training?		
	Fourth level training	Second stage of secondary education	Total
Total	84	36	120

Note. Results obtained from the surveys.

The results of the correlation between academic instruction and the level of knowledge about digital transformation practices and tools at Hacienda La Ciénega reveal a significant association between these variables. It is highlighted that those with fourth-level education predominantly have a high level of knowledge, while participants in the second stage of secondary education show basic or no knowledge. This suggests that the educational level is closely related to the understanding of digital transformation in this specific context. Consequently, it can be concluded that a higher academic level is positively correlated with a deeper understanding of digital transformation practices and tools at the hacienda, underlining the importance of education and training in this field to maximize the impact of digitalization on the organization and obtain a company with greater relevance in sales.

Table 2

Binomial Contrast

Variable	Level	Counts	Total	Proportion	p
What is the application of digital transformation in your company?	It is applied throughout the organization and in an integrated manner.	43	120	0.358	0.002
	Yes there is, but it applies in some areas or departments.	77	120	0.642	0.002

Note. Contrasting proportions in relation to value: 0.5.

The data obtained from the binomial contrast indicate a significant distribution in the application of digital transformation in the company. It is observed that 35.8% of respondents state that digital transformation is applied throughout the organization and in an integrated manner, while 64.2% indicate that, although there is application, it is limited to some areas or departments. This contrast highlights an evident gap in the comprehensive implementation of digital transformation in the company, suggesting the need for a broader and more coordinated strategy to maximize the benefits of digitalization in all aspects of the organization.

Table 3

Frequencies for What is your position in the company?

What is your position in the company?	Frequency	Percentage	Valid Percentage	Cumulative Percentage
General manager	31	25.833	25.833	25.833
Others	36	30,000	30,000	55,833
Area supervisor	53	44.167	44.167	100,000
Absent	0	0.000		
Total	120	100,000		

Note. Results obtained through diverse distribution.

The data show a diverse distribution of positions within the company. Area Supervisor is the most common position, accounting for 44.18% of the total valid responses, followed by General Manager with 25.83%. However, 30% of respondents identified their positions as "Other", suggesting a significant variety in roles that are not directly classified as managerial or supervisory. This heterogeneity in roles within the company may indicate a complex organizational structure or a diversity of functions that do not fit into conventional categories. In conclusion, the distribution of positions in the company reveals a combination of hierarchical roles and more specific functions, highlighting the importance of understanding the diversity of tasks and responsibilities within the organization for effective management.

Descriptive statistics provide important insights into a variety of variables related to respondents' demographics and perceptions of digital transformation in their companies. This descriptive data is critical to guiding business strategies and decisions, highlighting the need for deeper, more targeted analysis to fully understand the digital landscape in each company and industry.

The results of the age group distribution show a notable concentration in the 40-49 and 50-54 age ranges, representing 36.67% and 50.83% respectively of the total valid responses. This suggests a significantly higher proportion of employees in these age ranges within the surveyed company. On the other hand, the 21-29 age group has a much lower representation, at only 12.50%. This difference in distribution may indicate a trend towards a more mature and experienced workforce within the company. However, it is important to consider how this distribution may affect the adoption and adaptation to new technologies and business practices, especially in the context of digital transformation. The age demographics within the company reflect a concentration in middle and senior ranks, highlighting the importance of talent management strategies that foster generational diversity and knowledge transfer in the context of digital transformation.

The gender distribution in the company shows a higher representation of men, at 59.17%, compared to women, who account for 40.83% of the total valid responses. This discrepancy in gender distribution suggests a gender gap in the composition of the workforce of the surveyed company. Importantly, although the majority of respondents are men, almost 41% of respondents are women, indicating a significant presence in the work environment. This gender diversity can be an asset to the company, as it brings different perspectives and approaches to business challenges. However, it also highlights the need for inclusion and gender equity policies to ensure equal opportunities and a fair and diverse work environment.

According to theThe distribution by sector/industry indicates a significant predominance of the Financial Services sector, with 65.83% of the total valid responses, followed by the Construction sector with 22.50%, and finally the Services sector with 11.67%. These results suggest that the majority of the surveyed companies belong to the Financial Services sector, which could indicate a particular concentration in this area within the labor market of the area studied. On the other hand, the presence of companies in the Construction and Services sectors reflects a diversity of industries represented in the sample. This may have important implications for understanding the dynamics of competition, regulation and trends in the specific labor market of each sector.

On the other hand, the distribution of the number of employees in the surveyed companies reveals that the majority of them (56.67%) have more than 20 employees. This suggests that the sample is mainly composed of medium to large-sized companies in terms of workforce. On the other hand, 22.50% of the companies have between 1 and 10 employees, while 20.83% have between 11 and 20 employees. This distribution reflects a diversity in the size of companies, from small businesses to larger corporations. Importantly, companies with more than 20 employees make up the majority, which could have significant implications in terms of organizational structure, work dynamics, and resources available to implement initiatives such as digital transformation.

