



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY

A global center for information and knowledge on corporate communication

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NEWS RELEASE

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Alessandra Mazzei and Silvia Ravazzani of IULM University Receive the Academic Highly Commended Paper Award at the Conference on Corporate Communication 2010



From left to right: Alessandra Mazzei, Wim J.L. Elving, Ph.D., Editor, *Corporate Communications: An International Journal*, Emerald Group Publishing Limited, award sponsor, and Silvia Ravazzani.

Wroxton, England. Alessandra Mazzei and Silvia Ravazzani received the Academic Highly Commended Paper Award at the Conference on Corporate Communication 2010, held June 4-7, at Wroxton College, Wroxton, England for their paper, “Manager-

Employee Communication During a Crisis: The Missing Link.” Emerald Group Publishing Limited sponsors the award.

“Professors Mazzei and Ravazzani explain the all too familiar disconnect between the intent of managers and the perceptions of employees and staff,” observes Dr. Michael B. Goodman, CCI Director. Professors Mazzei and Ravazzani investigated the effectiveness of internal communication during a crisis by comparing how Italian companies communicated to employees during the 2008-2009 global financial crisis and how employees interpreted these efforts. Interviews with internal communication managers and employees, two focus groups and a survey involving internal communicators indicated a misalignment between what communicators meant to communicate and what employees perceived. Companies planned excellent communication, widely used official instruments and depicted the crisis as an opportunity, while employees complained about clarity of messages and listening, disliked

hierarchical communication and accused their companies of opportunism. The practical implication of their study suggests that companies strive to reduce misalignment of messages. More importantly companies should reinforce trust relationships before a crisis occurs and should focus on open and continuous listening during a crisis.

The research presented in this paper was supported by the Laboratory of Internal Communication, founded at IULM University in partnership with ASCAI, Henkel Italy, IBM Italy, *illycaffè*, Indesit Company, Iper, La grande i, Natuzzi Group, NH Hoteles, and Porsche Italy.

Alessandra Mazzei is Associate Professor of Corporate Communication and Public Relations at IULM University of Milan. She is currently part of the Faculty of the Doctoral School in Corporate Communication, the Faculty of the Master of International Communication, the Faculty of the Master Degree in Consumer and Trade Marketing, and she is the Coordinator of the Internal Communication Laboratory at IULM University. Silvia Ravazzani is a Ph.D. candidate in Economics, Marketing and Corporate Communication at the Doctoral School of Economics and Business Studies at IULM University of Milan. She is a member of the research team of the Internal Communication Laboratory.

Corporate Communication International (CCI) at Baruch College/CUNY (USA) sponsors the annual Conference on Corporate Communication in association with *Corporate Communications: An International Journal* published by Emerald Group Publishing Limited (UK). At the 2010 conference, scholars and practitioners gathered to exchange information and explore the influence of globalization on the corporate communication profession as it relates to theory, practice, roles, processes, and ethics. Of particular interest in 2010 were papers investigating the evolving relationship between corporations and stakeholders in the wake of the global financial crisis of 2008-2009. Papers given at the conference were included in the *Conference on Corporate Communication 2010 Proceedings* published by CCI. Papers are also considered for publication in *Corporate Communications: An International Journal*.

Corporate Communication International at Baruch College/CUNY is a global center for information and knowledge on corporate communication. Devoted to the theory and practice of corporate communication, CCI provides world-class, research driven programs for corporate practitioners, scholars, students, policy makers and the general public.

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