

THE 19th International Media Management
Academic Association Conference
IMMAA 2025

Managing Innovation and Creativity
for Sustainability in Media Companies

OCTOBER 17-19, 2025

THE AMERICAN UNIVERSITY IN CAIRO





Conference Program



Pre-Conference Workshop

Friday, October 17, 2025

3:00–5:00 PM

Publishing Guidelines Workshop
Hall



Moataz Al-Alfi

Delivered by: Leona Achtenhagen

Professor of Entrepreneurship and Business Development at
Jönköping International Business School in Sweden; Editor,
Journal of Media Business Studies

5:00–6:00 PM

Campus tour

6:00–8:00 PM

Networking & Light Reception
(with band)



Moataz Al-Alfi Hall

DAY 1 - SATURDAY, OCTOBER 18, 2025

8:30-9:30 AM

Conference Registration

9:30-10:00 AM

Welcoming Remarks



Moataz Al-Alfi Hall

*Simultaneous interpretation provided

تتوفر

*ترجمة فورية

Ahmed Dallal,
AUC President

Gregory Ferrell Lowe,
IMMAA Association President, Professor and Director of Executive Education, Northwestern University in Qatar

Ahmed El Moselmany,
Head, National Media Authority

Soha Rizk,
Solution Engineer, Leader, CISCO

Rasha Allam,
Chair, Department of Journalism & Mass Communication, The American University in Cairo; Head, IMMAA 2025 Organizing Committee

10:00 AM-12:00 PM	Plenary Session I	 Moataz Al-Alfi Hall
*Simultaneous interpretation provided		*تتوفر ترجمة فورية
Leading Innovation for A Sustainable Media Ecosystem Charlie Beckett, Director of Polis and the Polis/JournalismAI project, London School of Economics, the United Kingdom Edson C Tandoc Jr. President’s Chair Professor of Communication Studies, Nanyang Technological University, Singapore Noha Mellor, Media Professor at the University of Sharjah, the UAE Ahmed El Gody, Docent MKV-HumES Orebro University, Sweden Session Chair: Rasha Allam, Associate Professor & Chair, Department of Journalism and Mass Communication, The American University in Cairo Session Discussant: Gregory Ferrell Lowe, IMMAA Association President, Professor and Director of Executive Education, Northwestern University in Qatar		
12:00-1:00 PM	Lunch	

1:00-2:15PM

Plenary Session II

Moataz Al-Alfi Hall

*Simultaneous interpretation provided

تتوفر ترجمة فورية*

Industry Voices of Arab Media: From Challenges to Opportunities

- Hussien Amin,

Professor & Director of the Kamal Adham Center for Television and Digital Journalism, The American University in Cairo
- Alaa Elghatrifi,

Editor-in-Chief, Almasry Alyoum Newspaper
- Hossam Saleh,

Chief Business Officer (CBO), United Media Services Technology, Media, and Telecom (TMT) Senior Expert
- Sherif Amer,

Lead Anchor, MBC Masr
- Naila Fattouh

CEO, Impact BBDO

Session Chair: Khaled Ezzelarab, The American University in Cairo

2:30-3:45 PM

Parallel Sessions I

Room: P019

Innovation and Disinformation: How Journalism and Education Confront the AI Era

Francisco Rolfsen Belda, São Paulo State University, Brazil

Development of Innovative Technologies in Journalism to Combat Disinformation



Anna Jupowicz-Ginalska, Martyna Dudziak-Kisio, Ksenia Wróblewska, Emilia Zakrzewska, Malwina Zuchniewicz, University of Warsaw, Poland
Bridging Academia and Practice in Media Management in the Polish Higher Education: Redefining Curricula, Competencies, and Cooperation

Joschka Mütterlein & Daria Yugina, Macromedia University of Applied Sciences, Germany
Chatbots in Media Education

Dina Abou Zeid, October 6 University and Ain Shams University, Egypt
AI Ethical Challenges in Mass Communication Faculties in Egypt

