




THE GOOD, THE BAD, AND THE UGLY

Contemporary Challenges for Organisational and Strategic Communication

2025 Conference of the ECREA Organisational
and Strategic Communication Section (OSC)

14-16 May 2025

Università degli Studi di Cagliari

 **ecrea** | European Communication Research
and Education Association



**UNIVERSITÀ DEGLI STUDI
DI CAGLIARI**

WELCOME TO CAGLIARI AND ECREA OSC 2025

As Director of the Department of Political and Social Sciences at the University of Cagliari, I am very pleased and honoured to welcome you to the ECREA OSC Conference 2025 “The Good, the Bad, and the Ugly”.

This edition is particularly special for us, as it marks the first time the Organizational and Strategic Communication Section holds its conference in Sardinia.

We are proud to host this international event, which gathers scholars, PhD students, and professionals from across Europe and beyond to explore the complex and timely challenges shaping the field of organisational and strategic communication.

The conference is further enriched by special sessions and a dedicated PhD workshop featuring internationally scholars, offering emerging researchers the opportunity to engage in in-depth dialogue and receive valuable feedback on their work.

Our university and our city have a long-standing tradition of hospitality and openness, and we are delighted to share with you not only a space for academic exchange, but also the beauty and culture of Cagliari—a city that we hope will inspire your reflections and connections during your stay.

We wish you a productive, stimulating, and enjoyable stay.

Warm regards,

Marco Pitzalis

Director, Department of Political and Social Sciences

University of Cagliari



**UNIVERSITÀ DEGLI STUDI
DI CAGLIARI**

Dipartimento di Scienze politiche e sociali

Dear colleagues, dear friends,

On behalf of the *Organisational and Strategic Communication Section* of ECREA, it is our great pleasure to welcome you to ECREA OSC Conference 2025, a space where scholars, researchers, academics, students, and practitioners come together to share ideas and engage discussions on the future of organisational and strategic communication.

We are honoured by your participation and contribution to this interim event. Your commitment to advancing knowledge and fostering critical dialogue enriches not only this conference but also our broader field. We would also like to extend our gratitude to the Università degli Studi di Cagliari (UNICA), the local organising committee, the scientific committee members and ad-hoc reviewers as well as all collaborators and partners, whose dedication and collaboration make this event possible.

This year, the programme encompasses contributions from 145 authors representing 20 countries, spanning wide parts of Europe and even beyond. Our theme, *The Good, the Bad, and the Ugly: Contemporary Challenges for Organisational and Strategic Communication*, invites us to critically reflect on the complex realities of strategic and organisational communication. We will explore how organisations across sectors confront today’s multifaceted challenges—from useful innovations to problematic practices—and consider the implications of navigating the “good,” the “bad,” and the “ugly” aspects of organisational and strategic communication.

We encourage you to actively participate, exchange ideas, and connect with colleagues. Let this be an opportunity to build collaborations and networks that transcend this conference and advance our shared goals.

We hope you enjoy the academic programme and networking opportunities we have prepared. Feel free to share your impressions using the hashtag: #ECREAOOSC2025

