

CONSULTANCY



Is Communications dying in the era of AI?

8 case studies with expert insights

About This Casebook

Consultancy32 understands the potential and the challenges Artificial Intelligence is bringing to communications. A year ago, we created our very own task force to further look into the value added and the risks brought by AI use. This casebook, and the online tool that accompanies it, is the result of our accumulated experience coupled with discussions, reflections and testing around AI.

With a team that has decades of expertise in communications and marketing, we have a clear-eyed view of what actually works, and what doesn't, when integrating AI into client missions. This research series is our honest account of that experience. We worked with at least one consultant expert in one domain to write up a case about how that integration went. In each case study, we break down where AI brought genuine value and efficiency gains, where it proved useless or counterproductive, as well as the reputational and ethical risks we identified along the way.

The result is an interactive online tool intended for business leaders: VPs in larger corporations, startup founders, CEOs, heads of NGOs, and beyond. However, knowing the importance of a strategic judgment, and knowing that this casebook will also be accessed by fellow communicators working across different sectors, we deemed it important to lay out some core principles that steer our work with AI — a moral compass for communicators.

As of June 2026, it presents **eight case studies** showing how we integrate AI tools across

our communications and marketing practice to deliver sharper, faster results for our clients.

Each case study covers five areas:

- | A brief introduction to the communications domain
- | Our methodology and AI-integrated approach
- | A concrete case in point
- | Ethical and reputational risks
- | Key outcomes

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About This Casebook

In every engagement, AI can accelerate our research, analysis, and creation. Yet, human expertise, strategic judgment, and close client collaboration remain at the centre of what we do. AI doesn't replace the strategist; it still can't read an ecosystem the way a senior professional can. Humans have an instinct which can't be mimicked by AI, and that instinct is key to define a proper communications strategy.

| Barbara Mahe

It's not AI versus communications professionals, it's AI with them. PR has faced a few supposed existential threats over the years. Not long ago it was about social media. Most recently, it was the coming of AI. At first, rumors were that those of us in this profession were doomed. Today, what we see is that PR is more and more important for companies willing to be visible in responses provided by AI.

| Diane Gaillard

A little heads up on its contents: we have redacted the names of our clients to protect their privacy and refrained from advertising AI tools used. This document was produced with the help of AI.

Do get in touch, we'd love to have a chat with you, hear your view about our work and answer any of the questions you may have (even the ones about the prompts we used or the online tool we created).

Domains covered:

Communications Strategy & Strategic Communications	04
Competitive Intelligence & Market Analysis	07
Strategic Brand Repositioning	10
CEO Branding & Executive Positioning	13
Creative Direction & Visual Identity	16
PR & Editorial Content	19
Media Relations	22
Social Media	25
Our Commitment	28
Ethical Considerations for Reputation Management in the AI Era	29

CASE STUDY 01

Communications Strategy & Strategic Communications

The Domain

Strategic communications is key to supporting the organisation's overall strategy, its leadership team and the organisation's direction. Communication strategy is the plan: a framework that defines objectives, audiences, key messages, channels, and metrics for the long terms and for any given goal, campaign, or period.

Building a communication strategy to guide strategic communications over the mid and long term means first understanding who you are (mission, vision, values), understanding your market, and choosing a positioning based on your strengths and expertise — and then building the strategy to support your objectives as an organisation. A communications strategy thus helps to position the organisation to be recognised: true to its purpose (e.g. serving clients), financially sound (e.g. credible to investors), and attractive to talent (e.g. fostering employee advocacy).

AI can be a working partner at this level, accelerating market understanding, audience analysis, and **grounding decisions in data.**

Methodology & AI-Integrated Approach

At the strategic level, we have tested integrating AI. AI can help gather the elements needed to then make sound decisions:

- Ecosystem mapping (competitors, partners, investors, prospective clients): a research-capable LLM with live web access enables a rapid, macro-level mapping of an organisation's communications landscape before structural recommendations are made.
- Persona definition: LLMs can help define personas (your unique target audience) and identify how they behave, for example which events they attend and which media they read.
- Testing arguments and assumptions: conversational LLMs allows us to test arguments, run «red team» critiques, rehearse counterarguments, surface alternative perspectives and refine strategic thinking before C-suite presentation.

- Brand awareness and reputation audit: existing brands may compile information about the perception of its services or products via media-monitoring and social-listening platforms with built-in AI; for a newer company, a general market study of the competitive landscape and sector helps determine who to communicate with (personas) and where to communicate to reach them (media, platforms).
- Communications management: the use of AI note-takers during meetings has helped structure action plans and ensure teams are aligned.

What AI cannot do is make the positioning decision for you. It can surface the structure of a market (eg. indicate that today's travel sector is crowded at the low-cost and high-end tiers but thin in the mid-range), but choosing which niche to occupy still depends on human judgment: weighing the understanding of the power that each player holds in the ecosystem, what the company actually offers, its strengths, and its ambitions against that map.

Case in Point

An organisation whose business ran on researching and gathering ESG data to leverage impact investing was launched. Our mission was to help build the brand from scratch and market the data.