Salma ElGhetany, The American University in Cairo, Egypt
From Fake News to Deep Fakes: How Media Organizations are Responding to the Next Wave of Disinformation

Session Chair: Firas Al-Atraqchi, The American University in Cairo

Room: P020

Strategic Management and Sustainable Models in Global and Local Contexts

Castulus Kolo, Dinara Tokbaeva (Macromedia University of Applied Sciences, Germany) & Leona Achtenhagen (Jönköping International Business School, Sweden)

Innovation by Zero-Based Strategizing: How Dumont Managed Its Radical Strategic Change Process to Achieve Sustainability

Mara Lixandru, University of Bucharest, Romania

National Geographic's Brand Revitalization from Print to Platform

Mercedes Medina Laverón, José María Alvarez-Monzoncillo & Mónica Herrero, Universidad de Navarra, Spain

Fiscal Policies and Local Audiovisual Sustainability

Ahmed Taher and Hoda El Kolaly, German University in Cairo, Egypt

Dynamic Pricing Strategies in Middle Eastern Streaming Platforms: A Comparative Case Study of WATCH IT and Shahid in the Egyptian Market

Loanna Georgia Eskiadi, Aristotle University of Thessaloniki, Greece
Emerging Technologies, AI, and Immersive Journalism: Navigating
Innovation and Sustainability in Media Organizations

Session Chair: Hesham Dinana, The American University in Cairo

Room: P022

Streaming Platforms, Audiovisual Ecosystems, and the Future of On-Demand Video

**Alfonso María Sánchez-Tabernero, Universidad de Navarra &
Universidad de los Andes, Spain**

Impact of Streaming Platforms on the Audiovisual Consumption
Ecosystem

Eli Noam, Columbia University

Constraints on the Next Generation of Video

Christian S. Nissen, former DG for DR, Denmark

Public Service Media from Linear Flow to Streaming On-Demand:
Strategy, Organization and Management

Patricia Diego González, Universidad de Navarra, Spain

Beyond the Screen: Sustainable Strategies for Streaming Content
Production and Management

Session Chair: Mahitab Ezz El Din, Linnaeus University

Room: P007

Advertising, Branding, and Consumer Engagement in a Digital and AI-Driven Market

Ahmed Farouk, University of Sharjah, Sharjah.

The Misuse of Social Media and Its Impact on Well-Being

Mariam Amer, Moderns Sciences and Arts University, Egypt

Swipe for Self-Branding: AI-Generated Ads and Egyptian Gen Z Females

Yasmine El-Sayed, The American University in Cairo, Egypt

Instagram and Brand Engagement Among Egyptian University Students

Nouran A. Tahoun, Mirna Ibrahim, The American University in Cairo, Egypt
Five New Metrics to Drive Sustainable Innovation in Digital Advertising: Balancing AI Acceleration and Creative Value

Monia Mohsen, October University for Modern Sciences and Arts, Egypt
Misleading Hydration: Consumer Confusion Between Energy and Sports Drinks and the Call for Responsible Advertising.

Session Chair: Miral Sabry, University of East London at EUE

3:45–5:00 PM.

Parallel Sessions II

Room: P019

Media, Politics, and Strategic Communication: Global Crises and Diasporic Contexts

Hans Bernard Nii Ofori Quaye, Universitat Jaume, Spain
The Dominance of Political Advertising in Ghanaian Media

Ahmed Khairy, South Valley University, Egypt
Digital Diplomats: Elite Narratives and Strategic Ambiguity in Arab Political Communication

Mahitab Ezz El Din, Linnaeus University, Sweden
Media Strategies in Reporting the Quran Burning Crisis in Sweden

Eylem Yanardagolu, Macromedia University of Applied Sciences, Germany
Sustainable Diasporic Media Management: Lessons from EMMAHUB 2024