Warm regards,

Ileana Zeler, Chair

Alessandro Lovari, Vice Chair

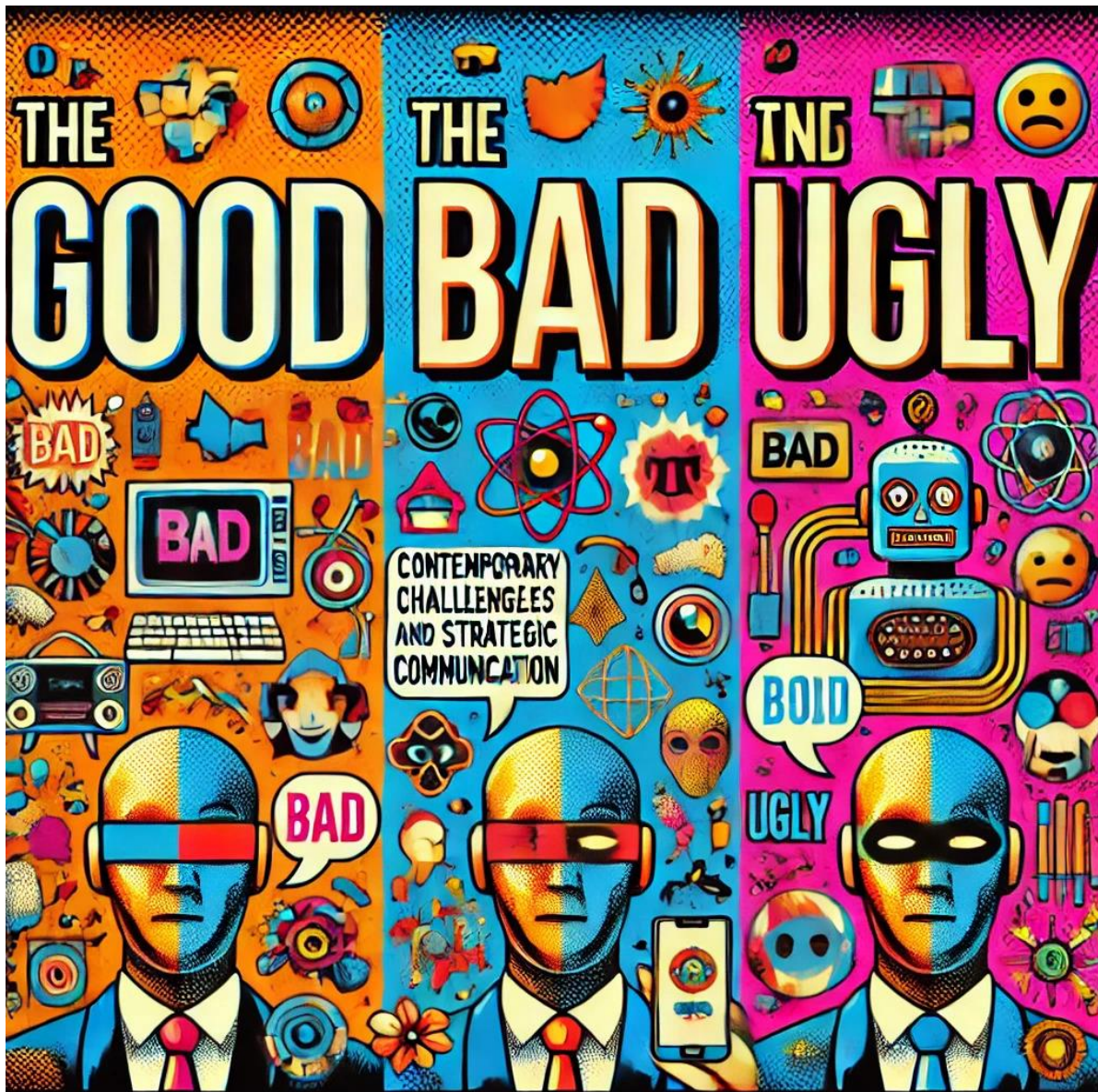
Michael Johann, Vice Chair

OSC Management Team



ABOUT THE TOPIC

In today's rapidly evolving communication landscape, organisations are navigating a complex interplay of opportunities and threats. Strategic communication has become more critical than ever as organisations confront developments, such as the rise of digital platforms, AI-driven tools, and the potential of influencer partnerships, alongside significant threats, including misinformation, cyberattacks, and polarised public opinion. Furthermore, deep-rooted issues like trust erosion and stakeholder activism are reshaping organisational communication practices. This conference aims to explore the “good,” “bad,” and “ugly” sides of contemporary challenges on strategic and organisational communication, examining how organisations across various sectors (private, public, and third sector) are addressing these multifaceted factors while considering the implications of their communication strategies. The conference brings together scholars and practitioners to reflect upon the scope of those thoughts.



CONFERENCE VENUE

Where is the Conference?

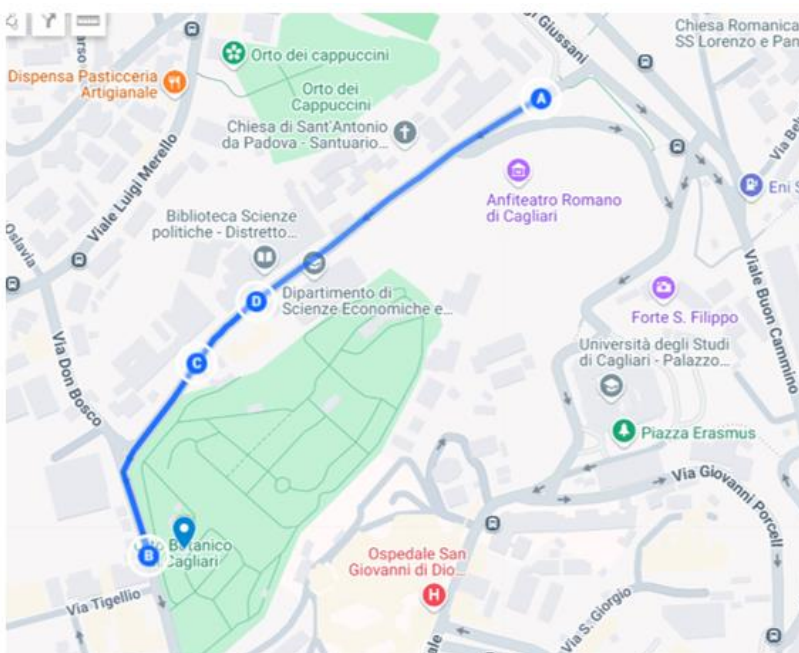
The **Department of Political and Social Sciences (SPOL)** is located at Via Sant'Ignazio da Laconi 78, situated up the hill above one of the most elegant central areas of Cagliari, facing the Roman Amphitheater.

The conference will be held at the following locations:

- On May 14th, the OSC PhD Workshop will take place at the Department of Political and Social Sciences, Via Sant'Ignazio da Laconi 78, in the PhD Room on the first floor.
- On May 14th, the main venue will be the Aula Magna Lai, located at Via Nicolodi 102, just a 7-minute walk from the Department. It is also accessible from the Castello area, the historical part of the city.
- On May 15th, the conference will take place in Aula A, located at Via Sant'Ignazio da Laconi 76. On May 16th, the conference will be held in both Aula A and Aula B.

