Reconciling —— the Traditional and Contemporary

The New Integrated Communication

PROCEEDINGS

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Preface ....................................................................................................................................................... 1-2

Public Relations and Strategic Communication
• Strategic Communication in Culture. Analysis and Communication Recommendations for Croatian National Theatre in Zagreb (Damir Jugo, Mario Mrvac, Lovorka Milanović) .............................................................................. 3-18
• Lobbying and Public Relations: Overlapping of Two Different Professions (Damir Jugo, Dubravko Miholčić, Ivica Žigić) ........................................................................................................ 19-37
• Changes to Informal Internal Communication in the Example of the Political Academy of the Croatian Statehood Foundation 2007-2015 (Kristijan Sedak, Ameljanja Džanić, Ivan Jurić) ....................... 38-55
• Communication Shifts in Croatian Banking Industry: Comparison of the Early-Crisis Year 2009 and Full Crisis-Hit Year 2012 (Igor Vukasović, Sljeđana Baric, Šelmic, Gorjan Ivan Šošaj) .............................................................................. 56-84
• Credibility of Media Reporting in Crisis Communications. The Case of Croatia Airlines’ Aircraft Emergency Landing (Ksenija Žot, Tihana Ela Krulić) .............................................................................. 85-103
• External Communication of CSR among Top 100 Croatian Companies (Ana Smoljo Josić, Mateja Terek) ............................................................................................................................ 104-122
• Implementing Framing in Public Relations: Reporting on Climate Change as an Example (Mirvise Jakopović, Božo Škoja) ........................................................................................................ 123-142
• Strategies and Challenges of Ecclesiastic Communication - Press Office of the Archdiocese of Zagreb (Danijel Labaj, Davor Trbić) ....................................................................................... 143-158
• Possibilities of PR in the Development of Scientific Tourism (Marta Takahashi, Maja Banovac Baric) ............................................................................................................................... 159-176
• Employee perspective: Connection between Internal Communication and Employee Engagement (Ana Mlulović, Boža Trbojevic) ....................................................................................... 177-194

Management & Marketing
• The Perception of the Leadership Competencies by the Croatian Senior Managers in Aviation (Marin Anić) ............................................................................................................................... 195-208
• The Personality Trait “Warmth” and 360 Degree Results (Marin Anić) ............................................................................................................................... 209-220
• Grassroots Campaign as a Technique of Indirect Lobbying (Ivana Bilić, Ivan Vuković, Željko Krošić) ............................................................................................................................... 221-237
• Managing of Tourism Promotion for Swedish Emissive Market (Neven Senić, Filipa Marušić) ............................................................................................................................... 238-259
• Communication Management Education as a Career Ladder Boos (Igor Vukasović, Iva Anić, Iva Čirotić Donov) .............................................................................................................. 260-280
• New Communication Requirements in Security Management and Business Continuity Management (Maja Banovac Baric, Ivan Jurić) ....................................................................................... 281-296
• Improving Government to SMEs Communication in Croatia (Maša Cicic) ............................................................................................................................... 297-314
• The Role of Integrated Marketing Communication in Cluster Development (Zlatko Hodak, Sanja Rocca, Marina Hodak) .............................................................................................................. 315-333
• Creative Design Thinking as a Managerial Approach (Sanja Rocco) ............................................................................................................................... 334-348

Media & New Media Communication
• Using Corporate Web Sites as a Communication Channel with Investors - Example of Croatian Publicly Listed Companies (Ivana Gažić) ............................................................................................... 349-366
• New Media and Internal Communication: Employee Engagement Perspective (Violeta Colek, Anta Klapan) ............................................................................................................................... 367-384
• The Role of Social Networks in Daily Operations of Companies in Croatia (Maja Samardžić Gašpar, Ivana Jelenko) .............................................................................................................. 385-406
• Offline and Online Communication in Tourism – Example of Zagreb Ring (Dejan Glavačević, Zvonimir Grgas) ............................................................................................................................... 407-425
• Analysis of Information Security Awareness in a State Administration Body (Kristijan Salešević, Ivana Vuković, Čukle) ............................................................................................................................... 426-445
• The Culture of Fear in Croatian Printed Media (Neretvaža Željko, Eberhard, Tomislav Levak) ............................................................................................................................... 444-462
• The Opportunities and Challenges of Convergence and the Social Media (Boban Tomić) ............................................................................................................................... 463-480
• TV and New Media Legislation (Some of Croatia's Regulatory Experiences) (Sanja Vladović) ............................................................................................................................... 481-502
• Enabling Scientific Communication (Sergej Logučić, Ivan Dunder, Marko Horvat) ............................................................................................................................... 503-525

Interdisciplinary Communication
• Linguistic Patterns in Advertisements as Perceived by High School Students (Branka Baric, Antonija Jurić) ............................................................................................................................... 526-547
• Hedging in Conclusions of American and Croatian Research Articles in the Humanities (Adrian Blija, Lucia Mikučin Salešević) ............................................................................................................................... 526-547
• Corporate Social Responsibility in Scandinavian Countries and in Croatia (Oijana Kobas Dešković, Mihaela Pavlić) ............................................................................................................................... 544-561
• The Secondary Experience of an Information System (Kristijan Sedak, Anemarija Dijanić, Ivan Jurić) ............................................................................................................................... 562-587
• Pilot Study on Macrostructure of Croatian and German Web Portal Articles on Men’s Handball World Championship 2015 (Sandro Stojaković, Lucia Mikučin Salešević, Danijel Labaj) ............................................................................................................................... 588-605
• A Comparative Analysis of Language-Communications Perception in Public Relations (Marijana Togonja, Stanja Otek Križak) ............................................................................................................................... 606-622
• Visual Culture and New Media: New Realities in New Images? (Petra Kpan) ............................................................................................................................... 623-635
• Socially Responsible Communication Strategies of Sustainable Development (Antica Hrnejd, Dijana Vuković, Boris Jurk) ............................................................................................................................... 636-648
• The Visual Grammar of Photographic Images Produced by Media Convergence (Maria Perišić, Nikola Mikula, Miroslav Mikulja) ............................................................................................................................... 649-668
• Visual Literacy, Modes and Media (Sinišana Đukić, Lidija Đukić) ............................................................................................................................... 669-683
• Social Sentiment Analysis and Its Use in Communication Campaigns (Sanja Vladović) ............................................................................................................................... 684-709
PREFACE

Dear Readers!

Today, there is no dilemma that communication is present in every aspect of social and business life, and plays a key role in the forming of opinions and attitudes on individuals, organizations and the entire environment in which we live and work. Globalization, digitalization and the development of society as a whole have made communication an integral part of each and every institution and a fundamental factor in the development of their relations. Due to its complexity, communication management represents a complex and dynamic process, prone to constant change, and includes in-depth knowledge of one’s own organization, as well as its environment and the many factors that affect its operations. Nowadays, communication is undoubtedly the main factor creating market value, which is increasingly reflected in the power of emotion and the impact that individual institutions, companies and organizations arouse among consumers of their services. It is public relations, communication management and communication in general that have become the main means used to create new and to improve existing values.

Communications are, due to their specific characteristics, constantly changing and experiencing significant transformations, mainly due to the rapid development of technology. Therefore, before all who have chosen communications as their calling in life is the imperative to constantly follow the latest and newest trends and insights. As the only higher education institution specializing in communications in Croatia and the region, in addition to educating a new generation of communications professionals, the Edward Bernays College of Communication Management has to encourage the development of research and scientific knowledge on communications and communication management. The huge interest for this conference only confirmed the need for Croatia to firmly establish itself on the academic map of communications; a notable 200 participants, researchers and practitioners from the world of communications management, public relations, media, management, marketing, political science and related disciplines from ten countries worldwide discussed about the integration of the traditional and the contemporary in the world of communications on 8 and 9 May 2015 in Zagreb.
Practical examples, scientific analyses, case studies and a range of applicable research are only some of the aspects that could be heard from participants and presenters at the conference, who discussed possible ways of adapting organizations and the media to the rapid development of modern communication channels and aligning their specific features to existing tools and strategies. In front of you is a collection of selected and thoroughly peer-reviewed papers presented at Communication Management Forum – “Reconciling the Traditional and Contemporary: The New Integrated Communication”; more precisely, an excellent 38 full research papers that investigate the methods in which communications professionals use social networks, how traditional and modern communication tools and channels are used in the promotion of tourist destinations, how companies in contemporary settings use the potentials of online communications during crisis communication and to what extent the internal and external communication of a specific institution affects its entire communication. Thanks to findings that indicate directions within the communications industry and the latest trends, these conference proceedings also represents the largest contribution of the aforementioned international conference on the development of communication sciences in Croatia, countries of the region, and beyond.

We believe that the “Reconciling the Traditional and Contemporary: The New Integrated Communication” conference proceedings will be an incentive for all to place more thought, to discuss with each other and to explore various social occurrences and communication phenomena that we encounter in our daily work.

We wish you pleasant reading and for these conference proceedings to be an inspiration for new research!

Damir Jugo, Ph.D.

Programme Committee Chairman
STRAATEGIC COMMUNICATION IN CULTURE – ANALYSIS AND COMMUNICATION RECOMMENDATIONS FOR CROATIAN NATIONAL THEATRE IN ZAGREB

Original Scientific Paper

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Summary

The Croatian National Theatre (CNT) in Zagreb is the oldest and central theatre institution in Croatia. Considering its complexity, the theatre has the imperative to use decisive public relations activities since it is forced to simultaneously communicate with various publics and stakeholders. The Opera, one of the three theatre program components, continues to record high attendance and thereby is forced to interact with a demanding and specific audience. Based on the presumption that the CNT Opera has no formal communication strategy, the authors of this paper analyze the attitudes, habits and communication needs of the Opera audience, compare it to current communication practices. With a survey conducted among the Opera audience of the CNT in Zagreb, the authors analyze the attitudes and opinions of the Opera audience, and based on these findings, suggest one of the possible approaches to the future communication of the CNT in Zagreb. Besides the conclusion that passive communication without a strategic approach dominates throughout the institution, the authors articulate the need for a long-term approach to the younger population that would broaden the current CNT Opera audience. The authors have also drafted recommendations for the long-term strategic enhancement of the Opera Department of the Croatian National Theatre in Zagreb.

Keywords: public relations, strategy, culture and arts, opera, Croatian National Theatre in Zagreb
1. Introduction

Although culture and art are not considered as classic market products (in the sense of a primary activity), numerous authors agree that culture and art are an important market factor in the 21st century because they employ a large number of people, generate considerable income and profit, contribute to the economic development of society and they are often an intricate part of a more complex tourist package of products that a certain destination or country offers to the increasingly demanding tourist market (Aleksić, Alfirević, Pavičić, 2006, 17).

Cultural policy in the Republic of Croatia is still under the strong influence of the former Yugoslav system, which implies public financing of cultural institutions along with complete coverage of the overhead expenses of the institution. Cultural institutions are becoming more focused on the end consumer, the consumer of the cultural products. They try to build long-term relations with the audience through integrated communication that implies the use of more than just marketing activities (Obradović, Bogdanović Medo, 2010, 75).

The actual work done by a PR professional in art and culture is very similar to that done by any other PR practitioner, but there are certain distinctions. The specific market expects creativity and innovation, monitoring and creating trends and adapting to the social context in which culture and art are perceived primarily as fun; a reflection of one's lifestyle. Beresfort and Fawkes (2009, 671) define the sector of culture and art in public relations in the following manner: The input public (composers, playwrights) secures the resources transformed by the internal public (performers, management, and support staff) into useful services or products (performances, educational programs). The intermediate public (PR and marketing agencies, critics) then presents these services to the consumer public (audience, media).

Cutlip, Center and Broom (2003, 526) view the role of public relations in the majority of non-profit organizations through five tasks. The first is to gather support for the mission of the organization. The second is to develop the communication channels with the publics the organization serves, while the third is to create and maintain a favorable climate for gathering resources. The fourth task is encouraging development of public policies that would be favorable to the organization and its mission. And finally, the fifth task is to inform and motivate the key publics of the organization to commit to the set goals of the organization and to support them productively.
When rating the success and financial sustainability of a cultural product (performance, play), one of the crucial goals of any cultural institution is ticket sales. Sales are increased through promotional campaigns, advertising, informing the public when a play can be seen and through similar service information. Public relations have the task to create a story that the media will relay to the public, which in turn attracts the audience. Identifying and knowing the target audience is elementary in order to generate increased sales and successful communication.

Cultural institutions often use traditional marketing and, more precisely, promotional activities to present their programs and projects to their audience, but also to the general public. Public relations activities usually come down to: (1) proprietary publications (printed, audio and video, online), (2) systematic monitoring of the media, (3) organization of special events – press conferences, premieres, banquets, season opening/closing, panels, (4) meetings with stakeholders (financiers, donors, sponsors), (5) maintaining contacts with the representatives of the media, (6) crisis communication (Beresfort, Fawkes, 2009, 675).

Digitalization, especially the increase of individuals who use the Internet and Facebook on a daily basis, offered new possibilities of two-way communication. These new technologies changed the way cultural institutions communicate with their audience from the ground up, or to say it better, new technologies changed how consumers of cultural products get informed and how they are communicated with. Besides the new ways of informing and communicating, new technologies have made a great impact on ticket sales – online reservations or online purchases. A cultural product, like any other, is becoming increasingly more susceptible to criticism, which indicates a clear need for systematic and strategic communication through online platforms. According to Beresfort and Fawkes (2009, 683), looking into the future is exceptionally important for public relations practitioners in culture and art. They are presented with the following demands: understanding the process of planning and management, knowledge of the tools and techniques specific for culture and art, insight into the specialized communication tools, understanding the desires and needs of the consumers – audience, monitoring trends, flexibility, accepting new trends and the realization that tools, channels and trends are constantly changed by technological advancement.
2. Strategic Approach to Communication in Culture

While creating the strategy of communication for institutions in culture and art, the same methods of pre-research are used. The analysis are the same as with creating the strategy of communication for companies, since they can be affected by political stability, regulatory frames, technological development, tourism, natural disasters, age and income structure of the population (Pavičić, Alfirević, Aleksić, 2006, 22).

After an internal and external analysis of the surroundings, an analysis of market niches and defining what makes the institution different, it is necessary to define the real role and position of public relations within the observed institution. The analysis of the surroundings provides an insight into the institution from three aspects: internal surroundings (mission, vision, and internal structure), public perception (reputation) and external surroundings (stakeholders). The main methods that can be used in research and success rating are (1) qualitative – in-depth interviews, focus groups and (2) quantitative – polls and media content analysis. In addition to that, PR practitioners use informal methods like internet and book research almost on a daily basis. A more frequently used formal method is based on content analysis and press clipping related to the observed institution and its program. Content analysis does not measure results directly, but rather indirectly since these results can only be viewed as an indicator of certain effects (Jugo, 2012, 86).

Besides market research, the main element of every successful communication strategy is planning. Planning can't help a badly envisioned program, but planning will mean a well thought-out program. The foundations of success are built if plans are directed at the appropriate individuals and the right communication tools are used and the right words are used at the right time, and everything within the agreed timeframe and budget (Gregory, 2009, 194).

Choosing strategy and tactics is the next step and at the same time the most complex part of public relations. The strategy is the foundation on which the tactics of the program is built and that altogether is the main idea of planning. It is the strategy that shows how to reach set goals, while the choice of tactics is the practical part of the communication plan which combines tool choice of the course of time. Jugo (2012, 155) makes the distinction of 4 basic strategy types in public relations. Creative strategy helps the institution to build up its image and reputation, gathering strategy is focused on increasing competitive advantages and effects, adaptation
strategy is guided by the principle of accepting change and upholding values, and defensive strategy confronts inaccuracies and adverse stances.

It is necessary to carry out an evaluation at the end of a program to precisely determine if the chosen strategy and tactics achieved the desired communication and business success. Evaluation is used to prove (in)efficiency, while it also encourages management and responsibility. The evaluation of the process of planning and communication determines if the program was managed in a capable manner and if it is within the budget and timeframe (Gregory, 2009, 215).

Traditional tactics in communication like media relations are extremely important although they often function based on the traditional model of one-way communication, sponsorships and donations, crisis management and communication and event management. Social network communication is drawing an increasing attention of PR practitioners. The standard tools of media relations used in cultural institutions are press conference, press briefing, press release, press tour (for example attending rehearsal before a premiere), theater visit, photo session, interview, public statement and so on. Production quality greatly influences media coverage, but it is also one of the major responsibilities of a proactive PR practitioner. Regardless of proactivity, PR practitioners in culture need to be aware that it is a to-way communication so the news won't be based solely on the information the institution wants to see in the public domain. A PR practitioner should not be persistent in seeking out exclusively positive publicity, but should also be prepared for the negative view of the institution in the media (Bailey, 2009, 334).

Crisis management and crisis communication in culture are often under the influence of political struggle and are rarely based solely on different views of artistic expression. Subjects that can be characterized as crisis, and that are prevalent in the media are mostly related to employment and taking over or keeping political influence over the institution. In that situation, cultural institutions don't have a lot of possibilities of a coherent communication towards external publics, because the matter is usually simple politics reflected badly on the institution. Sponsorship as a marketing tool is an appropriate niche for cultural institutions to position themselves as sponsorship recipients. Attracting sponsorship funds from private companies however is not simple, because those same companies expect something measurable in return – tangible marketing value. Many institutions from culture and art are used to long-term financial security (state budget) and they rarely embark on any activity that would potentially
secure additional funding. Implementing a percentage clause would be very motivational. In this case, state budget funds would only be approved after the institution had already secured a percentage of the funds from other sources (Pavičić, Alfirević, Aleksić, 2006, 258-263).

3. Public Relations of the CNT Opera in Zagreb

The Croatian National Theater in Zagreb is without a doubt one of the most important cultural institutions in the Republic of Croatia. It has 502 employees and on average about 4 thousand subscribers and as such is the appropriate example for research of applied public relations in cultural institutions in the country. This claim is further confirmed by data showing that the 240 plays in the theater season 2012/2013 were attended by 106 thousand viewers. Average attendance of all plays was 82% (HNK, 2012). The research focus in this paper is placed on the segment of Opera as one of the four components of this institution and activities carried out by the Office of sales, promotion and public relations in the sense of communication with its target publics. Opera is the leading segment with about 85% average attendance and surpasses the attendance of the remaining two segments – Ballet and Drama. Besides that, the Opera is the largest ensemble, its productions are the most expensive and the number of performers often exceeds one hundred, both on the scene and in the orchestra. The number of people included in the production of an opera performance is often greater than 200.

Opera production is considered as a somewhat luxury product, but not more than one quarter of production expenses can be retrieved through ticket sales. Regardless of high costs and the low percentage of opera consumers in the general population (2-3%), Opera needs to be economically and socially approachable because it has an important part of the civilization educator (Agid, Tarondeau, 2010, 2).

Various internal documents like the Booklets of the Croatian National Theater in Zagreb 1960-2000, that were available to the authors of this paper, show that the organizational unit in charge of public relations within the CNT, in the past, was the Administrative office for ticket sales. Those same documents also show that the terminology “public relations” in the most important theater house in Croatia only appears at the beginning of this century. For a long period of years the office that was in charge of public relations had the formal title “Office of propaganda and marketing”. Later, in 2004, the term “propaganda” was replaced and divided into three segments – sales, promotion and public relations. At the moment, public relations in the CNT
is performed by the Office of sales and promotions, although the workplace systematization defines a separate position “Public relations expert”. The aforementioned office employs three individuals, one for each component – Drama, Opera, Ballet (HNK, 2013).

The Office of sales and promotions is in charge of the following tasks which also includes a good deal of communication activities which are also a part of public relations (HNK, 2012a):

- Preparation and writing of press releases,
- Press conference organization,
- Writing and updating institution's website,
- Preparation and correction of all the institution's publications in cooperation with the editor (daily and monthly program, performance booklet, Opera newsletter, poster, flyer, internal announcement, season booklet, subscription flyer and so on),
- Day to day communication with both internal and external public,
- Organized group sales of tickets and direct work in the sales department,
- Organization of exhibitions, sponsored performances, after-performance party, book and movie presentations and so on,
- Organization of premieres and accompanying protocol,
- Acquiring sponsorships,
- Active attendance of all important events.

From the list of activities, it is clear that a single employee of the Office of sales and promotion (noted in the Systematization) is overburdened by the tasks intended to be done on a daily basis, basically leaving no time to create a long-term communication strategy of the Opera.

4. Research: Attitudes of the CNT Opera in Zagreb Audience

4.1. Methodology, Hypothesis and Research Sample

In the research portion of this paper, the authors have analyzed the attitudes and opinions of the Opera audience, and based on these findings, suggested one of the possible approaches to the future communication of the CNT in Zagreb. The following hypotheses were set:

H1: There is no clearly defined communication strategy in the CNT Opera in Zagreb.
H2: Communication tools used by the Opera are not adapted to the target audience of the Opera.
H3: The dominant age group in the Opera audience is within the 40 to 70 year old range.

The quantitative method was used in the conducted research. The survey carried out among the CNT audience analyzed interests, attitudes and the perception of the external public of the CNT in Zagreb. The external public is divided into three categories: CNT subscribers, Opera subscribers and Opera audience who are not subscribers. The survey was conducted among 2200 participants during January 2013.

4.2. Research Results

The research provided an insight into an exceptionally large amount of data. The following text shows a portion of that data that is the main field of research of this paper. The conducted research has shown that the majority of the first group of examinees, CNT subscribers, are female (64.9%), in the middle and older age group (49.3% are above 55 years of age), of secondary or higher education (56.8%), mostly retired (35.4%), with an average monthly gross earning between 3 and 5 thousand HRK (39%). Opera subscribers, members of the second group, are categorized by an even more prevalent female population (68.4%), of older age on average (57.1% older than 55), in great majority highly educated (higher education, college, master’s degree or PhD almost 70%), roughly equal number of retirees (36%), and with above average monthly gross earning (58% earn more than 5,000 HRK). To conclude, Opera subscribers are mostly highly educated women with above average income. The third group of examinees consists of women (52%), relatively younger than the former group (58% between the age of 25 and 54), mostly highly educated (higher education, college, master’s degree or PhD 60%), with a lower number of retirees (19%) and mostly with above average income (54% earn more than 5000 HRK a month).
Strategic Communication in Culture: Analysis and Communication Recommendations for Croatian National Theatre in Zagreb

Damir Jugo, Mario Aunedi Medek, Lovorka Mihanović

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Graph 1: Demographic structure of the CNT in Zagreb audience

Research results on the frequency of purchased subscription imply a low number of new subscribers, only 1.9% become CNT subscribers and only 2.1% become Opera subscribers. Both examined groups (first and second) consist of 92.2% regular subscribers and 89.1% Opera subscribers. The results showed the importance of the Opera segment: the majority of the CNT subscribers are interested in the Opera repertoire (38.7%), followed by Ballet repertoire (32.4%) and finally by Drama repertoire (23.1%). According to research results, Opera subscribers are more loyal than regular subscribers. 66.6% have confirmed they will re-subscribe, while only 45.2% CNT subscribers have said the same.

The most knowledge of music and opera was displayed by the Opera subscribers 34% of which are musically literate, 25.6% have shown knowledge of music history and 24.1% in music theory. The audience that attends opera performances has shown the least knowledge, most of which haven’t shown tangible knowledge of any of the above. An interesting result is related to the age of the first opera attendance. Over 30% of opera subscribers attended their first opera performance before they were 10 years of age. The majority of both groups have attended their first opera performance between the ages of 10 and 20 (39%), which clearly indicates a need to
“rejuvenate” subscribers in both categories. Opera subscribers (almost 70%) attended their first opera performance before their 20. birthday, while the age group of the audience that attends opera performances shows that only 20% of attendees are younger than 24 years of age. The number of young subscribers is even lower.

The audience attending CNT performances mostly expect good entertainment, opera subscribers expect a good musical performance, while theater subscribers expect socializing with the other audience members. The audience is mostly interested in operas that contain comical elements (51.5%), while theater and opera subscribers do not pay attention to the specific opera genre. All three groups do not prefer modern productions.

![Graph 2: Audience expectations when attending performances in the CNT in Zagreb](image)

Considering communication, the results vary depending on the examined group. Over 53% of the audience prefers communication via emails, but at the same time 66% of CNT subscribers and 69% of opera subscribers prefer a more direct communication. The reason is likely that the audience is on average younger than both subscriber groups. The audiences have shown to be the most demanding when rating the quality of distribution of various promotional materials. There are also differences in the favored way of receiving the opera performance schedule. The audience is inclined to communication via emails, which is the least favored method of
communication of the other two groups. The latter prefer regular mail, which is in turn the least favored by the audience.

![Graph 3: Preferred way of communication of the audience with the CNT](image)

The examinees were also asked to note their first associations linked to the word “opera” via an open-ended question. The most frequent positive associations were: art, joy, pleasure, delight, happiness and luxury. The negative were: boredom, screaming, shouting, old-fashioned, time consuming, tiring. The examinees were also asked to provide suggestions on how to improve communication with the Office of sales and promotion. On this open-ended question the examinees answered relatively scarcely and only a few suggestions can be highlighted: slow communication with the personnel on the box office, short working hours of the info-center, lack of biographies of the soloists and the opera libretto, lack of the opera libretto on the official website, non-existent information on the duration of each act and the need for faster communication on the official Facebook page of the CNT in Zagreb.

The analysis of these results undoubtedly shows that the attendees of the performances of the CNT in Zagreb are of a more mature age and that the theater lacks younger audience. This indicates the need for certain activities to attract younger audience. The research has also shown a very small number of new subscribers, which, combined with the natural aging of the audience, presents a long-term problem in subscription sales. As expected, the least knowledge of opera was displayed by the audience group that infrequently visits the CNT in Zagreb. In
-regards to the communication with the audience, the research shows that each group of examinees prefers a certain model of communication. That indicates that the subscribers and the audience require an individualized approach to communication. It is of great importance to know that the subscribers are more pleased with the methods of communication than the audience. Therefore, the latter requires quicker and more advanced methods of communication.

4.3. Discussion: A Premise for Setting Up the Communication Strategy of the CNT Opera

Although it would be logical to expect that such an important institution like the Croatian National Theater in Zagreb would have above average developed public relations, the conducted research shows that there is room for significant improvement that should result with a larger attendance of opera performances. The results of the survey unambiguously indicate lacking in the current method of communication. Although it is possible to point out a whole range of external publics of CNT in Zagreb, a special focus, within setting up a long-term communication, should be placed on the audience that is the most numerous and the most important segment of the external public, without which there would be no point to the existence of this cultural institution.

The basic division of audience as the most important part of the external public relates to the subscribers and audience that buys tickets in free sale. The subscribers can additionally be divided into frequent subscribers (those who regularly renew their subscription year after year), infrequent subscribers (former subscribers who come back from time to time, purchasing individual subscriptions) and finally, new subscribers – those who purchase a subscription for the first time. The audience that purchases tickets in free sale can be divided into loyal consumers (those who buy tickets often and are usually oriented towards a single theater segment – Opera, Ballet or Drama), occasional consumers who occasionally purchase tickets for any theater segment and the new audience that attends a performance of the CNT in Zagreb for the first time. The latter are usually attracted by a single exclusive repertoire title, a visiting artist or expected production.

By analyzing the existing communication tools and the tools used by the CNT Opera, from reliable sources, it is possible to notice that the Opera communicates with its audience in many different ways, using a number of tools like website, email, postcard, memo, flyer, and newsletter and by phone. In addition to that, the info center led by a student service, is always
available to the audience as additional help in communication. Opera attendees are given special attention via information on guest opera performances, introductions to opera performances, exhibitions, and chamber performances in the theater foyer and via a separate newsletter both in electronic and printed edition. A somewhat proactive communication with opera lovers is manifested in better sales results for opera performances in the last two observed seasons (HNK, 2012b). More room for improving communication is noticeable in media relations, as communication mediators between the Opera and the audience. Although the Opera repertoire is known one theater season ahead, media relations activities cannot be rated as planned or strategic and are used ad hoc.

Based on the results of the conducted research, it is possible to point out that the basic task, or goals of the communication strategy of the CNT Opera should be the popularization of opera and attracting younger audience. Considering the results that show a relatively low level of knowledge of music and opera, a majority of the activities in the strategy should be focused on educational programs.

The research has also undoubtedly shown that it is necessary to focus on the younger population and news consumers in the long-term. Therefore it is important to implement a clear editorial policy on all online communication platforms (website, Facebook, Twitter). Also it is necessary to adjust content and messages to individual target groups. It would be especially useful to use social networks to provide an experience that would urge the target audience to react, comment and engage. It is also necessary to implement the website in the English language due to the increasing number of foreign tourists visiting Zagreb. Activating additional online platforms like Tumblr, Instagram, Flickr, YouTube and Reddit would be beneficial, among which the YouTube channel is the most rational due to the increasingly present video content.

It would be desirable to link long-term communication strategy to a proactive strategy of audience participation. The authors of this paper consider that the highest value of consuming a cultural product is the experience of art. Thus, all the communication activities should be strongly linked to including target groups, especially into a two-way communication, and encourage them to participate in the creative process by any possible means. The result of such an approach would be receiving a lot of feedback that should in turn guarantee new insight into experiences, demands and wishes of the audience. Based on this valuable information, the communication strategy could be adjusted after every season or even during the very process of communication.
A common prejudice towards traditional cultural institutions is their exclusiveness. This problem can be solved by organizing an event like “Open Door Days” that could encourage two-way communication with the target groups like the audience and the subscribers. Such events can be very useful, but they cannot present the main communication platform towards all target groups (sponsors, donators, owners).

One of the options of a potential communication strategy is the implementation of educational programs. This possibility is clear due to opera knowledge deficit proven by the conducted research. It would be especially beneficial to organize and implement educational programs focused on children under the age of 10, since the research has shown that 30% of current opera subscribers have seen their first opera performance before reaching 10 years of age.

Finally, when defining the communication strategy frame, it is imperative not to forget about the media. Continuous usage of traditional tools like media briefing, but also of new tools like virtual press conferences could significantly improve the amount of press coverage. Establishing media partnerships could significantly improve media relations that at the moment seem inadequate for a theater institution like the CNT in Zagreb. Also, the management of the institution should consider implementing a separate department of communication, regardless of its name. That would create the possibility of additional development of this segment of such an important institution like the CNT in Zagreb.

5. Conclusion

After the conducted research, the analysis of the collected data and showing the possible improvements, it is possible to confirm the first hypothesis of this research that claims that the CNT Opera does not have a clearly defined communication strategy. This hypothesis can be confirmed by looking at the planned communication activities of the Opera that are mainly reduced to spreading information on the repertoire or the premieres, but also dedicated to the incomplete communication. The amount and the widespread types of tasks that the communication department is in charge of, based on internal documents, show that this approach is virtually impossible. Additional evidence of this claim is the non-existence of a communication strategy in any written form.

The above also confirms the second hypothesis which claims that the current communication tools are not adapted to the target groups of the Opera. This is especially visible when analyzing
audience satisfaction when communicating with the Office of sales and promotion, which shows that the communication does not make enough of a distinction between the target groups such as theater subscribers, opera subscribers and the audience. Each of the groups demands a tailored approach from the channel of communication to the content itself. The last hypothesis, related to the age structure of the Opera audience, has also been confirmed. The research has shown that the majority of the audience is between 40 and 70 years of age. However, the main reason management should be worried about is not the data above, but the declining number of new consumers that needs to be addressed in a proper manner.

The extremely low number of new consumers suggests that this theater institution has a permanent audience structure, which makes communication significantly easier in the present time. Namely, properly conducted research, as has been done for this paper, will discover the preferred ways of communication and enable the necessary adjustments. The major problem could appear in the long run, considering that the younger population does not have a pronounced habit of attending performances of the CNT Opera in Zagreb. With this trend in mind, the main challenge set before the communication personnel of the CNT as a whole, and the management of this fundamental cultural institution in Croatia, is finding a way to drastically modernize communication that is fully adjusted to a younger audience, with the goal of seriously triggering interest for this kind of art. The research conducted in this paper has clearly shown that the habits of consummation of this kind of art are developed at an early age. Therefore it is necessary to approach this activity strategically and in advance and already focus on the popularization with the younger audience. The efforts invested in today's communication will undoubtedly pay off in the future through the changing of the age structure of the CNT audience. However, changes to the traditional communication practices, and therefore the whole communication paradigm of such an important and serious institution, primarily require a strong will and cooperation of the top management of this institution. Only in that way is it possible to make the qualitative difference from the current way of communication.

