



МІНІСТЕРСТВО  
ОСВІТИ І НАУКИ  
УКРАЇНИ



Національна академія  
педагогічних наук  
України

95  
1930-2025

# CED—2025

International scientific conference  
on economic development and  
legacy of Simon Kuznets

October 16, 2025

Simon Kuznets Kharkiv National University of  
Economics.

**Roundtable  
"Global Cooperation  
and Development  
Transformations:  
Challenges,  
Prospects,  
Innovations"**

## Cycles Economic Development



**BUSINESS  
COMMUNICATION  
IN  
PORTUGAL**

**AFTER  
COVID 19**

**Cristina Santos  
Marta Lopes**



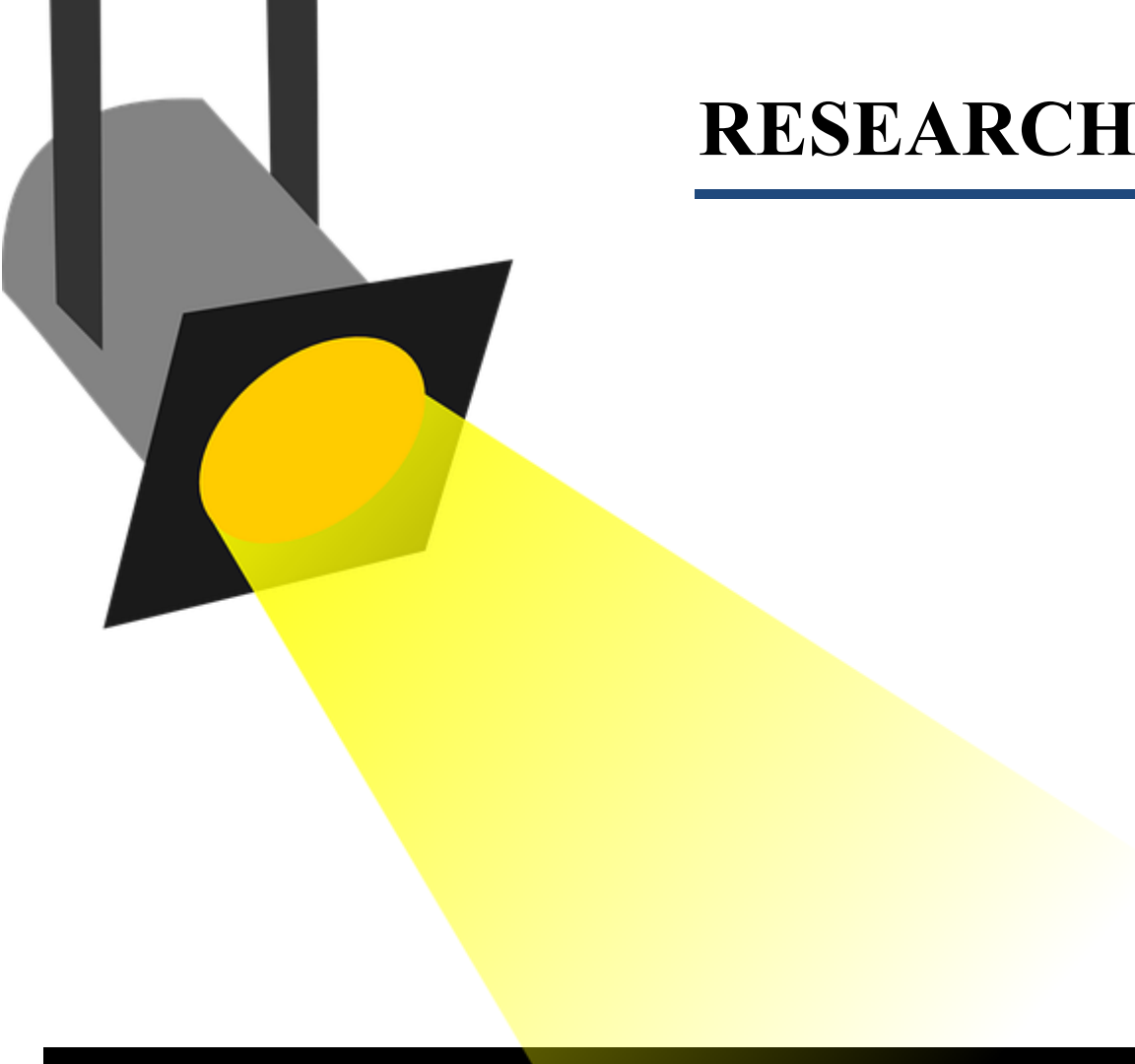
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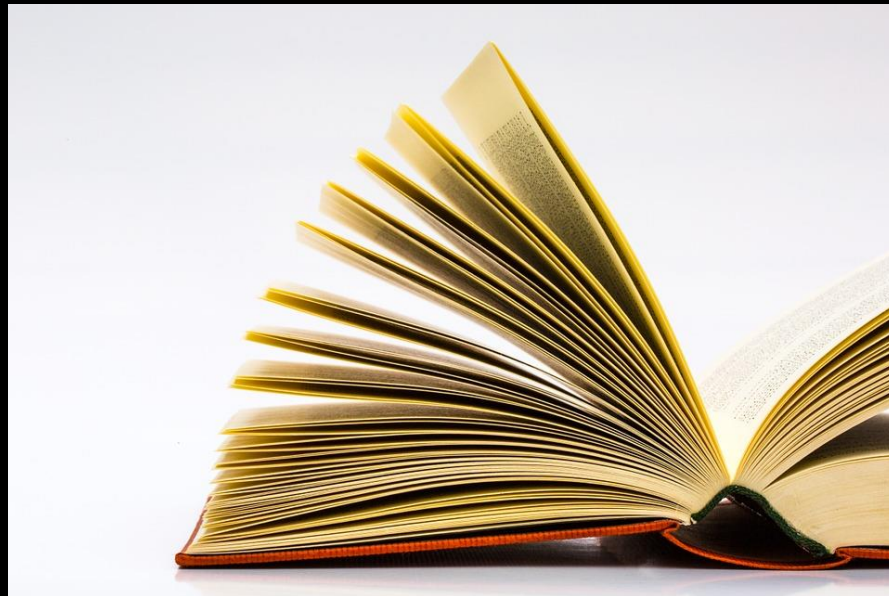