Map of the conference venues:

- The map below highlights the main conference locations:
A – Aula Magna Lai
B – Botanical Garden
C – Aula A and B
D – Department of Political and Social Sciences
- Aula Magna Lai → Botanical Garden: approx. 650 meters



A: Aula Magna Lai
B: Botanical Garden
C: Aula A / Aula B (SPOL)
D: Department SPOL

Local Transport in Cagliari

Cagliari has one of the most efficient local transport systems in Italy, operated by CTM. More information is available on their official website: <https://www.ctmcagliari.it>.

You can purchase tickets online using the **CTM Bus Finder App** or directly on board using a credit card at the ticket machine (<https://www.ctmcagliari.it/busfinder/>).

If you use a **printed ticket**, please remember to **stamp** it at the validation machine in the bus when boarding. If you use a **digital ticket** via the app, you must **scan the QR code** located inside the bus to validate your ride.

The conference venues are easily accessible by public transport. **Bus Line 10** stops right next to the venues. The closest bus stops are **Buoncammino** and **Sant'Ignazio da Laconi**.



PROGRAMME AT A GLANCE

Wednesday – 14 May 2025

09.30-13.00	OSC PhD Workshop	Via Sant'Ignazio 78, Sala Dottorandi e Riunioni (PhD Room), First Floor
13.00-18.00	Registration	Outside of Aula Magna Lai, Via Nicolodi 102
14.00-14.45	Institutional Greetings and Welcome	Aula Magna Lai, Via Nicolodi 102
14.45-15.45	Keynote: From Fringe to Mainstream: The Mediatization of Contested Voices and Organisational Challenges (Giovanni Boccia Artieri)	Aula Magna Lai, Via Nicolodi 102
16.00-17.00	Session I: The Good, the Bad, and the Ugly: Organisational and Strategic Communication at the Edge of Complexity	Aula Magna Lai, Via Nicolodi 102
17.15-18.15	Special Panel I: Book Presentation "Handbook of Innovations in Strategic Communication: AI, Futurism, & Directions" (Shannon A. Bowen & Elina Erzikova)	Aula Magna Lai, Via Nicolodi 102
18.30-19.45	Welcome Aperitif by Campari Group	Botanical Garden

Thursday – 15 May 2025



8.30-12.30	Registration	Aula A, Via Sant'Ignazio 76
9.00-10.00	Session II: AI Agents and AI-mediated Organisational Communication	Aula A, Via Sant'Ignazio 76
10.00-10.30	Coffee Break	Outside of Aula A, Via Sant'Ignazio 76
10.00-11.30	Poster Session	Outside of Aula A, Via Sant'Ignazio 76
10.30-11.30	Session III: Legitimacy and Trust Challenges across Societal and Political Contexts	Aula A, Via Sant'Ignazio 76
11.45-12.45	Session IV: Strategic Advocacy and Activism from Within and Beyond Organisations	Aula A, Via Sant'Ignazio 76
12.45-13.45	Lunch	Outside of Aula A, Via Sant'Ignazio 76
14.00-15.15	Special Panel II: From buzzword to business: communication impact and AI's potentials for SMEs – in collaboration with the IATI research project, Ministry of Enterprises and Made in Italy (MIMIT) (Alessandro Lovari, Francesca Comunello, Enzo Rizzo, Eva Spina, Giulia Agosto, Michael Johann, Kerk Kee)	Aula A, Via Sant'Ignazio 76
15.30-16.30	Session V: Rethinking Internal Communication in Connected Organisations	Aula A, Via Sant'Ignazio 76
16.30-16.45	Coffee Break	Outside of Aula A, Via Sant'Ignazio 76
16.45-17.45	Session VI: Organisational Communication in the Context of Regulation and Reporting	Aula A, Via Sant'Ignazio 76
18.00-19.00	Session VII: Perceiving Organisations in Critical and Contested Spaces	Aula A, Via Sant'Ignazio 76
20.30	Social Dinner	Su Cumbidu, Via Napoli 13

Friday – 16 May 2025

9.00-10.00	Session VIII: Avenues for Strategic Communication in Education and Specialised Markets	Aula A, Via Sant'Ignazio 76
	Session IX: Organisational and Strategic Communication for Social Impact	Aula B, Via Sant'Ignazio 76
10.00-10.15	Coffee Break	Outside of Aula A, Via Sant'Ignazio 76
10.15-11.15	Session X: Strategic Approaches to Sustainability and Climate Communication	Aula A, Via Sant'Ignazio 76
	Session XI: Organisational Responses in Times of Crisis and Political Turmoil	Aula B, Via Sant'Ignazio 76
11.30-13.15	Special Panel III: Fostering employee engagement and sense of belonging: the good of corporate heritage for internal communication – in collaboration with CERC, Center for Employee Relations and Communication, IULM University of Milan (Alfonsa Butera, Valentina Martino, Enrico Bocedi, Martina Covino, Fabrizia de Vita, Maria Lucia Lezzi, Stefano Murdaca, Valentina Uboldi, Alessandra Mazzei)	Aula B, Via Sant'Ignazio 76
13.15-14.15	Lunch	Outside of Aula A, Via Sant'Ignazio 76
14.30-16.00	Session XII: Navigating the AI Frontier in Organisational Communication	Aula A, Via Sant'Ignazio 76
	Session XIII: Digital Disruption and the Future of Public Sector Communication	Aula B, Via Sant'Ignazio 76
16.15-17.00	Concluding Remarks and Farewell	Aula A, Via Sant'Ignazio 76