6. Reference List


**Internet Sources**

LOBBYING AND PUBLIC RELATIONS: OVERLAPPING OF TWO DIFFERENT PROFESSIONS

Original Scientific Paper

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Summary

Although lobbying as a profession has established itself within a large number of countries in the European Union and the United States of America, the term “lobbying” itself is often misunderstood and in some cases even identified with corruption or semi-legal intervening in the decision-making process. Lobbying today is accepted by the business world and politics as a professional activity which promotes the ideas or interests of different organizations and companies to certain persons or, in certain cases, to politicians. It is increasingly becoming an intrinsic part of democratic decision-making processes at all levels. This article deals with the definition of lobbying, the lobbying types and techniques and analyses the relationship and correlation between lobbying and public relations as disciplines. The authors compare the definitions, tools and techniques of lobbying and public relations and, by conducting a survey among PR and lobbying professionals, analyse their perspectives and differences regarding this topic, the method in which they define the correlation between the two professions and conclude that lobbying is a specialized field of public relations directed to decision-makers but that the rapid development of lobbying will undoubtedly lead to the development of lobbying as an independent profession.

Keywords: public relations, lobbying, lobbying and public relations techniques
1. Introduction

The term “lobbying” is still regarded by most people in the Republic of Croatia as the bribery of politicians or lobbying for personal interests. To many, lobbyists are unscrupulous individuals of questionable morality with unlimited budgets, who are on the edge of the law and seek to deceive and dupe public officials so that they favour certain interest groups. A brief overview of literature and seeking answers to the question of whether lobbying is a part of public relations or vice versa reveals that the answer depends on the individual asked, i.e. professional lobbyists, PR consultants, lawyers or university professors. Definitions of lobbying, lobbying types and techniques differ depending on who you ask to provide the definition; lobbying professionals or public relations practitioners, so the main intention of this paper is to compare definitions provided by scholars, researchers and practitioners from both professions. It is also the intention to find the point of distinction between the two disciplines. In the research part of this paper, the authors have analysed the attitudes and opinions of representatives of both professions, board members of national professional associations in Croatia for public relations (Croatian Public Relations Association) and lobbying (Croatian Lobbying Association). Based on these findings, distinctions and correlations between the two professions could be derived. In the research process, the qualitative in-depth interview method was used on six individuals from both associations. The main question of the research was to determine the relationship between these two professions.

2. Theoretical Framework of Lobbying and Public Relations

Vidačak (2007, 25) states that available papers on lobbying can be divided into two categories; those written by lobbyists-practitioners who focus on the lobbying methods and strategies and a smaller proportion of writers who approach lobbying academically and theoretically. Like the papers on lobbying, there are several categories of definitions of lobbying. They are usually closely linked with professional papers where they appear and, of course, with their author’s profession. Thus lobbying is differently defined in dictionaries, differently by professional lobbyists, and in their own way by PR professionals and public authorities. Vidačak highlights the difficulties in defining lobbying, since the available professional papers on lobbying show that there is a problem of distinguishing related terms such as “government relations”, “public relations” or “public affairs”. Most definitions similarly determine the purpose of lobbying, but
Lobbying and Public Relations: Overlapping of Two Different Professions

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Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

the differences mainly appear in understanding subjects and objects of lobbying activities, as well as methods of action that could be called lobbying (Vidačak, 147). According to the Concise Oxford Dictionary, “lobby” is a large hall, in which MPs may meet members of the public. Webster's Dictionary (10 April 2015) defines lobbying as activities aimed at influencing public officials and especially members of a legislative body on legislation. Dictionaries quite narrowly define the term lobbying, focusing on the influencing of the members of parliament. The question on whether lobbying is a part of public relations is explicitly answered by the definition by Cutlip, Center and Broom (2003, 19) in the book Effective Public Relations where lobbying is defined as “a specialized part of the public relations with the purpose of establishing and maintaining relationships with state authorities, in particular in order to influence adoption of laws and regulations”. The definition’s authors are all PR professionals and PR professors which is why their perception of lobbying as a specialized part of public relations is logical. If we summarise the majority of definitions on lobbying, the conclusion imposed by itself is that they all outline mainly two elements: communication with the target audience (decision-makers of specific decisions), as well as the process of influencing the decision-making. Zetter (2011, 43) defines lobbying as “the process of seeking to shape the public policy agenda in order to influence government (and its institutions) and the legislative programs”. The UK Public Affairs Council (9 April 2015) has produced a more wide-ranging and all-encompassing definition of lobbying. Their definition is: “Lobbying means, in a professional capacity, attempting to influence, or advising those who wish to influence, the UK Government, Parliament, the devolved legislatures or administrations, regional or local government or other public bodies on any matter within their competence”. A whole range of lobbying practitioners and theorists agree that there is no standard definition of lobbying as is also described by Scott (2015, 20), who adds that various definitions are sufficiently similar. Among many, he underlines the one by Berry (2001) which defines lobbying as “the effort of organized interests to inform policy makers and persuade them to choose particular policy choices”. Finally, Scott (2015, 20) concludes that the communication and the intent to influence, but not the actual influence, are both necessary and sufficient for the definition of lobbying.

On the other hand, there are even more definitions on public relations. One of the most comprehensive definitions was formulated by Rex F. Harlow, who collected and analysed as many as 472 definitions drawn in the period 1900-1976. In each definition he looked up main
elements and classified their core ideas. After a long analysis, Harlow published a definition that includes both conceptual and operational elements:

“Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of an effectively utilized change, serving as an early warning system to help anticipate trends, and uses research and sound ethical communication techniques as its principal tools.” (Harlow, 1976, 36)

Contribution to the definition of public relations in Europe was also made by two Croatian scientists. Zoran Tomić (2008, 50) sees public relations as a process of an organization's communications with its internal and external public in order to achieve mutual understanding, build social responsibility and realize common interests. Božo Skoko (2004, 77) defines public relations as a skill which - using the achievements of communications, psychology and sociology - is used to create and foster the positive image and reputation of the organization (an institution, an individual or the state) in the public and to maintain good relationships with all segments of the public for own success, mutual understanding and cooperation, and prevention or neutralizing of adverse publicity. One of the newest definitions of public relations was formulated by PRSA (Public Relations Society of America) which, after an extensive research among public relations practitioners, formulated its new definition, the second definition after 1982. The new definition thus reads: “Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” (Public Relations Society of America, 4 October 2015)

Whether lobbying makes part of public relations or not, it is itself inseparable from deliberating and decision-making. The decision making process was defined by Perko-Šeparović (1975, 41), who explains that decision-making is usually a manifestation of other processes and interactions that take place in the organizational system. The process of deciding reveals the subject's intentions, goals and planned means. The main goal of lobbying is to influence the decision-making process by providing adequate information to the subject of decision-making which will, in an ideal scenario, help him make the right decision, i.e. the one that the lobbyist is advocating. It is clear in what way lobbyists try to influence the decision-making process: they do this by communicating with decision-makers and presenting them facts that support the decision of the party they represent.
3. The Overlapping Points between the Two Professions

Explaining the correlation between lobbying and public relations, Heath (2005, 492) defined the types of lobbying the US tax service, or IRS, having specified two kinds of lobbying: (1) direct, which includes a call to action with regard to a law or regulation and involves paid individuals who enter into the direct, formal communication process with key officials and legislators, and (2) indirect, which does not include a call to action, it is known as grassroots lobbying, and is not directly aimed at key decision makers, rather at the so-called ordinary people and usually involves various public relations tools used to politicize certain issues or problems and to promote certain agenda. An important feature of indirect lobbying is mediation. The contact and communication between indirect lobbyists and decision makers is always mediated. This mediation is manifested in many ways through a two-tier communication (lobbyist - the general public - the decision maker) with the main objective being to influence primarily the general public which will by its actions drive the policy makers to decide in favour of lobbyists. Dennis Wilcox (2001, 267) defined the following indirect lobbying tools: advertising, free phone lines, faxing, web pages, direct e-mails. The same author explained that the primary purpose of these tools is to focus the target public to making phone calls, sending mails and establish communications with the decision makers. It is clear that indirect lobbying embraces activities that could be also described as public relations activities.

Speaking of public relations, Cutlip, Center and Broom (2003, 9) underlined that public relations is often replaced with its pertaining activities and components. Thus, with the example of publicity, they described lobbying as “often the most obvious public relations activity in the United States capital, Washington D.C., and in the capitals of individual federal states”. On the other hand, Skoko (2006, 84) wrote that public relations includes taking care of the development of relations with a range of social and business groups and the public. At the same time, he describes media relations, relations with the market, relations with investors and shareholders, relations with professional audience, relations with business audiences (Business to Business), relations with public institutions, lobbying, internal communication, crisis communication and hazard management, counselling in public relations, topic management and event organization as the basic types of public relations (Skoko, 2006, 92).

In analysing the correlation between lobbying and public relations, it is desirable to also identify the lobbying strategies that are associated with lobbying types. Both Duhamel and Meny (1992,
595) wrote that lobbyists have three types of strategies available: internal, external and election strategy. Internal strategy is more traditional and prefers the direct contact with decision-makers. It includes primarily the identification of the key actors in the decision-making process (influential persons, parliamentary committees, public administration), followed by the identification of the appropriate approach to these actors. As part of internal strategy, personal relationships play a more important role than the reputation of the interest group and its human and other resources. It is important to note that the internal lobbying strategy relies exclusively on communicating with decision makers or those who have access to them. It also implies direct lobbying. External lobbying strategy is more an indirect strategy that involves using of the media or civil society representatives to influence public decisions. In applying external strategies, lobbyists can, for example, disseminate paid articles or ads through print or electronic media, or they can organize events such as strikes or protests that will be covered by the media. Thanks to rapid development of contemporary information and communication technologies, new techniques of external lobbying are also appearing, such as sending en masse e-mail messages to politicians or parliamentarians by an increasing number of individuals or interest groups, while the influence and pressure on decision-makers have been increasing in the recent several years through social networks (Facebook, Twitter, etc.). In general, external strategies are used by groups that can mobilize a larger number of followers or citizens who do not have the privilege of direct access to the centres of political decision-making or by groups that fail to achieve their goals by internal strategies. Duhamel and Meny emphasised that the use of external strategies is unacceptable for lobbying as an independent discipline due to the adoption of measures that are too technical and because of very specific interests. Finally, lobbying election strategy is based on the potential of lobbyists to mobilize voters, the electorate, to take directly on the costs of the campaign, i.e. to support candidacy of certain politicians in elections. The lobbying election strategy has been developed especially in the US where it is mostly manifested in the so-called Political Action Committees (PAC) or coalitions of organizations that advocate same interests, and collect and distribute funds in favour of their candidates. The most recent example of a lobbying election strategy is evident in the preparation of the upcoming 2016 presidential elections in the United States, with lobbyists being active in raising funds for the campaigns of candidates. A likely candidate Hillary Clinton, announcing her presidential candidacy, said she expected to raise 2.5 billion dollars among democrats (The New York Times, 12 April 2015).
A very useful baseline for detecting the overlapping points between these two professions was given by Grunig (1984, 120) who defined five specific groups of lobbying activities: (1) establishment of coalitions, (2) research and preparation, (3), contacts with influential individuals, (4) preparation of witnesses and speakers, and (5) focusing debates. A look at these five areas reminds of similar activities in public relations. Hence it is possible to compare these five areas directly with the segment of media relations, which suggests a very close relationship of these two professions.

![Figure 1: Relationship between lobbying and media relations (Grunig, 1984)](image)

Along these lines, Grunig (1984) considers that, in order to lobby more successfully, it is necessary to connect with interest groups whose goals are similar to ours. This may prove to be a very complicated kind of cooperation since it would be rare to find two groups with exactly same interests and goals. If we compare this particularity of lobbying with media relations, it is obvious that it is equal in joint appearances in the media of two or more groups. Equally so in lobbying, a joint appearance of two interest groups that are only seemingly fighting for the same goals will have a greater chance of success. The next particularity of lobbying is research and preparation. Reports and other documents prepared by various lobbyists can be of great help to the legislator in rendering a right decision. However, in order to be well prepared to impact a decision, lobbyists must first determine which groups or individuals are important to influence.
The same is valid for media relations. Each and every activity directed at the media begins with the research of press clippings and discovering which of the media, editors and journalists cover the topic of our concern and which of them was so far prone to be in our favour, and who was not.

Contacting influential individuals is the next particularity of lobbying. Each legislative body consists of a large number of individuals. The task of lobbyists is to identify who among them has a huge impact on the others, who dominates in direct discussions and who among them has a special interest in the adoption of certain laws and regulations. Along these lines, Kinzer (1971, 48) points out that legislators are especially “vulnerable” to arguments when lobbyists succeed in demonstrating the ability to obtain positive publicity by taking a certain attitude, the interest of his or her voters in a specific topic and the possible impact of certain law on taxpayers. If we apply this to media relations, we will notice a classic contact with influential editors and journalists who, by different communication techniques and argumentation of facts and own views, are attempted to be won over.

Preparing speakers and witnesses is also common to both lobbying and media relations. For a long time, specialist PR agencies and consulting companies have been offering services of various media and other trainings that prepare individuals for their public appearances or contacts with key decision-makers. According to Grunig (1984), the last particular characteristic of lobbying is focusing debates. This refers to the lobbyists' attempt to focus the legislator's attention and interest to a fact or facts that could lead to the acceptance of the attitude or views of their clients. This particularity could be copied on the media relations where it could present a process of managing topics i.e. the ability to impose certain topics that are in favour of the organization that we represent.

4. Previous Research on Public Relations and Lobbying

A very similar research to one conducted in this paper was undertaken by Tusinski Berg (2009, 2) with the main purpose to begin connecting our understanding of lobbying and public relations as communication activities. The author undertook a survey of 222 registered lobbyists in Oregon, USA to reveal the range of communication activities in which they are engaged, as well as the range of organizations on whose behalf they lobby, and their description of their occupational role. Based on their responses and their descriptions of their occupational role,
this article found that many lobbyists, like many public relations professionals, do think about their role as a form of advocacy (Tusinski Berg, 2009, 1). Results of this study indicated that respondents perceived themselves performing all four public relations roles: communication manager role; senior adviser role; media relations role; and communication technician role (Tusinski Berg, 2009, 11) and that lobbyists are more frequently engaged in communication management activities than traditional communication technician tasks. Results also indicated that lobbyists perceive themselves performing two public relations roles because findings indicate a dichotomy between the manager and technician roles (Tusinski Berg, 2009, 14).

Dejan Verčič and Ana Tkalac Verčič (2012) also investigated the correlation between lobbying and public relations. These two authors analysed definitions of lobbying and public relations given by the literature from two scientific fields: political sciences literature and public relations literature. Same authors note that, based on the findings from political sciences literature, lobbying is nearly impossible to define and quote Baumgartner and Leech (1998) who emphasise that the word lobbying has seldom been used the same way twice by those studying the topic (2012, 15). On the other hand, the same authors, while analysing the literature from the field of public relations, note that public relations as a profession developed many concepts analyzing lobbying processes, including framing (Knight, 1999), information subsidies (Gandy, 2003), issues management (Jones, Chase, 1979, Coombs, 1998), relationship building (Kovacs, 2001) and relationship management (Wise, 2007), but an agreement on what lobbying is and where it fits into public relations practice is still lacking.

5. Results of the Research: Correlation of Lobbying and Public Relations in Croatia – The Practitioners' Attitude

With the aim of gaining a better insight into the relations between these two professions, this paper's authors conducted a qualitative research by the method of in-depth interviews among the leading experts of public relations and lobbying in Croatia, whose representativeness was ensured by their membership in the management boards of professional associations of both professions: public relations (Croatia Association of Public Relations - Hrvatska udruga za odnose s javnošću or HUOJ) and lobbying (Croatian Society of Lobbyists - Hrvatsko društvo lobista or HDL). We analysed their attitudes in order to determine the similarities and differences with respect to the main subject of this paper and to gain insight into how prominent practitioners define the relationship of these two professions.
A total of six respondents (three members of the management board of each profession's organization) who participated in this study answered a total of seven specific questions:

1. How would you, in a simple way, define lobbying, and how would you define public relations?

2. What would you say are the most commonly used techniques of lobbying?

3. What would you say are the most commonly used techniques of public relations?

4. How would you describe the relationship of the professions of lobbying and public relations?

5. What do you consider to be the common elements of these two professions?

6. What do you consider to be the main difference between these two professions?

7. Can you define lobbying as part of public relations or vice versa?

5.1. Respondents from the Lobbying Field

First respondent from the group of lobbyists defines lobbying as “a specific way of communicating with decision-makers, i.e. as an activity of influencing decision-makers in the process of adoption of laws and by-laws, public policies and other decisions, in order to achieve own interests or those of a member or a client”, while public relations in her opinion develop and foster relationships with various publics, with the purpose of (a better) positioning, image and reputation. In the answers to the next two questions on the techniques of lobbying and public relations she highlighted as the most effective technique of lobbing a personal encounter i.e. a meeting, and in addition the sending of letters and mails, event organization with a special purpose, mobilization of the public, while in public relations she emphasised media campaigns. This respondent believes that lobbying and public relations have different goals, but are complementary. The elements of public relations, tools, techniques, are used in lobbying campaigns and vice versa. As common elements of these two professions she sees the fact that both are intended to inform, communicate, persuade, influence perception, while her main difference lies in the function, i.e. goal. The first respondent answered the last, seventh question as, “I think that in the first phase the lobbying is experienced as a part of the public relations (or marketing), but the development of this activity turns it into a separate field. The relationship
between these professions/areas is complementary, not exclusive, but not inclusive either. So I think these are two separate, but related areas."

Another respondent from the group of lobbyists answered that the lobbying process entails “representing the interests of clients and endeavour to influence the adoption of suitable decisions in the legislative, regulatory and executive bodies”, while according to him public relations primarily strives to create and foster a company's good image and long-term relationships with consumers. This respondent lobbyist highlights the following steps in the lobbying techniques starting with a well thought-out monitoring process which provides insight into the decision-making process and motivation of individual legislative proposals. The next step is the elaboration of a comprehensive plan of action and a time frame of activities. The plan identifies the political, regulatory and other relevant factors for which separate narratives and argumentative procedures are formed. At each level of relations with public institutions it is crucial to act thoughtfully and ethically consistent. The most common techniques of public relations are press releases, media statements in press conferences, briefings with journalists or events for partners and customers. This respondent believes that the scopes of activities of these two professions in practice rarely overlap and considers that the services they provide are often complementary and achieve a stronger effect in synergy. What is common to them is the achievement of desired contacts and nurturing of long-term relationships with target groups. The main difference is that the public relations addresses general public by diverse communication approaches (to investors, consumers, internal communication) while relations with the government deal with the legal and regulatory issues and the efforts to influence the process of policy making. In the last question, another respondent lobbyist agrees that lobbying is a part of public relations, although, in practice, relations with public institutions and decision-makers are in great contrast to the practice of relations with media, consumers or investors. Relations with the government are a special niche in a wider area of strategic communications with an emphasis on persuasive efficiency in the decision making process of public institutions.

The last, third respondent from the group of lobbyists defines lobbying as the communication of attitudes by providing arguments aimed at influencing the decision-makers and the decision-making process so that the decisions taken favours the interest represented by the lobbyist. For this respondent, public relations is about communications i.e. continuous preparation and publication of information to stakeholders in order to build trust and reputation, i.e. to foster mutually beneficial relationships. As the most usual lobbying techniques she specified direct
contacts with decision makers (face to face, by phone or e-mail), mobilization of elites and various events (charity events, conferences, panel discussions, working lunches, etc.). In her opinion, the most common techniques of public relations are press releases, press conferences, and speeches. She considers lobbying and public relations to be compatible professions which can, under certain circumstances, greatly upgrade the implementation of a lobbying strategy. Their joint elements are building relationships, timely information, the significance of a timely action, the weight and the importance of reputation as the key factor which is a prerequisite for professional work of lobbyists and PRs, etc. The main difference, in her opinion, is that lobbying is an integral process of advocacy and covers a wider and more comprehensive action, while public relations are “only” a transfer of information and communication in the function of presenting projects, entities, institutions etc.. This respondent from the group of lobbyists agrees that lobbying can be a part of public relations, but also vice versa, and concludes that public relations is a part of lobbying.

5.2. Respondents from the Public Relations Field

The first respondent from the group of public relations experts considers lobbying to be “a legitimate part of the democratic process in which individuals or groups advocate their interests and try to influence the decisions made by the government, regulatory or other competent authority”. On the other hand, she sees public relations as “strategic reputation management by building relationships with interest-influential groups”.

This respondent divides the lobbying techniques into direct and indirect ones. Direct lobbying techniques would be one-on-one meetings, contacts at various events organized by third parties. Indirect activities would be participation in a variety of campaigns, own campaigns aimed at creating public pressure. She also pointed out that an important part of the lobbying work is made of research and analyses which lobbyists use to acquire the necessary information to use in direct and indirect contacts. The respondent also mentioned a number of techniques of public relations of which we underline strategic consulting of management boards and strategic planning of communication activities in line with the organisation’s objectives, issues management, stakeholder relations, internal communications, media relations as well as planning of and conducting campaigns. In the analysis of the relation between these two professions, the respondent believes that public relations and lobbying complement each other.
A combination of the activities of both professions can bring about the objectives related to influencing the government's and regulator's representatives in the decision making process. She added that common elements are managing relationships with stakeholders, as well as research and analysis, and collaboration with the media and other groups in order to influence decision-makers. For this respondent, public relations is considerably more extensive than lobbying as the former involves relations with a much broader range of stakeholders and a much larger scope of activities. Lobbying is primarily directed at decision makers and in part at the general public, whereas public relations is directed at all internal and external stakeholders important for the organisation. Also, most lobbyists are not experts in public relations. However, in many cases, public relations includes lobbying activities, and many public relations experts are today engaged in lobbying. In this context, one could argue that lobbying is a separate discipline within public relations.

Another respondent from the group of public relations experts defines lobbying as the transfer and expression of views and opinions to influential publics or individuals, while public relations cover a much wider range of stakeholders, i.e. publics with which individual or organization communicates. PR does not necessarily result in a change of attitudes, opinions or influence the decision-making process (as in lobbying), but rather participates in achieving the desired perception. This respondent specified direct lobbying techniques such as meetings and briefings, preparation of analyses, studies and surveys that are the basis for the launch of a lobbying action. The creation of formal and informal coalitions and interest pooling, are also some of the most common and most visible lobbying techniques. One of the most usual techniques of indirect lobbying is public relations; e.g. sensitization and encouragement of the public in order to support certain lobbying actions. Another respondent, a PR, specifies among the PR techniques briefings, interviews and event organisation, relationships with the local community or corporate social responsibility. The respondent believes that lobbying and public relations overlap and complement each other, and sometimes, depending on the position of the communicator, they can also exclude each other. In practice, public relations most usually accompany lobbying actions and projects, and together they are considered as components of a broader concept of public affairs. It often happens that a PR communicator carries out also lobbying activities (e.g. lobbying in the media), while a lobbyist communicator rarely reaches out for PR activities. While both professions are characterised by a distinct multidisciplinarity, the competences of successful lobbyists and PRs can vary considerably. In recent times, there
is a trend on a part of PR practitioners to offer their activities and expertise in the field of lobbying or public relations. For this respondent, common elements are the capability to analyse, synthesize and disseminate messages and the capability to persuade and advocate certain ideas and messages. Also, neither in lobbying nor in PR is the communication unidirectional, and besides dialogue, a common feature of both professions is striving to compromise. In practice, both a lobbyist and a PR start the communication from the maximised positions, aware that their action, as a rule, will most usually result in a compromise because the achievement of an ideal, 100% impact is generally not possible. He considers lobbying to be a narrower term than public relations and explains that lobbying can be viewed as one of the techniques applied in various disciplines such as advocacy or public relations. This respondent answered to the last question that both professions are a part of a wider framework of communications science. Depending on source, both professions are in an interdependent relationship, but, in practice, lobbying often represents one of the components of public relations which is viewed as one of the tools of the integrated marketing communications, but the interdependent relationship between lobbying and public relations can change.

The third and final respondent from the group of public relations experts sees PR as a process of communication which should be directed to the common good, while lobbying activities are more focused on advocacy of exclusive interests of an organisation or an individual for which it is being lobbied. According to his definition, public relations are an organized management of internal and external communications and communications with stakeholders. Lobbying activities usually include advocacy of own interests. This respondent said that lobbying techniques are: organized meetings, business communication and correspondence, eye-to-eye conversations, negotiations, presentations, persuasions, public discussion and public campaigns. Among PR techniques the respondent emphasised organized communication through various media and communications frameworks, business communication and correspondence. He believes that it is important that lobbyists understand their socially responsible role. In many countries, it is well defined by laws on lobbying, which is why it would be good to introduce such legislation also in Croatia. As regards public relations, in their fundamental purpose to inform the public and manage communications, it must have all the elements of social responsibility and professional standards. He thinks that what the two have in common is the ethical and organized communication with target groups. Lobbying activities are a part of public relations, whereas lobbying activities that are organized professionally and
in accordance with the codes of ethics need to be distinguished from those that are not. Lobbying activities that are not conducted according to the principles of the profession cannot be so called. This also applies to the public relations that upkeeps professional standards, but still there are quasi-specialists who, presenting themselves as experts in public relations while not abiding by the principles of the profession, harm the profession immensely.

5.3. Interpretation of Research Results: Differences in the Attitude of the Two Groups of Respondents

As for the answer to the first question and the definition of these two professions, it is possible to observe that both groups are nearly unanimous on the definition of lobbying that is defined as the process of communication with the specific aim of influencing decision-makers. Professional lobbyists defined lobbying predominantly as a specific mode of communication i.e. as putting forward one’s own or client's views in order to influence decision-makers in the legislative, regulatory or executive bodies. Experts in public relations define lobbying as a communication process directed at influential audiences in which individuals or groups advocate theirs' or others' interest and try to influence decisions that are pending adoption. Very similar attitudes could be observed in both groups with the answer to the second part of the question. Lobbyists define public relations as communications to various stakeholders aimed at creating a positive image, while experts in public relations, as expected, define public relations somewhat more extensive, highlighting that it is a process of strategic reputation management, and of establishing and maintaining organisations' good relationships with stakeholders.

In describing lobbying techniques, two groups are completely unanimous. Both groups mentioned meetings in person, correspondence and organization of events, while lobbyists particularly highlighted the process of monitoring and drafting of plans and strategies of action, while experts in public relations highlighted research and public campaigns. Similar situation could be observed in the analysis of responses to the third question, definition of public relations techniques. The two groups made similar definitions of public relations techniques, although it could be observed that the lobbyists described these techniques significantly narrower, mainly as media relations tools: press releases, press conferences and briefings, and media campaigns. On the other hand, experts in public relations highlighted much the extensive techniques: strategic consulting of management boards and strategic planning of communication activities in line with the objectives of the organisation, issues management, stakeholder relations,
internal communications, media relations, as well as planning and implementation of campaigns, media releases, press conferences and briefings, and media campaigns.

The fourth question, the correlation between public relations and lobbying, reveals the existence of a high level of mutual respect. Namely, the groups were unanimous about the fact that both professions rarely overlap and often complement each other, and that they achieve the best effects by acting together. Lobbyists are unanimous in their attitude that the two professions seldom overlap, but also that they complement each other thus enabling the achievement of more powerful effects. On the other hand, experts in public relations mostly believe that the public relations and lobbying complement each other, but are exclusive at times. Their common position could read that “a combination of activities of both professions can achieve goals related to influencing the government's and regulator's representatives in the decision making process”.

Answers to the fifth question, which analysed the common elements of both professions, reveal that the attitudes on this topic are relatively similar in both groups. Namely, both groups agree that communications with stakeholders are important for both professions, including maintaining contacts with them, while public relations experts give additional importance to conducting communication campaigns in the media aimed at creating pressure. In this context, lobbyists highlighted the achievement, building and maintaining of contacts with target groups, while experts for public relations expanded these attitudes with the management of relations with stakeholders from state bodies, and the implementation of campaigns to raise public awareness for the adoption of certain decisions, as well as analysis and synthesis of issues.

As regards the differences between the two professions, which were dealt by the sixth, penultimate question, what surfaced was a common position that lobbying is a segment or a part of public relations. Namely, both groups are almost unison that the difference most often lies in the target of action, as well as stakeholders communicated to, while a prevailing view among respondents was that lobbying makes part of public relations. Respondents from the group of lobbyists saw the fundamental difference in the function i.e. the objective of activities and the target groups that one of these professions addresses, while public relations experts were unanimous in considering public relations much broader than lobbying, because it addresses a broader range of stakeholders unlike lobbying which is primarily aimed at decision-makers.
And the last, seventh question examined respondents’ attitudes on a possible unambiguous definition of one profession being a part of the other. Both groups were nearly unanimous about lobbying being a part of public relations and that these two fields are complementary with a number of joint activities and actions. The unanimous attitude of all respondents was that both professions and their activities are not exclusive but rather their joint and complementary actions can lead to the best impact. Lobbyists believe that lobbying is a part of public relations, but also that lobbying as profession is rapidly evolving and becoming a special field. Experts in public relations are unanimous in their attitude that lobbying undoubtedly makes part of public relations as the latter involves relations and communication with a much more extensive range of audience and stakeholders, while lobbying means the same, but with only one group of stakeholders – the decision-makers.

6. Conclusion

The term lobbying in Croatia, but also in the whole region, still has negative connotations. However, it is an indisputable fact that lobbying in developed markets such as the US and the European Union is accepted and regulated as a professional method of representing the interests of a certain group and making an impact on the legislative process. On the other hand, public relations in Croatia is still a relatively young profession which is on the verge of reaching a kind of coming of age. The primary intention of this study was to provide a basic theoretical framework for both professions, highlight their similarities and common areas and to analyse through the conducted research how their interrelationship is perceived by the most prominent representatives of both professions working in Croatia.

Based on the presented theoretical framework, comparison of definitions, tools and techniques of lobbying and public relations and the research conducted among prominent representatives of the professions of lobbying and public relations, it is possible to conclude that lobbying is a specialized field of public relations as it involves activities and tools similar to other types and segments of public relations and is directed at communications with a specific audience: the decision-makers. Lobbying, primarily as an activity that seeks to articulate the interests of the organization before one of its key audiences, decision-makers, is still a specialised part of public relations according to the authors of this study and the conclusions of the research. The research conducted has also shown certain differences in perception between the representatives of both
groups. Professional lobbyists are less prone to declaratively define lobbying as a part of public relations and bring both professions together in a way. On the other hand, representatives of the profession of public relations underlined that lobbying is a specialized part of public relations, as well as, for example, media relations.

Both groups are unanimous in their opinion that the two professions complement each other qualitatively and that the best results can be achieved by joint activities. However, the rapid development of lobbying is undoubtedly leading to the development of lobbying as an independent profession that has a number of shared elements with public relations and thus they overlap in terms of techniques, but have different goals of action and the stakeholders they address. The techniques, tools, strategies and attitudes in both professions are undeniably similar, with the main differences reflecting in the objectives i.e. audiences or stakeholder groups that are targeted for establishing and maintaining the communication process. Finally, the study showed that the differences between the professions can be described as almost negligible and the unanimous attitude is that these are professions that are, despite the overlapping, compatible, i.e. inclusive and provide the best results by joint and simultaneous efforts.

7. Reference List


**Internet Sources**


Original Scientific Paper

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Summary

The Political Academy was founded in 2007 as a department within the Croatian Statehood Foundation with the aim of providing lifelong education, offering its students the knowledge, skills and tools of contemporary political management. Every year, about 45 students are admitted from all of the Croatian counties. So far, 330 students have enrolled in the Academy’s program. Students communicate among themselves and exchange information. Formal internal communication is still based on the classic mailing lists and group messages. Every generation of students is on average younger than the previous one, which, together with general development and the ever-improving possibilities of communication, also has an impact on the informal internal communication of the students. The research based on survey-collected data will show that the newer generations increasingly use modern, more advanced communication tools, primarily social networks and mobile applications, for the exchange of text messages, photographs, video clips etc., not only when communicating among themselves, but also in formal communication with the administration and the lecturers at the Academy.

Keywords: internal communication, Political Academy, students, transfer of information, social networks, mobile apps
1. Introduction

The way in which companies, businesses and other organizations communicate is in many ways specific for each case, mostly based on their respective target audience. The increasing importance of the quality of relationships with the participants in the communication process gradually developed an awareness of successful communication with the people who make up a particular organization; people who work for it or form its internal public. The purpose of this paper is to present internal communication as an integral part of business communication strategies, used as a foundation for developing the public image of the organization, and to explore the changes which occurred in the internal informal communication in the last ten years based on the example of the Political Academy of the Croatian Statehood Foundation.

Communication within organizations is a process which takes place independently of the hierarchical level, and regardless of whether it is managed or not. Faulty communication is a common cause of mistakes and business failures. Organizations tend to include modern means of communication into their communication channels to make the messages from the management structures easier to understand. Globalization and modern technologies have also had a great impact on internal communication by changing the habits of the employees and the information flow between them. Real time communication, accessibility and free usage are the key properties of modern internal communication.