Session Chair: Dina Farouk Abou Zeid, Ain Shams University

Room:P020

Media Ownership, Sustainability, and Strategic Implications for Journalism and Content Systems

Jason Buckweitz, Columbia Business School, USA

Major Media Owners in America and its Implications

Paulo Faustino, Porto University, Portugal

Dynamics in TV Business Model & Ownership Concentration: The Perspective of the last 10 years in the Portuguese Market

Hesham Dinana, The American University in Cairo, Egypt

Trust Pathways in Digital Journalism: Comparing Western and National News Media Influence on Civic Engagement in Egypt

Iman Zahra, Al-Driven Sustainability and Cultural Shifts in Egyptian Organizations

Session Chair: Udo Bomnüter, Macromedia University of ApplieSciences

Room: P022

Media Resilience and Transformation in Transitional Contexts

Nour El Abbasy, The American University in Cairo, Egypt. Egypt's Unresolved Media Transition: A Comparative Analysis of the Role of the Egyptian Press Amid Political Turmoil, Ownership and Objectivity

Nikolaos Panagiotou, Aristotle University of Thessaloniki, Greece; Remzie Shahini-Hoxhaj, University of Prishtina (UP), Kosovo; Abit Hoxha,

University of Agder, Norway. Building Resilient Media in Post-Conflict Democracies: Lessons from Kosovo, the Western Balkans and Africa

Eman Essam Moustafa, Arab Academy for Science , Technology and Maritime Transport, Egypt

Prompted Polarization: Algorithmic Storytelling and the Creative Struggle for Narrative Control

Iman Zahra, Cairo University & British University in Egypt The Role of Artificial Intelligence and SDGs in Organizational Culture in Egypt Session Chair: Reem Nafie, The American University in Cairo	
Room: P007  Mary Cross Digital Transformation in Egyptian Media: Current Trends and Future Directions Amr Khafagy, Egyptian Journalist Haitham El-Sawi, Director of Development and Digital Transformation, Al Ghad TV Mostafa Metwally, Founder & CEO of Pulse Media Productions Session Chair: Heba ElShahed, The American University in Cairo	
6:00-9:30 PM	Medieval Cairo Tour and Dinner in Mamai Restaurant

DAY 2 - Sunday, October 19, 2025

9:00-09:45 AM

Plenary Session I

Moataz Al Alfi

The Second Digital Convergence and its Implications

Eli Noam, University of Columbia, USA

Session Discussant: Bjørn von Rimscha, Johannes Gutenberg University
Main

10:00-11:00 AM

Plenary Session II

Moataz Al-Alfi Hall

Technology Frontiers in Media: AI, Security, and Innovation

Ahmed Salama,
Regional Executive Director, Microsoft

Ibrahim Shamel,
Cyber Security Architect, CISCO

Heidi Merzi,
Project Officer, Communication and Information Sector,
UNESCO Regional Office for Egypt and Sudan

Tamer Abulazm,
Managing Partner, IBM Consulting in Egypt

Ahmed Esmat,
Media and Communication Consultant

Session Chair: Ahmed El Gody,
Docent MKV-HumES Orebro University, Sweden

Parallel Sessions I

Room: P022

Transnational Perspectives on Journalism: Science, Language, and Knowledge Transfer : Global Perspectives on Media Systems

Gregory Ferrell Lowe, Northwestern University Qatar

Perceptions and Practices of Science Journalism in Qatar: An Analysis Using the Hierarchy of Influences Model

Kenton T. Wilkinson, Texas Tech University, USA

Artificial Intelligence and Language Transfer Processes in Latin American Media Markets

Mona Elswah, University of Exeter, United Kingdom

Tech Companies and Content Moderation: A Comparative Case Study

Analysis of Four Languages in the Global Majority

Miguel Dobrich & Gabriel Farías, Amenaza Roboto, Uruguay

Reinventing Journalism from the Global South: Innovation, Data, and Sustainability Beyond the Ad Model