DETAILED SCHEDULE

Wednesday – 14 May 2025

Wednesday	14 May 2025	9.30-13.00
OSC PhD Workshop (Closed Group) Organized by the OSC YECREA Representative and the OSC Management Team		
 Via Sant'Ignazio 78, Sala Dottorandi e Riunioni (PhD Room), First Floor	 Nadine Strauß, Michael Johann, Ellen Soens	
<ul style="list-style-type: none">▶ Effective framing for strategic communication used in countering hybrid threats Ciprian Cucu (West University of Timișoara)▶ Artificial intelligence in crisis communication Camille Nchakga (University of Zurich)▶ Pursuing purpose: The study of internal communication and narratives on meaningful work in environmental nongovernmental organizations Tünde Taxner (Corvinus University of Budapest)▶ The Role of the media in the discourse on lithium mining in Chile for the German automotive industry Greta Valdés Stünz (Mercedes-Benz Group)▶ Artificial intelligence as a public relations and communication consultant in crisis management compared to practitioners Firas Saifi (Universitat Autònoma de Barcelona)		





Wednesday

14 May 2025

13.00-18.00

Registration



Aula Magna Lai, Via Nicolodi 102

Wednesday

14 May 2025

14.00-14.45

Institutional Greetings and Welcome



Aula Magna Lai, Via Nicolodi 102

Elisabetta Gola (Vice Rector for Communication and Image Promotion, Unica)

Marco Pitzalis (Department of Political and Social Sciences, Unica)

Alessandro Lovari (Local Organiser, ECREA OSC Vice Chair, Unica)

Ileana Zeler (ECREA OSC Chair, Autonomous University of Barcelona)

Michael Johann (ECREA OSC Vice Chair, University of Augsburg)

Wednesday

14 May 2025

14.45-15.45

Keynote: “From fringe to mainstream: The mediatization of contested voices and organisational challenges”



Aula Magna Lai, Via Nicolodi 102

Giovanni Boccia Artieri (University of Urbino, Italy)

In an era of accelerated mediatization, organisations face a paradoxical communication landscape where visibility, legitimacy, and influence are increasingly shaped by algorithmic amplification and platform logics. This keynote explores how strategic communication navigates the blurred boundaries between the mainstream and the fringe, analysing the organisational challenges posed by digital activism, influencer-driven advocacy, and the rise of alternative media ecosystems. While platforms offer new opportunities for engagement and reputation-building (the Good), they also expose organisations to risks such as misinformation, polarisation, and trust erosion (the Bad). At its most extreme (the Ugly), the entanglement of corporate, political, and fringe communication strategies can foster disinformation loops, radicalisation, and reputational crises. Drawing on cases from the fringe democracy project, this talk will examine how organisations adapt to contested publics, manage crisis narratives, and negotiate legitimacy in a hybrid media system where authority is constantly challenged.



Wednesday

14 May 2025

16.00-17.00

Session I

The Good, the Bad, and the Ugly: Organisational and Strategic Communication at the Edge of Complexity



Aula Magna Lai, Via Nicolodi 102



Evandro Samuel Ribeiro dos Santos Oliveira

- ▶ **How do “good” organisations communicate the “bad” outcomes of global climate negotiations? Analysing international non-governmental organisations’ narratives after COP 29**
Tünde Taxner (Corvinus University of Budapest), Irina Lock (Friedrich Schiller University Jena)
- ▶ **Is AI the good guy or the bad guy? Exploring workplace READINESS for AI-related risks in three European countries**
Silvia Ravazzani (IULM University of Milan), Yijing Wang (Erasmus University Rotterdam), Anca Anton (University of Bucharest)
- ▶ **Between the bright and the dark side – (Dys-)Functional communication processes as a challenge for organisational communication**
Ninette Florschütz (Ilmenau University of Technology), Michael Johann (University of Augsburg)
- ▶ **Reaching the SCoPE: A framework for strategic communication planning excellence**
Davide Girardelli (University of Gothenburg)

Wednesday

14 May 2025

17.15-18.15

Special Panel I

Book Presentation “Handbook of Innovations in Strategic Communication: AI, Futurism, & Directions” – edited by Shannon A. Bowen and Elina Erzikova in collaboration with the Global Strategic Communication Consortium



Aula Magna Lai, Via Nicolodi 102



Ileana Zeler

The *Handbook of Innovations in Strategic Communication: AI, Futurism, & Directions* is a 34-chapter volume that sparks dialogue and redefines the boundaries of strategic communication. Featuring contributions from 57 authors—leading academics and practitioners—this handbook is truly global, representing countries such as Australia, China, Finland, Germany, Hong Kong, Italy, Japan, Nigeria, Portugal, Singapore, Sweden, Switzerland, United Kingdom, and the United States. In light of advancements in AI and technologies of many kinds, and the widespread disruptions caused by natural disasters, resource shortages, escalating conflicts, wars, pandemics, political instability, and transformative social movements, the challenges of our time demand innovative strategies. This Handbook addresses these complexities, offering insights that bridge academic inquiry with practical application and ethical insight. One of the world’s top AI researchers offers a foreword, and each chapter addresses both futurism and ethical implications.