High-quality internal communication, however, is not strategically important only because of the vertical transmission of information. Well-informed employees are more likely to be happy and, as such, to have a positive effect on the image of the company. This makes them have a better understanding of their role within the organization that they work for, but also of the missions and goals of the organization itself, the ones that they help to achieve with their work.

2. About the Political Academy of the Croatian Statehood Foundation

The Political Academy was founded in 2007. It is designed as a one-year program of lifelong political education. “Students of the Political Academy gain modern and practical knowledge and skills from political management that they can immediately use in their everyday political and professional activities.” (Vodič kroz program Političke akademije) So far, 330 students
have enrolled in the Academy’s program. Due to the nature of the classes and the fact that many of the students travel from different parts of Croatia, participants communicate intensively among themselves and share information important for their education. The most commonly used communication methods for formal internal communication are classic mailing lists and group messages.

3. Theoretical Framework

3.1. Communication

The slogan of the former College for Public Relations and Media Studies *Kairos* – “Communication is essential” – best describes the fundamentals of modern communication. It is impossible to do anything without it. When talking about communication, most people primarily think about the exchange of verbal messages; however, communication experts would argue that people communicate with their whole appearance, behavior and other characteristics. To achieve successful communication, it is not enough to simply verbalize a message; it is also important to put it in a context which helps to understand its meaning. Technological advancements brought with them another dimension of communication by making the whole process of information circulation much faster, and by creating a large number of new channels which enable their users to exchange information almost instantaneously, thus making it much more complicated.

As emphasized by Čerepinko (2011, 13), most definitions describe communication as “a process or as creation of meaning, or a transfer of a particular information or message, and very often as a combination of two or even all the three views together”.

Communication is one of the key activities in management and the basis of businesses, which gives it a strategic importance. On the one hand, an organization projects its reputation on the external public through its operations and communication, while, on the other hand, a successful implementation of business process also depends on the understanding of the attitudes and needs of the internal public.
3.2. Business Communication

Cutlip, Center and Broom (2010, 459) state that “public relations in every profit-dependent organization must be economical and must follow the formula of successful competition”. As Srećko Prusina, the head of Foundation’s Board that implements the program of the Political Academy, emphasized in an interview, their internal communication is not aimed at efficiency or profit. The internal communication within the Political Academy serves only to create a positive atmosphere, the so-called sense of “us” and an efficient and fast information transfer, or, in other words, information transfer under the internal conditions. Most of that type of communication is neither initiated by the Board nor is it under its influence, and it takes place independently of it. This does not mean that internal communication is not a subject to the common given corporate goal. In the case of the Political Academy, we are talking about: unity, democratic standards, the national interest and the common good.

Conscious enterprises take care of their own communications, which can be seen through the existence of specialized organizational units by which an individual company sends relevant information and communicates with its public. There is also an increasing number of experts who specialize in specific types of communication, such as crisis communication, internal or the so-called “in house” communication, communication with the virtual community etc., whose importance is recognized in the business world. Communication, regardless of whether it is being regulated or left on its own, will always exist.

Business communication obeys specific rules. By adhering to the particular standards and protocols, it is possible to achieve many advantages and to make the process of communication easier. Uniformed and recognizable rules open up the possibility of efficient communication with a large number of participants who come from different milieus. This also ensures the efficiency of information exchange and lowers the possibility of misinterpretations. That is the reason why business communication is highly standardized.

Modern technologies, either cheap or free and available to everyone, determine modern communication. The devices themselves, and with them the communication channels, are transferred to the individual users, which enables the exchange of messages on a personal level, thus transcending former constrains of space and time. At the same time, the balance of power among the media, as means of public communication, is changing with the rapid rise of
electronic media. Through this electronic media, it is possible for a receiver of information to participate in public discussions from a personal point of view. The segment of communication that significantly gained on importance with the technological development is speed.

The larger the company is, the larger the number of information necessary to convey credibly and as fast as possible. Still, complex corporations are not the only organizations who benefit from internal communication development. Smaller businesses and other organizations can use developed internal communications to receive the feedback that can help in setting the direction of the business, and there lies the importance of internal communication.

### 3.3. Internal Communication

Just like many other segments of public relations, internal communication, as one of its specialized branches, has its beginnings in journalism. Large corporations, which had a large number of employees, created informative materials about themselves in order to provide extra information to their employees and to motivate them to successfully perform their daily tasks. Today, the basic idea behind internal communication remains the same, but modern communication technology has opened more communication channels. Skoko (2006, 259) says in his introduction on internal communication that “companies used to inform their employees about business news exclusively through bulletin boards or public gatherings”. Nowadays, the writing skill in terms of composing publication materials according to criteria based on classical media is no longer enough. New communication channels open up a multimedia access with the possibility of immediate response.

Lewis (1987) defines communication as “an exchange of messages which come from an exchange of opinions between the sender and the receiver. Communication in an organization is an exchange of those messages, ideas and opinions within the structure of an organization between managers, employees and everyone connected to them, who use modern communication technologies and media for information transfer” (as cited in Skoko 2006, 260). Therefore, internal communication refers to communication between levels of company management, vertically among employers and employees and horizontally among employees themselves. It is important to note that this needs to be a two-way process, which means that its participants need to consider each other as equals. The exchange of information between
them is aimed towards further improvement of relations in the organization and the quality of the organization itself.

3.3.1. The Goals of Internal Communication

Internal communication must work in accordance with the following ultimate goals: employee satisfaction, informed employees, introducing the employees to the organization culture of the company, reduced feeling of injustice related to the distribution of resources, rewards, jobs and tasks, positive connection and loyalty to the organization. It’s important to stress the two basic goals of internal communication: supporting the goals of the organization and gaining the support of the internal public. Successful internal communication additionally motivates employees, ensures their informedness, also improving other processes within the organization as well as its efficiency.

3.3.2. The importance of internal communication

The importance of internal communication comes from the constant changes that every company, institution or organization goes through. The changes happen as a result of the human factor (coming or leaving), constant technological innovations and globalization. That is why it is important to maintain permanent and systematic internal communication so that the employees can react to those changes positively and swiftly. Employees often unconsciously reject those changes because they are not informed or motivated enough when it comes to the goals of those changes. One should also consider the psychological momentum which prevents adjustments, a fear of the unknown and changes, which is a part of human nature. The quality of internal communication is reflected in the speed of information transfer, the capability of accepting them, speed of reaction and the ability to apply the newfound knowledge.

Robson and Tourish (2005, 20) claim that there is significant evidence in literature supporting the idea that internal communication helps to increase the probability of organizational success. Hargie and Tourish (2002, 15) cite research which shows that improved communication leads to a larger number of organizational benefits. Quinn and Hargie (2004, 18) also agree that the key aspect of a quality internal communication lies in the relations that those organizations have, meaning that a quality internal communication is a part of organizational effectiveness. Dickinson, Rainey and Hargie (2003, 5) claim that there is a
large number of research cases which connect improvement in communication practice in an organization with a wide range of positive results (as cited in Tkalac Verčić, Pološki Vokić, Sinčić, 2006, 4) Employees are the best and most credible ambassadors of an organization’s goals because it is their work that creates the perception of what an organization wants to communicate towards the outer public. That reiterates the importance of a quality communication with internal public. Moreover, informal channels of internal communication can fill the empty space not adequately filled by the formal ones. Employees or members of an organization can transfer certain information to an interest group or certain people in a more credible way. When it comes to the Political Academy of the Croatian statehood foundation, most of the students found out about the possibility of admission and the basic information from students from previous generations.

The distribution of tasks and expectations, as well as a desired image towards the exterior public, is also communicated internally. This does not only mean a restrictive code of conduct, but also an internal and horizontal transmission of information and positive practice, expectations and impression of what is acceptable and what is not, which employees, or in this case students, transfer to one another.

According to Jablin, Putnam, Roberts & Porter (1987), it is usually expected of an expert on internal communication to fulfill one or more of the following parts: effectiveness (transfer of information about the activities of a company), joint significance (improving common understanding about the goals of the company among employees), making connections (clarifying the duties and activities of the employees) and satisfaction (increasing the satisfaction with the business in the entire company). A communication climate, according to Šušanj Šulentić (2014, 61) “can be defined as a subjectively experienced quality of the internal environment of an organization”. The basic factors of a communication climate are openness, trust and the availability of communication, the way the employees are treated, as well as standards of mutual interaction, adequacy of information, participation in decision making, the possibility of influence etc. (Rogers, 1987).

This paper describes informal, horizontal, group, written, digital communication of individual generations of students at the Political Academy of the Croatian Statehood Foundation. The topic is informal communication, which rapidly changes and adapts to the new technologies and its end user, because it doesn’t necessarily need to answer to all of the demands of an
organizational system. Communication between students was mostly directed towards getting information about the Academy and class content.

Thanks to the internal public, the Academy has become a sort of a brand of political education in Croatia that is based on demochristian principles. That means that there is no need for extra advertising for admissions to the Academy because the interest surpasses the Academy’s capacities. Positive image and reputation were created by quality, primarily the quality of the relationship between the administration and the students, but the image of that relationship has been transferred to future candidates from prior generations. Each year, hundreds of candidates apply to study at the Academy. The educational program only allows for two candidates from each county every year.

The Board of the Political Academy of the Croatian Statehood Foundation sends its students basic information about classes, schedules, teachers and student trips abroad. Students are familiarized with their rights and duties in the Guide through the Program of the Political Academy. The Guide both gives information and motivates the students to be passionate and as successful as possible in their attendance and exams. It also provides basic information about financing and international partners who support the organization of the Political Academy.

What the Guide doesn’t contain at all are directions regarding, for example, the dress code and similar rules enforced by the Board. Even though such directions do not exist in the Guide, each generation is, as we found out from an interview with Mr. Prusina, very specific and quite uniformed. A similarity in both style and behavior among the students of the same generation has also been noticed. Furthermore, it’s important to highlight the difference between certain generations which has not been caused or encouraged by the Board. All of the mentioned changes are a result of the influence of students from the same generation on each other.

In the interview, Prusina highlighted the open, regular and permanent two-way communication and interaction with the students of the Academy as the fundamental prerequisite for changes and improvements of the Academy’s program.
4. Research

4.1. Hypotheses

*Hypothesis 1:* Each generation of students chooses their ways of internal communication independently and mutually according to the availability and simplicity of usage of certain tools.

*Hypothesis 2:* Each generation of students is in average younger than the previous one.

*Hypothesis 3:* Newer generations use newer, more advanced tools in mutual communication, primarily social networks and mobile apps for exchanging messages, photographs and video clips.

4.2. Methods and Results

Research methods used to gather the data for this paper were a questionnaire (online) and meta-analysis. In the beginning the authors made an interview with Srečko Prusina, the head of Foundation’s Board. The interview was a preparation for a better questionnaire. The authors found out information about regular communication of the Board with participants, the average participant and the way the Board encourages communication among participants.

When collecting relevant data for this study it was necessary to choose an appropriate instrument that would bypass several limitations. First of all, it was necessary to bridge the geographical distance of the respondents, as the participants of the Political Academy come from all Croatian counties. Since the structure of the participants is composed of people of different lifestyles and obligations, from the student population, to the family and business people, an appropriate research method should be available to everyone equally and be designed in a way that does not take away too much time to participate. As the most practical method that requires minimum effort and resources to implement, we selected a network questionnaire or an online survey. The survey itself is in the literature most often described as a method of gathering information, data, views and opinions on the basis of a questionnaire, while here it is its electronic version. Thus, the survey is sent directly to the respondents via e-mail, and a special application (Google Form Docs) processes the collected results. Although the most common deficiency is a low turnout and that it rarely can ensure representativeness, in this case this is a group of respondents who do not make the broad population but a group
of people in which there is already a certain degree of uniformity, integration and a certain sense of belonging. Moreover, from the experience of the communication between the Board and the students, and due to the availability of the Internet to all students of the Political Academy, it turned out that such a survey can be carried out.

Meta-analysis is a statistic and analytic method which combines and synthesizes different independent studies and combines their results into a single result. It has helped the authors to adjust previous research results and integrate them into this paper.

The authors sent a link via e-mail to the questionnaire to all 330 participants of the Political Academy. The questionnaire comprises 13 closed-ended questions. The questions are closed-ended because that makes them easier to process and group answers in comparison to expected answers.

In the timespan between March 12th to March 27th 2015, 159 questionnaires have been answered, out of 330 invites sent by e-mail. Each of the eight generations of the Academy had a good number of respondents. 86 of the respondents were male (54.1%), and 73 were female (45.9%), but the difference between the number of male and female respondents was not relevant for the paper (see Graph 1).

The oldest students joined in the first three generations. Each generation is, on average, younger than the previous one. The youngest students are in the last, eighth generation. Most of the students, 79 of them (49.7%) were born between 1975 and 1985 (see Graph 2). The vast majority of them (89.3%), named e-mail as a regular means of communication with the Board of the Political Academy. The second most frequent answer was by telephone (6.9%) (see Graph 4).

89.3% of the respondents also communicated via e-mail with the lecturers at the Academy. Therefore, we can make the conclusion that most group and individual communication is done by e-mail, while not one of the respondents communicates with his/her lecturers via text messaging. This particular question indicated that students, or the respondents, communicate with their lecturers and the Board almost identically. A vast majority of respondents says that this sort of communication was satisfactory (see Graph 5 and Graph 6).

Individual communication between the respondents and their colleagues, students of the same generation of the Academy, is mostly done on the social network Facebook (32.1%) and by telephone (31.4%). (See Graph 7). Group communication is mostly done through classic group e-mail (47.2%) and Facebook (43.4%). The answers to this question showed that very
few of respondents, only 15% of them, choose text messaging, Viber, WhatsApp and telephone call as their means of communication (see Graph 8).

96 respondents (60.4%) claimed that they had chosen that channel because it was available to everyone. Only 17.6% of respondents said that the main reason behind their choice was the fact that that particular tool offered all the needed options for sending messages. According to the respondents, that communication was not necessary about formal (serious) topics (75.5%) (see Graph 9).

To transmit serious and formal information, for example information about changes in schedule, homework or exams, most students use classic e-mail messages. The social network Facebook is mostly used for informal content, such as making arrangements for socializing out of class and so on, while the respondents use tools like Viber, WhatsApp, text messaging and phone the least.

80% of the respondents consciously and purposely use separate channels of group communication for serious (formal) and fun (informal) content. 72.3% of the respondents knowingly choose a different communication channel than the one for informal communication, even though they know there is a possibility that it is not available to everyone. Therefore, they feel that separating the channels according to content is more important than the availability of the tools (and information) to the entire group (see Graph 10 and Graph 11).

The first generation of students at the Academy almost exclusively uses e-mail for individual and group communication with fellow students.

Half of the respondents from the second generation choose the phone as the means for individual communication. Other answers equally include Facebook and communication via e-mail. In the second generation, Facebook is the chosen and accepted channel of communication for a third of the respondents.

When it comes to the third generation of students, there is no established way of individual communication among students. They use the phone, conversation, text messaging, e-mail, WhatsApp and other channels. Group communication is almost exclusively done through e-mail. These are the results of a big group which did not become a team (interview: Srećko Prusina). In 2009, an exceptional number of 87 students were accepted into the Academy.

One quarter of fourth generation respondents uses Facebook for group communication. 50% of the fifth generation has chosen Facebook for individual internal communication. Most of
the informal group communication is also done on Facebook, and for more serious topics, they returned to using the e-mail because of its availability and the desire to include all students of that generation.

The sixth generation mostly uses the mobile application WhatsApp for individual communication, while they choose e-mail for group communication.

The seventh generation uses Facebook to communicate with the entire group, and for faster group communication, they choose the mobile application WhatsApp. WhatsApp is also the most common means of individual communication.

The eighth generation almost exclusively uses Facebook in both individual and group communication. A trend of attempted usage of Facebook in communicating with the Board of the Academy has also been noticed.

5. Conclusion

The Board, even though it has its official pages of the Croatian Statehood Foundation on the social network Facebook, considers communicating via Facebook to be informal and it is avoided as a two-way channel of communication. This will obviously be a challenge which will have to be made clear to future generations considering the trends.

We can conclude that there were changes and advances towards newer and more advanced technologies in every generation, and those advances are mostly visible in individual communication, where newer technologies were accepted sooner, while innovations in group communication tend to be slower.

All three hypotheses have been confirmed by the results of this research, because every generation of students chooses its way of informal internal communication individually and independently. The research has also shown that, as stated in the second hypothesis, each generation of students at the Political Academy is younger than the previous one and that newer generations use more advanced tools in mutual communication, primarily social networking sites, mobile applications for exchanging messages, photographs and video clips.

No correlations between socio-demographic characteristics of the sample and the communication habits could be noticed.

The authors conclude that each, generally younger generation of students, independently chooses new and more advanced (faster, simpler, more affordable) tools every year. That has
also proven the existence of constant change which affects communication, to which one should respond with constant adjustments.

5.1. Recommendations for Further Research

The authors suggest researching whether the separation of tools and communication channels for formal and informal content is a result of the desire to be certain that the two types of content will not mix, or the desire to emphasize the importance of formal content which could be lost in a probably large amount of informal content.

5.2. Recommendations for Improvement of Internal Communication at the Political Academy

Instructions given to newer generations by the Board of the Political Academy would greatly speed up the establishing of a functional internal communication system, which would be acceptable and available to all students. It could contain non-binding information about experiences from previous generations. Furthermore, the authors consider using newer technologies in the communication between the Board and the students to be extremely practical and important for a faster consumer (the student at the Political Academy). Conditions such as written evidence, personality and formal approach can easily be met with modern technologies which are going to be more accepted and available to young, future generations of students.

6. Reference List


7. Appendices

![Graph 1: Respondent gender](image)

**Graph 1: Respondent gender**
Graph 2: Respondent age

Graph 3: Generation of the Political Academy

Graph 4: Communication channel used with the Board of the Political Academy
Graph 5: Communication channel used with the lecturers at the Academy

Graph 6: Satisfaction with the type of communication with the Board and the lecturers at the Political Academy

Graph 7: Method of individual communication with colleagues, students at the Political Academy
Graph 8: Method of group communication with colleagues, students at the Political Academy

Graph 9: Question: Was communication among students exclusively about serious matters?

Graph 10: Question: Did they use different channels of group communication for serious and informal content?
Graph 11: Question: Was the communication channel for informal group communication chosen by the students themselves available to all students?

Original Scientific Paper

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Summary

The financial industry has changed fundamentally following the Global Financial Crisis of 2008 that is considered by the renown economists and professors Roubini, Rogoff and Behravesh to have been “the worst financial crisis since the Great Depression of the 1930s” (2009, as cited in Reuters, 2009, para 2). The paper focuses on the shifts in communication of three commercial banks in Croatia comparing their communication activities and the media coverage in what is seen as the first crisis year of 2009 and the crisis hit year of 2012. The authors analyze banks’ public relations and integrated marketing communication activities through media coverage and reporting in two Croatian newspapers and argue that a communication shift occurred in the banking industry. The primary focus in 2009 being on product and service communication, that was still very present in 2012, but in which there were substantially more reputation management oriented communication activities, especially by top management that took upon itself a more active communication role.

Keywords: reputation management, communication, banking, crisis communication, advertising, brand.

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1 Nouriel Roubini, professor of economics and international business at New York University, Kenneth Rogoff, professor of economics and public policy at Harvard University and Nariman Behravesh, chief economist and executive vice president for IHS Global Insight, at CERAWeek 2009 in Houston, all agreed that this is the worst financial crisis since the Great Depression.
1. Methodology

The method of research was content analysis, with authors using upfront defined structural matrix as well as media discourse analysis. A questionnaire of 30 questions was formed and 397 articles published in Jutarnji list and Večernji list in 2009 and 2012 were analyzed. The analysis encompassed an overview bank’s communication activities, as well as the resulting media coverage including time, size, form and position of publication, intonation, used communication tools, depth of the topic coverage, source plurality, frequency, article and headline relationship and other parameters.

Taking into consideration that the content is usually quantified and the results are statistically analyzed, this method used can be qualified as quantitative method. On the other hand, as it is usually interpretation of standpoints, values and behavior, the method bares characteristics of qualitative research as well.

The Statistical Package for the Social Sciences (SPSS) was used for data analysis. Results were tested statistically with Pearson's chi-square tests ($\chi^2$), independent samples T-tests and Levene’s tests for equality of variances.

All the research was conducted in the period from 15 February to 13 April 2015.

2. Introduction into Financial Crisis Start and Impact

2.1. Financial Crisis Origin and Timeline

The “full throttle” financial crisis on a global level came in mid-2007 with stock market volatility and banks beginning to stop lending to each other due to market fears over exposure to potential losses on high-risk US mortgages. BNP Paribas was the first major bank to freeze three of their funds, indicating that they had no way of valuing the complex assets inside them known as collateralized debt obligations (CDOs), or packages of sub-prime loans, with Adam Applegarth, Northern Rock's CEO later calling that moment “the day the world changed” (Kingsley, 2012, para 1).

But worse was yet to follow, with a glimpse of what was going to happen coming when JP Morgan in March 2008 bought Bear Stearns. Two months later Hank Paulson, US Treasury secretary from 2006 to 2009, in an interview for The Wall Street Journal was quoted saying:

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2 Gathered by media monitoring company Briefing mediji Ltd.
“I do believe that the worst is likely to be behind us”, only to have the US government bailout Fannie Mae and Freddie Mac in September, in what The Guardian’s economics editor Larry Elliott, called “an act of fear from a systemic global financial crisis that would prompt the biggest depression since the 1930s” (as cited in Kingsley, 2012, para 10). Few days later Lehman Brothers filed for bankruptcy protection and Merrill Lynch was taken over by the Bank of America, while Goldman Sachs and Morgan Stanley, the last two independent investment banks confirmed that they would become bank holding companies subject to greater regulation by the Federal Reserve.

In November 2008 the G20 had a meeting that was compared in significance to the United Nations Monetary and Financial Conference. Ben S. Bernanke (2009, para 1), Chairman of the US Federal Reserve in a speech given at the London School of Economics lecture stated: “For almost a year and a half the global financial system has been under extraordinary stress. Stress that has now decisively spilled over to the global economy more broadly, with financial institutions seeing their capital depleted by losses and withdrawals and their balance sheets clogged by complex credit products and other illiquid assets of uncertain value”, adding that communication is one of the important tools in fighting the crisis. Four months later in April 2009 the G20 agreed on a global stimulus package worth USD 5 trillion.

One may argue that the biggest objection among the stakeholders and the regulator was that banks failed to understand the complex financial derivatives with which they traded among themselves, what led to them leading extremely liberal lending and investments policies based on unrealistic projections of future growth, and once the crisis happened it was met with incomprehension.

Ferstl (2011, para 1) contends that before this crisis systemic risk was a subject for theoretical discussions and even seen as something abstract, but after it led to failures of big corporations, and in general to the downturn of the global economy, the financial industry changed fundamentally with the need to take risks, hold capital against those risks and manage all mismatches in positions through effective liquidity management becoming a fundamental in worldwide banking industry. But the financial industry's appetite for risk inevitable resulted with banks' reputations taking a significant blow in 2008 and 2009. A blow they still in 2012 didn’t completely recover from.

3 In the 1994 United Nations Monetary and Financial Conference 730 delegates from all 44 Allied nations met to regulate the international monetary and financial order after the end of World War II.
2.2. Financial Crisis in Croatia

In context of Croatian economy the crisis that was initially triggered by what Lahart (2007) called “the bursting of the US housing bubble which peaked in late 2005, early 2006” came a few years later but therefore lasted longer with Croatia’s crisis starting in 2009 and recession continuing throughout 2014. In comparison to the USA where the financial crisis and recession which Rogoff described as a “once in a 50-year event” adding also that “2009 is basically a write-off” (as cited by Reuters, 2009, para 3), Croatia although with its own problems at hand, faced a different situation with it being a ‘plain vanilla’ banking market in which banks did not generate big debts nor had to be bailed-out with taxpayer’s money.

2.2.1. Croatian Banking Market – 2009 and 2012 Overview

In 2009 Hypo Alpe-Adria-Bank’s (HAAB) economists announced that due to a weaker domestic demand, fiscal savings, growth of unemployment and a decline in the real available income, adjustments in banking industry will have to be made, with stricter managing of risks being a result of looming recession and aversion towards taking risks, due to an increase in bad placements which pointed to weak loan-related activities. Consequently, HAAB’s economists concluded that such business environment will surely start to affect the industry as a whole with the full effects of the economic crisis to be felt as of end of 2009.

This was confirmed by the Croatian National Bank (CNB) in its Bulletins, anticipating unfavorable economic outlook coming to effect in 2009, and thus effecting banks by decreasing the level of business activity and lowering profit, with profitability indicators deteriorating; Return on Assets (ROA) at 1.1% and Return on Equity (ROE) at 6.7%. Total asset growth saw deceleration and was on the lowest level since 1999 while net profit in 2009 decreased 28.9% yoy, mostly because of strong increase in reservations.

In terms of business strategy analyzed data indicates that Zagrebačka banka (ZABA) invested significant amounts in advertising of housing loans for young people, coming as the market leader in that segment, and it also concentrated on brand management, while Privredna banka Zagreb (PBZ) put a focus on client retention with marketing and communication activities supporting brand management efforts and promotion of current accounts which are a standard

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4 Majority of banking products being standard basic financial instruments, such as savings, loans, bonds, and swaps, etc.
tool for acquisition of potential new clients. Hypo Alpe-Adria-Bank (HAAB) following a project in which it integrated Slavonska Banka Osijek had somewhat of a different strategy and pressed on with a business development as focus was put on the retail segment which also encompassed big investments in the business network and market presence. Primary goal was client acquisition and business strategy consisted of developing new, basic products and services that supported and complemented corporate goals. Such products were: current account packages, quick cash loans, savings in euro currency as well as other typical banking products offered to retail and SME segment.

At the end of 2009 according to CNB’s Unrevised and Unconsolidated Quarterly Banking Industry Report (hereinafter: CNB Quarterly) ZABA as the market leader had total assets of HRK 92.814 billion, market share of 24.5%, and generated pre-tax profit of HRK 1.515 billion. PBZ as the second biggest bank on the market had total assets of HRK 65.061 billion, market share of 17.2% generating pre-tax profit of HRK 1.099 billion. As fifth on the market HAAB had total assets of HRK 38.764 billion, market share of 10.2% generating pre-tax profit of HRK 200.9 million.

In 2012 the biggest challenges for the banking industry according to Ferstl (2011, para 2, 7) were going to be: i) problems of the high risk premium and high financing costs connected to the country’s rating, ii) one of the lowest returns on capital, and iii) prediction of future non-performing loan increase that demanded a more cautious and constrained lending policy from the banks. And at the end of the year CNB’s Bulletin pointed out that due to the further decline in economic activity, banking sector saw a deceleration of business activity. Bank assets declined for the first time since 1999 and profitability indicators descended to the lowest level since 1999, with ROA at 0.8% and ROE at 4.8%, while more than a third of the banks operated with losses.

Business and communication wise ZABA and PBZ both in 2012 invested significantly more than HAAB in sponsorships, competition prize games and brand communication with the rationale being that in crisis times soft image campaigns that subtly emphasize trustworthiness would be a desired activity in the communication mix, rather than hard-selling solely product oriented communication strategy. HAAB continued with strong client acquisition plans offering new products such as a Prestige package developed primarily for the Affluent segment, credit cards, cash and car loans, and also introduced a Loyalty club thus broadening its product and service portfolio and working on its client retention strategy.
The recession was felt in banking industry in 2012 with the three banks, according to CNB’s Quarterly, maintaining their market positions, with ZABA having total assets of HRK 104.136 billion, market share of 26.0% and generating pre-tax profit of HRK 1.103 billion. PBZ had total assets of HRK 68.950 billion, maintained its 17.2% market share and recorded pre-tax profit of HRK 1.030 billion, while HAAB’s assets totaled HRK 34.693 billion, with 8.7% market share and pre-tax profit of HRK 326.5 million.

2.3. Communication Leads to Reputation

Collins (2001, 15) contends that “during the early 1980, the banking industry was completely transformed in about three years, with new regulation signaling the new economy for the banking industry”. Similar transformation scenario was evidenced with the financial crisis of 2000s, with again the banking industry that had been deemed closed and introverted made aware of the necessity to intensify its reputation management efforts and communicate on a broader level than just services and products.

Banking is a service industry in which product reliability is a necessity. Hence product and service quality are essential for success in today's competitive banking environment. But banks can no longer build only on products and services alone and have to focus more on their reputation management. Reputation is built on product and service quality and to these products and services it in an interconnected cyclical process provides value.

Organizations, according to Lewis (2001, 32) base their successful corporate communications on five building blocks, with the first being awareness, on which involvement is built, followed by connection, then persuasion, up to inspiring action, and he concludes “public increasingly wants to know about the companies that stand behind the products presented to them”. According to Balmer and Greyser (2003) companies need to take into account the communications effects of management, that especially in times of crisis are as per Coombs and Holladay (2002, 166) “both a form of organization’s embarrassment and challenge to their character, with strategic communicative response being the best way of protecting the organizations' reputational resource.”
2.4. The Role of Mass Media in Reputation Creation

In a study released at the 2004 World Economic Forum in Davos (WEF, 2004, para 4) 59% of attending CEOs stated that corporate reputation was a more important measure of success than stock market performance, profitability and return on investment. Recent researches of corporate success have shown a growing importance of intangible values, with reputation being one of these values and as such, a valuable source of competitive advantage. Gardberg and Fombrun (2002, 304) argue that with time, favorable perceptions crystallize into intangible assets like corporate reputation that gives a corporation an important and specific position in the stakeholders’ consciousness.

Reputation, with emphasis on corporate reputation has been receiving increased attention in strategic management with Barney (1991) and Dierickx and Cool (1989) seeing reputation as the intangible resource that leads to sustained competitive advantage. Deephouse (2000, 1091) integrates mass communication theory into past research to develop a concept called media reputation, which he defines as “the overall evaluation of a corporation presented in the media”.

The possibility that the media can influence the public has its origins in research on public opinion by Lippmann (1922), with Ball-Rokeach and Cantor (1986), Shoemaker and Reese (1991), and Smith (1995) examining mass communication research through several aspects, including the content of the mass media, its production and delivery to audiences by media organizations, as well as the resulting effects on audiences.

Following the two-way assumption that the media record public knowledge and opinions about corporations and in a circular process influence the same public knowledge and opinions about corporations, Fombrun and Shanley (1990, 240) observed that “the media themselves act, not only as vehicles for advertising and mirrors of reality reflecting corporations’ actions, but also as active agents shaping information through editorials and feature articles”. McCombs and Shaw (1972) and later McCombs and Reynolds (2002) suggest the media influence public perception, particularly agenda-setting theory that initially proposes that media coverage of certain issues and raises the salience of these issues in the public’s agenda.

According to Carroll and McCombs (2003, 37) “the core proposition of the agenda-setting theory is that the influence process begins with the agenda of objects receiving prominent attention in the mass media” with the authors elaborating the term ‘object’ is used in the same
sense that social psychologists use the term ‘attitude object’, meaning the thing that we have an opinion about. Carroll and McCombs (2003) conclude that for all the news media, repeated attention to an object day after day is the most powerful message of all about its salience, with the public using these salience cues from the media to organize their own agendas, to decide which issues, people or other objects are the most important, what over time leads to the point where the set of priorities visible on the agenda of the news media become, to a considerable degree, the public agenda. Placing an issue or other object on the public agenda so that it becomes the focus of public attention is as per Carroll and McCombs (2003, 37) “the initial stage in the formation of the public”.

Fombrun (1998) argues that the media’s agenda-setting influence can be extended to corporations, with the proliferation of corporate ranking systems worldwide, including such publications as Fortune, The Financial Times, The Far Eastern Economic Review, Asian Business and Management Today, having spawned an agenda of corporate objects. In terms of agenda-setting, corporations making these lists are according to Carroll and McCombs (2003, 38) “prominent on the media agenda and more likely to be prominent on the public agenda, while those companies that are not on the list are far less likely to be prominent in the public’s mind” and thus they are in the eyes of their stakeholders lacking desired reputation.

Where the first level of agenda-setting is concerned with the salience of objects, the second level is concerned with the salience of the attributes of those objects. Deephouse (2000, 1097) suggests that “media not only convey information, but they actually make and present reputational assessments to their audiences”. Considering that the news media do more than just present an agenda of objects, at the first agenda-setting level effects are on attention, while at the second level they are on comprehension.