At the outset, the challenge was abstract: how do you make the case that an investment to promote social impact can be genuinely attractive to an asset manager? That question was solved prior to the deployment of AI. We built an activist brand with a clear point of view, giving the data a voice and a stance. Later, we stress-tested our hypothesis over the launch of the latest reports.

In our recent work, AI helped sharpen the campaign behind the report launch, with our core personas being investors. Research-capable LLMs helped validate who those investors were, identify which media and publications they read so we could target the PR pitch accordingly, and surface the active LinkedIn voices worth engaging for the social campaign, including for the company engagement (companies that were assessed against ESG criteria) part of it.

We used conversational LLMs as a sounding board to rehearse how different profiles — a pension fund manager, a bank, an ESG boutique, the head of an international organisation — might react to the same pitch, refining the framing before going to press. We went beyond identifying which publications investors read to mapping which journalists actually cover ESG and impact investing, their recent angles, and the kind of story they tend to pick up — sharpening the targeting further.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in communications strategy and strategic communications might want to consider this: recommendations that move faster because of AI carry a heightened responsibility for verification, ensuring the intelligence underpinning the strategy is sound, credible and unbiased. Feeding sensitive data that is not yet publicly available into AI can expose it to leaks. Finally, the use of AI to develop messages or imagery to market or advertise solutions may re-

quire specific clearance — some governments already impose disclosure and consent requirements for AI use in advertising.

Key Outcomes

A communications strategy for the report launch delivered on compressed timelines: AI accelerated the audience and media intelligence while human judgment retained the positioning and messaging decisions.

Sharper PR and social targeting, with pitches aimed at the journalists and publications investors read, and a campaign that leveraged LinkedIn voices already shaping the conversation.

CASE STUDY 02

Competitive Intelligence & Market Analysis

The Domain

Understanding the competitive landscape is fundamental to effective communications strategy supporting the organisation and its CEO. Done well, it reveals what competitors are doing and what space remains unoccupied.

Competitive intelligence informs brand positioning, content strategy, audience targeting, and PR direction. **AI has transformed this discipline.** What once required days of manual research can now be completed in hours, with greater breadth.

Methodology & AI-Integrated Approach

Our AI-enhanced competitive analysis covers four layers:

- GEO perception audit: we have used 3 to 4 multiple large language models to assess how a given client and its competitors are described and positioned by AI platforms themselves. This reveals what narrative the market is receiving about each player.
- Digital performance and content analysis: we used LLMs to synthesise competitor websites, social channels, content libraries, and SEO footprints to identify patterns in messaging and audience engagement.

- Market positioning and narrative mapping: we have used LLMs to identify recurring themes in competitor communications to locate differentiation opportunities.
- PR and media intelligence: we have used LLMs to analyse competitor coverage across media titles, identifying which outlets cover the space and what storyteller gains traction.

A critical human overlay is applied throughout: our team cross referenced answers from LLMs and reviewed outputs searching for patterns and extracts actionable recommendations.



Case in Point

A leading index provider has been working with Consultancy32 for years. The client needed a comprehensive understanding of competitive dynamics to inform its communications strategy, particularly in view of its expansion to new markets.

We ran a structured AI-driven analysis mostly using three large language models, cross-referencing outputs for consistency. The research covered the client’s brand perception and a detailed assessment of direct and indirect competitors across five dimensions: overall marketing communications, business positioning, content and SEO, social media, and PR.

Using multiple AI tools served a dual purpose: understanding how AI platforms perceive and present these brands (critical for GEO strategy), and gathering competitive intelligence at scale. At every stage, findings were validated with the team, whose strategic context and institutional knowledge no AI tool could supply.

A key challenge was establishing if the information captured was up-to-date or reflected old digital footprint.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Competitor Analysis might want to consider: AI-generated competitive intelligence reflects what is publicly indexed, which means well-resourced competitors with stronger digital footprints will appear more prominently. The gaps in the data are as strategically significant as the data itself, and without the human factor the analysis would rely on potentially outdated information.

Key Outcomes

A clear picture of how the client is perceived by AI platforms, identifying what to amplify, what to correct, and where to invest in content.

Identification of an unoccupied positioning territory the client could own.

A differentiated content strategy grounded in analysis of what performs for peers and where the client could lead.

Strategic recommendations delivered at a speed and depth that traditional research methods could not have matched within the required time-frame, but which still require human verification and understanding of ecosystems for accuracy and relevance.

CASE STUDY 03

Strategic Brand Repositioning

The Domain

Brand repositioning is one of the most consequential strategies a business can undertake. It involves deliberately shifting how a company is perceived: it's a balancing exercise when the company changes while its fundamentals do not. Done well, repositioning unlocks new markets, smooths out wrinkles, and justifies bolder choices. Done poorly, it can destroy a brand's identity, alienate existing customers, and create detractors.