**GLOBAL STRATEGIC
COMMUNICATION CONSORTIUM**
ETHICS & FUTURISM

This book will be exceptionally useful for those researching ethics, AI, or new tech, and theoretical to practical approaches. It would also be suitable for use in graduate courses or upper-level undergraduate courses in strategic communication, public relations, IMC, or integrated marketing and advertising programmes.

- with the partnership of the Region of Sardinia -

Welcome Aperitif by Campari Group



Botanical Garden



**CAMPARI
GROUP**



Thursday – 15 May 2025

Thursday

15 May 2025

8.30-12.30

Registration



Aula A, Via Sant'Ignazio 76

Thursday

15 May 2025

9.00-10.00

Session II

AI Agents and AI-mediated Organisational Communication



Aula A, Via Sant'Ignazio 76



Lucia D'Ambrosi

- ▶ **The ambivalence of AI tools in strategic public sector communication: “Goods and Bads” in chatbot use in Italian municipalities**
Gea Ducci (University of Urbino Carlo Bo), Fabiola Fenili (University of Urbino Carlo Bo), Giorgia Gianotti (University of Urbino Carlo Bo)
- ▶ **Building trust through AI: Investigating the role of warmth, competence, and transparency in perceived trustworthiness of AI agents**
Nivea Heluey (Autonomous University of Barcelona), Luis Fernando Morales Morante (Autonomous University of Barcelona)
- ▶ **Dilemmas in AI-driven communication: Transparency and trust challenges with virtual influencers**
Ana Gabriela Costa Pereira (NOVA University of Lisbon), Ana Margarida Barreto (NOVA University of Lisbon)

Thursday

15 May 2025

10.00-10.30

Coffee Break



Outside of Aula A, Via Sant'Ignazio 76



Poster Session



Outside of Aula A, Via Sant' Ignazio 76

- ▶ **Wokevertising: Is advertising becoming politically correct?**
Alexandre Duarte (NOVA University of Lisbon), Alexandra Leandro (Polytechnic University of Coimbra)
- ▶ **Strategic communication. How to communicate climate emergency on visual social media**
Costanza Azzupardi (Scuola Normale Superiore)
- ▶ **Mega events as catalysts for civic pride: Strategic communication lessons**
Basma Serageldin (Autonomous University of Barcelona), Sara Vinyals-Mirabent (Autonomous University of Barcelona)
- ▶ **Media narratives, risk communication and resilience: A comparative analysis of natural disaster in Sardinia and Sicily**
Norma Baldino (University of Cagliari), Cinzia Atzeni (University of Cagliari)
- ▶ **Mission, vision, and values as strategic organizational culture components to analyse wellbeing at work: An exploratory study in SMEs in Spain**
Arantza Danes Vilallonga (Autonomous University of Barcelona), Anna Fajula Payet (Autonomous University of Barcelona), Estrella Barrio Fraile (Autonomous University of Barcelona)
- ▶ **Strategic communication in enhancing thermalism in Portugal: Challenges, governmental perspectives, and communication proposals**
Vera Antunes (University of Beira Interior / LabCom), Gisela Gonçalves (University of Beira Interior / LabCom), Cristina Estevão (University of Beira Interior / LabCom)
- ▶ **Synthetic influencers and AI avatars: The future of organizational identity in a virtual world**
Francesco Pira (University of Messina), Roberta Casagrande (University of Messina), Umberto Spaticchia (University of Messina)
- ▶ **Disinformation and artificial intelligence: systematic review in Scopus and Web of Science**
Carmen Quiles-Soler (University of Alicante), Irene Ramos-Soler (University of Alicante), Carmen Carretón-Ballester (University of Alicante)

Session III

Legitimacy and Trust Challenges across Societal and Political Contexts



Aula A, Via Sant' Ignazio 76



Gea Ducci

- ▶ **Corporate responsibility going digital – Legitimacy perceptions across responsibility types and frames**
Alexandra Schwinges (University of Amsterdam), Britta C. Brugman (University of Amsterdam)
- ▶ **Corporate digital responsibility communication: Strategic legitimization in the digital age**
Alexandra Schwinges (University of Amsterdam), Sarah Marschlich (University of Amsterdam)
- ▶ **Lessons not learned: Crisis communication after mass shootings in Serbia**
Marko Selakovic (S P Jain School of Global Management Dubai)
- ▶ **Navigating asymmetries in strategic public communication: The Bosnia-Herzegovina adhesion path to the EU**
Camilla Folena (University of Urbino Carlo Bo), Gea Ducci (University of Urbino Carlo Bo), Jelena Gakovic (University of Sarajevo)