In agenda-setting terms, the ‘top-of-mind’ name recall that the public has for a particular corporation corresponds to corporation’s media visibility, which Wartick (1992, 34) defined as “the aggregated news reports relating to a specific company within a prescribed period”. Fombrun and Shanley (1990, 243) concluded that “corporations with positive and non-negative news coverage enjoyed higher admiration rankings”, and after reviewing a range of reputation rankings compiled by the media Fombrun (1998) observed that while the criteria varied according to the audience addressed, six common criteria could be discerned. Probing this attribute agenda in more depth Fombrun, Gardberg and Sever (2000) used a series of focus groups to assess exactly what people meant when referring to corporate reputation and
they developed a scale measuring six key attributes of reputation: Overall corporate appeal, Products and services, Vision, Leadership, Financial strength and Social responsibility.

Another agenda that deserves to be examined in tandem with the media agenda and the public agenda is the corporate agenda, which is according to Cameron, Sallot and Curtin (1997, 142) “aggregate of corporation’s discourse, including attempts through public relations strategies to influence the media with a variety of information subsidies”. According to Gandy (1982) information subsidies from the media’s perspective include story suggestions, news releases, remarks by spokesperson, events, satellite feeds, technical reports and corporations’ websites, while from the corporations’ perspective information subsidies represent a way of influencing the public in ways that corporation cannot do so directly, because the corporation’s message that is presented through the media is often considered more credible than direct corporate communications. Cameron, Sallot and Curtin (1997) estimated that news releases influence as much as 25 to 80% of news content, while Sigal’s (1973) examination of The New York Times and The Washington Post across a 20-year period found that nearly half of their news stories were substantially based on press releases and other direct information subsidies. Cohen (1963, 13) concluded that “although the media may not be successful in telling their audiences what to think, they are very capable of telling them what to think about”, thus influencing their perception of the organization and the corporation’s reputation. Because much of what we come to believe about the corporation’s is based on filtered views of others, with one of the key factors according to Wartick (1992) and Wry, Deephouse and McNamara (2006) being the coverage it receives in the media. Still, as Dowling and Weeks (2008, as cited in Helm, Lieher-Gobbers and Storck, 2011, 112) point out one must acknowledge the three overlapping media domains; Mass media, Corporate media and Social media with each having a potentially different impact on the desired reputation of a company. Dowling and Weeks (2008, as cited in Helm, et al., 2011, 113) also differentiate the “old” mass media, like television, print and radio and the “new” media like social media, wikis and blogs. Much of the “old” mass media power comes from its reach and prominence, its role in certifying some corporations as legitimate players in the market and people’s beliefs that the media have superior access to information and expertise in evaluating corporations. Much of the power of the “new” media derives from its social significance, with like-minded people unhindered by filters sharing their information, insights and opinions over the Internet.
2.5. Businesses Are Built on Reputation

Already back in 1912 Frank Taussig, a former President of the American Economic Association stated that businesses “must accept the consumer as the final judge” (as cited in Balmer and Greyser, 2006, 731). However, it was not before the 1950s and 1960s that the marketing philosophy and function began to be elucidated by scholars and adopted by managers (as cited in Balmer and Greyser, 2006, 731-2), with reputation management importance being acknowledged. Reputation has in the meantime been recognized as an asset of immense value, with Barney (1991) claiming “reputation is receiving increased attention in strategic management because it may be an intangible resource leading to sustained competitive advantage” (as cited in Deephouse, 2000, 1091). Johnson and Johnson (1985) went even further proposing that the width and depth of the product and service line, low operating costs, and a good bank reputation can be considered as the three critical banking industry success factors in a competitive market (as cited in Chen, 1999, 84).

According to Markwick and Fill (1997, 369) “there is not one single reason that can explain the development of interest in corporate image, but there are a range of contributory factors that have contrived to bring image and identity to the fore: i) need to differentiate because of increased competitive activity and rivalry, ii) shortening of product life-cycles, iii) (de)merger and diversification/consolidation activities, iv) high rates of media cost inflation, v) redefinition of marketing in terms of developing/maintaining relationships, vi) increasing recognition of the value of integrated marketing communications, vii) finer approaches to segmentation, and viii) increased incidence of crisis situations impacting on organizations”.

2.5.1. Gaining Reputation Requires Time

Reputation is a result of stakeholder experiences accumulated over a long period of time, which is attested to by Henry Ford and his often quoted statement that “you cannot build a reputation on what you are going to do” which points to the fact reputation is something that has to be deserved not proclaimed. Anthony Johndrow, managing partner at the firm Reputation Institute (R.I.), a reputation management consulting firm that conducts regular online surveys with American Banker argued “banks are very competitive, so they tend to think of reputation as another chance to beat their rivals. But it’s not a race, or if it is, then it’s a very long one, especially given where banks are right now” (as cited in Landy, 2012, para
There are still discussions among practitioners and scholars as to how directly and measurably reputation is connected to market performance. According to Reputation Institute, 85% of consumers say they would definitely buy products sold by a company with a top reputation, while only 9% say they would buy from a company with a weak reputation (as cited in Adams, 2014, para 3).

Reputation building takes time and once an organization obtains it, the failure to justify it and manage it properly takes a business tow on the organization but also, depending on the magnitude of a reputational issue, on the whole industry. This is in terms of the US banking industry reputation evidenced by Gallup's annual polls on public perceptions of ethical conduct, in which ‘Bankers’ were in 2009 in twelfth position with 19% of respondents thinking they presented 'very high' and 'high' ethical standards. In 2012, with crisis to large extend behind the US, in the same 'very high' and 'high' ethical standards category ‘Bankers’ were with 28% in eleventh position (as cited in Voorhees, 2012, para 3). A slight improvement that can be accredited to time passed rather than a tangible reputation improvement. But it still was far off 36% and ninth position in Gallup's 2004 poll (as cited in Hitti, 2004, para 6), meaning the last no-crisis-in-sight year.

Also indicative on the crisis long lasting reputational effects is that in the Reputation Institute's 'America's Most Reputable Companies 2014 Report' none of the banks was represented in the top 100 with Morgan Stanley in 116th place, Wells Fargo in 124th, Bank of America at 143rd, Goldman Sachs at 147th, with Adams (2014, para 12) writing that financial services companies will likely keep feeling the reputational hit from the financial crisis for some time to come.

### 2.5.2. Clients Grade Banks Better

In a trust related research conducted in Croatia in December 2012 by company GfK ‘Banks in general’ got an average trustworthiness grade of 3.7 (down from 4.0 in 2011), while the ‘Banks they did business with’ got a higher 4.4 grade (in 2011 it was 4.6 and just behind friends, science and doctors) with 51% respondents stating they trusted them. In regard to the higher trust grade ‘Banks respondents did business with’ got in comparison to ‘Banks in general’ the authors argue that opinions, positive as well as more frequently negative are formed indirectly via the media or other publics, without having personal experiences on which these opinions are founded, with Caruana (1997, 110) contending “certain product
categories, including service offerings, cannot be (objectively) assessed prior to personal consumption”.

Still, the effects of the lasting financial crisis felt in Croatia in 2012 resulted with a notable decrease in trust towards ‘Banks in general’ as is evident with 26% respondents stating they trusted them (down from 34% in 2011), while 42% respondents stated they did not trust the ‘Banks in general’, which is also a dramatic negative increase in comparison to 2011 when the distrust level was just 1% (as cited by Hina, 2012).

2.6. Brands under Crisis Pressure

Van Riel (1995) argues “there is a great deal of evidence to show that organizations have become more interested in the benefits that management of the corporate identity might bring” (as cited in Markwick and Fill, 1997, 396), with Balmer (1995) pointing to the impact that a strong corporate brand might have on stakeholder loyalty.

If speaking in banking product terms one could argue that corporate identity is savings, image a loan the bank gets from its clients and reputation everyone’s favorite currency – cash. Value of the brand is it represents a lasting and desirable reputation. What a financial crisis according to the ‘Best Global Brands Report’ (Interbrand, 2008, 28) did is it started out as a business issue for banks but along the way became a brand issue, with customers loosing trust in the brands. And this carried over into other areas of the business, especially private banking, where trust and relationships are the keys to success. According to Interbrand (2008, 30) financial crisis left a dent in the brand value of most financial services brands with their brand value never before eroding as quickly as in the 2008-2009 period with financial services brands as a group losing a third of their value in a matter of months, with negative stories continuing to plague several financial brands that did not (fully) recuperate even in 2012 as shown in Table 1.
3. Bank’s Communication Changes in Times of Crisis

Company's reputation is affected by the way how companies communicate, with some studies Lewis (2001) even showing that coverage of a company in the business pages, is as strongly influenced by the company's communications effectiveness as by its business performance.

The analysis covered a total of 397 articles published in daily newspapers Jutarnji and Večernji list, in years 2009 and 2012 in which ZABA, PBZ and HAAB were mentioned. Among these 281 (70.8%) articles were published in 2009 and 116 in 2012 (29.2%), with 208 (52.4%) published in Jutarnji list and 189 (47.6%) in Večernji list.

In regard to the more precise timeline of publication the most articles were published in the last quarters (total of 130), which is also evident as October (55) and December (47) were along with February (41) the months where the banks were most present, while the same goes for Wednesday (92), Tuesday (77) and Saturday (66) that turned out to be the most businesswise oriented days.

ZABA was mentioned in total of 171 (43.1%) articles, out of which 112 (65.5%) in 2009 and 59 (34.5%) in 2012, PBZ in total of 155 articles (39%) out of which 126 (81.3%) in 2009 and 29 (18.7%) in 2012, while HAAB was mentioned in total of 158 (39.8%) articles out of which 111 (70.3%) in 2009 and 47 (29.7%) in 2012.

3.1. Increase of Reputation Communicated Aspects

In terms of the form by far the most represented was ‘news’ with 209 (52.6%), followed by ‘analysis’ with 78 (19.6%) and ‘report’ with (15.4%). When examining the coverage, top three main topics covered in 2009 were ‘Macroeconomic situation in Croatia’ (20%),
followed by ‘Banking products and services’ (18%) and ‘Financial crisis in general’ (11%).
The situation in 2012 was somewhat different with ‘Bank’s business indicators and results’
leading the way with (17%), followed by ‘Banking products and services’ (16%) and
‘Macroeconomic situation in Croatia’ (9%).

Looking at ZABA, the three most covered main topics in 2009 in which it was present were
‘Banking products and services’ (31%), ‘Macroeconomic situation in Croatia’ (16%) and
‘Bank’s business indicators and results’ (15%). In 2012, ‘Banking products and services’
were still the most represented (25%), followed by ‘Bank’s business indicators and results’
(19%) and ‘Financial crisis in general’ (10%).

When PBZ is concerned the three most covered main topics in 2009 were ‘Macroeconomic
situation in Croatia’ (31%), then ‘Banking products and services’ (20%) and ‘Financial crisis
in general’ (14%). In the year 2012 the most represented topics were ‘Bank’s business
indicators and results’ (21%), followed by ‘Macroeconomic situation in Croatia’ (17%) and
‘Banking products and services’ (10%).

From HAAB’s perspective the three most covered main topics in 2009 were ‘Banking
products and services’ (18%), ‘Bank’s business indicators and results’ (12%) and
‘Macroeconomic situation in Croatia’ (11%). In year 2012 the same categories remained
among the top three but with some differences and with ‘Bank’s business indicators and
results’ (15%) in the first position, followed by ‘Banking products and services’ (14%) and
‘Macroeconomic situation in Croatia’ (11%).

Despite a big 58.7% decline in presence in 2012 in comparison to 2009, which indicated
banks adapted to deteriorated market situation and concentrated their communication
activities, category ‘Bank’s business indicators and results’ had in 2012 an increase in
coverage with all three banks elevating this aspect of communication that directly and
indirectly addresses the aspect of business stability, which is one of the key prerequisites in
banking industry.

The authors argue the analysis shows that all three banks, in comparison to 2009, made a
communication shift in 2012 with more attention given to activities that can be categorized as
reputation management. Meaning, main business indicators and results, partnerships with
institutions, corporate social responsibility (CSR) and sponsorships, with banks more
strategically combining ‘hard’ and ‘soft’ communication activities with product and services
communication.
If the four reputation management related categories (business results, partnerships with reputable institutions, CSR, sponsorships) are combined together it can be argued that reputation management sums up to 28% of all media coverage in 2012 when the three banks were a main topic, in comparison to 21% in 2009. Pearson's chi-square test ($\chi^2$) was used to test whether there was a statistically significant difference between articles with reputation management topic and articles with other topics, depending on the year of publication. The results indicated there was no statistically difference between the two years ($\chi^2=2.56; p=.110$) with Yates Continuity correction for 2x2 contingency tables ($\chi^2=2.16; p=.142$) between the coverage in the two years. A weak trend however indicated that relatively more articles with reputation management were published in 2012 (28.4%), than in 2009 (21%). However, this cannot be seen as a statistically significant difference, but only a trend.

Regarding the CSR aspect, Griffin and Mahon (1997) summarized the findings of the numerous articles they reviewed and found a positive corporate social performance (CSP) – financial performance (FP) link, which was also supported by findings of Waddock and Graves (1997) who analyzed 469 of S&P 500 companies (as cited by Simpson and Kohers, 2002, 98). This social communication aspect was also used by the three banks in Croatia, as is evident by an increase in corporate social responsibility activities and sponsorships in 2012, with CSR as a main article topic going from 5% to 6% and sponsorships going up from 1% to 5%, both of which due to a small sample size cannot be considered of significant statistical difference, but can nevertheless be seen as indicative.

### 3.2. Recession Points Bank Related Media Coverage in Negative Direction

Analyzing the relation towards the banks as a main topic the data shows that the intonation of the media coverage changed between the early-crisis year of 2009 and the crisis-hit year 2012. In 2009 there were 17% positive, 60% neutral, 14% negative and 9% of articles in which both positive and negative positions were represented equally. While in 2012 the numbers differed with only 9% of bank related media coverage being positive, 69% neutral, 17% negative and 5% having both positive and negative positions represented, with all three banks recording an average 10% decrease in positively intonated coverage in 2012.

Since the authors acquired frequency of articles published in years 2009 and 2012, as well as data for frequency of attitude towards the main topic of the article, a chi-square test was performed in order to statistically test whether there was a statistically significant difference...
in attitude of the article depending on the year it was published in. Results indicated that there was a statistically different frequency of attitudes towards the main topic ($\chi^2=7.94; p=.05$) showing relatively more articles with positive attitude and more articles with both positive and negative attitude in 2009 compared to 2012 in which there were relatively more neutral and negative articles. The authors conclude that the crisis definitely took its toll on how the banks were being represented by the analyzed media.

This was also evident in the coverage by both Jutarnji list and Večernji list, with positive articles in Jutarnji list in 2009 having a 14.7% share, neutral ones 62.5%, negative ones 11.2% and those with both positive and negative positions represented equally a 11.9% share. In 2012 there were 7.7% positive articles (47.6% decrease in comparison to 2009), 70.8% neutral, 16.9% negative (50.1% increase in comparison to 2009) and 4.6% of articles where both positive and negative positions were represented equally.

In Večernji list in 2009 there were 18.8% positive articles, 58.7% neutral ones, 15.9% negative ones and 6.5% of those with both positive and negative positions represented equally. In 2012 Večernji had 11.8% of positive articles (37.2% decrease in comparison to 2009), 66.7% of neutral, 17.6% of negative (10.7% increase in comparison to 2009) and 3.9% of articles where both positive and negative positions were represented equally.

Pearson's chi-square test ($\chi^2$) was used for data analysis statistically test whether there was a statistically significant difference in attitude of the article depending on the analyzed newspaper, with the results indicating that there was no statistically different frequency of attitudes towards the main topic ($\chi^2=4.18; p=.24$) between the coverage in the two newspapers. A weak trend however indicated that relatively more articles with positive attitude and more articles with negative attitude were published in Večernji list compared to Jutarnji list, while there were relatively more neutral articles as well as those with both positive and negative positions represented equally in Jutarnji list. However, this cannot be seen as a statistically significant difference, but only a trend.

In terms of the reporting approach and whether there was a statistically significant difference in ‘depth’ of coverage, depending on both the year it was published in and the newspaper it was published in a chi-square test showed that in regard to the year of publication there was no statistical difference in frequency of ‘depth’ coverage ($\chi^2=1.06; p=.30$). However, a trend indicated relatively more articles with superficial approach in 2009 compared to 2012, as well as relatively more articles with ‘in depth’ approach in 2012. The same is valid for the
newspaper, with results indicating that there was no statistical difference in frequency of ‘depth’ of the media coverage ($\chi^2=0.69; p=.41$), but with again a trend indicating relatively more articles with superficial approach in Jutarnji list compared to Večernji list, with the latter also having a relatively better distinction between the information and opinion represented in the articles.

In regard to attitude of the article depending on communication channel used, the analysis indicates that there was a statistically different frequency of attitudes towards the main topic ($\chi^2=58.47; p=.01$) showing relatively more positively intonated coverage coming from the communication activities such as interviews, comments and columns, with at the same time relatively more neutrally intonated coverage on press releases and conducted research, and as could have been expected relatively more negatively intonated coverage on reactive responses and position statements following inquiries by either clients or the media.

### 3.3. More High Level Communication Activities

One of the constant debates in the media world today is form vs. content, with the argument being that objective, argumentative, time consuming in-depth research as content that requires larger media space is often forced to take a back seat to the fast and too often superficial news. The analysis in this paper shows that there is a clear correlation between the size of the article and the loss of neutrality, as seen in Table 2 with either positive or negative intonation prevailing as the article grows in size.

Table 2: Media size-intonation coverage correlation

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<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
<th>Positive &amp; Negative equally</th>
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<tbody>
<tr>
<td>Row news</td>
<td>11%</td>
<td>82%</td>
<td>6%</td>
<td>1%</td>
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Size of the articles published in 2009 did not statistically significantly differentiate from those published in 2012 ($t(396)=0.46; p=.65$). Still, in regard to the ‘depth’ of the coverage there is a statistically significant difference ($t(396)=2.36; p=.02$) between the articles published in 2009 and those published in 2012, in the sense that the more comprehensive and ‘in depth’
coverage was present in 2012 ($M=0.75$) in comparison to 2009 ($M=0.56$). Nevertheless in both years there were more articles that covered the topic ‘superficially’ in regard to those who did an ‘in depth’ story (2009: 43 % vs. 16%; 2012: 27% vs. 15%).

The qualitative shift in reporting, that the authors attribute to the shift in banks’ communication activities can be seen in the plurality of sources with there being statistically significant differences between the two years ($\chi^2=8.57; p=.036$). And while in 2009 there were more articles that had two sources (16.1% compared to 15.8% in 2012) in 2012 there were more articles that had three or more sources (8.6% compared to 3.2% in 2009). In the context of newspaper comparison the results indicated there was no statistically different frequency ($\chi^2=5.85; p=.119$) between the coverage in the two newspapers, with a weak trend however indicating there were relatively more articles with one source in Večernji list compared to Jutarnji list, while there was a higher amount of articles with two sources in Jutarnji list. However, this also cannot be seen as a statistically significant difference, but only a trend.

The analysis of the difference in intonations of the headlines showed there was no statistically different frequency of intonation ($\chi^2=1.232; p=.745$) between the coverage in the two newspapers, but with a weak trend however indicating that there was relatively more positively intonated headlines in Večernji list compared to those in Jutarnji list. When considering the year of publication, there are also no statistically significant differences between the two years ($\chi^2=2.34; p=.506$). Nevertheless in 2009 there are more negatively intonated headlines (34.2%) than in 2012 (28.4%). But as it’s not statistically significant it cannot be seen as a concrete difference, but only a trend.

In regard to the communication activities and the tools used by the banks a 2012 increase in press releases was present among all the banks but with a somewhat broader and more reputation oriented thematic; i.e. positive business results and achievements, received awards, new business partnerships, donations to NGOs and hospitals, joint projects with local communities, partnerships with educational institutions, added value services to employees, etc. while in 2009 these were much more service and product oriented. Accordingly there were a total of 172 unique press releases distributed by the three banks. In 2009 there were

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5 The term ‘banks’ encompasses only the bank and its activities, and not the bank’s daughter companies, nor in other ways affiliated companies, or the Group.

6 By ‘unique’ the authors consider those press releases that covered one topic on a single occasion, while repetitive press releases on the same topic were excluded from the analysis.
88 press releases distributed, out of which 29 was product related, 28 were reputation related and 31 fell under category ‘other’\(^7\). In 2012 there were 84 distributed press releases (1% decline in comparison to 2009) out of which 40 were reputation related (43% increase in comparison to 2009), 32 were product related (10% increase), and 12 fell under category ‘other’ (61% decline). Indicating, the communication via press releases was more concentrated on organization’s reputational aspect.

And while press releases, of course depending on the topic at hand, are by nature more of a standard level communication activity and as such not a determining factor in analyzing the bank’s communication shift, the authors see the proactive strategic use of interviews, columns and comments as high reputation and business impacting profile activities as an important indicator that aforementioned shift did take place.

The analysis also showed that there was an increase in interviews, comments and author columns, but this increase, as we are dealing with one digit absolute numbers in the analyzed media, cannot be considered of statistical significant difference. Nevertheless it should be perceived as indicative, as interviews, columns and expert comments are not an activity where quantitative but rather qualitative evaluation criteria should be applied. Hence, they represent an activity through which the organizations strategically address key issues and their standpoints, thus securing a bigger media space and better reach among the target audiences.

This was the case with the interviews given by the CEOs of ZABA, PBZ and HAAB. In ‘Considering terminating the foreign currency clause will endanger the savings of depositors’ interview (Vresnik and Pleše, 2011, 25-6) for Jutarnji list ZABA’s CEO Franjo Luković stated: “One who questions the bank’s need to be profitable also questions the sustainability of banking function and by this the essential foundations of the market economies. Every business has making profit as a goal, and the banks should not be judged in different context to all other industries. Decreased profitability results with increase of risks, and this has to be said clearly and out loud. In Croatia since 2000 the banks have in majority of cases provided support for the economy and hence State stability. They can take part of criticism for some bad moves, still they don’t deserve to be generally condemned, but rather acknowledged for their past and present contributions”.

PBZ’s CEO Božo Prka in an interview ‘Banks are not against real estate taxation, and us sitting on the flats and houses is a wrong assumption’, also for also Jutarnji list (Pleše, 2012, 27-8), stated: “Banks are mediators between savings and investments, this is an extremely delicate job, and they have taken on their part of the burden following the emergence of the economic crisis. When you calculate

\(^7\) i.e.: appointments, published research, Group wide activities, etc.
the regulatory costs, primary obligatory reserve that in Croatia is at 13.5%, while in the EU it’s at 2%, it is evident banks have to immobilize a lot of funds. Regulation costs are at 1%, and you still have to add upon this bank’s costs and the risk premium. This is why the loans in Croatia cannot be below 6 or 7%. Also banks have, at the peak of the crisis in 2009 for repayment of the foreign debt loaned to the State EUR 2.2 billion. I’m not running from criticism of the banks, but they have a big responsibility for their depositors and their money. Non-performing loans (NPL) are in correlation with the decrease of economic activity and their share in banks loan books is growing meaning that at the moment 13.3% of loans are the ones where getting at least the principle back is questionable.”

The burdening NPL aspect that was not perceived by the general, nor most of the business public as a big issue for the banks and the economy as a whole was also addressed by HAAB CEO Markus Ferstl in his interview ‘Hypo is selling its subsidiaries, but the bank will continue to do business in Croatia’ in Večernji list (Biočina, 2013, 26-7), in which he stated: “Hypo Croatia is stable, profitable, it’s developing business even in today’s challenging times when provisions for losses in case of some banks ‘ate up’ almost 50% of the profit. But the Croatian banking system is well capitalized, so the stability of the system is not questionable. Nevertheless if the NPL’s continue to grow, and due to macroeconomic circumstances they could, than lending policies of banks and their possibilities for future financing will be affected. Also the recent Standard&Poor’s downgrade was an unwanted development of events for Croatia, as it affected the price of capital in the sense it stopped it from getting cheaper what was to be a likely a scenario due to previously undertaken fiscal consolidation measures. Accordingly in this environment banks are forced to implement more cautious lending policies.”

The analysis also shows that the CEOs of the three Croatian banks were in year 2012 more actively engaged in communication with the media and that they were the second most frequently used communicator, just after bank employees. Here a parallel can be drawn with research Zerfass, Verčić et al. (2013) conducted and concluded “organizational reputation is heavily influenced by the performance and authenticity of CEOs who articulate and symbolize what their organizations are and what they stand for”.

4. Bank’s Advertising Spending in 2009 and 2012

Banking is a multi-product industry, with different segments having different levels of competition, interests, brand awareness and purchase willingness triggers. Also the marketing trends and media situation are constantly and rapidly changing with today's customers better informed, more critical and more demanding. This inevitably requires some adjustments in bank’s advertising with the whole industry communication efforts being more customer-oriented.
According to MediaPuls's 2012 Competition Analysis, print dailies are in average read some 42 minutes daily, and are a preferred media by 40+ year old male population that have above average income and are located mainly within urban areas. Readers profile also showed that 62% of Jutarnji list readers are male, in comparison to 58% that read Večernji list, with major Jutarnji list readers between 30-49 years, meaning somewhat younger than those of Večernji list where majority is 40-60+ years old. Jutarnji list also has a bit more readers with the university degree, personal income exceeding HRK 10,000 and 6% more active workers, while 5% more pensioners read Večernji list, which is partly self-explanatory as Večernji list has been published for 55 years, contrary to Jutarnji list’s 18 year track record.

Based on the GfK's FMDS Annual Report 2009 the five most important things for customers when estimating the bank in 2009 were in order of importance: good advice, reliability, efficiency, waiting time in branches, and flexibility, while in 2012 these painted quite a different picture with the order being: reliability and trustworthiness, efficiency, good reputation, discretion, and flexibility. The analysis again indicates how trust factor gains in importance with deepening of the recession. Interestingly, and contrary to the general opinion favorable conditions and interest rates are not even mentioned in the top 5 most important drivers that are taken into consideration when choosing a bank, which explains why banks with stable, solid and big market shares, in 2012 opted to invest in brand communication instead of product campaigns.

In 2009, according to MediaPuls's 2009 Competition Analysis, total bank industry media investments in advertising increased by 28% in relation to the 2008 advertising budget. Main advertised products were cash loans (30% out of the total budget), followed by housing loans, current accounts, and image & brand management advertising (all with 16% apiece). MediaPuls's analysis also shows that media the most banks used was TV (83% of the total advertising budget), print (13%) and Internet (only 0.2%). Focus in media advertising was on TV as the main mass media channel that transfers the message quickly and that has big range and reach. Rationale behind advertising in print media was in its compatibility, especially for complex messages, and because print offers ‘secondary touch’ with the message explaining it in more detail.

Hence the authors conclude that the year 2009 was for the banks strategically the year of new client acquisitions. Especially as the budgets were spent for loans and current accounts

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8 Dailies and magazines included
advertising (primarily cash loans, but housing loans as well), with current account being a basic banking product for new client acquisition and cash loans offered for closing of outstanding debts in other banks.

As a result in the year 2009, when looking at the whole banking industry, the most used banking products were current accounts, overdrafts (48%), checks (installment payments) (29%), credit charge cards (23%) and cash loans (13%). With customer satisfaction with the main bank, meaning the one via which the customer receives the salary according to GfK’s FMDS Annual Report 2009, showing an average grade of 4.18 while the trust’s average grade was 4.00.

In 2012 total gross advertising budget for the whole banking sector decreased by 15% in comparison to year 2009 with print advertising (dailies) decreasing by 32%, according to MediaPuls’s 2012 Competition Analysis. One of the characteristics of the digital era is that younger generations are turning toward new media leading to newspapers and magazines continuously decreasing in number of copies, which resulted with a 2012 decrease in advertising investments in Jutarnji list (down 36% in comparison to 2009) and Večernji list (down by 39%).

TV in 2012 again remained the strongest advertising channel participating with 82% within the total advertising budget, while print advertising receded (9% share of budget) and Internet advertising increased to 2%.

In regard to bank’s advertising investments per product according to MediaPuls’s 2012 Competition Analysis cash loans were presented the most (30%), followed by savings (29%), image & brand (15%), housing loans (5%) and current accounts (4%). In comparison to 2009, there was a notable decrease in advertising of housing loans that was due to the lack of interest as well as market deterioration which meant the banks did not advertise the product on which they can most frequently build the longest lasting relationship with the client.

Out of analyzed date the authors conclude that the banks pivoted toward primary funds collections, i.e. savings that represent the cheapest and most stable and least risky source in bank’s balance sheet, while in order to gain more profit, focus was on higher margin short-term loans rather than long-term ones. GfK’s 2012 FMDS Annual Report supported this as it showed an increase in usage of current account overdrafts (up to 51%), cash loans (up to 14%), while additional increase was in credit charge and revolving cards segment (up to
24%). At the same time customer’s trust in banks slightly decreased to the average grade of 3.9.

5. Acknowledgements and Limitations

The paper broadens the knowledge on reputation and communication management as a resource and highlights the dynamics of financial industry crisis on bank’s reputation. Although the authors distinguished the shift in communication by Croatian banks from 2009 to 2012 the paper nevertheless has certain limitations.

One of the limitations is the sample size and the concentration on two daily newspapers, despite the fact that these represent the biggest newspapers in Croatia. Accordingly, there is some doubt as to whether the findings can be generalized.

Hence due to a small set of variables that have been tested, with possibility of additional variables being included and tested in a complementary research before any generalization can be made a further in-depth study is required. However, the authors conclude that reputation management is essential to bank's effective and integrated strategic management.

6. Conclusion

The perceptions of banks and clients, with both having their side of the argument, inevitably do not correlate on all occasions and to a full extent. Nevertheless it is of upmost importance that the reputation management and communication activities are ongoing, with recent years demonstrating the banks need to be more proactive as the environment conditions and recession push is felt by both the banks and clients.

In the increasingly competitive business surroundings with customers more engaged, banks and the companies in general find themselves in a position to have to adjust, both in the business and in the communication sense. One such adjustment is elevating the importance of banks’ brand building, communication, reputation and relationship management with their key audiences.

The authors argue that the analysis shows that, in 2012, more attention was given to activities that can be categorized as reputation management and that the banking industry made the communication 2009-to-2012 shift. The results indicate that there is no statistically significant difference between the two years but that there is a trend, implying more reputation
management communication focus and hence media coverage in 2012. However, these results cannot be seen as a statistically significant difference, but only a trend. Nevertheless the same trends are evident in numerous other comparisons that support the growing inclination to reputation management, and, in regard to the ‘depth’ of the coverage, there is a statistically significant difference between the articles published in 2009 and those published in 2012, in the sense that more comprehensive and ‘in depth’ coverage is present in 2012. Hence the authors argue that reputation management plays an important role in both the strategic and operational aspects of everyday banking business and that, as such, it was in the crisis hit year of 2012, considered high priority by the industry and used as an enforcement mechanism for banking core business.

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CREDIBILITY OF MEDIA REPORTING IN CRISIS COMMUNICATIONS. THE CASE OF CROATIA AIRLINES’ AIRCRAFT EMERGENCY LANDING

Preliminary Communication

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Summary

The issue of credibility becomes especially pronounced in crises, which, as such, abound in the unknown, uncertainty and doubt. With the appearance of new technologies and social media, once the story breaks out, the chance of providing factual information and of influencing the developing narrative is reduced to minutes. This paper focuses on an example of crisis communications in Croatia Airlines, when Croatia Airlines’ aircraft Dash8-Q400 had to make an emergency landing at Zurich Airport. This incident, caused by defective nose landing gear, shows that airlines no longer have the luxury of time to assemble a crisis team, to gather and verify information, and to navigate an extended approval before issuing an initial statement. Emergency landings are undoubtedly negative crisis events. The aim of this paper is to evaluate crisis communication and its course on the example of a crisis event in Croatia Airlines. The authors’ hypothesis is that it is possible to maintain a good media image of the company in which an incident occurred, in spite of the fact that the issue in question is negative. To prove this hypothesis, the authors conducted an original research of the media image of the emergency landing of a Croatia Airlines aircraft, using both a quantitative and qualitative method of content analysis of media reports. The research results on the example of the crisis event involving a Croatia Airlines aircraft have confirmed the hypothesis that even a negative event can generate a positive media image.

Keywords: crisis communications, credibility in reporting, social networks, reliability, positive perception
1. Introduction

Crises are complex and controversial events that the public wants more information about in order to be able to cope with them more easily. In crisis communications, PR representatives have to take extra care to maintain credibility and not to violate professional standards. The same is expected of journalists.

Media communication is now inconceivable without the use of social networks. The emergence of social networks and new technologies has significantly changed the rules of crisis communications, which have for years been studied, adopted and applied by public relations professionals and media experts. Aviation, a profession particularly susceptible to crisis situations, had to promptly adjust, given that everything that had been previously adopted was no longer applicable.