Effective repositioning requires a rigorous diagnosis of the current brand, a clear read of the competitive landscape, and a disciplined, phased approach to shifting perceptions without disrupting business continuity. **AI can help gain efficiency.**

Methodology & AI-Integrated Approach

We have tested to integrate AI at four stages:

- Perception analysis and market intelligence: as done in another case, we have used AI tools (NLP or ML for example) to analyse brand mentions, customer sentiment, competitive signals, and industry trends at scale, validating the strategic rationale for repositioning.
- Segmentation modelling: tools such as predictive AI have helped profile distinct customer segments, testing the viability of proposed tier structures against real market data and behavioural signals.

- Positioning testing and persona modelling: AI has enabled rapid simulation of how different positioning territories are likely to resonate with target audiences, reducing strategic risk.
- Continuous monitoring: once repositioning is underway, AI tools track brand perception, enabling adjustments based on recent or live data.

Here, **human touch is key to make sure AI outputs capture recent data and reflect real time scenarios.**



Case in Point

A fintech business with a strong reputation as a reliable, accessible platform faced a strategic growth ceiling. Competing primarily on price and accessibility exposed it to margin pressure. The challenge we were given was to move upmarket without alienating its established and loyal user base.

Our diagnosis began with an AI-powered brand audit analysing how the brand was perceived across owned channels, earned media, and third-party review platforms. Sentiment analysis revealed that while the brand was trusted, it was associated with accessibility rather than expertise or premium service quality.

AI-assisted segmentation modelling confirmed the viability of a three-tier client architecture: entry, advanced, and premium. Persona modelling tested how each segment would respond to different value propositions, reducing the need for costly primary research.

Our recommendation to the CEO centred on a phased premiumisation roadmap: evolving the brand identity, offer architecture, and

communications to reflect greater expertise and service quality while maintaining accessibility for existing customers. AI monitoring tools were built into the implementation plan to track perception shifts across segments as the repositioning rolled out. A brand evolution also needs a careful human-curated design of what the brand will be, it's much more than a dot on a map, it's a full set of values, personality, mission and vision crafted to make and give sense.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Strategic Brand Repositioning might want to consider: AI persona modelling is shaped by existing market data, which may encode existing social biases. Segmentation models built on AI-generated insight risk reinforcing who is served rather than identifying who could be. As you reshape your brand's perception, make sure your audience models are challenged against real demographic data, not just based on AI outputs or team perceptions, so that your audience feels spoken to.

Key Outcomes

- A validated strategic rationale for premiumisation, grounded in market intelligence rather than assumption.
- A three-tier segmentation model with clear commercial viability.
- A differentiated positioning territory centred on expertise and security, unclaimed by competitors.
- A phased repositioning roadmap balancing commercial ambition with brand continuity.
- A final brand that looks and feel real, crafted, curated and alive IRL while able to serve specific business objectives.

CASE STUDY 04

CEO Branding & Executive Positioning

The Domain

A leader's public profile is one of the most powerful assets a business has. CEO branding covers how an executive is perceived externally: their thought leadership, communication style, public image, and reputational standing. Effective positioning influences investor confidence, talent attraction, media coverage, and commercial partnerships.

AI can contribute to the research phase — but it's less effective than the human factor in the preparation for public speaking and the development of an assertive public image.

Methodology & AI-Integrated Approach

Before any executive public speaking training or media preparation session, we run a structured research phase. We have tested and integrated LLM tools across four areas:

- Reputation mapping (if applicable): aggregating how a CEO is publicly discussed across media, industry publications, and

social platforms, to identify sentiment, recurring themes, and reputational risks.

- Topic and positioning audit (if applicable): surfacing what topics the executive is already associated with, where they are visible, and where gaps exist in their public narrative.
- Competitive context: reviewing how peer executives speaking at the conference are positioned and which themes they own, to identify differentiation opportunities.
- Company and sector intelligence: building up-to-date briefings covering the client's positioning, recent news, and competitive landscape.

Where AI has limits, our coaches conduct direct video analysis of verbal and non-verbal communication. We also work with specialist partners who use trained AI models to monitor speech patterns: rhythm, tone, sentiment, and audience inclusivity.

Case in Point

A senior executive preparing for a major industry panel at an international conference. Our expert coach was called to help enhance his public speaking skills for his talk representing the company.

We worked with a CEO of a large group in the energy sector. He wanted to be coached prior to an international panel at a global conference in Paris. He had no experience speaking publicly in front of 300 people and never spoke at a conference in English. The coaching mission was to improve the client's verbal and non verbal communication so that he could master key messages in English and feel more comfortable in his posture in front of 300 people.

We did not use AI to analyse his past speeches as there were none. We deemed AI-powered public speaking tools that provide feedback on pacing, filler words, body language, tone were not suitable for this training on the fundamentals.

We first used AI to understand his past experiences, university background and the potential personality he could have during the coaching sessions. Thus, AI helped us estimate the impact of his engineering background, career, and speaking style.

We then used AI to estimate the other panelists' potential key messages at the conference. This was useful for the client as it is always more comfortable to know what the other speakers will likely speak about. AI helped us understand the likely positioning and key messages of each speaker ahead of the conference.