Session Chair: Shahira Fahmy, The American University in Cairo

Room: P019

Governance and Algorithmic Influence in the Age of Artificial Intelligence

Khayrat Ayyad, University of Sharjah, the UAE

Governance, Ethics, and Social Responsibility in AI: Evidence from the UAE

Udo Bonntüer & Heiko Reusch, Macromedia University of Applied Sciences, Germany

User Agency in TikTok & Instagram Recommender Systems

Mohamed Mekkawi, The American University in Cairo, Egypt
AI-Related Intellectual Property Crimes in Digital Media: A Legal Analysis under International and Egyptian Frameworks
Hussein El Moataz & Rowaida Rashwan, The American University in Cairo, Egypt
Algorithmic Influence on Egyptian Media and Its Impact on the Gatekeeping Process

Session Chair: Ahmed Farouk, University of Sharjah

Room: P020

Creativity and Innovation: Evolving Roles in Journalism and Digital Content Production

Florian, Haumer & Castulus Kolo , Macromedia University of Applied Sciences, Germany
Between Journalism, Entertainment and Entrepreneurship: Role Perceptions of Social Media Content Creators
Ilhem Allagui, Northwestern University in Qatar
Content Creation and Innovation in Tunisian Media: Gaps and Opportunities with Artificial Intelligence
Tena Perišin, University of Zagreb, Croatia
Exploring the Potential of Constructive Journalism in the Newsroom
Shereen Mousa & Noora Ahmed, Helwan University, Egypt and University of Sharjah, the UAE
Responsible Artificial Intelligence: Trends and Challenges in the Media Content Creation Industry

Session Chair: Nadine El Sayed, The American University in Cairo

Room: Shafik Gabr Hall

Rethinking Advertising and Creativity in the Age of AI and Sustainability

Hisham Dinana, The American university in Cairo

Sustainable Advertising and Brand Engagement: The Role of Consumer Minimalism and Scepticism

Dina Younis, MSA University

AI, Virality, and Visibility: Examining the Impact of Algorithms on Social Media Advertising Performance

Bassant Attia & Ahmed Taher, College of Language and Communication, Arab Academy for Science and Technology and Maritime Transport

Five New Metrics to Drive Sustainable Media Innovation: Redefining Success in a Post-Engagement Era

Anna-Mishale Ilovar, Castulus Kolo & Florian Haumer, Macromedia University of Applied Sciences

Notions of Creativity in times of AI: A survey among European content creators.

Session chair: Salma El-Ghentany, The American University in Cairo

Room: P007

Innovation, Inclusion, and Sustainability in the Age of Smart Media

Mohamed Salem and Ahmed Taher, The American University in Cairo, Egypt

The Four Narratives of Disability in Arab Media: Reimagining Media Representation for SDG-Driven Inclusion.

Kareema Kamal Tawfeik, South Valley University, Egypt

Analysis of the Media Industry and Market Trends considering Modern Technological Developments

Dalia Younis, The American University in Cairo, Egypt

Challenges to Sustainability in Social Audio: An Exploratory Case Study of the Clubhouse Application

Hanaa and Reda El Foly, Ain Shams University, Egypt

A Model for the Role of Smart Media Supported by AI in Shaping Public Opinion: An Evaluation Study

Session Chair: Lobna Khairy, The American University in Cairo

12:15-1:00 PM

Lunch

1:00-2:15 PM

Plenary Session III

 Moataz Al-Alfi Hall

*Simultaneous interpretation provided

تتوفر ترجمة فورية

From Creation to Curation: Managing Content
in the Social Media Age

Mahmoud El Mamlouk,
Editor-in-Chief, Cairo 24

Sondos Effat,
Managing Director, FP7

Khaled El Baramawy,
Content Development and Digital Transformation Specialist

Hussein El Gohary,
Content Creator & TV Presenter, Blinx

Session Chair: Ramy Radwan, TV Presenter

2:30-3:45 PM

Parallel Sessions II

Room: P022

Digital Transformation and Organizational Adaptation in Media Industries

Joschka Mütterlein & Sarah Schmid, Macromedia University of Applied Sciences, Germany