This paper focuses on an example of crisis communications in Croatia Airlines, when Croatia Airlines’ aircraft Dash8-Q400 had to make an emergency landing at Zurich Airport. This incident, caused by defective nose landing gear, shows that airlines no longer have the luxury of time to assemble a crisis team, to gather and verify information, and to navigate an extended approval before issuing an initial statement. Emergency landings are undoubtedly negative crisis events. The aim of this paper is to evaluate crisis communication and its course on the example of a crisis event in Croatia Airlines. The authors’ hypothesis is that it is possible to maintain a good media image of the company in which an incident occurred, in spite of the fact that the issue in question is negative. To prove this hypothesis, the authors conducted an original research of the media image of the emergency landing of a Croatia Airlines aircraft, using both a quantitative and qualitative method of content analysis of media reports.

2. Media Reporting in Crisis Communication

In crisis situations, communication experts in aviation have always had to work in parallel, simultaneously and on many tracks. Many airline companies have entered into alliances, often have joint flights with another company whose head office is on another continent, and passengers are the nationals of different countries. This means that communication often takes place in different time zones, sometimes even at night, with new technologies having further accelerated the above requiring that work is done simultaneously using
different media, each of which has its own specific rules.
The examples of several airlines will show how the rules and requirements of crisis communications have changed in the last twenty years or so. But, regardless of the diversity, specificity and the outcome of each of these crises, main goals of each and every airline company have remained the same – to be the main source of information, preserve reputation and maintain credibility. This was also the aim of crisis communications of Croatia Airlines caused by the 2013 emergency landing in Zurich, the only one in the Company’s twenty-five-year long history. Assuming that this goal was achieved, an analysis of media reports was conducted after the end of the crisis event.

2.1. Simultaneity of Communications Actions

Cutlip, Center and Broom (2003, 326) cite a few ground rules on which good mutual relations between representatives of public relations (as official sources) and representatives of the media can be built, and these are: “speak openly, be at one’s service, do not overload with information, do not beg and reprehend, do not seek to have the story concealed”.

Something similar is highlighted by Bjornlund (2007, 56), who deals with the way in which PR professionals build credibility. In addition to being honest and open, Bjornlund (2007, 56) offers a few tips that will, she believes, help establish credibility: “be proactive, answer queries, avoid conducting your business activities outside the public eye, avoid using the phrase ‘no comment’, do not enter into conflicts, acknowledge wrong news, do not try to kill the story, admit when you do not know something, respect the principle of exclusivity, respect the objectives and work plan of the media, respect the integrity of journalists”. All the rules mentioned by Cutlip, Center, Broom and Bjornlund are particularly pronounced in crisis communications.

In practice, the case of the Swissair aircraft crash, which raised the level of earlier communication standards and became a textbook example of well-applied rules of crisis communications, was an example of communication with the public well done for years. Swissair was praised for its high level of professionalism. The accident occurred on 2 September 1998 on Flight SR 111 from New York to Geneva (IATA, 1998). The complexity and difficulty of communications were joined by aggravating circumstances – it was a night-time accident which involved two airlines (a joint flight of the Swiss Swissair
and the US Delta Air Lines), two continents, three countries, and four different languages. It happened far from Swissair’s head office on a non-working day. The MD-11 aircraft flying 215 passengers and 14 crew members crashed in Canada near Nova Scotia while preparing for an emergency landing in Halifax.

Every accident is a combination of adverse circumstances, but the Swissair aircraft accident was particularly complex. At the time, the first 24 hours were considered to be crucial for successfully setting up communication channels and achieving the communication objectives. Swissair followed the rules of professional conduct and immediately activated its prepared-ahead plan of crisis communications in the event of an accident. It divided crisis communications into short-term and long-term. Short-term crisis communications included the first twelve hours after an accident and the next 36 hours (two days in total) while long-term crisis communications included everything that happens after the first two days, all throughout the year, and in the period after that.

Family members of the victims of the aircraft accident praised the behaviour of Swissair representatives and the investigators of the accident, saying that they had done everything in their power to alleviate the situation. Some of their statements were published by the International Harold Tribune on 14 September 1998 in an article entitled “Swissair Wins High Mark for Actions after Crash” by journalists Steven Pearlstein and Don Philips (IATA, 1998).

The emergency landing of Virgin Atlantic Airways is another well-known example which showed that, first, the initial negative perception of a crisis event could be converted into a positive one by engaging the company’s PR representatives and other official sources and, second, that the simultaneity of the communications action becomes a new communication challenge. Namely, on a flight from Los Angeles to London on 5 November 1997, a Virgin Atlantic Airways aircraft made an emergency landing at Heathrow Airport because of a failure of the main landing gear. The aircraft carried 98 passengers and 16 crew members. The pilot flew over the airport’s control tower and the overflight confirmed that the wheel’s left rear leg was not fully extended. Within the first 45 minutes since first information about the wheel being jammed was issued, a large number of reporters gathered at the airport to follow the forced landing on the scene.

The landing was done perfectly, but the Virgin Atlantic Airbus 340 quickly became top news around the world. The goal of Virgin was to become the main source of information
that journalists would refer to and to complete the crisis reporting within 24 hours. Owing to the company’s willingness to cooperate with the media, the goal was achieved. The Airline’s representatives gave their first official statements to the public within 40 minutes of the aircraft’s emergency landing. Naturally, in doing so, they were led by the experience that statements should be given as soon as possible, although repeatedly tempted to delay them a bit, because information was constantly being updated and new information was arriving.

As the event took place early enough to make it to the front pages, the headlines that first appeared in the newspaper were bombastic and sensationalist: “Crash Landing at Heathrow” (*The Financial Times*), “Touchdown in Terror: Inches from Catastrophe” (*The Daily Mail*), “Virgin Terror” (*The Sun*). Only *The Times* published a positively toned headline: “Airbus in Safe Crash Landing”. Of course, tabloids and the yellow press did not abandon dramatic formulations in their headlines, although their texts still reported on a textbook example of an emergency landing, thanks to which, due to the skills of the captain, a disaster had been avoided. In later issues, after numerous press releases, journalist briefings and press conferences, the media image began to improve greatly. In all of these issues, the media praised the experienced pilot who had saved the passengers. The headline “Hero Pilot Saved Us All” appeared on the front page of the *Daily Express*, “Virgin Hero” appeared on the front page of the *Daily Mirror*, “Captain Cool” appeared on the front page of *Star Magazine*, and the title “Emergency Landing All in a Day’s Work” appeared on the front page of *The Independent* (IATA, 1998).

Communications were going on simultaneously the whole time on both sides of the Atlantic, as the Virgin Atlantic Airways aircraft flew from Los Angeles. It was afternoon in the UK and morning in US, but the American press immediately became involved in communications. The reporters were mainly addressing the airline’s representatives in London, and only a small part of them was talking to the company’s branch in the US. Due to globalisation and the fact that the media work 24 hours a day, the company’s PR representatives actually worked continuously and simultaneously on four parallel tracks – preparing new information for the journalists in the print media, corrected the already published incorrect statements in the electronic media, updated information on the Internet, and briefed the reporters who were present at the airport and gave them or prepared statements for them. At Heathrow Airport, a press conference was held including the captain of the aircraft responsible for everything ending well.
These cases from nearly 20 years ago announced that a new era of simultaneous communications for PR professionals has already begun.

2.2. Social Networks and Real-Time Communications

With the emergence of social networks, it has become clear that, besides the age of simultaneous communications, the age of real-time communications has also begun. As a result, the new millennium introduced more dynamics into communications with the media. At the end of the first decade, there was another emergency landing with a happy ending, when on 15 January 2009 a United Airways Airbus A320 passenger aircraft landed on the Hudson River in New York. The aircraft was forced to make an emergency landing because of a flock of geese which flew into the engine. All 155 passengers and crew members were rescued.

The first photographs were published via YouTube by a witness to the accident as little as four minutes after landing on the Hudson River with the following comment: “There’s a plane in the Hudson. I’m on a ferry and am off to pick people up. What horror!” The first live report was released by CNN only 15 minutes after the accident, and the first company report was sent out 50 minutes after the accident.

As Bowman and Willis assert (2014) “with the development of digital technology, especially camera phones, citizen journalism has boomed and become part of the mainstream media. Citizens journalists are people without professional experience in journalism, who participate, by using modern technology, in creating, collecting, analysing and disseminating news, information, photography, and audio and video material” (as cited by Ivanuš in Malović, Maletić, Vilić, Kurtić, 2014, 359). It became clear that airlines no longer have time to assemble a crisis team, collect and verify information, and wait for additional verification before issuing statements or informing the public. They need to start communicating to the public while the event is still unfolding. Experience shows that the first information and confirmation of the fact that an accident occurred must be issued within the first 15 minutes. Once the story breaks out and when the information appears on social networks, official sources have to react within seconds. The good news is that social networks are a convenient communication channel for them as well and that they offer equal opportunities to both the airlines and everyone else using them to post information. Accordingly, crisis communications strategies on social networks are given a new
dimension as part of comprehensive pre-planned crisis communications in the event of an accident or a serious incident.

This was also confirmed in the case of the Asiana Airlines Boeing 777 which crashed upon landing at the San Francisco International Airport on 6 July 2013 after a transatlantic flight from Seoul, South Korea. While waiting to board another flight, an observer at the airport used her mobile phone to take a photo which she immediately posted on Twitter (less than a minute after the event). Within 30 minutes, there were more than 44,000 tweets on the accident, including photos and videos recorded by the survivors.

Even before the boom of communications on social networks, media theorists have identified the Internet as a source of “serious concern”, as pointed out by Tench and Yeomans (2008, 445), because the Internet is a very convenient channel for spreading rumours “where everyone can say whatever they want or set up websites on which they attack certain organisations, businesses and professions.” As an example, the authors mention the www.united.com website “dedicated to problems with United Airlines”.

Monitoring events on social networks brought to the fore two phenomena which further complicate communications for PR professionals. What must be taken into account is, first, the fact that today almost 30 per cent of the world’s population communicates via social networks and, second, incredible mobility, considering that more than half of all Internet access is globally available via mobile devices, such as smart phones, tablets and notebook computers (IATA, 2014).

Both the public and the media expect first statements in real time, i.e. while the event is still unfolding. PR experts and other official sources still have the opportunity to impose themselves as a reliable and credible source of information, who communicate facts without speculation. They can confirm that an accident occurred, describe everything being done to ease the situation and help victims, come to the crash site, and express their condolences to the victims’ family members. Once the key messages to be communicated to the public are defined, they should be repeated via all communication channels.

Besides social networks, portals also bring breaking news about an event and increasingly so, having become even faster than the traditionally fastest media – the radio. We have had the opportunity to witness this in the case of the emergency landing of a Croatia Airlines aircraft, the only one in the Company’s twenty-five-year long history.
2.3. Croatia Airlines’ Emergency Landing Crisis Communication

A Croatia Airlines aircraft Dash8-Q400 had to make an emergency landing at Zurich Airport on Friday, 27 September 2013, at 20:18 local time. The incident was caused by a defective nose landing gear. Flight OU 662 en route from Zagreb to Zurich had 60 passengers on board. No passengers or crew members were injured in the incident.

Although the landing without the front wheel was executed perfectly by the crew, which immediately won the praise of the control tower (“Excellent job! Well done!”), this event marked the beginning of a period of crisis communications, which lasted more than two weeks. That evening, the news was first brought by portals: slobodnadalmacija.hr and 24sata.hr, and then by another 11 portals. Since that evening media pressure was not that great, it was decided by Croatia Airlines crises team that a press release about the event would be sent only to the Croatian News Agency HINA and the media that addressed the Company with the question of what had happened. It is interesting that on the day of the accident only portals posted communications concerning the accident and actual crisis communications had not started until the next day, probably because the accident happened late in the day. However, the next day media pressure was enormous, so communications via releases only would not have been adequate. Accordingly, the Company decided that its most responsible people would give statements to all interested reporters. The strategy chosen was that of a personal approach to each reporter, which, given the circumstances, made the level of communications higher than the level that holding a press conference alone would have achieved. This strategy proved to be very effective because, once official statements were given, it also enabled a wider discussion during which the official and most informed sources from the Company were given the opportunity to explain the important professional and technical details relating to the accident. “Crises threaten, but at the same time create identity. One way of getting to know an organisation is taking a look at its periods of crisis. Many believe that organisations reveal their true face only in crisis. This is why the way in which we live through crisis situations and the way in which we treat journalists during a crisis is so very important”, stresses Verčič, Zavrl, Rijavec, Tkalac Verčič and Laco (2004, 132). The most responsible people in Croatia Airlines, as well as all the other official sources, were very much aware of this. Through this personal approach, each reporter was given insight into the broader context, because the Company cared much
about all information being understood and communicated correctly. The media were treated not only as a channel of communication, but also as a distinct, immensely important public.

PR practitioners mediate between the organisation that they work for and the media or the public. Cutlip, Center and Broom (2004, 323) point out that, “to be successful in their mediating role, public relations officers must gain the trust of the organisation that they work for and the media”. According to Tomić (2008, 371), “when the media are not given information quickly, they inform the public most often based on hearsay or partial information. Such publicity damages only companies”.

The communication objective was to make sure that Croatia Airlines’ official sources are the main source of information to which journalists refer in their reports, to maintain credibility and a positive perception of the Company, and to create an atmosphere of mutual trust and respect between the media and the Company. A research was conducted to check whether the said objectives have been achieved.

3. Research and Research Results

The main aim of this research was to check whether it is possible to maintain a positive media image of a company in which an incident occurred, in spite of the fact that the issue in question was negative. The authors hypothesised that this is possible. To prove this hypothesis, the authors conducted a survey of the media image of the emergency landing of a Croatia Airlines aircraft, using both a quantitative and qualitative method of content analysis of media reports. The analysis of media reports evaluated crisis communication and analysed its course. Additional objectives of the analysis also included determining the dynamics of publishing content on the crisis event, identifying the sources to which journalists referred, identifying changes in the focus of interest regarding the content and duration of media interest for the initial event.

The quantitative and qualitative media analysis covers the period from 27 September to 12 October 2013. The analysis of news reports was based on the clipping of the media from the Press clipping list: 11 dailies including their regional issues, 54 weeklies and bi-weeklies, 156 monthlies, bi-monthlies and other periodicals, 136 websites, 70 television and radio broadcasts. Texts by professional journalists, agencies and newsrooms were analysed.
The method used which brings both quantitative and qualitative indicators is in accordance with all recommendations made by AMEC (Association for Measurement and Evaluation of Communication). Each analysis is tailored specifically to an event, user and the goals to be researched. The following parameters were the primary focus of the analysis:

- the dynamics of publishing by day and communication for each individual media and media groups (print media, internet portals, TV, radio)
- the sources of news reports used by journalists/agencies/newsrooms when creating their stories
- the tonality of publications – all collected publications were classified into 4 categories: affirmative, neutral, neutral to negative and negative (for the purposes of better understanding and painting a more accurate picture, besides the three regular assessments, i.e. affirmative, neutral, negative, the authors have introduced an additional assessment – i.e., neutral to negative. This assessment refers to releases which bring negative publicity only in part, but not fully. Such releases concern, for example, inaccurate publicity only in part, but not fully. Such releases concern, for example, inaccurate headlines and photographs which distract attention from the text which is accurate).

3.1. Share by Topic

The basis for the analysis, which covers the period from 27 September to 12 October 2013, was the entire clippings which means that all the news reports collected during the relevant period were analysed. Of the total of 605 news reports in that period, 182 of them (30%) referred to the emergency landing in Zurich. Other topics during that period included: Technical Faults, Fleet and Flight Attendants. News that ran in parallel was the decision of the Government of the Republic of Croatia to sell the shares in some of the public companies, including Croatia Airlines.
3.2. The Dynamics of Publishing News

As far as the emergency landing in Zurich is concerned, the largest number of news reports was recorded on 28 September, a day after the emergency landing. On that day, the OU 662 flight crew returned late in the evening after having spent the entire day with the investigators of the Zurich accident together with the CEO. Upon their landing in Zagreb, the media was given the chance to take the statements of the crew, the captain, the co-pilot and two flight attendants. A statement was also given by the CEO.

While the crew and the CEO were in Zurich, the Company’s PR representatives, the member of the Management Board responsible for transport and technology and the chief of Dash pilots were almost continuously communicating with the media in Zagreb. The table shows the dates on which reports were brought and the type of media or their interest in the topic. On 27 September, the first to publish the news were websites. On 28 and 29 September, websites still had the lead in reporting, followed by television and radio stations. On 29 September, most of the print media published the news, and they continued to cover the story on 30 September when the interest of websites, radio and TV stations almost died down.
Table 1: Reports according to date and type of media (N=182)

<table>
<thead>
<tr>
<th>DATE</th>
<th>DAILIES</th>
<th>WEEKLIES</th>
<th>PORTALS</th>
<th>RADIO</th>
<th>TV</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 September</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>28 September</td>
<td>3</td>
<td>0</td>
<td>50</td>
<td>12</td>
<td>9</td>
<td>74</td>
</tr>
<tr>
<td>29 September</td>
<td>11</td>
<td>0</td>
<td>22</td>
<td>10</td>
<td>8</td>
<td>51</td>
</tr>
<tr>
<td>30 September</td>
<td>11</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>1 October</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>2 October</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>3 October</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>4 October</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>5 October</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>6 October</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>10 October</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>11 October</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>12 October</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>38</td>
<td>3</td>
<td>99</td>
<td>22</td>
<td>20</td>
<td>182</td>
</tr>
</tbody>
</table>

On 28 September, greatest interest in the incident was expressed by websites, radio and television stations. On 29 September, the interest of websites dwindled, the interest of radio and television stations remained the same, and the print media joined in. On 29 September, the number of news reports was still high, although a downward trend is clearly visible. On 30 September, only the print media continued to show some interest in the story. There were only 15 stories and the number continued to dwindle from there on. Some media tried to rekindle interest in the story by bringing new photos (24 sata, dalmacijanews, slobodnadalmacija.hr) and regurgitating old news.

By the beginning of October, the media still covered the Zurich event, but their focus shifted to all the technical errors that the Croatia Airlines aircraft experienced in the past, which became a separate topic. It was a crisis within a crisis, so to speak. It marked the beginning of continuous reporting on every technical error, every rerouted flight or preventative landing.

On 4 and 5 October, some print media and websites tried to rekindle interest in the topic. The contents that were recorded and made available by the passengers did not show anything new. Some websites were late in publishing both the story and the audio recording of the conversation between the pilot and the control tower (“Excellent job! Well done!”). Finally, there were reports with questions as to who was to blame and so on.
Given the extensive negative reporting, i.e. the continuous *pumping up* of the story, the media created a negative atmosphere around the Company in general. They did it with insisting on the term *incident* and using words such as *another incident, another problem* in the headlines. Considering that the media interest did not wane and wishing to answer all media questions, and in order to make communications even more open and to affirm that the Company is a reliable and credible official source in this serious crisis, it was decided that on 12 October a press conference was to be held at the technical centre of the company, allowing journalists to attend the technical inspections of the aircraft in the hangar, talk with the experts and the Management Board and ask questions. The response to the press conference was great and after the conference reporters published very fair and mostly positive reports in the media. The period of crisis communications thus ended, during which journalists and the Company’s PR representatives collaborated well, regardless of having their own, different objectives.

What comes to the fore in crisis situations, more than usual, is the natural opposition between the media and the PR profession.

“In such exceptionally challenging circumstances, persons responsible for public relations and other official sources of information are trying to convince key members of the public (service users, shareholders, business partners and other influential members of the public) that the company is still safe and that it is still worth doing business with it, prevent an escalation of the crisis, take the story off from the front pages and protect, as per usual, the reputation of the company which is experiencing the crisis, present the company in the best
possible light without ever entering into conflict with journalists. By contrast, what journalists want is to write a story of high emotional value worthy of the front page, a story that will sell their newspapers, attract readers, and beat the competition.” (Žlof, 2010, 75)

As Tench and Yeomans (2009, 340) point out “where public relations are reliable and credible, there should be less doubt in their relations with the media, although both sides having the same agenda is a rarity. Where the media use PR as a source (because they are credible or because they are fun), it can be said that public relations support the function of the media to collect news.” This is exactly why collaboration between representatives of public relations and journalists is not only possible, but also desirable.

3.3. Tonality of Reports

In order to better understand and present a more precise picture, the neutral towards negative category was added to the three usual rating categories – positive, neutral, negative. The neutral towards negative category applies to news reports whose parts bring negative publicity, although they may not be negative as a whole. The news reports which were categorised as neutral to negative, published on 27 and 28 September, featured negative or rather sensationalist headlines. Although they announced a drama, the reports conveyed information sourced from the Company. The publicity which was categorised as neutral to negative stemmed from reports with panic evoking headlines featuring the word drama. The images of the damaged aircraft in some of those reports were also disturbing. However, the contents brought an accurate and fair description of the event. Negative reporting on those two days was categorised as negative only because of negatively toned headlines. The words accident or serious accident in those headlines could mislead readers into expecting tragic consequences, although there were none.

It could be said that, in this case, the media violated the professional standards of reporting and balanced coverage, i.e. finding a balance between text and title, which undermined the credibility of their reporting. Media credibility is related to the professionalism of journalists. Such professionalism is based on the professional standards of reporting: truthfulness, honesty, balance, accuracy, impartiality, timeliness and at least two named independent sources. The professional standard of balance implies not only presenting all
sides and publishing both positive and negative content, but also a balance between text and title (Žlof, 2010).

Graph 3: Tonality of reports (N=182)

3.3.1. Positive Perception of a Negative Event

The positive publicity which was ultimately generated by the situation was mostly inspired by interviews with the pilots, creating heroes, the passengers’ letters of gratitude and creating the atmosphere of all having been part of a well thought out plan, and that the crew had been well prepared for everything that was happening. As a result, 50 per cent of the publicity was positive and 38 per cent neutral.

3.3.2. Tonality According to Types of Media

Internet portals brought the largest share of negative and neutral to negative reports, while the reports brought by the radio, television and weeklies were not negative. It should be mentioned that after the two-week intensive period of crisis communications, the period which followed brought Croatia Airlines significant positive publicity. Specifically, Večernji list awarded the OU 662 crew the Croatian Pride Award, which was covered in these newspapers, but also in 24 sata and by many other newsrooms. The event was most extensively covered by: Slobodna Dalmacija (9), HR1 (8), Jutarnji list (8) and 24 sata (8).
3.4. Sources

In crisis communications, PR representatives have to take extra care not to violate professional standards, and the same is expected of journalists. “The question is what level of credibility can PR representatives, spokespeople and other official sources achieve at all. All the activities of representatives of public relations and other official sources, particularly in crisis communications, come under close scrutiny, with each word being thought about twice and bearing double the weight.” (Žlof, 2010, 72)

“Practice shows that communicating quickly, efficiently and continuously with the media in sensitive situations affects directly not only the positive perception of PR representatives and other official sources as irreplaceable and credible, but also the preservation of the reputation of the company after a crisis situation ends.” (Žlof, 2010, 74) Croatia Airlines sought to apply exactly this type of communication strategy in the most difficult crisis event since its establishment. The most commonly used and most extensively referred to source was Croatia Airlines. Croatia Airlines was a source in a total of 71% of reports, although perhaps even more considering that the source could not be identified in a total of 13% of news reports.

Table 2: Tonality of reports according to the type of media (N=182)

<table>
<thead>
<tr>
<th>TYPE OF MEDIA</th>
<th>AFFIRMATIVE</th>
<th>NEUTRAL</th>
<th>NEGATIVE</th>
<th>NEUTRAL/NEGATIVE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dailies</td>
<td>19</td>
<td>15</td>
<td>2</td>
<td>2</td>
<td>38</td>
</tr>
<tr>
<td>Weeklies</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Portals</td>
<td>40</td>
<td>41</td>
<td>4</td>
<td>14</td>
<td>99</td>
</tr>
<tr>
<td>Radio</td>
<td>16</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>Tv</td>
<td>15</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL</td>
<td>91</td>
<td>69</td>
<td>6</td>
<td>16</td>
<td>182</td>
</tr>
</tbody>
</table>

Table 3: Sources (N=182)

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>NO. OF REPORTS</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>107</td>
<td>59</td>
</tr>
<tr>
<td>CA + other sources</td>
<td>21</td>
<td>12</td>
</tr>
<tr>
<td>No source</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>Footage – cockpit</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>182</td>
<td>100</td>
</tr>
</tbody>
</table>
4. Synthesis of Research Results

From the analysis of media reports, the Company received the following feedback:

Of the total of 605 news reports recorded between 27 September and 12 October, 182 news reports constituted crisis communications about the emergency landing in Zurich. The event was most extensively covered by: Slobodna Dalmacija (9), HR1 (8), Jutarnji list (8) and 24 sata (8). Websites accounted for much of the media coverage (54%). Most of the reports were unsigned (52%). The individual authors who covered the event most extensively were the journalists of Novi list and the Croatian Radio. Half of the news reports were positive, 38% neutral and 12% negative. Websites accounted for much of the negative publicity (82%). They were followed by the print media with 18%. TV and radio stations did not report negatively. Radio and TV stations accounted for the highest share of positive reporting. The Company’s goal was to become the main source of information to the media. This goal was accomplished given the fact that Croatia Airlines was a source in a total of 71% of reports, although perhaps even more considering that the source could not be identified in a total of 13% of news reports. Croatia Airlines was the most commonly used source of media information. Given that as much as 50% of news reports were positive, and that an additional 38% were neutral, it can be claimed that the above case of Croatia Airlines proves the hypothesis that even a negative event that requires highly demanding crisis communication can result in a positive media image of the company in which the crisis situation occurred.

5. Conclusion

The new millennium introduced new dynamics to the already demanding rules of crisis communications. The emergence of social media and new technologies has greatly changed the previously ingrained rules for crisis communications. With the concept of citizen journalism it has become clear that delays in starting communications are no longer possible (the 2009 landing of the US Airways aircraft on the Hudson River). The emergence of social networks has only intensified communications in real time, given that both the public and the media expect the first statements to be issued while a crisis event is still unfolding (example: San Francisco Asiana Airlines in 2013). Official sources must react almost within seconds, which was also shown by the recent terrible tragedy of a Germanwings aircraft in
March this year. However, regardless of circumstances having changed, the goal of communication professionals has remained the same. PR experts and other official sources must impose themselves as a credible and reliable source of information, who communicate facts without speculation.

In the crisis communications concerning the only emergency landing in the twenty-five-year history of Croatia Airlines (Zurich, 2013), the Company’s goal was to become the main source of information to the media. This objective was accomplished thanks to the availability of the most responsible, most knowledgeable and most qualified people from the Company, and their willingness to continually communicate and reply to every question asked by reporters. Most reporters published quite fair and mostly positive reports in the media. The example of Croatia Airlines’ crisis communication has proven the hypothesis that even a negative event can result in a positive media image. The emergency landing of the Croatia Airlines aircraft in Zurich is a textbook example of a potentially tragic event that can have a happy ending and its own heroes.

6. Reference List

Internet sources

EXTERNAL COMMUNICATION OF CSR AMONG TOP 100 CROATIAN COMPANIES

Professional Paper

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Summary

In order to successfully integrate CSR into corporate strategy and align CSR efforts with the expectations of stakeholders, companies should focus on establishing processes which include stakeholder engagement and strategically approach communication to facilitate two-way communication. CSR reports should play an integral role in communicating CSR as the most comprehensive overview of the company’s strategy and activities. In communicating their CSR efforts, companies should combine traditional internal and external communication channels and the social media for establishing dialogue, gaining credibility and engaging their stakeholders. This paper shows that publicly available information related to CSR in the majority of the top 100 largest Croatian companies do not demonstrate the link between CSR and corporate strategy. Companies most commonly use one-way communication through press releases and corporate web pages, while CSR reporting is still not considered as common good practice.

Keywords: corporate social responsibility, corporate strategy, stakeholder engagement, communication, dialogue, CSR reporting

1. Corporate Social Responsibility Definitions and Development

Today’s challenge in discussing the term corporate social responsibility (CSR) lies mostly in the fact that it is not reducible to a simple concept. While some would define this term by accentuating its role in business, others would stress its significance in society. Both of these
views would be right, but would not completely encompass its meaning. Sometimes it may be easier to define corporate irresponsible behavior, unlike being completely precise about the definition of corporate responsibility.

As Coombs and Holladay put it, CSR “lacks one accepted definition and is a concept utilized in a variety of academic and professional disciplines. Moreover, they claim that the actions that constitute CSR can vary widely.” (Coombs, Holladay, 2012, 6) Having that in mind, they are treating “CSR as a philosophy and a process that anchors practices that can transform organizational behavior” (Coombs, Holladay, 2012, 6).

The European Commission defines CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”, or in the shorter version, CSR stands for “the responsibility of enterprises for their impacts on society” (European Commission, 2010). In both of these definitions, we can notice a strong emphasis on companies’ or organizations’ behaviors and interactions with their stakeholders.

The World Business Council for Sustainable Development defines CSR as “the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large” (Holme, Watts, 2000, 8). In WBCSD’s definition of CSR, we can underline the importance of commitment which leads to contribution to not just economic development, but also quality of life of employees and community. Kotler and Lee’s definition gives the same emphasis: “Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.” (Kotler, Lee, 2005, 3)

Some other theorists give more emphasis to voluntary actions and exceeding all usual expectations. The organization Business for Social Responsibility defines CSR as “operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public expectations that society has of business” (Kotler, Lee, 2005, 3), while Coombs and Holladay offer their definition – “CSR is the voluntary actions that a corporation implements as it pursues its mission and fulfills its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole” (Coombs, Holladay, 2012, 7-8). Sacconi accentuates extended corporate governance and duties towards stakeholders in his
definition: “CSR is a model of extended corporate governance whereby those who run a firm (entrepreneurs, directors, managers) have responsibilities that range from fulfillment of fiduciary duties toward the owners to fulfillment of analogous – even if not identical – fiduciary duties toward all the firm’s stakeholders” (Sacconi, 2011, 42).

Werther and Chandler’s view of CSR characterizes it both as a means and an end. According to them, CSR represents means because it “is an integral element of the firm’s strategy; the way a firm goes about delivering its products or services to markets” (Werther, Chandler, 2006, 8). However, CSR is also an end because it “is a way of maintaining the legitimacy of its actions in the larger society by bringing stakeholder concerns to the foreground” (Werther, Chandler, 2006, 8).

It is important to note that the view and definition of CSR might range from country to country and from one corporate culture to another. CSR is definitely largely based on values, whether those values are corporate, national, cultural, etc. Therefore CSR actions must be viewed in that context as well.

But what appears to be interesting is that the view and definition of CSR also seem to depend on time and current social or economic thinking. With regards to contemporary definitions and interpretations of CSR, it is quite interesting to compare them with a view from 1991, when Carroll (2012) developed his CSR thinking to embody the form of a pyramid. Carroll emphasized economic responsibilities (being profitable) at the base of a pyramid, where the next layer was legal responsibilities (obeying laws), followed by ethical responsibilities (doing the right thing and avoiding harm). Philanthropic responsibilities were situated at the pyramid apex and involved being a good corporate citizen (Carroll as cited in Coombs, Holladay, 2012). Today, we can consider these views outgrown, since the legal responsibilities which were described by Carroll are now considered a prerequisite of any business activity and therefore CSR.

Looking back in time, the concept and idea of CSR is not as modern as many would presume, but rather historic. According to some theorists, its first indications trace back to the 1700s, being linked to Quakers and Methodism (L’Etang, 2006). Of course that concept was not widespread, however, some first steps were definitely made. Speaking of social reporting, it was in the 1930s when Stanford professor Theodore Kreps used the term social audit to describe businesses reporting their social responsibilities. Kreps was seeking to extend the
evaluation of a corporation’s contribution beyond financial concerns (Coombs, Holladay, 2012). The social reporting started its path toward normative corporate behavior in the 1990s, especially after 1997, when the Global Reporting Initiative (GRI) began its work.

According to Hess’ (2008) definition, social reporting is the dissemination of the social performance evaluation to stakeholders. It is imagined to improve a corporation’s social performance by verifying that it contributes to social betterment (Coombs, Holladay, 2012). Some changes of views in this segment are also visible – Kotler and Lee have determined two phases of CSR and social reporting shifting from corporate obligation to strategy (Kotler, Lee, 2005). In the 1990s most of the companies tried to undertake some socially responsible actions in order to develop or maintain the appearance of a good corporate citizen. The general view of CSR and reporting was viewed as obligatory, but not so much intrinsically motivated. “CSR was once considered an obligation, and often afterthought, companies are now treating it more as an opportunity to create value for their business” (Bhattacharya, Sen, Korschun, 2011, 30), and therefore it became an “intrinsic part of the company’s long-term, strategic thrust” (Bhattacharya, Sen, Korschun, 2011, 30). This shift from obligatory to strategic is widely visible. A growing number of companies are selecting initiatives which are aligned with their strategic focus and corporate values. Instead of just fulfilling the minimum (public and community) expectations, we can see corporations giving their most attention and efforts to truly commit to a certain goal.