We also used AI to understand the conference challenges and key topics in this year's edition. Last but not least, AI helped us draft impactful messages the CEO could share on the D day, taking into account the company's main messages visible online and the communications director's notes shared before the training. Consultancy 32's coach adjusted online company information with offline communications messages given by the client before the first session.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Personal Branding and Executive Positioning might want to consider: Information shared with AI tools may be accessible to third parties voluntarily or in the case of leaks. The input of personal data may go against a person's wish to remain anonymous online.

Key Outcomes

- Profiling of the CEO: his background, studies and style before the first coaching session.
- Anticipation and understanding of other panelists' likely positions and narratives.
- Alignment between external and internal narratives, corresponding to the company's business objectives at the conference.
- Oral and impactful message pre-drafting to be validated with coach and client.

CASE STUDY 05

Creative Direction & Visual Identity

The Domain

Creative direction faces mounting pressure as AI makes it appear easier than ever to produce high-quality visuals. Art directors are now expected to deliver more work while preserving the artistry and human warmth that give brands their unique character.

Yet, **AI opens significant new possibilities** here: removing friction, accelerating early-stage exploration, and handling specific production **tasks that previously consumed significant time and budget.**

Methodology & AI-Integrated Approach

Our creative directors have been deploying AI selectively, integrating it where it adds genuine value while preserving human creative leadership for the work that shapes brand identity:

- Trend monitoring: platforms for image generation with AI allow to track design trends across sectors, enabling creative

teams to benchmark client visual identities against evolving market aesthetics, identifies shifts in creative direction and campaign approach.

- Moodboard and concept development: AI image generation accelerates visual exploration of creative territories before committing to production, improving the speed and quality of early client alignment.
- Image generation and editing: for abstract visual elements and social media content, AI reduces reliance on stock photography and speeds up production timelines. AI tools also handle image enhancement, background removal, and targeted visual edits (charts redesign etc.).
- Illustration and animation: AI assists in creating original illustrations, which are then vectorised for brand use, and in animating abstract visuals for video content.
- Copywriting support: AI assists in drafting explanatory copy for creative presentations, helping art directors communicate the strategic work behind visual decisions.

AI is not used for logo design, colour palette development, or web design. In these areas, AI currently produces generic outputs that would undermine brand distinctiveness. Imagery selection for brand use is also approached with discipline: over-reliance on AI-generated visuals risks producing communications that feel synthetic, poor.

Case in Point

A client in the finance sector needed new imagery for social media posts and for the website. Our graphic designer was called in to deliver them in a way that was in line with the brand and also in line with the topics.

The client had a library of curated photos, but they didn't suffice. A new and very specific image library was needed to populate social media posts and the website. Our designer understood that standard stock photo libraries didn't provide relevant, matching images.

Using 3 AI image generation tools, we were able to provide images that perfectly matched the topic and added variety while remaining fully branded. The images were generated using a sequence of prompts, and perfection was reached in about 2-4 rounds of prompting, with the help of LLMs to build prompts. The continuous improvement of artificial intelligence in terms of image generation allowed us to create very realistic images, generate realistic people or abstract and sharp financial concepts according to our client's brand.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Creative Direction and Visual Identity might want to consider: AI image generation draws on vast training datasets that may include copyrighted or culturally sensitive material. Creative directors have a responsibility to understand the provenance of AI-generated assets and to avoid outputs that appropriate without attribution. AI generated media can contain and perpetuate biases and lead to deepfakes. Generating photos and videos with AI may imply more environmental costs than generating texts.

Key Outcomes

- Higher digital content output delivered within existing production budgets.
- Visuals presented to clients more quickly, improving the speed of creative alignment.
- Reduced dependency on stock photography, enabling more distinctive visual communications.
- Clear boundaries maintained: logos, colour systems, and web design remain under full human creative control.



CASE STUDY 06

PR & Editorial Content

The Domain

PR and editorial content require precision, credibility, and a distinctive tone of voice. Whether writing for press, annual reports, or web content, the quality of the output depends on the quality of the research, the editorial judgment applied, and the author's ability to maintain a consistent tone across high volumes of content.

AI has a specific and useful role in this domain, provided it is deployed with discipline.

Methodology & AI-Integrated Approach

Our PR and editorial consultants have sought to integrate AI selectively across three areas:

- Research and documentation: AI tools such as are used to build context quickly when working on new or specialist subjects, supporting the research phase for recommendations, briefings, and editorial commissions.

- Competitor and media monitoring: AI-powered search tools surface competitor activity, industry developments, and media coverage in real time, keeping PR strategy current and responsive.
- Translation: AI is used to support fast, high-quality translation across languages, reducing turnaround time on multilingual communications without compromising accuracy.

AI is not used to fully draft editorial content.