The perception of the impact of digital transformation on different aspects within companies or sectors shows that the majority of respondents consider that it has mainly involved a technological change, with 54.17% of the total valid responses. This result suggests that digital transformation is mainly perceived as an evolution in terms of technology, which may include the adoption of new digital tools, systems and platforms. In addition, 30.83% of respondents also point out that it has involved a change in operational processes, indicating that digital transformation is not only limited to technology, but also affects the way daily activities are carried out in companies. On the other hand, cultural change seems to be perceived as less significant, with only 15.00% of respondents mentioning it. This may indicate that cultural adaptation to digital transformation may be less of a challenge compared to implementing new technologies and restructuring processes. The perception on the impact of digital transformation highlights its importance in terms of technological and operational change, underlining the need to address both technological and organizational aspects for a successful implementation of digital transformation in companies.

They also show a clear perception among respondents about the importance of digital transformation in the development of their businesses. A significant 65.00% consider digital transformation to be "Very important", while 35.00% rate it as "Quite important". This distribution reveals a general consensus among respondents about the critical relevance of digital transformation in the growth and evolution of their businesses. The high proportion of respondents who consider it "Very important" suggests a widespread recognition that digital transformation is essential for competitiveness, operational efficiency and adaptation to a constantly changing business environment. This perception highlights the need for companies to prioritize and dedicate resources to digital transformation initiatives to maintain relevant growth and achieve long-term success in their respective markets.

The results reveal an even distribution among the surveyed companies in terms of the length of time they have been working on digital transformation. 50.00% of companies indicate that they have been working on this process for 4-5 years, while another 50.00% claim to have been involved in digital transformation for more than 6 years. This symmetrical distribution suggests that there is an even split among the surveyed companies in terms of their experience with digital transformation.

This symmetry can have different interpretations: on the one hand, it could indicate that the adoption of digital transformation is a gradual process and that many companies are at different stages of this process. On the other hand, it could suggest that, regardless of the time spent on digital transformation, companies still face challenges in terms of effective implementation and adoption of digital technologies.

The even distribution of time spent on digital transformation across the surveyed companies suggests that it is an ongoing process for many organisations, regardless of their previous experience with the topic. This highlights the importance of continuing to explore and understand the challenges and opportunities associated with digital transformation in different business contexts.

Previous text or paragraph; Figure 1 is presented below

Figure 1

The importance of implementing digital transformation at La Ciénega Estate.



Note The figure presents the results obtained on the digital transformation at Hacienda La Ciénega.

The data obtained from the survey show that company employees have a high level of knowledge about digital transformation practices and tools. Digital transformation is applied throughout the organization, so they consider it a valuable tool for their work.

Digital transformation is an effective tool that can help companies improve their efficiency, productivity and competitiveness. La Ciénega has conducted a survey through this medium and it is reflected that it is well positioned to take advantage of the benefits of digital transformation and become a leading company in the sector.

Discussion

The digital transformation at Hacienda La Ciénega and the best practices in project management implemented can be compared and contrasted with studies and cases of other tourism organizations that have followed similar trajectories. Below are some key comparisons based on existing literature:

The benefits of Digital Transformation When comparing the benefits observed at Hacienda La Ciénega with other studies, it is confirmed that process automation, data management and environmental sustainability are recurring benefits in the digital transformation of tourism.

In recent years, digital transformation has become an important phenomenon in research and practice in different fields and disciplines. It is therefore understood that its impact encompasses profound changes taking place in society and industries, which are generated by the use of digital technologies.(Galindo Rodriguez, 2020)

In analysis of the information of IAutomating tasks such as document approval and routing offers several benefits, including reducing human error, improving compliance by La Ciénega’s workforce, and enhancing transparency across the organization. Additionally, workflow automation can save time and costs by automating repetitive and time-consuming tasks.(Djurica, 2020).

La Ciénega is part of the tourism industry and “due to the high competitiveness of the tourism sector, it is increasingly necessary to use technological standards that allow us to identify the processes necessary to meet the objectives more efficiently.”(Pabón, 2022)

The challenges faced by Hacienda La Ciénega in its digital transformation are common in other contexts, although some solutions may vary.

Conclusions

- Digital transformation, beyond being a simple adoption of technology, implies a profound and holistic change in the way organizations operate and offer value to their customers. This process transforms not only the tools and technologies used, but also business strategies, structures, cultures and practices.
- It is critical that employees are willing to embrace new technologies, learn new skills, and adopt a mindset geared toward innovation and continuous improvement to achieve success.a company that can successfully adapt to this change and position itself more solidly in an increasingly competitive business environment geared towards technological innovation.
- Digital transformation enables companies to reinvent their business models. This can include creating new revenue streams, optimizing existing operations, and exploring new markets. For example, sharing economy platforms, such as Uber and Airbnb, have transformed entire industries by leveraging digital technologies to directly connect suppliers and consumers.
- A key feature of digital transformation is the focus on improving the customer experience. Companies use data and advanced analytics to better understand their customers’ needs and preferences. This enables them to personalize products and

services, improve customer service, and increase customer satisfaction and loyalty. Intuitive user interfaces, multi-channel support, and self-help solutions are examples of how companies can improve the customer experience through digitalization.

Conflict of interest

The authors declare that there is no conflict of interest in relation to the submitted article.

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