An additional and rather significant step forward in social reporting has been made with Directive 2013/34/EU on disclosure of non-financial and diversity information by “certain large undertakings and groups, which requires companies to disclose in their management report, information on policies, risks and outcomes as regards environmental matters, social and employee aspects, respect for human rights, anticorruption and bribery issues, and diversity in their board of directors” (European Commission, 2014). The Directive entered into force on 6 December 2014, while all EU Member States have two years to transpose it into national legislation. It will apply to large public-interest entities with more than 500 employees to disclose certain non-financial information in their management reports.
2. CSR – Part of Corporate Strategy

The following the definition of CSR given by the European Commission, “companies should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders” (European Commission, 2011, 6).

Results of the Public Consultation carried out by the European Commission in 2014 show that 79% of stakeholders believe that CSR has an important impact on the medium and long-term competitiveness of the EU economy. Public authorities gave CSR even a higher importance with 92%. In stating why CSR is important for companies, respondents stated that CSR:

- forces companies to develop a long term strategy, which enables them to better identify new risks and opportunities, as well as access new markets,
- creates a mission and a vision for the company, creating a corporate culture employees can relate to, increasing employee productivity and attracting new talents,
- increases innovation, i.e. developing new products and services having in mind stakeholder expectations, identifying new social needs, but also improving workforce diversity,
- leads to long-term costs reduction because companies are better in anticipating environmental and social risks,
- all the stated measures increase profitability and lead to long-term growth in shareholder value.

Peddle, Rosam and Castka (2010, 622) state that action in one part of the company in most cases creates effects in the majority of others. Successful and sustainable CSR significantly impacts on, or is impacted by the manner the organization understands the market and business environment in which it operates, and planes its future activities. It also impacts the way it communicates with customers and other stakeholders, understands its true performance and uses this to define where and how this will be improved. CSR impacts on the development of products, services, partnerships and acquisitions, as well as on the culture, beliefs and value systems in the company.

This is ever more important because “corporate stakeholders – customers, employees, business partners, suppliers, and shareholders – care deeply and are making decisions about what to buy, where to work, and how to invest based on how companies are responding to the
Senge et al. (2010) present a sustainable value framework by Hart and Milstein (Figure 1) which shows how companies and stakeholders can work together to create and maintain value. The framework features four sustainability drivers which are directly related to a company’s core strategy. The first driver is related to increased industrial development and its consequences. Companies can respond by “reducing the level of material consumption and pollution associated with their activities” (Senge et al., 2010, 123). The second driver relates to the growing power of NGOs and other civil society stakeholders who started monitoring the adherence to social and environmental standards. The third “set of trends includes emerging ‘disruptive’ technologies that challenge the status quo and could render many of today’s energy and material-intensive industries obsolete” (Senge et al., 2010, 123). The final set of drivers “relates to global problems like resource depletion, deteriorating ecosystems, and climate change; poverty and inequity in the developing world; and an equally broad set of sustainability drivers in the developed world, including global security issues and their close links to climate, resource consumption, and energy supply and security” (Senge et al., 2010, 123-124).

Figure 1: Sustainable value framework according to Hart and Milstein (as cited in Senge et al., 2010, 122)
3. **Stakeholder Engagement**

The most widely used definition of stakeholder is that given by Freeman, who says a stakeholder is “any group or individual who is affected by or can affect the achievement of an organization’s objectives” (as cited in Rawlins, 2006, 2). However, in order to identify who the stakeholders really are, they should be segmented in detail.

The most general segmentation of stakeholders is to divide them into internal and external. Internal stakeholders comprise of managers, employees and trade unions, while external stakeholders can be categorized into a number of groups – government and regulators, owners or shareholders, investors and potential investors, business partners and suppliers, customers and potential customers, consumer associations, expert associations and individual experts, opinion leaders, industry associations, local community (communities in which the company operates), neighbors, non-governmental organizations, local institutions. Inside each group there are subgroups and individuals who can be critical for the company’s business operations.

After identifying stakeholders, it is necessary to determine the ones who need to be put into the focus and addressed specifically. Rawlins (2006) provides a stakeholder prioritization model based on stakeholder relations and public relations literature, which enables companies to properly address relevant stakeholders:

1. Identification by relationship to organization: enabling, functional, normative or diffused linkage, which are used to identify all stakeholders.
2. Prioritization by attributes of power, dependency, legitimacy, urgency and support. In this segment, stakeholders can be identified as latent (dormant, discreet or demanding), expectant (dominant, dependent or dangerous) and definitive. Each group can be supportive or threatening.
3. Prioritization by situation: level of involvement, level of problem recognition and level of constraint recognition. According to these characteristics, stakeholders can be identified as active public, aware public, aroused public or inactive public.
4. Prioritization by communication strategy: priority public, intervening public or influential individuals. They can be identified as self-interests, channels of communication and possible coalitions.

“Stakeholders believe that the nature of a company’s CSR program reveals part of its values” (Bhattacharya et al., 2011, 74). They also look for information how a company solves
problems, is it innovative, and does it implement CSR in a different way than the competition. Various stakeholder groups have different levels of knowledge and therefore different assumptions about the same issue. As the consequence, their interpretations and actions are diverse and a company needs to understand their point of view in order to tailor its communication strategy and activities. According to Tench and Yeomans (2006), companies resort to four response strategies to stakeholder perspectives. Inactive strategy is based on resisting to social expectations, and in some cases government regulation. Reactive strategy includes responding to unanticipated change after it has occurred, while proactive strategy anticipates social expectations or regulatory changes. The recommended approach is interactive strategy, i.e. anticipating change and blending corporate goals with stakeholder expectations, thus reducing the gap between company’s performance and social expectations. For that reason, a company should establish processes which include stakeholder engagement in order to ensure long term sustainable business operations.

When speaking about stakeholder engagement, the GRI G4 sustainability reporting guidelines state that the “proper stakeholder engagement process is two-way in nature, systematic and objective” (Global Reporting Initiative, 2013, 36). Through the stakeholder engagement process companies can gain “understanding of the reasonable expectations and interests of stakeholders and legitimately established societal expectations” (Global Reporting Initiative, 2013, 9). Public Consultation carried out by the European Commission in 2014 showed that CSR is important for the society because it empowers all stakeholders making society co-responsible for choices made by all individuals; it leads to value creation and inclusive economic growth, as well as creates a virtuous cycle by raising consumer awareness, which strengthens the demand for sustainable products.

4. Communicating CSR

Bhattacharya et al. (2011) state that majority of stakeholders do not learn about a company’s CSR issues, implementation and resources from personal experience. Most commonly, they receive this information through a wide range of communication channels. When these channels are effective, stakeholders’ understanding of company’s CSR efforts will increase, because they generally want to know about company’s CSR initiatives.
Matten’s (2006) stakeholder model shows that a company has “obligations not only to one group but also to a whole variety of other constituencies that are affected by its activities” (Matten, 2006, 17) and requires two-way communication:

Coombs and Holladay (2012) state that communication is essential to developing relations with stakeholders and generating awareness of shared social concerns. It also facilitates identification with the company, when there is alignment between the certain social interests of the stakeholders and the corporation. Moreover, “effective communication needs to include both the rationale behind the CR involvement, if any, and the specifics of the programs, their operations, the amount of company resources devoted and the challenges faced, and most importantly, their success” (Bhattacharya et al., 2011, 187). Companies should “aim for high credibility in their communications so as to offset any stakeholder cynicism, particularly since that is likely to increase with the volume of communication” (Bhattacharya et al., 2011, 188). This is why companies should use traditional internal and external communication channels and utilize the potential of new media for establishing dialogue, gaining credibility and support for their CSR efforts. Likewise, they should find balance in communicating positive and negative information in order to avoid accusations of greenwashing or whitewashing. Fryzel (2011) argues that the symmetry in communication increases the ethicality of the communication process. The communication process “should be designed to build a common way of perceiving things, both by the organization and the society, as opposed to asymmetric communication, where the key assumption is based on unitary-influence views, perceptions, behavior and changing behavior within society” (Fryzel, 2011, 68).
According to Coombs and Holladay (2012), the dilemma of how to communicate CSR can be solved by addressing the issue of the source of information – whether it is communicated by the company or third parties, which are sometimes perceived as more credible, and the issue of cost, i.e. the amount of money spent on communication activities. Authors also argue that excessive spending on communicating and advertising of company’s “involvement in the social concern may create the impression that the corporation is more interested in generating publicity for itself than supporting the CSR concern” (Coombs, Holladay, 2012, 113). With this in mind, companies should combine low cost communication channels such as Facebook pages, Twitter account, YouTube channel, press releases, corporate web pages and (online) CSR reports, CSR blogs, with organizing events, such as larger discussion forums with CSR experts, civil society representatives and opinion leaders, and cause related marketing.

4.1. Online Platforms and Social Media as a CSR Communication Channel

Companies have a number of specialized CSR online platforms, like CSRWire, and social media for communicating their CSR efforts and facilitating dialogue, or even engaging their followers in the decision making process about CSR issues. According to Solis (2011), Facebook is the most important social network in the world and a company’s home page for the social web. “As a platform, Facebook invites businesses to build a presence and design an engagement architecture that introduces a new opportunity to also grow in prominence and connections, thus defining, and socializing, the next chapter in business.” (Solis, 2011, 225)

Coombs and Holladay (2012) note that communicating CSR related messages in social media can create an echo. Once information becomes viral, it will most probably be commented and shared among various audiences. Even though it is challenging to manage information once it was released on social networks, it is important to emphasize that “when others add their own viewpoints, this may increase perceptions of authenticity of the messages” (Coombs, Holladay, 2012, 124).

Besides commenting and sharing, followers on social networks can be engaged in CSR projects. They can be asked to vote for projects they believe a company should support. For example, INA oil and gas company utilizes this practice on its Facebook account¹, enabling followers to propose and vote for projects in which INA’s employees would volunteer.

¹ https://hr-hr.facebook.com/INA.Hrvatska
CSR blogs are an important channel for communicating with stakeholders. Solis (2011, 27) states that blogs are companies hubs “for demonstrating expertise, sharing vision, listening to and responding to customers, communicating progress, curating relevant market and trend information, and hosting dialogues to further the company’s values and principles”.

Information about CSR can also be shared by Twitter, which opens new ways of interaction with stakeholders. Etter, Plotkowski and Stanoevska-Slabeva (2011, 24) stated that “Twitter has the potential to raise awareness of a company’s CSR by actively promoting CSR efforts and at the same time minimize stakeholder skepticism through more dialogical and personalized interaction, as favorably applied by the engagement strategy.”

Another channel which should be used is YouTube, on which a company can post messages in the form of employee or management statements or interviews, videos of employees participating in a social cause or just showing a good company practice. Such videos can be shared on social networks and reach a large number of stakeholders.

Combining different online platforms and social media enables the company to share its CSR content and reach a wider audience.

4.2. Traditional Public Relations Tools

Traditional public relations tools should be used in a way to stimulate two-way communication. Bhattacharya et al. (2011) state that companies need to have five communication goals:

- to increase awareness about CSR motives and activities,
- to assure credibility by providing an honest and realistic context and acknowledging not only achievements, but also failures in CR performance,
- to convey effectiveness by presenting output information in a concrete and understandable way. Companies have to address effectiveness at the right level of knowledge for the targeted group of stakeholders,
- to clarify benefits for stakeholders,
- to make the company’s intent relevant.

This can be done by using tools like press release, interviews, but also by organizing discussion forums, e.g. round tables or conferences which will gather CSR experts, opinion leaders and influential individuals from different fields. Discussion forums can also be organized as part of the presentation of a company’s CSR report. Tools which facilitate two-
way communication enable the stakeholders to gain knowledge of and better understand the company’s CSR strategy and initiatives.

4.3. Internal Communication

Internal communication describes a company’s managed communication system where employees are regarded as a public or stakeholder group (Tench, Yeomans, 2006, 358). As employees are often regarded as *informal spokespersons* of the company, it is essential that they are informed and included in dialogue about important issues. Coombs and Holladay (2012) state that employees will facilitate trustworthy CSR communication and verify messages that external stakeholders hear from the company. Moreover, employees use social networks and can be active in communicating the company’s CSR activities. Enabling employees to propose CSR activities, contribute or actively participate in their implementation will have positive effects on employee retention and attracting new employees, increase employees’ motivation and productivity, as well as their sense of pride and connection to the company. “CSR can also boost self-esteem by enabling employees to express their own sense of responsibility to their immediate or even larger community through their company’s CR activities, a feeling that makes work highly rewarding.” (Bhattacharya et al., 2011, 102)

Therefore companies should utilize intranets, employee communiqués and internal magazines, videos and posters to inform and engage employees. As means of facilitating communication and encouraging employees to exchange their opinions and ideas, it is advisable to organize employee forums or internal round tables.

4.4. CSR Reporting

Corporate social responsibility report, often called sustainability report, presents a company’s effort to present and measure the impact of its business activities on the economy, society and the environment, as well as to present its strategic approach, governance and everyday challenges in these areas. The State of Play in Sustainability Reporting in the European Union study showed that CSR reporting is growing in the European Union, and the reports showed an increased use of “innovative reporting formats, multi-media features, interactive dialogue formats and customized information for different stakeholder groups” (van Wensen, Broer,
Klein, Konpf, 2011, 29), which shows that companies are seeking ways to engage their stakeholders.

Readers of CSR reports mostly use the reports to gain more information about specific sustainability issues, thus improving their understanding and future interactions with the company. Competitors and other companies also use CSR reports for benchmarking and gaining insight into best practices in the industry, while investors increasingly base their investment decisions both on financial and non-financial performance of organizations. However, readers of CSR reports require better balance between success stories and issues, and external assurance in order for the reports to be more credible. Furthermore, reports still do not adequately reach all stakeholder groups (van Wensen, Broer, Klein, Konpf, 2011, 29).

Online reporting is one way of reaching and engaging a larger audience, as online reports are easy to navigate and they provide the opportunity for stakeholders to immediately give their feedback to the company. Likewise, content from online report can be shared on social networks, which spreads the information to a much wider audience.

In case companies do not have online reports, but want to give more detailed information about their CSR activities, it is also possible to structure the CSR section of the corporate web pages in accordance with CSR reporting guidelines. For example, Croatian oil and gas company INA\(^2\) structured the sustainability section on the corporate web site in that way, giving an overview of its management approach, goals, stakeholder engagement and its performance in different areas. CSR reports should also be published on specialized online platforms like CSRwire (www.csrwire.com), which publishes CSR news and reports.

### 5. Methodology

In order to determine how the most successful Croatian companies communicate their CSR, reporting and stakeholder engagement, a list of 100 top Croatian companies was used to select the scope of the research. Companies were selected according to the list published in Lider magazine on May 16, 2014, which brings a report about 1000 biggest companies in Croatia, according to their total revenue.

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\(^2\) [http://www.ina.hr/](http://www.ina.hr/)
A specialized analytical matrix was used during the research. The matrix was divided into three sections – web page, report and media relations. Web page section determined whether companies’ CSR activities or reports are presented on their web pages (or their mother/daughter company web pages). Also, this section analyzed whether the CSR sections of corporate web pages presented information regarding environment, employees and/or society. The report section analyzed whether the companies have reports and which reporting guidelines they used for their reporting structure. In addition, this section analyzed whether the companies’ reports had any strategic part which showed their strategic approach to CSR and stakeholder engagement. And finally, the media relations section analyzed were there any press releases or other media relations tools used for external communication of companies’ CSR activities.

Having in mind that Facebook is still the most popular social media in Croatia, companies’ actions regarding their CSR activities on their Facebook pages were analyzed as well, and were considered as another part of their external communication with their stakeholders and a tool for additional stakeholder engagement. Content published in the period of one year was analyzed on the Facebook pages of selected 100 companies. Analysis included content related to all segments of CSR, including corporate philanthropy.

6. Results

The results of analysis showed that selected Croatian companies still mostly use one-way communication through their press releases and their web pages. Out of 100 analyzed companies, 63 of them have CSR segments on their (or their mother / daughter web pages), but only 13 of them have CSR reports which can be found there. According to the research, 30 companies use press releases to communicate their CSR activities externally, while only 11 companies use their Facebook pages for some sort of communication of their CSR activities, which are mostly presentation of their corporate philanthropy or community engagement activities.
When it comes to corporate web pages and their content, out of 63 companies which have CSR segment included on their web pages, the analysis was made in terms of giving attention to environment, employees and society. The biggest attention was given to environment (found at 40 companies’ web pages), a similar amount to society (found at 37 companies’ web pages) and the lowest attention is given to providing information about employees (only 20 companies’ web pages).

As the analysis shows, CSR reporting among selected companies in the research is still rather uncommon practice. Only 13 companies had their CSR reports present on their web pages. Nine of these reports were prepared according to GRI Reporting Guidelines and four were...
prepared according to UNGC Communication on Progress guidelines, while one report was prepared based on both of these guidelines.

Moreover, the analysis of companies’ web pages shows that majority of the selected companies in the research do not view CSR as a part of their corporate strategy. For example, while analyzing the content of 13 CSR reports which were found among 100 selected companies, only four of them identified their material issues. Some kind of strategic approach and analysis, stakeholder engagement and dedication to companies’ goals and progress were found in seven CSR reports.

Overall, these results are rather modest, especially having in mind that the majority of companies had opened the door to CSR communication by at least having a CSR segment on their web pages. However, it seems that for the most, their CSR communication did not surpass that same point.

7. Conclusion

According to results derived from the research of CSR communication among 100 selected Croatian companies, the general comprehension of CSR is still rather undeveloped. Having in mind that this analysis was oriented on publicly available information, the stakeholders could conclude that a very small number of companies has embedded CSR into their corporate strategy. Moreover, considering that the majority of external communication is one-way and
related to corporate philanthropic or community engagement activities, we can conclude that companies can hardly establish their credibility among stakeholders in the segment of CSR. Another important segment is CSR reporting which, according to publicly available data, is still considered pro forma. The majority of available reports do not have a strategic part which is crucial for understanding the selection of reporting indicators and company’s activities presented in the report. The CSR reports should be focused on demonstrating companies’ approach in managing its economic, environmental and social impacts inside and outside the company, or how they intend to do it. It is quite certain that GRI G4 Reporting Guidelines will contribute to the quality of future CSR reports, because the Guidelines are focused on material issues and stakeholder engagement. Companies should use the potential of social media to reach a wider audience, not only for communicating their CSR reports, but also for facilitating two-way communication and engaging their stakeholders. Only by developing and maintaining two-way communication and engaging stakeholders in their decision-making process can companies create an understanding of their CSR strategy and adapt their behavior according to reasonable expectations of their stakeholders.

8. Reference List


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IMPLEMENTING FRAMING IN PUBLIC RELATIONS: REPORTING ON CLIMATE CHANGE AS AN EXAMPLE

Review Paper

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Summary

As a theoretical approach, framing is a useful basis for understanding the information acceptance and selection process as well as opinion-making process. In this regard, frames are mental maps that we use for managing a large quantity of information. Framing is widely used in communication sciences, including public relations. As media function as a means of reaching out to the public, the public relations content is often a subject of analysis. This paper explores framing as an approach in the research of public relations and media contents. The authors use reporting on climate change as an example and present an overview of the studies on the subject published so far. They are focused on public relations and lobbying and their role in the creation of the frames used in climate change reports. The paper points at the specific frames that can be found in press releases and explains the role of public relations in the media content creation process. Framing suggests itself as a theoretical basis for analyses of interconnection of press releases and public opinion; indirectly, it can contribute to understanding the impact that public relations have on targeted segments of the public, resulting from their relations with media.

Keywords: framing, media frames, public relations, lobbying, climate change

1. Development and Perception of Framing

As a concept, framing is applied in a number of fields, such as psychology, sociology, economics and communication sciences. In his paper A Theory of Play and Fantasy (1954) Gregory Bateson laid the foundations of the theory's principles. Credits for the development
of the framing theory go to American sociologist Erving Goffman, who offered the basic propositions of the theory in his 1974 work *Frame Analysis: An Essay on the Organization of Experience*. In his later works Goffman analyzed framing on several levels, with a particular focus on the use of language and linguistic discourse (1981, as cited in Tannen, 1993, 3). The basic idea behind framing is that an individual cannot fully grasp and understand the world he lives in and is therefore forced to deal with the interpretation of his past experience. This is why individuals resort to patterns of a sort, mental maps that help them process and select information. Goffman (1974) identifies “primary frameworks” as the ones individuals use in order to classify, interpret and add meaning to the information they receive. Primary frameworks can be divided into two types of frames: “natural and social” ones (Goffman, 1974, 23). Natural frames are used to interpret the events that are “purely physical” (Goffman, 1974, 23) – for example, such unplanned events like rain, snow or other natural phenomena. They are entirely determined by nature, with no human influence that could direct the perception of a certain occurrence. Unlike natural frames, social frames are created with the assistance of human influence, so Goffman (1974) calls them “guided doings”. The influence of media is one such good example: a TV report on a traffic accident is a guided doing – it is not the event as perceived through direct experience. These are the frames intentionally created by human action. Stephen D. Reese (2001, 11) sees frames as organizational principles that are exchanged in the society and that, with time, become persistent, functioning on the symbolical level and structuring the world and community in a meaningful way. In this respect, we can talk about an exchange by means of media and, as a result, about the existence of a certain type of frames – as artificial creations – arising from media coverage. Levin, Schneider and Gaeth (1998) have developed a typology of frames based on three types of frames and their positive and negative qualities, respectively. According to this typology, these are the three different types of frames:

1. Risky choice frame – refers to the range of possibilities one has when making decisions at various profit and loss risk levels.

2. Attribute frame – refers to the attributes or characteristics of an object/event.

3. Goal framing – refers to the consequences of the imposed goal of behavior – in other words, persuasive messages or communication.
As regards the basic categorization of frames, Tversky and Kahneman (1981) point out that the “framed” information is decoded by recipients primarily as positive or negative, thus determining to what extent will psychophysical functions – as a result of decoding – contribute to the perception of the value and importance of information. Prospect theory (Kahneman, Tversky, 1979) is important for understanding framing because it provides an insight into the possibility that the interpretative frames stimulate decision-making and behavior. Cappella and Jamieson offer guidelines for distinguishing one frame from another (1997, as cited in de Vreese, 2005, 54). Accordingly, there are four criteria that frames must meet in order to be perceived. First, frames must have identifiable conceptual and linguistic characteristics. Second, they should be observed in the everyday media practice. Third, it should be possible to tell one frame from another. Fourth, a frame must have credibility in terms that it has been identified and recognized as such by other researchers.

Particularly important is the typology of frames and their analysis presented in the work of Holli A. Semetko and Patti M. Valkenburg (2000, 95) who distinguish five types of frames occurring in media reports:

1. **Conflict frame** – This frame underlines the conflict between individuals, groups or institutions as a way of attracting the interest of media audiences.

2. **Human interest frame** – This frame involves human faces or emotions in the description of an event, topic or problem. It is used to add a personal or dramatic touch to a piece of news in order to stimulate or retain the interest of media audiences.

3. **Economic consequences frame** – This frame is used for reporting on an event, problem or topic by emphasizing the economic consequences for individuals, groups, institutions, regions or countries.

4. **Morality frame** – This frame puts an event, problem or topic in the context of religious directions and moral principles. In view of the professional principle of "objectivity" journalist often indirectly refer to the morality frame. They usually do it by quoting sources of information.

5. **Responsibility frame** – This frame presents a topic or a problem in such way that it attributes the responsibility for a cause or solution of a controversial issue to the authorities, an individual or a specific group.
If the media's strong impact on interpretation and creation of social reality is taken into consideration, no wonder that numerous media theoreticians have acquired framing as part of the media theory. Gerhard Maletzke (1963, as cited in Kunczik, Zipfel, 2006, 24) defines mass communication as a form of communication intended for dispersive audiences and carried out by means of public statements, technical means, indirectly and unilaterally. This is the reason why mass media have a significant impact on the construction of reality. They do it by “framing the images of reality… in a predictable way” (McQuail, 1994, as cited in Scheufele, 1999, 105). Framing is also defined as a “theoretical approach dealing with journalists' selection of news stories while trying to explain their changes. (...) 'Frame' can be interpreted as an interpretative frame, as the cognitive structures in journalists' mind that make selection and processing of information easier” (Kunczik, Zipfel, 2006, 147). Interpretative frames can also be seen as patterns that help interpret future experiences while relying on the memorized past experiences. The implementation of interpretative frames for the purpose of selection of information indicates that certain parts of an event or story are given more importance while some parts are ignored. According to Goffman (1974), interpretative frames enable individuals to “locate, perceive, identify and label” information. Dietram A. Scheufele (1999, 107) distinguishes two types of frames: “media frames” and “individual frames”. Individual frames are mental maps that facilitate processing of information. Media frames, according to William A. Gamson and Andre Modigliani (1987, as cited in Scheufele, 1999, 106) are a central organizing idea or story line that provides meaning to an unfolding strip of events. Through media frames, various unrecognizable cases acquire the form of noticeable and comprehensible events. Kunczik and Zipfel (2006, 148) explain the relationship between individual frames and media frames in the following way: “The theoretical approach to 'framing' does not only have to do with a journalist's selection of news stories; it also functions as a link with news selection theories and their influence on audiences because the recipients also use the existing interpretative frames or develop new frames based on the reports they read”. Brewer et al. (2003) talk about media priming as an approach that explains how media stories can directly influence opinion-forming, while framing explains how media contents forms the opinion of media audiences through interpretative frames.

Claes H. de Vreese (2005: 52) describes framing of news stories by using the “Integrated Framing Process Model” (Figure 1) which includes a few levels: frame-building, frame-setting and identifying the individual and social consequences of the frames thus formed. Michael Brüggemann (2014) also studies frame-forming and journalists’ role in the process,
from frame-setting to frame-sending. In this respect, frame-building is a task carried out by media organizations, journalists and editors and it takes place in editorial offices. It involves internal factors that have an impact on frame-building (such as editorial policy and news-story value) and external factors (the interaction of journalists and external elites). Besides various interest groups, those who communicate with journalists include public relations experts; this way, they are trying to influence the building of interpretative frames in media. The frame-setting phase covers the relationship between the already built media frames and the existing knowledge of the recipients. It includes the delivery and acceptance of the generic frames as well as specific (new) frames by media audiences. The influence on the audiences is a consequence of framing. It is manifested through changes in processing of information and changes in opinion, attitude and behavior. Social consequences are manifested through joint actions of the recipients. We also cannot disregard culture, which, according to Robert M. Entman (1993, as cited in de Vreese, 2005, 51) has a strong impact on the creation of the interpretative frames of both the sender and recipient of a message.

In the context of studying the framing process and its effects on attitudes, Sophie Lecheler and Claes H. de Vreese (2011, 975) have established in their research that the effects of framing last even after the initial phase of exposure to them, which contradicts our usual perception that the framing effects are nothing but fragile flashes and that the opinion formed under such effects is of short-term nature. Dennis Chong and James N. Druckman (2007, 112) have established that frame repetition has a stronger effect on less informed individuals, while the individuals who are more informed a certain topic/event are more inclined to a systematic
processing of information and comparing with the relative strength of alternative frames in similar events. It also turned out that the low-intensity frames (those which are not clearly defined) can create opposite effects in individuals, guiding them in a direction opposite to the frame they are exposed to (Chong, Druckman, 2007, 112).

The framing of criminal actions can have a strong impact on the media agenda and audiences. The “crime wave theory” (Fishman, 1978) presents the phenomenon that explains the periodical media interest for certain topics. This theory, as part of the framing theory, is based on the assumption that an individual major event (crime) reported by media has an impact on journalists' selection of similar topics. Mark Fishman established a phenomenon based on the idea that reporting on a serious accident has as its consequence subsequent heaps of information on similar accidents. According to Fishman (1978, 542), journalists depend on each other in making sense of “what is news”. The earliest reports on this phenomenon date back from 1931, from reporter Lincoln Steffens, who noticed these periodical waves in New York press. The phenomenon has to do with the concept of framing because key events with many news elements have a strong impact on recipients, but also on journalists and editors. Mark Fishman (1978) observes that crime waves reflect the social awareness of crime – in other words, crime brought to public awareness. As interpretative frames change (and the selection criteria with them), it increases the possibility of subsequent selection and publishing of the news stories dealing with similar topics. Wilke (1996, as cited in Kunczik, Zipfel, 2006: 149) proved it on the example of the great Lisbon earthquake of 1755, after which followed news on minor earthquakes that were of no major relevance for citizens. Consequently, we can suppose that the “crime wave” effect affects and changes the interpretative frames of journalists, making them select stories similar to the key event despite the fact that such news are of no particular importance. Kunczik and Zipfel point out (2006, 149) that some events have a bigger chance to become a media topic after similar events have had media coverage.

2. Framing Models in Public Relations

As a process of selection and processing of information, framing can also be studied in public relations sphere. It does not come as a surprise because this concept has so far been used in various disciplines like psychology, sociology and communicology. Since communication management is the purpose of public relations, it uses media to a large extent in order to
communicate its messages to target publics. As Ralph Tench and Liz Yeomans (2009, 336) point out media relations represents the most public and visible aspect of the public relations practice. Consequently, when we talk about this aspect of public relations we should keep in mind that it includes techniques such as press conferences and news releases. When drafting news releases, PR experts use language and structure of journalism, following the inverted pyramid model. In this model, all key information is presented in the beginning and, towards the end of a news report, the attention is focused on an individual segment of the news. Relevant facts are also selected by using the 5W methodological approach, requiring from journalists to give answers to the following questions: Who? What? When? Where? Why? According to Inoslav Bešker (2009), this method of narration was codified in ancient rhetoric and developed in medieval judiciary and Protestant theology. From there, already codified, it was adopted by journalism and reduced to the 5W formula. One additional question to be answered in a news story is: How? Zvi Reich (2010, 811) comes up with three findings concerning the public relations impact on the creation of media contents: 1. PR and journalism are highly interdependent professions; 2. Having an advantage and constant access to media, PR is a key player in indirect blocking of alternative sources of information; 3. PR has an excessive access to public opinion because it uses a non-transparent way of blocking public evaluation of information and verification of the credibility of sources.

In his work _Seven Models of Framing: Implications for Public Relations_, Kirk Hallahan (1999, 207) defines framing as a critical activity of constructing a reality that helps shape up people's perspective of the world. For PR it presents building of interpretative frames that will contribute to a positive perception and image of organizations. In their work, Romy Froehlich and Burkhard Rüßiger (2006) explored the connection between media and public relations on the example of German political debates on immigration policy from May 2000 to March 2002. Froehlich and Rüßiger (2006, 24) came to the conclusion that, in public relations, it is important to develop research methods that will be based on the concept of framing because such an approach enables more accurate evaluation of the impact of public relations. For example, by establishing a typology of media frames one could perform a deeper analysis of the connection between public opinion and media releases, and thus of the connection between the opinion of target publics and public relations' news releases.

The extensive possibilities of the implementation of framing in various situations have led to the development of the theory in public relations, too – with seven framing models (Hallahan,
According to Hallahan (1999, 210), framing in public relations includes: 1. Situations; 2. Attributes; 3. Choices; 4. Actions; 5. Issues; 6. Responsibilities; 7. News. Situational framing (relational framing) is primarily based on Goffman’s description of framing as “defining a situation… the building of which is in accordance with the principles of the organization which governs events – at least social ones – and our subjective involvement in them” (1974, as cited in Hallahan, 1999, 211). We can say that the framing of a situation is the basic approach in the process of defining of interpretative frames and that it refers to the building of frames by means of language and interaction of individuals. As such, it is a process taking place in everyday life, so, according to Hallahan (1999, 225), PR experts should keep in mind that building frames of dialogue and two-way symmetrical communication is necessary for good relations with the publics and that it is also a precondition for organizations’ success. The two-way symmetrical communication is characterized by interaction of an organization and its publics on equal footing, which implies feedback and reactions to it. This approach can also be explained by means of “open systems model” (Cutlip, Center, Broom, 2000), where an organization takes into consideration its environment and reacts on the stimuli coming from it. Unlike closed systems, open systems bring their actions in line with the needs of target publics. As establishing mutually useful relations between an organization and target publics is the central role of modern public relations, this profession should act as an open system.