Our consultants write press releases, articles, and reports directly, using their own voice and judgment. AI may be consulted at the ideation stage when inspiration is needed, but the writing itself remains human. This is deliberate: **rewriting AI-generated content to recover a genuine editorial voice costs more time than writing from scratch.**

Two areas of specific caution apply:

- Confidential matters and crisis communications: AI tools are not used when handling sensitive or confidential client information. There is a risk that detailed prompts

on a specific subject could, in aggregate, signal intelligence to competitors using similar queries. In these situations, we either use multiple separate tools or conduct research through traditional means.

- More and more editors recognize AI-generated PR and avoid them. AI generated PR usually results in a lot of general content, bullet points, etc. As editors receive more and more content, it is crucial to stand out from the mass.

Case in Point

Our PR consultant was commissioned to produce editorial content for an organisation's annual report, covering several technical subject areas outside her immediate expertise.

An LLM was used in the research phase to build a rapid working knowledge of each subject area, surfacing relevant documentation, sector context, and recent developments. This gave the specialist a solid editorial foundation before interviews with internal stakeholders, allowing those conversations to go further and faster.

AI translation tools were also deployed to produce a working French version of key sections, which was then reviewed and refined by a native speaker. This reduced the cost and timeline of the multilingual production process.

A transcription tool was piloted to capture interview content for editorial use. It proved counterproductive: processing the transcript, checking it for accuracy, and adapting it for tone took longer than working from handwritten notes directly. The tool was set aside.

Speed gains from AI tools are only real when the full workflow is taken into account.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in PR and Editorial Content might want to consider: AI research tools amplify what is already prominent online. Editorial work that relies on AI-generated documentation risks reproducing dominant narratives and missing underrepresented sources, without the practitioner being aware of it. Excessive use of AI generated content may obfuscate a client's image and integrity before journalists. Entering clients' information into an LLM to prepare a press release may expose them to risks. AI may rephrase or feed content that is inaccurate or fake into documents.

Key Outcomes

Faster, better-informed editorial research, enabling the specialist to reach meaningful interview depth on unfamiliar subjects.

High-quality translation produced at reduced cost and turnaround time.

A clear, tested AI governance framework for PR work: where AI adds value, where it introduces risk, and where it should not be used.

CASE STUDY 07

Media Relations

The Domain

In media relations, accurately identifying the right “targets” — namely the media outlets and journalists who may be interested in, and therefore likely to write about, the topic defined jointly by the consultant and the client — can be just as decisive as the topic itself. The best piece of information in the world will have no impact if it is not sent to the right people.

A PR consultant’s added value lies in their ability to identify compelling stories, present them, in a way that enables journalists to work efficiently and quickly, and above all, **find the right person** to pitch them to and reach her **with the most relevant narrative angle**.

Methodology & AI-Integrated Approach

- Media database: A PR consultant typically uses a professional media database, often combined with an emailing tool, to ensure that the right information is sent to the right journalist. Some specific client

or business needs may require the use of additional databases or tools, particularly when targeting international media outlets. The challenge is that these databases can be costly, which may reduce the profitability of a campaign and often leads to them being abandoned. New AI-enhanced search engines and conversational agents now make it possible to quickly and efficiently identify media outlets — for example, pan-European or English-language publications based in Asia that cover highly specialized topics.

- Targeted media and journalists based on articles published: Manual online research that would previously have taken hours to build a bespoke list of journalists based on recent articles published can now be completed in minutes. LLMs enable more tailored pitching with personalised narrative angles, faster.
- AI embedded in PR tools: Several major PR platforms have introduced AI-powered features, including automated database building and reporting. We evaluate these

critically. For PR consultants, the added value is often limited, and the risk of over-relying on AI-generated media lists or coverage reports can undermine the quality of the work.

As to where AI falls short, two recurring failure patterns stand out from our practice. The first concerns AI-powered media database tools, which are platforms that promise to build targeted journalist lists automatically. The initial experience feels impressive, but the output is consistently shallow and incomplete. For a communications professional with limited PR expertise, the «wow effect» may hold. For a seasoned practitioner, it is simply unusable without a full manual overhaul, making the time saved largely illusory. The second involves press release drafting. A tech sector client used an AI assistant to produce a product announcement. On first read, the copy seemed competent. On closer inspection, it was hollow: fluent in the language of communication, but devoid of any concrete, newsworthy substance. The client approved it enthusiastically. A journalist would have binned it immediately.

Case in Point

A French company specializing in carbon accounting applied to a highly technical and niche field wanted to reach English-speaking transnational and European media outlets focused on specific markets and issues.

Research conducted using LLMs made it possible to identify the most relevant media outlets, find the right contacts, and determine the topics they were interested in at that particular moment in time.

Generative AI tools were also used to translate content originally written in French so it could be shared with English-speaking journalists.

LLMs can also help accelerate the monitoring and tracking of media coverage generated by these PR activities.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Media Relations might want to consider: LLMs are powerful tools, but they are not infallible. It is important to challenge and verify them to ensure that the results obtained are relevant, accurate, and also up to date. While LLMs greatly facilitate research, it remains essential to verify sources to ensure the information provided is reliable. Compiling personal data about journalists may conflict with data protection regulations.

Key Outcomes

Deployment of a highly targeted PR campaign aimed at a select number of international media outlets in order to begin building brand awareness.