Thursday

15 May 2025

11.45-12.45

Session IV

Strategic Advocacy and Activism from Within and Beyond Organisations



Aula A, Via Sant'Ignazio 76



Isabel Ruiz Mora

- ▶ **Bridging voices: Communication and advocacy strategies of NGOs and CSOs in Cape Verde**
Ana Margarida Barreto (NOVA University of Lisbon), Nuno Brito (NOVA University of Lisbon)
- ▶ **Corporate activism in strategic communication: A Spanish perspective**
Evandro Samuel Ribeiro dos Santos Oliveira (EAE Business School / LabCom), Fatima Vila Márquez (University of Barcelona)
- ▶ **Employee activism: Bridging communicative and actionable intentions**
Sara Conti (IULM University of Milan), Yijing Wang (Erasmus University Rotterdam), Silvia Ravazzani (IULM University of Milan)
- ▶ **Public sector communication in the age of memes: Opportunities and challenges in a multi-arenas digital landscape**
Alessandro Lovari (University of Cagliari), Paolo Brescia (University of Cagliari), Chiara Valentini (University of Jyväskylä)

Thursday

15 May 2025

12.45-13.45

Lunch



Outside of Aula A, Via Sant'Ignazio 76



Thursday

15 May 2025

14.00-15.15

Special Panel II

From buzzword to business: communication impact and AI's potentials for SMEs



Aula A, Via Sant'Ignazio 76



Alessandro Lovari, Francesca Comunello

Presentation of the study "IA Impact on Italian Small and Medium Enterprises" by Enzo Riso (IPSOS)

Discussants:

Eva Spina (Italian Ministry of Enterprises and Made in Italy – MIMIT)
Giulia Agosto (Italian Ministry of Enterprises and Made in Italy – MIMIT)
Michael Johann (University of Augsburg)
Kerk Kee (Texas Tech University)

*In collaboration with the
IATI research project,
Ministry of Enterprises
and Made in Italy (MIMIT)*

Thursday

15 May 2025

15.30-16.30

Session V

Rethinking Internal Communication in Connected Organisations



Aula A, Via Sant'Ignazio 76



Alessandra Mazzei

- ▶ **Enhancing team cohesion through virtual reality interventions**
Elmir Insapov (University of Porto / Católica Lisbon School of Business & Economics), António Baía Reis (Universidad Carlos III de Madrid / Asterius), Emília Moreira (University of Porto)
- ▶ **The importance of digital literacy for internal communication**
Dejan Verčič (University of Ljubljana), Ana Tkalac Verčič (University of Zagreb), Anja Špoljarić (University of Zagreb)
- ▶ **Work-related instant messaging as a double-edged sword: Consequences of work-related group chats for employee well-being**
Ellen Soens (Ghent University), An-Sofie Claeys (Ghent University), Cen April Yue (Boston University)
- ▶ **“What have the bosses come up with again?”: Struggle in “good” organizational change driven by purpose communication**
Ilari Ceder (Tampere University), Leena Mikkola (Tampere University), Steve May (The University of North Carolina at Chapel Hill)

Thursday

15 May 2025

16.30-16.45

Coffee Break



Outside of Aula A, Via Sant'Ignazio 76

Thursday

15 May 2025

16.45-17.45

Session VI

Organisational Communication in the Context of Regulation and Reporting



Aula A, Via Sant'Ignazio 76



Nadine Strauß

- ▶ **Corporate social responsibility and corporate social innovation: Evidence from Santander Portugal's responsible banking reports (2022-2023)**
Sónia Pedro Sebastião (University of Lisbon), Sandra Costa (University of Lisbon)
- ▶ **A comparative analysis of regulatory framework of G7 countries and the EU to address deepfakes**
Katerina Tsetsura (University of Oklahoma), Mark Raymond (University of Oklahoma), H M Murtuza (University of Oklahoma)
- ▶ **Self-reporting compared to media coverage on corporate responsibility of 50 leading German companies regarding the new EU CSR Directive**
Holger Sievert (Macromedia University Cologne), Florian Meissner (Macromedia University Cologne), Miglė Puikytė (Macromedia University Cologne)
- ▶ **Mapping actors and discourses in the EU's 'Green' Nuclear Energy Declaration on YouTube**
Riasat Muhammad Amir (Autonomous University of Barcelona), Ileana Zeler (Autonomous University of Barcelona)

Thursday

15 May 2025

18.00-19.00

Session VII

Perceiving Organisations in Critical and Contested Spaces



Aula A, Via Sant' Ignazio 76



Gisela Gonçalves

- ▶ **From outrage to opportunity: Rebuilding brand reputation in cancel culture crises**
Diana Ingenhoff (University of Fribourg), Philipp Bachmann (Lucerne University of Applied Sciences and Arts), Julia Maesano (University of Fribourg), Emilie Peter (University of Fribourg), Celine Stieger (University of Fribourg)
- ▶ **Authenticity in debate: Brands' tension in the contemporary consumerist landscape**
Paula Dias Aguiar (University of Minho), Ana Duarte Melo (University of Minho)
- ▶ **Boosting companies' persuasive communication through category country-of-origin image**
Jing Lu (Universitat Autònoma de Barcelona), Sara Vinyals-Mirabent (Universitat Autònoma de Barcelona)
- ▶ **The organization is the message: How perceptions of hostility increase perceived misinformation by organizations**
Christian Burgers (University of Amsterdam), Toni van der Meer (University of Amsterdam), Britta Brugman (University of Amsterdam), Sandra Jacobs (University of Amsterdam)