According to Hallahan (1999), the model of framing the attributes of objects, events and people is also applicable in public relations. This approach includes emphasizing of such advantages that can contribute to creation of the image of an organization and that include ignoring or concealing of shortcomings and negative characteristics. In public relations it can be described as a “white lie”. Verčič et al. (2004, 164) suggest that, when using a white lie, we only show the images that make us attractive; the other ones we do not whitewash, we merely suppress them. Besides, organizations are trying to create a positive image by highlighting the characteristics that distinguish them from the competition. An organization can thus create its image through non-physical attributes such as care for community, good treatment of employees and environmental protection. The campaign of Ivy Lee, considered by many “the first public relations practitioner” (Tench, Yeomans, 2009), shows how this approach can influence target publics: In 1914, John D. Rockefeller Jr. hired Lee as his personal advisor in order to neutralize the negative image he acquired due to failing to respect workers' rights in Colorado Fuel and Iron Company. As Tomić (2013, 113) points out,
corruption fighters called John D. Rockefeller Sr. an unethical capitalist; journalists dubbed him “industrial robber baron” and he was also called “the big octopus”. However, Rockefeller occasionally gave money to charity without revealing it to public, so Lee convinced him he should change his “silent and reserved” approach (Tomić, 2013, 113). When Rockefeller died in 1934, the press remembered him as a “great benefactor of the society” (Broom, 2010, 98). Lee managed to change Rockefeller’s negative image by underlining his compassion for others, his enthusiasm for golf and support to art and education.

Public relations should also keep in mind the decision-making processes. Hallahan (1999, 225) mentions the “framing of choices”, bearing in mind that individuals are willing to make high-risk decisions when they have something to lose, but are not willing to take less risks when they have something to win. In their everyday life, individuals are faced with lack of resolution, manifested through a number of questions: what to buy, where to invest and how to vote. The role of public relations implies influencing the publics, including the decision-making of the public.

As choices and decision-making are ultimately connected with actions and behavior of individuals, Hallahan (1999, 226) implies that public relations should also keep in mind building of a frame that will guide their behavior in the desired direction. When framing of actions is concerned, it should be taken into account that framing of negative consequences of failing to act in the desired direction has a stronger impact than emphasizing the positive effects of the desired action. It is more likely that a person will act in the desired way if the consequences of the alternative action are markedly negatively framed. In such circumstances, the impact on behavior is much stronger than when positive aspects of the desired behavior are emphasized.

Issues mean a disagreement between one or more parties. In such circumstances, various individuals or publics have different attitudes about certain matters. Hallahan (2009, 227) sees “framing of issues” as a useful approach to managing and taking control over such issues. Solving of issues implies reconciliation of different interpretations of individual problems. Publics adopt their joint opinion through a debate and public relations helps them with it. In cases of disagreement between the publics, PR shapes up a common frame within which interests of various publics will meet – a frame which is to function as a standard for the issue in question. For this reason, the role of PR implies searching for a solution if the target publics cannot reach an agreement about an issue.
Hallahan (1999, 227) explains that interpretative frames are also built through “responsibility framing”. This approach implies that individuals and organizations can accept or deny responsibility. It enables attributing responsibility to controlled or uncontrolled factors. When it comes to crisis situations, organizations and public relations shape their communication plans primarily via the interpretative frame of acceptance or avoidance of responsibility. At that, it should always be kept in mind that we are more inclined to attribute the responsibility for accidents to external factors than to own actions.

Particularly important for public relations is the “news framing” model (Hallahan, 1999, 228). It is about media frames – as conscious and unconscious forms – used by journalists and editors to interpret the world around them and adopted by media audiences. The culture of media, a city or country also has an impact on the building of such interpretative frames. For communicating their messages via media, public relations takes into account the culture and elements of news production. Gerald Lanson and Mitchell Stephens (1994, as cited in Perišin, 2010, 157) specify 11 news values: 1. Impact – The facts and events that have the greatest effect on the audience; 2. Weight – The significance of a particular fact or event lies in its value with respect to other facts or events; 3. Controversy and conflict – Arguments, debates, charges, countercharges, and fights increase the value of news; 4. Emotion – Human interests that touch our emotions; 5. The Unusual – It refers to rare, unforeseeable and surprising news; 6. Prominence – More prominent individuals are given more attention; 7. Proximity – The focus is on news that is of local interest; the closer to home the better; 8. Timeliness – The focus is on what has just happened or is happening; 9. Currency – Taking into account what is on people’s minds; 10. Usefulness – Helping the audience by giving them useful answers; 11. Educational value – Making readers more knowledgeable rather than merely informed.

Framing is a useful theoretical basis for research in public relations, particularly for analyses of media contents and identification of media frames. The fact that media relations is the very central part of public relations can be seen in various message-communicating techniques such as releases, invitations, statements and press conferences. Besides being important for high-quality planning of communication with publics, this approach enables a more accurate measuring of public relations impact. The correlation of media releases with the publics and, if possible, their impact on the publics can be evaluated in a simpler way if a clear typology of media frames is in place. Public relations should keep studying this approach because no standardized PR-impact-measuring models have yet been found that would be simple to use.
and, at the same time, provide an answer to the question whether the target publics have changed their attitudes and behavior due to the messages published in media.

As public relations practice is open for using such perceptions for communicating desired messages and information of particularistic interests to media, the question arises if such an approach is ethical. Especially if we take into account that professional journalists should use such analyses for ensuring impartiality and balance and raising journalists and editors’ awareness of the published content's value for media audiences. On the other hand, public relations carries out its activities in the interest of both the organizations it represents and the publics around them. While doing that, PR professionals rely on their own ethical principles. Ivy Lee also set out PR ethical principles in his 1906 *Declaration of Principles*: “All our work is done in the open. Our aim is to supply news. We guarantee accuracy.” (as cited in Tomić, 2008, 519). Public relations uses its messages in media to inform the public of certain news about the organization but also to influence their opinion, attitudes and behavior. In this regard, influence – and persuasion – excludes highlighting of such interpretative frames that would lead to the desired changes in opinions, attitudes and behavior. Some authors, such as feminism theoretician Sally Miller Gearhart, see persuasion as an “act of violence” (Bivins, 2004, 131). On the other hand, even Aristotle believed that rhetoric was partly a method and partly an art arising from politics and ethics. He therefore classified rhetoric as a pragmatic tool for persuasion and an important theory and ethical concept. One could say that persuasion rests on accurate information and that it gives freedom of choice to those being persuaded.

### 3. Reporting on Climate Change: The Role of Public Relations

In the past decades we have witnessed an increase of the average temperatures of the Earth's atmosphere, seas and oceans. It is the phenomenon we call global warming. This topic has become one of the most important issues for the human race and is therefore in the focus of media, science and citizens around the world. Climate change is out of human control. The Intergovernmental Panel on Climate Change (IPCC) regularly warns on the disturbing consequences of global warming. The IPPC Forth Assessment Report, published in 2007, is

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1. An art or technique of verbal communication aiming to persuade others.

2. Having realized the problem of potential climate change, the World Meteorological Organization (WMO) and UNEP established the Intergovernmental Panel on Climate Change (IPCC) in 1988, http://www.ipcc.ch/ (downloaded on 2 April 2014).
particularly focused on the causes of climate change. Three working groups took part in the drafting of the Report. Here are some of the Working Group 1 conclusions: “Human impact on climate change is beyond doubt: growing global air and ocean temperatures, melting of snow and ice and rising of sea level (the increase of the average temperatures from the mid-20th century to the present day was caused by an increase in the concentration of anthropogenic greenhouse gasses and not, as has been believed, an increase in the concentration of greenhouse gasses).” (IPCC, 2007, as cited in klima.mzoip.hr, 27 March 2014)

“Human impact has been expanding to other aspects of climate, including ocean warming, average land temperatures, temperature extremes and wind fields.” (IPCC, 2007, as cited in klima.mzoip.hr, 27 March 2014)

There have been numerous disagreements and discussions on the causes of global warming. While various scientists and activist groups support the theory on human impact on climate change, some experts from gas and related industries rely on other perspectives and argue that Earth has always undergone warming in certain intervals, including Middle Ages. The most visible consequences of global warming include melting of ice, shrinking of glaciers around the world and rising of sea level. This is also what Working Group 2 concluded in its report: “Observational evidence from all continents and most oceans shows that many natural systems are being affected by regional climate changes, particularly temperature increases.” (IPCC, 2007, as cited in klima.mzoip.hr, 27 March 2014)

Media have reported on climate change under the influence of scientists and their research, media owners, political protagonists, PR experts, pressure groups and other interest groups. Given the plethora of various protagonists involved in the creation of media frames, no wonder they, too, have become the object of research. Liisa Antilla (2005) explored U.S. newspaper coverage of climate changes on the basis of scientific perspective. She noticed four types of interpretative frames in media: 1. Valid science; 2. Ambiguous cause or effects (not giving importance to climate changes); 3. Uncertain science; 4. Controversial science. Most of the items were constructed within the valid science frames and they, according to Antilla (2005, 344), included quotes of authors of individual research. The “ambiguous cause or effects” frame was used to push into the background the importance of research results and reduce their relevance (Antilla, 2005, 344). According to Antilla (2005, 345), uncertain science appeared in the items due to the discrepancy of climate change definitions of
UNFCCC (Framework Convention on Climate Change) and IPCC as the official bodies for global warming problems. The controversial frames could be found in the items that included the quotes of researchers who were skeptical about the assumption that global warming had been caused by human influence and who were connected with the fossil fuel industry (Antilla, 2005, 345).

A prior research by McCright and Dunlap (2000) indicates that the “conservative” faction claimed in media that no connection between human activities and climate change could be established, using the following three frames/viewpoints to substantiate their claims:

1. Criticism of scientific evidence – This viewpoint presents most of the results blaming mankind for climate change as unfounded and uncertain. This particularly refers to underlining the fact that there is no consensus among researchers and experts about the extent to which human activities are related to climate change. It also poses the question is there a global warming at all. Also, the research results confirming the connection between human activities and climate change are characterized by the “conservatives” as “tabloid science” and “junk science”.

2. Substantial benefits of climate change – This viewpoint holds that a moderately warmer climate could be beneficial for mankind. For example, a warmer climate could result in lower costs of heating and clothes; it would reduce snow-related traffic accidents and traffic jams; weather conditions would not affect telecommunications. Further, it would reduce fatalities caused by freezing. It is also claimed that a warmer climate would provide better conditions for farming.

3. The harmful effects of proposed action – This viewpoint emphasizes the negative nature of the policies and commitments aiming at scaling down of possible human impact (by reducing environmentally harmful gas emissions) and their severe and certain repercussions for industry and economy. For example, reduction of fossil fuel consumption in military sector could impair an army's capacity to defend its country: as a country's defense depends on aircraft, vessels and tanks, it could jeopardize its sovereignty.

3 The opponents of the climate change theory.
This is why the question arises what impact does public relations profession has on the creation of climate change contents. Alison Anderson (2009, 171) illustrates the importance of public relation with the example of Global Climate Coalition, founded in 1989 in order to set new theories on global warming. The group consisted of 54 members from industry, who were spending large amounts of money for lobbying and PR (Anderson, 2009, 171). As a member of the group, American Petroleum Institute spent USD 1.8 million on public relations in 1993 in order to prevent the reintroduction of fossil fuel tax (Gelbspan, 1995, as cited in Anderson, 2009, 171). Maxwell T. Boykoff (2008, 15) mentions the example of Kyoto Protocol opponents who used their USD 600,000 budget to try recruit scientists with similar views of climate change and industry managers in order to convince journalists, politicians and public that the global warming theory was not sufficiently substantiated. There are different interpretations of the public relations’ impact on the creation of media contents. In his work, Piet Verhoeven (2009) analyzed six West European TV news programs. The results of his research indicate that public relations does not have such an importance in the building of media contents because the news concerning corporations, products and brands are not that present in TV news program. On the other hand, in their research on the connection of media and public relations, using the example of German political debates on immigration policy, Froehlich and Rüdiger (2005, 24) found a strong connection between PR messages and the contents broadcast in media. When it comes to the framing of climate change in media, the analysis of the coverage of Kyoto and Bali climate summits in U.S. and Swedish daily press indicated the predominance of frames in which climate change is presented as a huge social problem resulting from human impact (Shehata, Hopmann, 2012, 188). Russill (2008, 150) thinks that media have started approaching the global warming issue in a different way, so the attention is increasingly being redirected to the impact of climate changes on human health. An analysis of online articles of Nature and Science (Nielsen, Kjærgaard, 2011, 35) showed that Nature News is more focused on political, economic and ethical dimensions of climate change than ScienceNOW is. Matthew C. Nisbet (2009) points out that the selectively framed media coverage of climate change has led to the division dubbed “Two Americas”: one consisting of advocates of climate changes and supporters of engaging in the fight against them and the other one bringing together a large number of U.S. citizens who still do not perceive climate change as a priority for the United States.

Recent information indicates that this division still exists in the U.S. (Figure 2). According to the research entitled Public opinion in U.S. regarding global climate change in 2014 (Statista,
2015), most of the respondents believe that global warming does exist and that it is primarily caused by human impact (45%). Some respondents hold that, while global warming is taking place, human activities are not its principal cause (30%). In the opinion of 13% of the respondents, there is no global warming at all. The remaining 12% of the respondents are not certain if the global warming process is taking place or not.

![Figure 2: United States: How do you feel about global climate change? (Statista, 2015)](image)

Unlike the U.S. citizens, UK citizens mostly attribute the responsibility for the climate change to man, but also to nature (Figure 3). According to the research *Beliefs about causes of climate change in the United Kingdom (UK) 2015* (Statista, 2015), most of the UK respondents think that the climate change are partly caused by human activities and partly by nature (42%); part of the respondents (28%) believe that climate change is mostly caused by human activities, and 11% of them think that human activities are the single cause of climate change. On the other hand, 9% of the respondents see climate change as part of the processes in nature. Only 4% of them believe that these processes are the single cause of climate change. In the opinion of 3% of the respondents, the phenomenon of climate change does not exist at all.
4. Conclusion

In this overview we tried to clarify the meaning, role and implementation of framing in public relations. As indicated in the numerous research and examples presented here, media have a substantial role in interpretation and creation of social reality because of their significant impact on the construction of the reality through its framing, or interpretation, selection of facts, contextualization and the like. As the public relations sector is aware of both the importance of media and public image management, it employs a planned approach to the creation of interpretative frames in order to contribute to redirecting the perception to the desired conclusions. It does so by underlining the positive aspects of a problem or the characteristics of a subject on the one hand and by suppressing the negative aspects or redirecting attention on the other. The example of reporting on climate change illustrates in a rather colorful way that even such topics cannot avoid the impact of public relations and framing, or interpretation, depending on various interests. While watching, reading or listening about the global warming phenomenon, we readily absorb information, believing it is underpinned by scientific research and proven facts only. However, we are aware that even the views of such an important subject change or become reinterpreted with time. On the one hand, it is due to new discoveries and the results of more complex or higher-quality research.
and on the other, it is due to the huge “machinery” of impacts trying to interpret even such a subject on the basis of their interest. It is therefore clear that media have reported on climate change under the influence of scientists and their research, but also political protagonists, various interest groups, pressure groups, media owners and public relations professionals. Clearly, a subject or sphere free of such influence is hard to find.

5. Reference List


Implementing Framing in Public Relations: Reporting on Climate Change as an Example
Hrvoje Jakopović, Božo Skoko


Other Sources

Strategies and Challenges of Ecclesiastic Communication

Press Office of the Archdiocese of Zagreb

Review Paper

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Summary

Since its origins, the Catholic Church fostered “ad intra” and “ad extra” communication. Using today's vocabulary, we could say that it is important that any type of important message is transmitted to its members (ad intra), but it is equally important to find an even better means for communicating with the public (ad extra). Including a willingness to communicate the value of the Gospel, the Church must invest a lot of effort in order for its public image to be seen as a reflection of Jesus Christ. Therefore, this paper will present and analyze concrete efforts of the Press Office of the Archdiocese of Zagreb, the department in charge of communication and action in the media field. How we can integrate elements of modern public relations into Church communication, how to communicate the Gospel through social networks and how to creatively cultivate religious themes are just some of the questions that this paper will provide answers to.

Keywords: Catholic Church, ecclesiastic communication, press office, public relations, communication strategies, theology of communication

1. Introduction

The fact is that Christianity is essentially a religious tradition about communication. At the same time, the changing styles of communication during history affect one’s understanding of the Catholic Church of its own nature, its message, and its mission. Looking at the historical development of relationship between theology and communication from the oral tradition of the first generation of the Christian era, through the era of the written word, manuscripts, age
Strategies and Challenges of Ecclesiastic Communication - Press Office of the Archdiocese of Zagreb

Danijel Labaš, Davor Trbušić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

of print media to the contemporary digital age, we can reveal the very important role of different ways of communication in disseminating the Christian message around the world. But, for the most part, the attitude of the Catholic Church towards new modes and emerging patterns of communication has been at first negative and distrustful. In contrast, the period immediately following the Second Vatican Council (1962-1965) was characterised by a visible change of attitude towards modern means of social communication. So, post-conciliar documents such as “Communio et progression” (1971) and “Evangelii nuntiandi” (1975) stressed that mass media are a gift from God in accordance with his providential plan of salvation of mankind. Consequently, the Church is trying to develop theological reflexion on communication and especially within the pastoral theology. A “pastoral theology of communication” addresses specifically the horizon or reality of communication practice and seeks to give expression within theology as a whole to the questions and issues raised by communication practice, activities, and decisions, formulating pastoral communication goals and plans for communicators and their communication activities (Semeraro, 2009, 1171-1172). A pastoral or practical theology of communication, as Semeraro (2009, 1171) stated, must follow the two-fold pastoral orientation of the Second Vatican Council: evangelization and inculturation (Gaudium et spes, 91-92).

Pastoral instruction “Aetatis novae” (1992) on social communications on the twentieth anniversary of “Communio et progressio” stressed the need for pastoral planning because “the great contemporary 'Areopagus' of mass media has more or less been neglected by the Church up to this time“ (nr. 20). This situation needs correcting and the Church's authority strongly recommends that dioceses and episcopal conferences or assemblies include a communications component in every pastoral plan.

"We further recommend that they develop specific pastoral plans for social communications itself, or else review and bring up to date those plans which already exist, in this way fostering the desirable process of periodic re-examination and adaptation. In doing so, bishops should seek the collaboration of professionals in secular media and of the Church's own media-related organizations, including especially the international and national organizations for film, radio-television, and the press.” (Aetatis novae, nr. 21)

In this context, the Catholic Church has clearly shown its understanding of the fact that the modern world of communication demands participation and activity, and seeks to establish its own means of communication using new communication styles, methods and technologies also in the public relations field.
2. The Catholic Church and Public Relations

When the Catholic Church discusses about public relations, it is always about active communication with the community via the Church and the secular media. Including a willingness to communicate the value of the Gospel, the Church must invest a lot of effort to ensure that its public image is a reflection of Jesus Christ. Therefore, led by the pope John Paul II, the Church promulgated the pastoral instruction “Aetatis Novae”. This was a turning point because for the first time in two millennia of its history the Catholic Church provided a framework for institutionalized departments in charge of communication between the Church and community (ad extra). Its document “Appendix” on “Elements of a pastoral plan for social communication” (nr. 31) is dedicated to public relations and states that “public relations by the Church means active communication with the community through both secular and religious media. Involving readiness to communicate Gospel values and to publicize the ministries and programs of the Church, it requires that the Church does everything in its power to ensure that its own true image reflects Christ.” The instruction also suggests that departments of public relations have capable material and highly skilled and professional human resources able to realize a pastoral plan for social communications and that should seek, among other things, to make possible effective communication between the Church and the community as a whole.

Due to a lack of insight, when the theorists argue about public relations in religious organizations, they highlight examples in the United States of America. Tomić (2008, 188) contends that the “Catholic Church like all the other religious organizations tends to reflect a positive image in public”. As Cutlip, Center and Broom (2010) claim, the Catholic Church is not immune to crisis in public relations. Therefore, hiring professional personnel and professional Church communicators who will help in crisis prevention and handling, in delivering key messages to stakeholders, improving the Church's image and trying to engage people, is not a rare appearance anymore.

At an organizational level of the Church and its dioceses and archdioceses, operational departments in charge of communication and all the activities regarding media are called Press Offices. Within the Church in Croatia and its 17 arch/dioceses, (in comparison to the Catholic Church in the United States of America, which counts 195 arch/dioceses) only 10 arch/dioceses have operational departments in charge of ad extra communication – Press Offices, Media Offices or some kind of Commission for media activities. It is obvious that those numbers are
indicators that the Church in Croatia has a lot of room for improvement in prioritizing communication with its stakeholders.

The most representative Press Office within the Church in Croatia, but also the Office whose strategies and challenges in its daily work will later be presented, described and analyzed in detail, is the Press Office of the Archdiocese in Zagreb.

The Press Office is an operational department of the Archdiocese of Zagreb whose tasks are summarized in its Decree. Regarding the Decree, the Press Office is obliged to care about all the media activities regarding the Archdiocese of Zagreb; be the guide mark in all parishes' endeavours; cooperate with the Press Office of the Croatian Bishops Conference and also with all the Church's media institutions, public media, but also to participate in communication and provide all the information about the Catholic Church abiding by the principle of subsidiarity, and bearing in mind the culture of dialogue.

The Head of the Office is the person who manages all the activities. Upon the proposal of the Office's manager the Head of the Office appoints members of the Media Committee of the Press Office. Members of the Media Committee have a primarily advisory function. The manager of the Office is in charge for all operational activities of the Office and also serving as a spokesman, whose task is to communicate the doctrine of the Church and official positions of the Archdiocese of Zagreb.

The Press Office of the Archdiocese of Zagreb was founded on May 10, 2010 through a Decree of Cardinal Josip Bozanić, the archbishop of Zagreb. Despite this, the Office was previously called the 'Office of the Zagreb archbishop for public relations', so in essence its mission and vision have not changed. Today's Office is an independent department within the Nadbiskupski duhovni stol (NDS) - the central administrative and advisory body of the Archdiocese of Zagreb, which helps the archbishop with the management of the Archdiocese. Apart from the Press Office, within the NDS there are Offices for pastoral care like the Office for the Pastoral Care of the Family, Commission for the Pastoral Care of Youth, Office for Religious Education in Schools, etc.
2.1. Communication Strategies and the Catholic Church

As Potter (2009, 72) claims, communication planning and developing communication strategies is essential for successful communication management. Its aim is to harmonize every communication activity with the mission of the organization, its short-term and long-term goals, strategies and tactics. Despite the fact that every organization should have an elaborated and consistent communication plan, practice has shown that developing communication strategies is often an obstacle in its management. Well-planned communication reduces costs, increases profit, prevents crises, strengthens corporate image and reputation, it can build relationships within an organization and with stakeholders.

Referring to Jugo (2012, 58-59), a communication plan is a part of strategic public relations, which include strategic thinking in business planning, understanding the whole business strategy of the organization and a four-step process in planning the communication strategy.

According to Broom (2010, 268-269) this four-step process is a substantial part of successful public relations. To be more precise, those steps consist of analyzing the current organization's situation, consistent strategy, implementation and evaluation. In fact, there are four main questions that every public relations professional must always ask: “What is happening at this moment?”, “What are we supposed to do, say and why?”, “How and when should it be done and told?” and in the end “How did we do it?”

As Tomić (2008, 129-130) and Jugo (2012, 77) explained, that model is based on the one that is defined with the acronym RACE (research, action, communication, evaluation). This model was defined in 1963 in the book by John Marston entitled “The Nature of Public Relations”.

Both authors (Tomić, 2008, 139-140; Jugo 2012, 59) also mention Anne Gregory, who draw attention to the strategic character of public relations, which depends on the position of managers in charge of public relations within the organization. If public relations managers are in the top-level of the general organization, then public relations have strategic importance. Otherwise, communication is carried out reactively, so public relations become a non-priority activity.
2.2. Current State of the Press Office of the Archdiocese of Zagreb

As mentioned earlier, the four-step process is a substantial part of effective public relations – as is also the case in the Church, which is faced with challenges of how to fulfil its evangelizing and missionary character in the 21st century.

When public relations professionals analyze the current situation in an organization, their objectivity and neutrality are essential to the process. The Press Office of the Archdiocese of Zagreb – as any organization or department within an institution – has its strengths, weaknesses, opportunities and threats. That is the so-called SWOT analysis which, according to Jugo (2012, 100), analyzes the internal and external environment of the organization.

Table 1: SWOT analysis of the Press Office of the Archdiocese of Zagreb

| STRENGTHS | • The support and assurance of the Head of the Archdiocese of Zagreb  
• The largest diocese in Croatia  
• Professional and competent personnel  
• Favorable material resources  |
| WEAKNESSES | • Lack of two-way communication  
• Confident approach towards secular media  
• The problem of a stiff organizational structure  
• Lack of prompt communication within the organization's departments  
• Human and technical resources  |
| OPPORTUNITIES | • Improved two-way communication with stakeholders  
• Integration of verified public relations methods into pastoral care  
• Can become a relevant information source  |
| THREATS | • Unwillingness to change strategies and tactics  
• Scope of everyday work  
• Crisis communication  |
3. Communication Ad Intra and Ad Extra in Practice

Defining and communicating the key messages are among the most important elements of effective communication, and also the main task of the Press Office. The Office is responsible for formulating a key message, which the particular communication plan should share with its stakeholders. According to public relations professionals, the best messages are simple and direct, so all communication activities must be based on authenticity. Hence, the key message, which the Office is obliged to communicate to its stakeholders is: The Church is open and welcoming and carries out its mission through two-way communication – communicating the value and joy of the Gospel. The Office, just like Freeman (1984, 25), defines its stakeholders as „any individual or group that can effect or is affected by the actions, decisions, policies, practices or goals of the organisation”. Accordingly, the stakeholders of the Press Office are:

- Employees in the Offices for pastoral care within the NDS
- Parishes and clergy in the area of the Archdiocese
- Parish media associates
- Believers of any age, any socioeconomic status, any educational status
- Other religious organizations in Croatia – Muslim, Jewish, Orthodox, Protestant community, etc.
- Media – the Church and the secular media
- State and local governments
- Educational institutions
- Cultural institutions
- Non-governmental organizations
- Non-believers

3.1. The Best Practice of Communicating Ad Intra

As Tomić (2008, 253) claims, good public relations begin at home, more precisely within an organization. Internal communications are often more challenging than external. Some public relations professionals go further, considering employees the most important stakeholders of an organization.
3.1.1. Employees of the NDS

As Yeomans asserts, internal communication has been defined as „the planned use of communication actions to systematically influence the knowledge, attitudes and behaviours of current employees” (as cited in Tomić, 2008, 249). Many organizations unwittingly neglect communication between their employees because it is entirely focused on communication with other (external) stakeholders. That is why the task of the Press Office is to permanently insist on the communication with other Offices within the NDS. The key message, which the Office wants to communicate to its internal stakeholders, is the following: Everyday cooperation among all the Offices within the NDS is inevitable for carrying out the mission of the Church. Therefore, the Office founded the Media Committee, whose members’ task is to contribute to activities of the Press Office. The Media Committee, consisting of 21 members, mostly employees in offices within the NDS, Church media and representatives of educational institutions of the Archdiocese (such as the Catholic University of Croatia), share their ideas regarding pastoral guidance, communication strategies and campaigns. Meetings of the Media Committee are held periodically, mostly every three months, depending upon pastoral needs.

To communicate effectively, the Office presented its communication strategy for the year 2013/2014. The strategy contained a list of tactics on how to integrate elements of modern public relations into ecclesiastic communication, how to communicate the Gospel through social networks and how to creatively cultivate religious themes. Besides the communication strategy, the Press Office drew up a crisis communication plan in order to prevent or soften the impact of a possible crisis.

3.1.2. Clergy

The clergy must be aware of the importance of communication. According to the official information of the Secretariat of the Archdiocese of Zagreb, the Archdiocese's surface covers 4.246 km² and currently counts 205 parishes and 299 priests (Secretariat of the Archdiocese of Zagreb; The information provided during the phone call on April 16 2015). The duties of the Press Office regarding priests of the Archdiocese are defined as assistance and support in their endeavour towards pastoral communication. Therefore, the Office is responsible for:

- managing the special section on the official website of the Archdiocese (zg-nadbiskupija.hr)
Intended just for the priests of the Archdiocese, the special section on the official website is used as intranet. The Press Office creates and distributes usernames and passwords for each priest who has access to particular documents, regulations and other materials.

- improving e-mail communication

In 2014 the Office initiated the project of creating official e-mail accounts for every parish in the Archdiocese. By the beginning of 2015, the Press Office assigned official e-mail addresses with the zg-nadbiskupija.hr domain to 205 parishes of the Archdiocese (example: zupa.svpetar@zg-nadbiskupija.hr). Thanks to the parish official e-mail addresses, the Press Office can distribute important documents or materials in a timely fashion, a lot easier and much cheaper.

- encouraging creation of an official parish website

Since the Press Office was founded, its task was to encourage parish priests to create official parish websites so they can inform their parishioners about local Church life. In June 2013 the Press Office presented a new, redesigned official website of the Archdiocese. At the same time, the Press Office presented a template of the website for every parish of the Archdiocese. In 2013 there were 80 parishes with the official website, but thanks to the efforts of the Press Office, that number slightly increased to 88 in 2014 (Gusić, 2013). Although this was a modest improvement, it required a high level of engagement by the Press Office.

- encouraging the appointment of parish media associates

The Press Office insists on appointing parish media associates who will provide assistance and support activities and efforts of the local Church. The task of the Press Office is to motivate parish priests and also to raise awareness of the parish associates’ role in carrying out the mission of the Church.

3.1.3. Parish Media Associates – The Long Arm of the Press Office

The parish media associates are an important feature of the Office and there are as many as 185. The key message that the Office tends to communicate to them is that their efforts in monitoring the work of parishes help in creating a positive image of the Church in public. In order to achieve two-way communication between the parish media associates and the Press Office, the Office needs to constantly provide feedback. In practice, when the Office receives information
from the Office of Protocol about an event in one of the parishes, the task of the Press Office is to contact the parish media associate, introduce the associate to the details and request of the associate to briefly report on the event.

When a parish media associate completes this part of the task, the Office provides media coverage.

The Press Office organizes meetings for parish media associates in order to respond to challenges that the Church faces, regarding media and new ways of communicating in pastoral work. At these meetings, prominent professors, researchers and lecturers give lectures on media and their work, but also on how to effectively use the media.

In this way, the permanent establishment and education of the parish media associates is provided. Additionally, the meetings build and deepen a mutual relationship that is of great importance for the pastoral work of the entire Archdiocese.

In June 2014, the Press Office published a Guide for pastoral communication on social networks, intended for priests and parish media associates. The Guide focuses on Facebook as the most widely used social network in Croatia and gives practical advice on how to present the parish community in the digital world, on what kind of content should be communicated, and provides useful tools that make it easier to use social networks. Also, the Guide proposes rules of communication and recommendations how to protect oneself from possible violence on the Internet.

3.2. The Best Practice of Communicating *Ad Extra*

3.2.1. Believers

According to the official data of the Secretariat, the population of the Archdiocese of Zagreb is 1,239,708, out of which 1,081,539 are Catholics (Secretariat of the Archdiocese of Zagreb; The information provided during the phone call on April 21, 2015). It often happens that believers do not receive the requested information, an answer to their question or suggestion on how to solve a certain problem. Therefore, there is an impression that the Church is an out-dated institution that does not communicate well with its followers and especially with other stakeholders. The key message that the Press Office wants to send to the believers is that the main task of the Office is to inform them about all the important events within the Archdiocese.
Also, the Office is at their disposal for any requests and information. To change this negative image, the Press Office is constantly improving its administrative performance and regularly responds to requested inquiries.

At a time when all the believers were expecting the canonization of the blessed Alojzije Stepinac, the Press Office published a brochure entitled “Stepinac - the Symbol of the Croatian Catholic Identity”. The brochure contains basic information on his life, interesting details from the time of his service as the Archbishop of Zagreb, as well as the testimony of the Church dignitaries and Stepinac's contemporaries on his tireless commitment to the truth and good for mankind. In addition, the brochure contains photos and Stepinac's memorial collection housed in the Museum of the blessed Alojzije Stepinac.

3.2.2. Media

A precondition for effective media relations is how the media works. As Tomić claims (2008, 268) media relations are the most visible part of public relations which involves the art of working with certain media, knowledge of technology, adapting the materials for certain media, meeting deadlines, etc. Unlike the Church media, in the secular media ecclesiastical themes and events are often marginalized or unjustly neglected. The reason for this is double-natured. On the one hand, the situation in the secular media, starting with the editorial policy and journalism in general, which has very poor standards in Croatia, is not guaranteeing much media coverage on Church events. On the other hand, it often happens that the Press Office does not have a proactive approach in its activities.