A list of media outlets segmented by niche.

Development of tailored pitches, with personalised narrative angle.

An honest assessment of AI tools that did not deliver on their promise, informing better tool selection across the practice.

CASE STUDY 08

Social Media

The Domain

For some people, the terms social media and social networks are not necessarily interchangeable. They highlight that social media refers to platforms that work as outlets where one can share content, while social networks refers to the communities formed within these platforms. At the end of the day, this will be defined by the way platforms are used by an organisation and their intention.

Either to keep an extra online windowshop or carry out campaigns and mobilise audiences for specific targets, **AI can help boost and expedite creativity on digital platforms.**

Methodology & AI-Integrated Approach

Our social media experts draw on their experience creating content for online presence and managing communities for engagement. We have embedded AI with parsimony to ensure content is not leaked, and the brand integrity is maintained.

- Ideation: The creation of an editorial calendar for social media has to be rooted in the organisation's mission, purposes, identity. Our team understands that AI tools may be less helpful with that. But LLMs can be consulted for a compilation of trending formats so we can prepare and ideate content accordingly.
- Creating text: LLMs can generate useful drafts once key points are provided by a human editor. Without guidance, however, they risk producing generic copy. When trained on brand guidelines, tone-of-voice documents, and example content, they can return tailored text, including idioms, puns, and platform-specific register, that aligns with the brand's voice. Some social media platforms have built-in tools to detect AI-generated content; the purpose is to prevent bots from posting and to ensure that interactions come from real people (even when those interactions are simply comments designed to increase engagement and visibility).
- Creating, editing, or selecting visuals: Generative image models can produce or edit imagery with strong results, whether rea-

listic or abstract. Video generation tools are rapidly maturing, enabling short-form social video assets to be drafted from text prompts. Graphics and other illustration features for a publication can be better organised using LLMs. All of these require sharp prompt-writing skills, and might fall far from a brand's identity if only checked by the social media manager and not by a graphic designer. Also, AI-powered tools today allow transcribing and providing subtitles for videos.

- Proofreading: LLMs and dedicated AI tools can check grammar, structure, and flow. Some can assess how well your post is optimised for a specific platform, whether that's LinkedIn, Instagram, or X (formerly Twitter), and flag language that would not be in line with certain communication rules.
- Social listening and monitoring: AI-powered social listening has evolved beyond keyword monitoring. AI tools use machine learning and natural language processing to analyse sentiment, detect emerging trends, identify influencers.

Different plug-and-play AI tools are available to expedite the creative, diffusion and managerial processes related to social media — and many influencers have been bragging about it.

But for brands, if the automatisisation goes unchecked, they might expose them to exponential risks.

Case in Point

Two clients sought to drive online campaigns on issues of social and environmental impact. One aimed to share and leverage findings from ESG research; the other, results from projects undertaken to mitigate environmental impact. Both campaigns set out to showcase the corporate efforts and to demonstrate leadership by example.

Following gathering of documentation, kick-off meetings, and definition of angles for the messages, our team used LLMs to rework meeting notes with key stakeholders into coherent sentences. This helped craft quotes that remained accurate and impactful. The team verified quotes against the original notes before validating with stakeholders.

Social media publications entail different aspects as one tells a story: visuals, text, mentions, timing, and more. LLMs were used to tighten pre-approved text to fit visuals. AI tools were not used to produce visuals either because we preferred authentic photos for real examples, or because the use of AI would go against the very environmental claims in the campaign (AI-generated imagery can mean high carbon footprint), or because the branding guidelines required skilled human work.

AI tools were also used to mock up and preview posts before going live. LLMs were also used to scan for British or American English, and potential risks of the use of some language in ESG communications.

Related Ethical and Reputational Risks

Organisations and leaders seeking to use AI in Social Media might want to consider: While using AI tools, redacting names and not sharing sensitive information that wasn't yet public was an imperative to ensure confidentiality and avoid premature disclosure. Using visuals that don't reproduce biases, that stay

true to what the organization and that speak to your audience is crucial, but AI might lack that context and not acknowledge that.

Key Outcomes

Messages and visuals that stayed accurate to the underlying ESG findings and environmental evidence while gaining clarity and impact.

Platform-optimised posts, with text and visuals balanced and previewed before publication rather than corrected after.