Shaping Professional Identity in Immersive Media Workplaces

Anna-Mishale Ilovar, Nicole Rungo & Castulus Kolo,

Leapfrogging economic disadvantages by AI between business opportunities and ethical concerns - A qualitative study among independent Sub-Saharan film makers on YouTube

Heba El Shahed, The American University in Cairo, Egypt

Digital Transformation in Egyptian Media Markets: Strategic Management Frameworks for Organizational Adaption

Lobna Khairy, The American University in Cairo, Egypt

Driving Strategic Change: Strategic Management Reforms for a Digitally-Driven and Sustainable Media Future

Session Chair: Khayrat Ayyad, University of Sharjah

P021 - FATHY SAMARA ROOM

MEDIA DIVERSITY LAB WORKSHOP

MODERATORS:

Anna Jupowicz-Ginalska, University of Warsaw (Poland),
Rasha Allam, The American University in Cairo (Egypt)

MENTORS:

Castulus Kolo, Macromedia University of Applied Sciences (Germany),
Björn von Rimscha, Johannes Gutenberg-Universität Mainz (Germany)

RESPONDENT:

Gregory F. Lowe, Northwestern University in Qatar



Room: P019

Navigating Media Bias: Role of Algorithms and Data Analytics

Alex Mari, Ertugrul Uysal, Amani Alabed, Fotis Efthymiou, American University of Bahrain, Bahrain

Empathic Media as a Persuasive Force: A Dual-Process Perspective on Sustainable Consumer Decision-Making

Norhan Saafan, The American University in Cairo, Egypt

Retracted Scientific Articles in AI Training Data: Implications for Media Management

Hassan Marrie, MSA University, Egypt

Algorithmic Discrimination or Cultural Relevance? Managing AI-Driven Personalization in the MENA Region

Mingli Mei & Guoyan Cen., Tongji University, China

Is AI Interaction really smart? A study of Interaction Effects of Weibo AI agents and User Experience under the Perspective of Affordance.

Session Chair: Yousra Bakr, The American University in Cairo

Room: P020

Rethinking Media Practices: AI, Data, and Social Responsibility

Yasmeene Saleh, The American University in Dubai, the UAE

Ethics and Social Responsibility in the Age of AI: A Comparative Analysis of AI Media Regulations in the EU and MENA Regions

Dina Hamed, The American University in Cairo & Assiut University, Egypt

The Experts' Perceptions on the Impact of AI on the Future of Film Industry in Egypt: An Exploratory Study

Wael Badawy, The American University in Cairo, Egypt

Sustainable Creativity in the Age of AI: Transforming Media Companies Through Innovation Management

Amira Fayez & Noura Alaa, The American University in Cairo, Egypt

The Impact of Data Analytics in Shaping Content Strategy and Business
Models Decisions: A Case Study of Egyptian Newsrooms

Session Chair: Mohamed Gameel, The American University in Cairo

Room: P007

The Psychocultural Power of Visual Content in Digital Media

Amira Ehsan,
Scholar, educator, and visual artist

Mostafa Sharawy,
Filmmaker, video editor, and multimedia production specialist

Howida Abdelshafy,
Filmmaker, educator, and multidisciplinary artist

Salma Mohsan,
Teaching Assistant at the College of Art and Design

Session Chair: Ayman Wanas, Architect, Academic, Artist, and Strategic Thinker

4:30-5:15 PM	IMMAA General Assembly and Conference Concluding Remarks
6:00-9:00 PM	Nile Cruise and Dinner on Nile Pharaohs Boat

Monday, October 20, 2025 - Post Conference Day

7:00 AM-2:00 PM	Giza Pyramids Tour & Breakfast at 9 Pyramids Lounge
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