Thursday

15 May 2025

20.30

Social Dinner (only for registered participants)



Su Cumbidu, Via Napoli 13 ; <https://www.sucumbiduterra.com/en/su-cumbidu-terra/>


- Cold cuts and cheeses
- Grilled mixed vegetables
- Piglet nervetti salad (traditional dish made from pig's cartilage)
- Meatballs with Vermentino wine
- Malloreddus Campidanese (Sardinian gnocchi with sausage sauce)
- Culurgiones with tomato sauce (Sardinian stuffed pasta)
- Suckling pig and sheep with Cannonau wine
- Vegetarian options
- Roasted potatoes
- Water, wine, desserts, digestifs, and coffee



Friday – 16 May 2025

Friday	16 May 2025	9.00-10.00
Session VIII – Parallel Session Avenues for Strategic Communication in Education and Specialised Markets		
 Aula A, Via Sant' Ignazio 76	 Valentina Martino	
<ul style="list-style-type: none">▶ YouTube channel as a strategic communication tool: Perception of students and employees as community members at Vilnius University Andrius Gudauskas (Vilnius University), Vytautas Beniušis (Vilnius University)▶ Creativity, art, and equity in inclusive Public Relations teaching: An organizational strategy Sónia de Sá (University of Beira Interior)▶ The role of strategic communication in AI integration in public services Antonio Opromolla (University of L'Aquila)▶ Another market. Communication strategies of Italy's leading fair-trade enterprise Laura Iannelli (University of Sassari), Nicoletta Fadda (University of Sassari)		

Friday	16 May 2025	9.00-10.00
Session IX – Parallel Session Strategic Approaches to Sustainability and Climate Communication		
 Aula B, Via Sant' Ignazio 76	 Ileana Zeler	
<ul style="list-style-type: none">▶ ESG communication: Issue monitoring, crisis management and excellence factors Nadine Strauß (University of Zurich), Vesile Cinceoglu (University of Zurich), Sandra Binder-Tietz (Leipzig University), Ingrid Oliva Alvarado (University of Zurich)▶ Challenges and opportunities of strategic communication in citizen platforms: Effectiveness for mobilisation against climate change in Malaga Isabel Ruiz Mora (University of Malaga), Alejandro Álvarez-Nobell (University of Malaga), Daniel Guerrero-Navarro (University of Malaga)▶ “What if you can't walk the talk?": How can a company with a non-sustainable business model communicate sustainability? Bárbara Costa (Polytechnic University of Leiria), Alexandra Leandro (Polytechnic University of Coimbra)▶ The good, the bad, and the nudge: Exploring the acceptability of green nudges as an organisational communication tool Michael Johann (University of Augsburg), Eleah Schlegelmilch (University of Augsburg)		

Friday	16 May 2025	10.00-10.15
Coffee Break		
 Outside of Aula A, Via Sant' Ignazio 76		

Friday

16 May 2025

10.15-11.15

Session X – Parallel Session

Organisational and Strategic Communication for Social Impact



Aula A, Via Sant'Ignazio 76



Alexandra Leandro

- ▶ **Més que un club: Strategic Communication and Social Impact in FC Barcelona**
Evandro Samuel Ribeiro dos Santos Oliveira (EAE Business School / LabCom), Enric Ordeix Rigo (EAE Business School)
- ▶ **Strategic communication in health: Testing actual effectiveness of communication for skin cancer prevention in Spain**
Ángeles Moreno (University Rey Juan Carlos), Ileana Zeler (Autonomous University of Barcelona)
- ▶ **“What lies beneath”: Managers’ versus employees’ perspectives on DEI management and communication**
Chiara Fisichella (IULM University of Milan), Silvia Ravazzani (IULM University of Milan), Alfonsa Butera (IULM University of Milan), Alessandra Mazzei (IULM University of Milan)
- ▶ **Diversity communication and the reaction of “others”: Testing the spillover effect of social media comments on the perception of corporate reputation**
Markos Mpadanis (University of Zurich), Nadine Strauß (University of Zurich)

Friday

16 May 2025

10.15-11.15

Session XI – Parallel Session

Organisational Responses in Times of Crisis and Political Turmoil



Aula B, Via Sant'Ignazio 76



Ellen Soens

- ▶ **From good communication strategies to ugly challenges: The role of EU Policies in tackling electoral misinformation**
Lucia D'Ambrosi (Sapienza University of Roma), Mariaeugenia Parito (University of Messina), Fabrizia Pasciuto (University of Messina), Hans-Joerg Trenz (Scuola Normale Superiore)
- ▶ **Safeguarding lives and reputations: Forest fire communication in Portugal**
Bianca Persici Toniolo (University of Beira Interior / LabCom), Gisela Gonçalves (University of Beira Interior / LabCom)
- ▶ **Change of organizational identity under the influence of war – Case of NGO Media Development Foundation**
Tetiana Gordiienko (National University of “Kyiv-Mohyla Academy”)
- ▶ **Local over digital? An empirical analysis of the crisis communication strategies in the Bargi-Suviana explosion**
Paola De Rosa (Link Campus University)