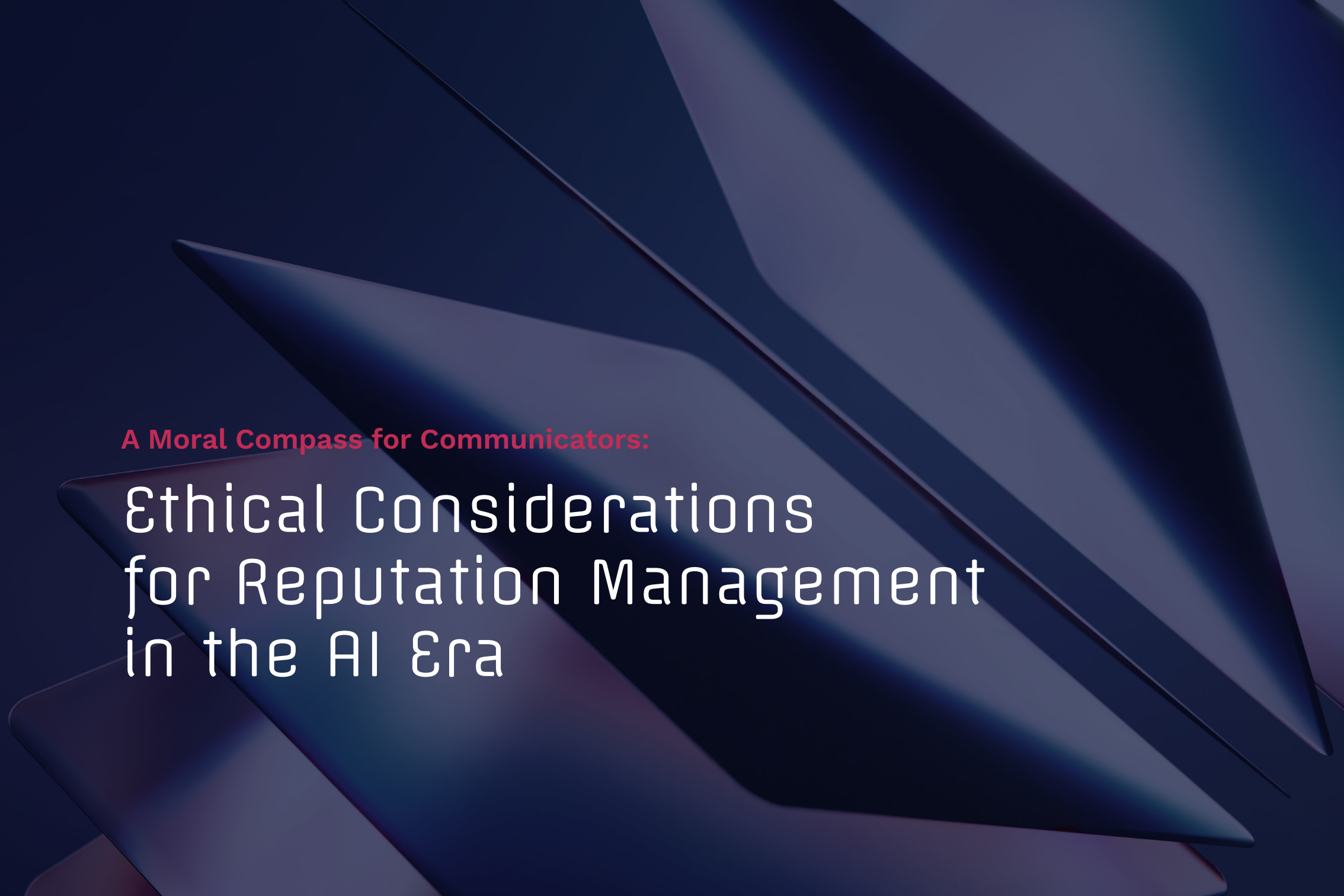
Language and wording reviewed for accuracy and defensibility before publication, notably to check for potential misuse regarding ESG communication requirements.

Our Commitment

AI accelerates. Expertise decides.

Across every domain in this casebook, the same principle applies: AI is a powerful amplifier of expert communications work. The speed, breadth, and analytical capacity of AI tools are most valuable when guided by experienced practitioners who understand both what the client needs and what AI can reliably deliver. AI augments and accelerates the delivery of expertise, but it never replaces it.

Consultancy32 continues to evolve its AI integration practice as the technology develops, always in service of sharper strategy, faster research, and more impactful communications.



A Moral Compass for Communicators:

Ethical Considerations for Reputation Management in the AI Era

Every significant technology shift forces a profession to decide what it will carry forward and what it will leave behind. Photography did not end painting; it changed what painting was for, and which practitioners still mattered. In ancient Greece, philosophers refrained from writing down their thoughts either because they believed it was not an effective way to communicate knowledge, or because they feared that such practice would weaken the ability of the mind to exercise memory and rationality. Then things changed.

AI will likely do the same to communications. Today, the question is not whether to adapt, but how to do so without abandoning the standards that make the work worth doing.

AI is reshaping communications faster than the profession is establishing norms for its use. That gap matters.

The speed and scale at which AI tools operate create risks that individual judgment, applied case by case, may not be sufficient to manage. The profession could use a shared frame — not a binding code, but a moral compass.

To which extent will communicators be the guardians of the truth?

At Consultancy32, we believe in the importance of strong ethics when practicing any function. This includes those of us who produce and shape the information. For communications professionals, clarity around ethical considerations will enable operators to help their clients (internal and external) to navigate a new, fast-changing landscape. In practical terms, the reputational risks for clients surrounding the use of AI and how it is communicated will likely revolve around the same topics.

The framework below is not a rulebook. It is a set of ethical considerations to help communicators navigate AI use thoughtfully.