# **RESEARCH AIM**

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**Analyze the evolution of business communication in Portugal, assessing the impact of COVID 19.**

# Literature Review



**1.**

**Business communication is a continuous process which comprises sending and receiving of a messages (...) in which is transference and receptivity of ideas and concepts, followed by desired action.**

**(Kaul, 2025)**

**2.**

**The technological revolution that has changed from analog to digital creates new challenges and opportunities, particularly when referring to the communication perspective**

**(Rahmawati & Sujono, 2021)**

**3.**

**The pandemic brought new challenges at all levels which ranged from social, economical, political and environmental challenges.**

**(Lopes & Santos, 2025)**

**4.**

**The guidance by uncertainty, flexibility and fragmentation is a characteristic of current societies, which have distanced from the logic of unity, linearity and standardization, that determined the existence of a certain order and predictability.**

**(Sousa et al., 2020).**

**5.**

**In Portugal, public and social interactions decreased a lot during the pandemic, leading to a huge incentive to communicate digitally.**

**(Lopes & Santos, 2025)**

**6.**

**COVID-related lockdowns are associated with: (1) an increase in the total volume of meeting and email activity; (2) a decrease in the average length of meetings; and (3) an increase in the span of the workday.**

**(DeFilippis et al., 2022)**

**7.**

**This crisis has consolidated the use of digital platforms, which fostered a media system where new and old media have coexisted, as well as presenting new forms of business communication challenges.**

**(Gomes, 2021).**

# METHODOLOGY

METHODOLOGY



**We used  
several  
national data  
bases and  
business  
studies to  
develop our  
research.**

**FIND  NGS**





**The portuguese context shows constant weaknesses in the face of the informational development of most European countries, with traditionally low rates of access and use of the internet in households**

*(Cádima, 2019; Lapa & Vieira, 2019).*

| <b>2019</b>  | <b>2020</b>  | <b>2021</b>  |
|--------------|--------------|--------------|
| <b>80,9%</b> | <b>84,5%</b> | <b>87,3%</b> |

**Thus, between 2020 and 2021, the overall pandemic effect was +33% in fixed data traffic, +23% in fixed voice traffic and +11% in mobile voice traffic.**

**E-commerce suffered the biggest increase in the last decade, reaching 52% in 2021**

**(ANACOM, 2021).**



**Despite digitization is one of the characteristics of contemporary society, the pandemic outbreak reinforced its importance and accelerated its implementation in 2/3 years (Ribeiro, 2020): COVID-19 accelerated the use of internet for families and brands (ANACOM, 2021).**

A close-up photograph of a person's hands typing on a silver laptop. The laptop screen is black and displays the text 'Business communication in Portugal' in a white, serif font. The person is wearing a red shirt. The background is blurred, showing a white vase with green plants and a window.

# **Business communication in Portugal**

**Organizational digital communications are more regular, transparent, empathetic and effective.**

**Despite the greater democratization of access to information and communication technologies, Portugal presents, in the European context, values that are too 'analogical', compared to the global market.**





**A large majority of companies and individuals adopted digital business communication because of its speed, impact and low cost compared to other solutions.**



The Facebook logo, consisting of the word "facebook" in white lowercase letters on a blue rectangular background.The YouTube logo, featuring the word "You" in black and "Tube" in white inside a red rounded rectangle, with the tagline "Broadcast Yourself" below it.

**More**

**used**

The WhatsApp logo, featuring a green speech bubble with a white telephone handset inside, followed by the word "WhatsApp" in green.The Instagram logo, featuring a white camera icon inside a rounded square, with the word "Instagram" in a white script font below it, all on a gradient background.

**Online business communication had a significantly increasing, particularly through various digital platforms such as blogs, Instagram and YouTube channels, both to communicate with customers and employees.**

**Portuguese access the internet ten times a day and through their cell phones**



**Companies are using this new form of access to adapt their websites for mobile or to develop new apps.**



**The digital business  
communication spread to  
companies and sectors that  
were less technology-intensive  
to begin with.**



**In Portugal, the COVID-19 pandemic had a negative impact in companies that were not able to adapt their business to an online setting.**



**The predominance of digital platforms would be expected, since information and communication technologies emerge, as an alternative to economic crisis scenarios.**

**Covid-19 pandemic has consolidated the use of digital platforms, which fostered a media system where new and old media have coexisted.**



**Companies have become increasingly focused on customers, supported by digital tools that allow them to monitor their reactions at any given moment.**



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