Friday

16 May 2025

11.30-13.15

Special Panel III

Discussion: “Fostering employee engagement and sense of belonging: the good of corporate heritage for internal communication” – in collaboration with CERC, Center for Employee Relations and Communication, IULM University of Milan



Aula A, Via Sant’Ignazio 76



Alfonsa Butera, Alessandra Mazzei

The special session proposed by the CERC aims to present a series of experiences related to the use of corporate heritage by Italian companies to sustain employees’ sense of belonging and engagement through the lever of internal communication. In particular, the session involves professionals of 6 CERC company partners: Campari, Edison, Eni, MM, Sella, and Versace. The special session also involves an academic expert of corporate heritage, to stimulate a multi-perspective debate that gives voice to both professionals and academics.

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Panelists:

Enrico Bocedi (Head of Global Public Affairs, Communications and Sustainability Campari Group)

Martina Covino (People Engagement & Internal Communication Senior Manager Versace)

Fabrizia de Vita (Internal Communication Manager Edison)

Maria Lucia Lezzi (Internal Communication, Training and Employer Branding Manager MM)

Valentina Martino (Associate Professor Sapienza University of Rome)

Stefano Murdaca (Internal Communication Manager Sella)

Valentina Uboldi (Head of Global Internal Communications Eni)

Friday

16 May 2025

13.15-14.15

Lunch



Outside of Aula A, Via Sant’Ignazio 76



Friday

16 May 2025

14.30-16.00

Session XII – Parallel Session

Navigating the AI Frontier in Organisational Communication



Aula A, Via Sant'Ignazio 76



Michael Johann

- ▶ **Potentials of implementing AI across the communication management cycle – A systematic literature analysis**
Louisa Marko (Leipzig University), Carl Friedrich Krauß (Leipzig University), Lotta Sophie Wegner (Leipzig University), Hannes Witterspan (Leipzig University), Cornelia Wolf (Leipzig University), Daniel Bendahan Bitton (Leipzig University)
- ▶ **Exploring AI's agency and anthropomorphism in strategic communication: A content analysis of trade journals**
Teresa Weller (Friedrich Schiller University Jena), Irina Lock (Friedrich Schiller University Jena)
- ▶ **Harnessing large language models for crisis evaluation and crisis response during organizational crises**
Jérôme Chariatte (University of Fribourg), Laura Illia (University of Fribourg)
- ▶ **To adopt or not to adopt: Integrating AI in the PR Field through SWOT analysis**
Itzhak Mashiah (New York University), Ruth Avidar (Yezreel Valley College)
- ▶ **Transforming organisational communication: Digitalisation, AI and their implications for organisational structures**
Megan Hanisch (Ostfalia University of Applied Sciences), Marcel Franze (Ostfalia University of Applied Sciences)
- ▶ **Solution or problem? AI to improve sustainability vs. the increasing computing demand for training AI models: A dichotomous discourse**
Megan Rollerson (University of Zurich)

Friday

16 May 2025

14.30-16.00

Session XIII – Parallel Session

Digital Disruption and the Future of Public Sector Communication



Aula B, Via Sant'Ignazio 76



Alessandro Lovari

- ▶ **Post-digital Europe: A new frontier for the public communication sector?**
Marinella Belluati (University of Turin), Sara Pane (University of Turin)
- ▶ **The cyclone that wasn't and the invisible drones – Some insights of the governmental communication in Romania**
Ciprian Cucu (West University of Timisoara), Ileana Rotaru (West University of Timisoara)
- ▶ **Bridging cultural dimensions in digital communication: Opportunities and challenges**
Daniela Cundrò (University for Foreigners of Perugia)
- ▶ **Controversial participation – Debates over public organizations' social media presence**
Truls Strand Offerdal (University of Oslo)
- ▶ **The role of communication in building citizens' trust in eGovernment: A study of Estonia, Norway, and Italy**
Giulia Banfi (University of Ferrara)
- ▶ **Counter-current. The challenge of youth associations to the decline of the South**
Rossana Sampugnaro (University of Catania)

Concluding Remarks and Farewell



Aula Magna Lai, Via Nicolodi 102



ACKNOWLEDGEMENTS

We sincerely thank our collaborators and partners for their generous support. Special thanks to all reviewers, the members of the Scientific Committee, chairs, and assistants.

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The conference is supported by SISCC – Italian Scientific Society of Sociology, Culture, Communication. Institutions and companies interested in collaborating with the conference activities, including through partnership and in collaboration with SISCC, can contact Alessandro Lovari at alessandro.lovari@unica.it.



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We're excited to launch the official LinkedIn group of the OSC Section! The group is a space for members and interested colleagues to connect, share updates, exchange ideas, and engage in discussions on current topics in organisational and strategic communication. Join the group to stay informed, contribute to the conversation, and grow your network within our vibrant international community: [ECREA OSC LinkedIn Group](#).



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