Transparency with Clients

Clients have a right to know when AI tools are used in work produced on their behalf. This does not mean disclosing every tool in every workflow. It means being clear about the role

AI plays in research, analysis, content development, or monitoring, and ensuring clients understand where human judgment begins and AI output ends. Passing AI-generated content as entirely original human work is a breach of professional trust.

Self-check: Am I aware to the extent possible of the risks I'm both exposed to and exposing my client to as I use AI?

Disclosure to End Audiences

Transparency does not stop at the client. When AI plays a substantive role in a final asset, especially with images and videos, it affects audiences. Industry norms and state regulations are still forming, and full disclosure is not always appropriate or expected (for instance, to disclose AI was used to correct emails in the publication approval process). The underlying principle, however, is non-deception: audiences should not be misled into ascribing thought, voice, or authorship to a person or organisation when the substance came from a model.

Self-check: If the audience knew exactly how AI was involved in producing this content, would they read it differently?

Confidentiality & Data Protection

AI tools process what they are given. Feeding client-sensitive information — strategic plans, crisis situations, financial data, personal details — into general-purpose AI platforms introduces real confidentiality risk. Most commercial AI tools are not designed to guarantee data security at the level clients reasonably expect. The rule is simple: if you would not share the information publicly, do not share it with an AI tool without explicit safeguards in place, such as enterprise contracts with data isolation, local models, or vetted private deployments.

There is a subtler risk too. Detailed, repeated prompts on a specific subject can, in aggregate, signal strategic intent. Competitors using similar queries on the same platforms may surface related outputs. On sensitive matters, practitioners should vary their tools, broaden

their queries, or conduct research through traditional means. Cloud-based and local AI tools also differ materially in cybersecurity exposure.

Self-check: Would I be comfortable if this prompt — and everything I have ever typed into this tool about this client — appeared on a competitor's screen tomorrow?

Accuracy and Verification

AI tools may present information with confidence regardless of its accuracy. In a profession where credibility depends on getting facts right, this is a serious risk. Every significant claim sourced through AI research must be verified against primary or authoritative sources before it informs a recommendation or appears in client-facing work. The volume of output AI can generate is not a reason to lower the verification standard as it may lead to misinformation, fake news, or others.

Self-check: Have I verified this claim against a source that exists independently of the AI's output?

Editorial Integrity

AI can draft content. It cannot exercise editorial judgment, maintain a client's voice, or take responsibility for what it produces. When communications professionals use AI in content development, the obligation to review, rewrite, and take ownership of the final output is total. Content that has not been genuinely reviewed and refined by a human practitioner should not carry the authority of professional communications work.

Self-check: Could I defend every word of this content as my own professional judgment, not the tool's?

Human Accountability

AI does not bear professional responsibility. The practitioner does. This principle needs to be stated clearly in a period when AI tools are being marketed as autonomous solutions. Whatever AI contributes to the research, analysis, or production of communications work, the professional who delivers it remains fully accountable for its quality, accuracy, and ethi-

cal standing. Delegating judgment to a tool is not a defence.

Self-check: If this work caused harm, would I accept full responsibility — or would I want to point at the tool?

Honesty About Limitations

Part of professional integrity is knowing when AI is the wrong tool for the task. Advising clients to use AI tools uncritically, or deploying AI in situations where it introduces more risk than value, is a disservice. The communicator's role is to exercise informed judgment about when AI helps and when it does not. That judgment is itself a professional skill.

Self-check: Am I using AI here genuinely, with a clear purpose?

Bias and Hallucination

AI tools reflect the biases present in their training data. In communications, this has direct consequences: AI-generated research can over-represent dominant narratives, amplify

certain voices at the expense of others, produce outputs that appear balanced but are not. Communicators must apply active critical scrutiny to AI-generated analysis, particularly when it concerns audiences or markets that are less prominently represented online.

Hallucination, or the generation of plausible but false information, is a specific and well-documented risk across all major AI tools. The confidence with which AI presents inaccurate facts makes this harder to catch, not easier. In a profession where a single factual error can damage a client's reputation, the verification standard must be absolute. AI output is a starting point, not a source.

Self-check: If this analysis were about a less-represented group, market, or viewpoint, would I trust it as much?

Environmental Responsibility

AI carries a real environmental cost. Training large models consumes substantial electricity and water, and inference adds to that footprint at scale. The honest position is one of proportionality: use AI where it earns its cost, and

resist the habit of reaching for it by default. For communicators advising clients on sustainability or environmental positioning, the obligation is sharper. It is difficult to credibly advocate for transparency on environmental impact while ignoring it in one's own practice. Choosing tools with documented environmental performance, and using them deliberately rather than automatically, is the consistency this work requires.

Self-check: Is this use of AI proportionate to what is at stake — or am I reaching for the tool by reflex?

These principles are not exhaustive. They reflect a compilation of our concerns as we integrate AI into communications work. They help us steer the conditions under which AI can be used responsibly, in a way that protects clients, maintains professional standards, and keeps humans at the centre of the work.

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