Due to these two reasons, believers receive news about the Church in the secular media that are rarely unbiased and precise. Therefore, the key message that the Press Office wants to communicate is that the Office is an operational and professional department of the Archdiocese of Zagreb in charge of communication. Also, the Office is appealing to all the media to promote the dignity of every person and all people, and to place themselves in the service of truth. In practice, media relations of the Office are actually based on simple and concrete actions – on the openness to journalists for each query and collaboration, as well as sending press releases about the latest events and news related to the Archdiocese. Also, the Press Office is a link between the media and other pastoral Offices within the NDS.
The organization of press conferences is one of the media relations tools. The Office does not convoke it often, but only when the event is relevant and of public interest.

Although Croatian media do not have the relevant journalists specialized in ecclesiastical themes, the so-called Vaticanists, the Office monitors the work of Croatian journalists who report on the Church, on the general and local level.

As a pledge for the future, the Press Office may appeal to the Croatian media and assist with the training of journalists in monitoring ecclesiastical themes. It is of utmost importance because of the majority Catholic population in Croatia, but also because of centuries of good cooperation between the Holy See and Croats.

The Press Office cooperates with radio stations - Radio Marija, which is owned by the Archdiocese of Zagreb and Radio Sljeme, which is owned by the Croatian Radiotelevision. At these radio stations, news about the life of the Archdiocese is emitted six times a month. The radio shows are edited by employees of the Office.

3.2.3. Cultural Institutions

The Zagreb Cathedral is undoubtedly the greatest asset of the Archdiocese and also the most monumental sacral building in Croatia.

The Cathedral’s Treasury, which is not open to the public, stores centuries-old riches of the Archdiocese because the bishops have always purchased liturgical books and objects necessary for worship and sought to obtain all that is most beautiful and precious.

The task of the Office is to communicate facts about the rich history of the Archdiocesan religious materials. The Office monitors the restoration of the Zagreb Cathedral and reports on all important activities of the Office for Cultural Property – the Office within the NDS responsible for the preservation and promotion of cultural heritage of the Archdiocese of Zagreb.

Also, under the authority of the Archdiocese is the Museum of the blessed Alojzije Stepinac, which has on public display a number of documents and objects that cardinal Stepinac used during his life. In January 2015, the Press Office initiated and ensured that the Museum of the blessed Alojzije Stepinac become a part of the “Night of the museums” program, an event which since 2005 has been held in cities across Croatia. More than 1000 visitors enjoyed Stepinac’s
memorial collection, multimedia contents and lectures of historians and experts on Stepinac, but also recollections by witnesses of his powerful intercession.

3.3. Hybrid Communication

Communication which is focused on the Office's internal and external stakeholders is defined as hybrid. This type of communication implies the use of the official Archdiocese website and official social media accounts.

- Official website

In addition to the special section intended for priests, the Press Office is responsible for editing and administering other categories on the official website. The Office strives to be up-to-date with news and also to communicate interesting stories and events from the life of the local Church and Church in general. In February 2015 the Office presented the official website in English and Italian, which is informative and educational, focusing on the historical and cultural sights of the Archdiocese, the most famous pilgrimage destinations in Croatia, as well as on saints' images that have left an important mark on the Church, like the blessed Alojzije Stepinac.

- Official social media accounts

The first and most important reason for the creation of the official social media accounts of the Archdiocese of Zagreb is the Church's teaching on new media. As the pope emeritus Benedict XVI claims (in his Message on the occasion of the 47th World Communications Day) “the challenge facing social networks is how to be truly inclusive: thus they will benefit from the full participation of believers who desire to share the message of Jesus and the values of human dignity which his teaching promotes”.

History has shown that the apparent efforts of the Church's teaching in the context of social communications were not always welcome among the clergy. Although in the last few years the Church has called for a great commitment to the use of mass media, the importance of media is often marginalized in the promotion of the Gospel. The causes are multiple, such as inertia, ambivalence towards new media, lack of knowledge of technology and tools, and intentional (or unintentional) rejection of this kind of communication in general. Integrating new media in the pastoral care of the Church today cannot be regarded as optional, but as necessary and obligatory.
Therefore, in June 2013 the Press Office presented the official Facebook page of the Archdiocese to encourage interaction with all stakeholders, enable two-way communication, to open and create a positive image of the Church in public. In May 2014, the Office launched an official Twitter account of the Archdiocese.

Through social networks, the Office communicates creative, informative, interesting and important stories, accompanied by photographs and visuals, on a daily basis. True communication encompasses everything we do and possess, always bearing in mind that the digital world, as Pope Francis asserts (in his Message on the occasion of the 48th World Communications Day), can be an environment rich in humanity; a network not of wires but of people that can reach the peripheries of human existence.

4. Conclusion

Although ecclesiastic communication, at least at an organizational level, is in many ways similar to corporate communication, it is far more dynamic and challenging. It cannot be placed “into a box”, there is no well-established practice, and there is no selling involved because its character is not commercial. It 'sells' only the Gospel, communicates the eternal message and mediates in salvation – the only purpose towards which the believers aspire. The Church is also aware that “media conditions and the opportunities presented to the Church in the field of social communications differ from nation to nation, and even from diocese to diocese within the same country. It naturally follows that the Church's approach to media and the cultural environment they help to form will differ from place to place, and that its plans and participation will be tailored to local situations” (Aetatis novae, nr. 23). Consequently, every episcopal conference and diocese should develop an integrated pastoral plan for communications and, furthermore, communications ought to be taken into account “in formulating and carrying out all other pastoral plans, including those concerning social service, education, and evangelization. A number of episcopal conferences and dioceses have already developed such plans, in which communication needs are identified, goals are articulated, realistic provision is made for financing, and a variety of communications efforts is coordinated” (Aetatis novae, nr. 23).

In order to successfully enforce it, the Church established specialized departments in its institutional framework to communicate with its stakeholders. This is a key step that clearly
shows that the Church is always up to date and that it is always trying to be close to every human being.

Regarding the recommendation of the Church's teaching, in these specialized departments, the employees are lay people, professional communicators with high competencies and skills, who are responsible for planning and implementation of communication strategies. The mission of that kind of laity is creatively cultivating religious themes and developing strategies for promoting cultural change.

The Church needs such laity in order to respond to the challenges of globalization and to the communication revolution of the 21st century. Lay people, according to the words of Pope Francis (Pope Francis on Twitter, March 26, 2015) are called to become a leaven of Christian living within society.

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POSSIBILITIES OF PR IN THE DEVELOPMENT OF SCIENTIFIC TOURISM

Review Paper

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Summary

The title of European Capital of Culture is one of the most respected initiatives in Europe, which promotes cultural and historical heritage. This year, Zagreb is competing for the title of European Capital of Culture 2020. It is an opportunity to discover, revive and present to the public the wealth hidden in the departments and libraries of Zagreb’s institutes and faculties. With the help of PR, they may attract tourists interested in the history of science and education, as well as assist in raising the reputation of these institutions. One of the proposals would be to establish an office to deal with the promotion of scientific tourism and even to promote the establishment of new museums because Zagreb does not have a museum of medicine and science, a museum of agriculture, not even a puppet museum. By creating appropriate brochures of existing exhibits and launching websites on scientific tourism, Zagreb would become even more interesting as a tourist destination. People who have the time to explore are tourists. They should be directed towards the contents of the old palaces, enriched with sensational collections with the help of PR experts. A look at them provides an insight into the past and gives the illusion of another, by-gone period.

The Department of Histology and Embryology at the School of Medicine, University of Zagreb, possesses valuable collections which, due to the lack of new initiatives and lengthy procedures, remain available only to a small number of scientists and students. The initiative for the preservation and presentation of those archives exists since the year 2011, however, the project remains in the initial phase and has not come to life.

This paper aims to show that the collections located in Zagreb faculties and institutes are forgotten gems that have their own cultural and historical importance, as well as role in tourism. Therefore, the purpose of this paper is to provide an overview on how scientific tourism in Croatia is perceived, whether it is...
recognized as an important branch and why and how public relations and its experts could contribute to its growth. The authors will conduct secondary research using existing studies and provide their comments and recommendations. With the assistance of experts in public relations, a series of new initiatives should be launched to promote attractive collections and heritage which are and should be available to all citizens and tourists. In addition to promoting cultural and historical heritage, scientific contributions can be a significant source of revenue for the city of Zagreb.

**Keywords:** public relations, Department of Histology and Embryology, scientific tourism.

### 1. Introduction

Scientific tourism, as one of the specific categories of tourism, encompasses various tourist attractions that are considered scientific, and are placed within museums, institutes, faculties or other institutions that have the capacities or are the organisers of such projects. Exhibits of this type represent or should represent, both for the locality itself, the inhabitants and tourists, cultural treasures and heritage, whose promotional potential is significant, which can contribute to identifying Croatia as a tourist destination that develops scientific tourism. Its development is a major challenge, not only for those who should be the organisers and promoters of initiatives, but also for consumers who decide to travel, exclusively, for this type of offer. The cultural and historical heritage and scientific achievements of the country together can form an inexhaustible platform of contribution. However, this requires the professional engagement of administrative structures, the organisers of activities and the final providers. The involvement of experts in public relations in these projects opens up many opportunities for the development of scientific tourism, which has major economic potential. In order to keep the question of its progress from remaining in its infancy and trapped in formal procedures, it is important to start the dialogue. Another reason for dealing with this subject lies in the fact that Croatia has world-renowned scientists whose scientific achievements and inventions have changed the world, and at the moment, the promotion of these achievements is reduced to minor events and commemorations. Museum Night, the restoration of the birth houses of scientists and inventors, multi-day events, documentaries and contributions, exhibitions in inadequate venues still remain insufficient activities to promote Croatia in an appropriate manner. Consequently, scientific tourism has huge potential that could, with the help of experts in public relations and the fulfilment of certain fundamental preconditions, become a reality as one of the more
important forms of tourism. Public relations, as a specific form of communication, includes complex activities through which communication is established with different audiences. With the professional skills and extensive knowledge possessed by public relations experts, as well as the use of appropriate public relations tools and strategies, the recognition of scientific tourism can be raised to a higher level. According to Skoko, professionalization is evident in the way of packaging and placing messages, or creating the preconditions for the availability of information, harmonization of messages with media technologies and the nature of the media (as channels), and the promotion and management of communication within the organization and between the organization and the public (Skoko, 2004, 96).

2. **Scientific tourism in Croatia – collections from the School of Medicine in Zagreb**

Speaking of tourism, as a complex phenomenon that provokes discussion and demands an interdisciplinary approach in order to be able to understand that which surrounds us on a daily basis, that which draws attention, what we dedicate out time to and what we invest our time and part of our financial income on or from what we expect financial gain, while this “journey” results in a feeling of satisfaction. Most tourism theorists imply that this social phenomenon is inseparable from system theory, which explains that, in the forefront, are not only causal connections with some phenomenon, but another essential element is interaction, the relationship between the parts and the whole, and where the phenomenon can be both cause and effect at the same time (Petrić, 2011). In such a manner, the tourism system includes the subsystem of the tourist offer, the subsystem of tourist demand and the subsystem of institutions (Petrić, 2011, 9), which exist in a complex and dynamic environment that affects them. Within the system, there are a number of different connections that are achieved either directly or indirectly between the subsystems, thereby forming the system. When considering the dynamics within the system itself, and the dynamics surrounding it, we can come to the conclusion that tourism is indeed a complex social phenomenon worthy of attention, from researchers themselves as well as consumers. The reason why this is so can be revealed by the phenomenon of scientific tourism, which is often uttered, but to which insufficient attention has been paid, thus leading to a lack of attention from researchers for this area. The prefix scientific suggests that at least this category of tourism should be bounded by scientific determinants, to
be founded and recognized by the various scientific disciplines, and used as a mirror of what is desired and what can be presented as a tourist destination.

By linking the tourism system with scientific tourism, it can be said that the goals, according to Petrić (2011, 12), are as follows: within the subsystems of the tourist offer, the objective is to maximize profits in a manner that what your offer as scientific tourism produces satisfactory financial results. On the other hand, tourism demand, on this point, must be maximally satisfied, and its goal is minimum financial investment. Maximum social effects are related to institution subsystems, which depend on the maximum satisfaction of tourists who will respond to the tourist offer. Tourist places, as owners of the above process, are defined, in the strict sense, as settlements within their administrative boundaries, regardless of size, and in a broader sense, as a wider catchment area, if it contains resources that are attractive to visitors (Petrić, 2011, 13).

On the other hand, the concept of a tourist destination is a more general concept that corresponds to the modern concept of tourism as a phenomenon woven of dynamic processes that, due to advanced technology and connectivity of all types of traffic, global environment and impacts, constantly increasing demands change smaller spatial units with larger ones that are then called destination. In the case of Croatia, use of the term destination encompasses certain criteria that, nevertheless, are adapted to traditional notions.

Zagreb, as the capital of the Republic of Croatia, in addition to being its political centre, is the historical, cultural, economic heart of the country, and has scientific potential contained in various collections, exhibits and achievements that remains hidden within various institutions, and remains available to those entities that are directly or indirectly connected with them. One such hidden treasure is the collection that is part of the Department of Histology and Embryology at the School of Medicine in Zagreb. The reason for the selection of this collection lies in the awareness and disbelief that such scientific discoveries and achievements can remain part of the dusty inventory which, due to the lack of new initiatives and lengthy procedures, remain available only to a small number of scientists and students.


The School of Medicine in Zagreb is a cultural monument and, with its inventory, forms an authentic whole under the protection of the Institute for the Protection of Cultural Monuments of the City of Zagreb, which should serve to promote tourism. At the School, related institutions and private collections, there is the germ of the future Museum of Medicine, which would house
and protect the heritage of great national value. The School of Medicine, as well as other higher education institutions and institutes, must preserve their identity and protect the tradition of urban culture in which they were produced. All facilities of the School, from outdoor complexes, classrooms, libraries, equipment, teaching aids, valuable collections, drawings and pictures used in teaching, works of art and everyday objects, have been in the School since its foundation, or have become its property during its 97 years of existence. They have historical significance and this not only for the history of medicine and science. The protection of cultural heritage, both material and spiritual, is the protection of human standards and should be the responsibility of all residents. It is impossible to present in brief what the School of Medicine or other higher education institutions have in their possession. For this reason, an overview will be made of only the holdings of one institution, in this case, the Department of Histology and Embryology.

In the Department of Histology and Embryology at the Faculty of Medicine, University of Zagreb, there are attractive collections of teaching aids. Some of them began to be utilised back in 1918, at the time of establishment of the School of Medicine, as a part of the inventory of the Institute of Morphology and Biology. During World War II, in 1943, the Institute of Histology and Embryology was founded, taking over a part of the said inventory. Appointed head of the Clinic was assistant professor Vjekoslav Duančić, PhD, who, during his nearly thirty years of running the Institute, established collections of various teaching aids. Following the development of the profession and science, these collections were renovated and expanded until twenty years ago, when technological advances in teaching had almost led to their disuse (Durst-Živković, 1984). However, given the extraordinary importance and abundance of the collected materials, and their cultural and historical value, these collections should be processed, photo-documented, a list of the status of all objects with a priority list for restoration should be compiled, and an attribution of objects conducted in order to present them to the public (e.g. for the Open Day of the Faculty, Science Festival, Museum Day, Museum Night, Book Night, radio and television programmes, specialised web portals and by visits announced via the Internet). The mentioned teaching aids, many of which need renovation, would form the following representative collections: A collection of large teaching wall pictures, a collection of large ultrastructure cell drawings, a collection of small drawings of histological preparations (Zarnik Collection), a collection of scientific books, course books and journals, a collection of demonstration histological preparations (the so-called Institution Treasury), a collection of
celloidin serial sections of human embryos at different ages, a collection of macro-preparations of human embryos at different ages (Duančić Collection), a collection of histology and embryology slides, a collection of histology and embryology films and a collection of three-dimensional models of embryos and individual organs. The collection of celloidin serial sections of human embryos should be singled out since it is a collection of world value, still utilised for scientific research (Švajger, 1991; Jurić-Lekić et al., 2008; Jurić-Lekić et al., 2013).

In 2010, at the initiative of Maja Arčanin-Špehar, MSc, an academic painter and former employee of the Department of Histology and Embryology, submitted to the Ministry of Culture a request to examine the collections (Arčanin-Špehar, 2010). Ms. Arčanin-Špehar envisioned the founding of a Museum of Medicine and, thereby, called her initiative “From Collection to Museum”. At her suggestion, the Institute for Protection of Cultural Monuments and Nature decided that almost all of these collections should be placed under preventive care and entered in the Register of Cultural Goods of Croatia (GZZSKP, 2010). Proposed were the required conservation efforts and a cost estimate (HRZ, 2011), and the Croatian Conservation Institute conducted preventive conservation works on two collections. Unfortunately, Arčanin-Špehar, MSc retired in 2011, and subsequently activities related to these collections ceased. Long-time student assistant at the Institute of Histology and Embryology, Marta Himelreich, MD, presented the historical background of the collections in 2014 in her graduation thesis (Himelreich, 2014). However, after her graduation, work on these collections completely came to a halt. Zagreb is one of the few European cities with no museum of medicine and science. For this reason, Maja Arčanin-Špehar’s initiative “From Collection to Museum”, which started the cultural, legal and restoration process of recognition and preservation of the collections housed in the Institute of Histology and Embryology, should continue. It should inform the public of this valuable heritage and of the noble cause of establishing the Museum of Medicine. Such an endeavour requires the assistance of public relations experts, because an idea on its own is insufficient. One needs to attract visitors, i.e. to communicate to those target groups that would be interested in the area of scientific tourism. The Office of Public Relations should obtain all permits from the Directorate for the Protection of Cultural Heritage within the Croatian Ministry of Culture, and then offer the processed and registered collections to the Tourist Information Centre, which would set up info boards, and announce the existence of the collections on its website, as well as the possibility of using and visiting them. In this manner, the cultural, social and economic benefits would be achieved.
3. Public Relations and Scientific Tourism

Public relations (PR) appears as an indispensable factor in almost all spheres of society, and its roots actually lie in the tourism industry, where it was used as a tool to attempt to build the best possible relations with those responsible for its promotional aspect and those who were end users of the offer. Public relations are complex and do not contain unambiguous characteristics and features. The tools and techniques that will be used depend on the nature and form of public relations.

When speaking of public relations experts, are we talking about indispensable individuals who indispensable and who must necessarily be qualified in order to be able to head certain processes in tourism? When it comes to PR, what roles are planned for it? Is an intermediary necessary for communication? Why are certain types of tourism more developed than others? Is the secret of progress only determined geographically, administratively and legislatively, through natural, historical factors, or can the role of experts in communication with target groups contribute to the development and promotion of scientific tourism? The answers to these questions help to clarify the role that public relations might play and might have in the promotion of scientific tourism. Scientific tourism is a neglected and underdeveloped tourism sector that conceals its potential in collections and exhibits that are not available to the public for several reasons. One reason is the sensitivity of the materials, which must only be revealed to the public under special circumstances. Another reason is the social irresponsibility towards these types of cultural goods whose value is still measured in terms of longevity and complicated procedures, which have the goal to protect these kinds of goods, without taking into account the fact that, in this manner, the development of society and the community is neglected. A third reason can be found in the failure to recognise scientific tourism as a type of tourism that has its own particular characteristics and rules, and which should not only be a small part of some larger occurrences. An additional reason that can be highlighted is the lack of political will, which reduces such questions to within the framework of ministries, administrations or departments, in battles that are already lost in advance. Precisely for this reason, the answer to all the above questions is implied: required are professionalism, public relations and public relations experts. The benefits are manifold: promotion, development, and impacts on other economic and social areas.

Jakovljević has come to the conclusion that public relations is the leading marketing tactic in promoting tourist regions and that 62% of the total functional marketing budget is spent on
public relations (PR), which also makes PR a leading part of promotional tactics (2011, 120). Consequently, promotion and marketing are an essential part of tourism where “the concept of public relations in tourism should include all activities through which providers of tourism endeavor to create the best possible attitude towards their entire activities, their work, services and the objectives of their work. Public relations denotes a conscious, deliberate and planned activity, and not attitudes that can be created in the public in an uncontrolled way or prompted by the circumstances on the market” (Jakovljević, 124-125). The tourism offer attracts many guests, and even though guests choose their destination according to their own preferences, the role of PR is to make that offer more attractive and recognizable considering that public relations represents a specific form of communication. Croatia’s tourism offer today contains various forms of tourism, from cultural, rural and mountain, health, nautical to cycling tourism, eco-tourism, gastronomic and oenological, sun and sea, golf tourism and business tourism. The Strategy of Tourism Development in Croatia by 2020 states that the implementation of the defined vision and strategic and development goals include a variety of activities, including marketing and PR. One of the main development limitations of Croatian tourism is still its static system of national marketing, too few globally branded destinations and a series of constraints that have their root in other economic areas. “On the basis of research and communication with key stakeholders in the process of developing the Strategy of Tourism Development in Croatia by 2020, the key development constraints of Croatian tourism were defined. They were arranged in the following key areas, in which tasks, operational strategies and activity changes should be defined: human resources and quality management; marketing and sales; investment climate; quality and structure of offer and the legal framework and administration” (Vlada Republike Hrvatske, 2013). The marketing and sales system includes commercialization, branding, web, knowledge and research base, and public relations (Table 1). The described deficiencies indicate insufficient sensitivity for the development of individual segments of tourism, whose problem lies not only in the lack of resources, both tangible and intangible, but also in the lack of engagement by experts who could make these segments more efficient. This further emphasizes the importance of experts and professionals who can contribute to the improvement of tourism, and thus the development of different types of tourism.
Table 1: Development Limitations in Croatian Tourism - Marketing and Sales

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4. Contributions of Scientific Tourism to the Promotion of Croatia - Present and Future

Tourism is a social phenomenon that is constantly growing, changing and includes an ever growing number of consumers, as well as a growing number of those who, with their services and products, are attempting to create “a truly memorable experience”. However, research in tourism, as a multi-disciplinary field, is still rare compared to other scientific disciplines, particularly in Croatia. Such studies usually aim to acquire knowledge in order to improve the efficiency of economic entities (Weber, Marković, 2002). Tourism, as an economic branch, began to intensively develop in the mid-20th century. Since the 1980s, according to the WTO (World Tourism Organisation), it ranks third in international trade (behind the automotive and communications industries) (Kušen, 2002, 1). Croatia depends on tourism. The tourism industry is the most successful and most prosperous branch of the Croatian economy. Its share in GDP...
Possibilities of PR in the Development of Scientific Tourism

Marta Takahashi, Maja Banovac Barić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

in 2014 was 17.2 percent, or 7.4 billion euros (Ministarstvo turizma Republike Hrvatske, 1 April 2015). Croatia is becoming a more attractive and popular destination among tourists from all over the world. The results achieved are the result of the dedicated work of the entire tourism sector and, at the same time, a motive to all to develop tourism even more intensively in Croatia, which, at a global level, has the potential to assume the top of tourist destination rankings (Ministarstvo turizma Republike Hrvatske, 1 April 2015).

Croatian tourism also has a limiting feature - its expressed seasonality, with its resulting low levels of capacity utilisation. Due to its limited offer of extra services, an extension of the main tourist season is very much dependent on weather conditions, making the sale of services in tourism extremely risky (Poslovni Puls, 3 February 2014). Therefore, in addition to seasonal, other forms of tourism should be developed. Expected in the future is the expansion of cultural tourism, so-called tourism events, which refers to visits to cultural, entertainment, scientific, professional and sports events, as well as events of other significance (Hitrec, Mikačić, 1996, 25). In recent times, a change in the structure of trips with stays in commercial accommodation has been marked by a decline in the share of business reasons as a motive for traveling, including trips for business and to congresses, conferences and the like. A fall in the share of business reasons was also observed in group travels with overnight stays in non-commercial accommodation facilities, and there was a significant decline in the share of travels motivated by holidays in the city (http://www.mint.hr/UserDocsImages/130426-Strategija-turizam-2020.pdf, 1 April 2015). On the other hand, Zagreb, one of Europe's youngest capitals and, at the same time one of the oldest European cities, whose recorded history dates back to the 11th century (Poslovni turizam – Zagreb, hrvatska metropol), with its significant increase in tourist arrivals has confirmed itself as a relevant tourist destination throughout the year. Zagreb is the seventh most visited tourist city in Croatia. Therefore, it is not surprising that, for the above stated facts, the portal European Best Destination has nominated it, among 20 European cities, for best destination in 2015. (Poslovni Puls, 16 January 2015). The same portal named it the second best European destination in 2014 (European Best Destinations). For this success, Zagreb can be grateful to the fact that it is a city of science and culture. Zagreb has fifty museums and galleries, as well as private art collections, and about twenty theatres and concert halls. From spring to autumn, many exhibitions and events move to the streets, squares and parks of Zagreb (Poslovni turizam – Destinacije, Zagreb). Such characteristics indicate that Zagreb is a rich city, a city with abundant potential that has sufficient prerequisites for the
development of scientific tourism. Scientific tourism could be defined as an alternative form of cultural tourism aimed at promoting the passion for science and its history. Since attraction is a key factor for the competitive positioning of Croatian tourism (Institut za turizam, 2011), the attractions available in the area of scientific heritage should be made more accessible, and in doing so, increase its specific characteristics and attractiveness. Economically viable tourism projects must be recognized and what scientific tourism can bring Zagreb, that is, all of Croatia, must be assessed. According to Ms. Blanka Belošević, Head of Sector for International Relations Department within the Croatian Ministry of Tourism, who is responsible for research projects in tourism, scientific tourism in Croatia is modest, however, it is present, and it is primarily focused on archaeological tourism and astrotourism in Višnjan (Telephone interview, 23 March 2015).

In recent years, trends in tourism have changed direction. Since cultural tourism is a component of all forms of tourism, specialised cultural tourists can now be differentiated. Some are primarily interested in botanical scientific tourism (tours of botanical gardens, arboretums, nurseries, all types of horticulture) or mathematical scientific tourism (tour of laboratories at the Faculty of Science, sightseeing aids for mathematical calculations in the technical museum or visits to specialised, representative exhibitions such as the current exhibition at Klovićevi Dvori entitled I Love Math). What does this kind of tourism bring to Croatia in economic terms? Every economic contribution of tourism to the overall Croatian economy is of great importance. It should be noted that the unique interactive exhibition I Love Math, due to the significant interest of visitors, has been extended by another six weeks. Prior to Zagreb, the exhibition was on tour in Graz, where it was seen by more than 40,000 visitors (Večernji list - Volim matematiku), which is also the number expected from its appearance in Zagreb.

Scientific tourism is an exceptional potential for the future development of tourism, especially in continental Croatia. The dynamic changes to the requests of consumers in the global tourism market indicate the need to review the existing tourism offer in Croatia with the objective of setting new developmental guidelines and operational strategies for the upcoming period. Croatia is a tourist destination with great potential in the field of scientific tourism, which should be maximised in the interest of increasing its own well-being, and thereby utilised should be the value system of sustainable development and the EU competitiveness strategy in the field of tourism. Tourist boards, with the assistance of PR agencies, should develop and offer scientific tourism content since there is a high correlation between new tourism contents and
their economic impacts. Flyers, brochures, postcards, tourist maps, CDs, souvenirs must be
designed, which would improve information to target groups. All content should be available
in Croatian and in several foreign languages to ensure that foreign tourists understand the
content. The focus should be on tourists from highly developed countries, where scientific
tourism is already more developed. “In small economies such as Croatia, international tourism
is a significant source of foreign exchange earning and a generator of exports and employment.”
(Gatti, 2013, 54) Željko Trezner, Director of the Association of Croatian Travel Agencies, said
that “Croatia must be aware that small tour organisers have excellent knowledge of their
clientele, and can offer and develop special services such as bird watching, hiking,
archaedological or geological visits, for which tourists are willing to pay an additional value,
even a higher price” (Ministarstvo turizma Republike Hrvatske, 27 September 2012). Although
scientific tourism in Croatia is still in its infancy, there are certain financial indicators according
to which Croatia would have financial gain. The short duration of the tourist season is one of
the major problems of Croatian tourism (Ministarstvo turizma Republike Hrvatske, 27 September 2012). Scientific tourism does not have to be seasonal, as tourist traffic and tourist
consumption in Croatia currently are. In addition, scientific tourism has the further advantage
that this cultural heritage is in the possession of Croatian institutions, therefore, under Croatian
ownership, which means that all of the profit from scientific tourism will remain in Croatia
(Gatti, 2013, 53-54).

The relationship between tourist satisfaction and destination loyalty differs depending on the
level of education of tourists (Mendes et al., 2010, 115-121). In the area of scientific tourism,
educational workshops could be organised that satisfy the scientific curiosity of primary and
secondary school pupils, and at a higher level, an education project for citizens with a higher
education who are interested in scientific tourism could be launched. The public sector would,
in fact, provide logistical support. “The public sector’s role should be to secure an adequate
supply of ‘public goods’, i.e. products and/or services for the production of which the private
sector has no interest, but without which the society would not be able to function properly.”
(Kunst, 2009, 37) The development agency Razvojna Agencija Zagreb, which organises
roundtables on topics related to tourism (Poticaji.info, 24 June 2014), should present to the
tourism sector scientific tourism as a tourism product (e.g. in the form of thematic study tours),
which could offer its contents to the international market as well. Information for potential
tourists should be presented on the website, which would encourage them to consume the new
tourism attractions. Tourism development requires interdisciplinary knowledge and still is, in some way, “a journey into the past and the future”. “All tourism attractions are tourism resources, but all tourism resources are not tourism attractions.” (Kušen, 2010, 413) In order for this statement not to have a negative impact on the promotion of Croatia, efforts should be invested in changing its image. “The tourism image is an element that conditions the competitiveness of tourism destinations by making them stand out in the minds of tourists. In this context, marketers of tourism destinations endeavour to create an induced image based on their identity and distinctive characteristics.” (Camprubi, Guia, Comas, 2009, 241) Compared to most of its major competitors in the tourism industry, Croatia has improved the relative perception of its image. While the image of Croatia in 2004 was worse than all major competitors, with the exception of Turkey, in 2010, a somewhat larger share of tourists assessed the image of Croatia as slightly better than the image of Spain, Italy and Greece. The feeling of security and hospitality are elements of its offers that traditional bring Croatia an advantage over competitors (Institut za turizam, 2011). Scientific tourism, as new content on our tourism scene, would certainly be a social value that particular populations of tourists would recognize and consume as an attraction. “A tourist attraction must be incorporated into the tourism product, and it should be noted that its ability to draw visitors depends on its interpretation for tourists, adapted information on its invisible features.” (Kušen, 2002, 14) “Tourism attractions can be considered as the reason why tourists and excursionists visit a tourism destination and, as such, are considered as basic tourism resources. They may be potential and real. A potential tourism attraction becomes real when it can provide general visitor accessibility (physical access, public access, signage, sightseeing, touring, interpretation, printed information). Only real tourism attractions can be placed on the tourism market and be promoted.” (Kušen, 2010, 413-414) The tourism attraction base is located in the structure of the entire fundamental tourism resources as shown in Table 2.
Table 2: A contribution to the functional structuring of tourism resource base (Kušen, 2002, 244)

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<tr>
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<th>A. FUNDAMENTAL TOURISM RESOURCES (TOURISM ATTRACTION BASE)</th>
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<tr>
<td></td>
<td>Potential and existing tourism attractions at a destination</td>
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<th>B. OTHER DIRECT TOURISM RESOURCES</th>
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<tr>
<td>1. Tourism accommodation and catering facilities</td>
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<td>2. Other tourism facilities</td>
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<td>3. Tourism human resources</td>
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<td>4. Tourism zones (Zones of the commercial tourism)</td>
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<td>5. Tourism places</td>
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<td>6. Tourism destinations</td>
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<td>7. Tourism agencies</td>
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<td>8. Tourism organisations (Tourism boards)</td>
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<td>9. Tourism information and promotional activities</td>
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<td>10. Tourism information system</td>
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<td>11. Level of tourism education of local inhabitants</td>
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<td>12. Tourism attractions of surrounding destinations</td>
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<tr>
<th>C. INDIRECT TOURISM RESOURCES</th>
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<tr>
<td>1. Level of environment preservation</td>
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<td>2. Geographic position</td>
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<td>3. Traffic accessibility</td>
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<tr>
<td>4. Communal and social infrastructure</td>
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<tr>
<td>5. Quality of spatial organisation</td>
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<tr>
<td>6. Design of buildings, facades and green spaces</td>
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<tr>
<td>7. Peace and political stability</td>
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<td>8. Other resources</td>
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The provided classification is essential due to the possible numerous misunderstandings that could arise due to the indiscriminate use of the term tourism resources with regard to potential and actual tourism attractions (Kušen, 2002, 243).

5. Conclusion

Traditional forms of tourism and the tourist offer of the Republic of Croatia, in which natural beauty, seasonality and only the weak expression of certain specific forms of tourism are emphasized, speak in favour of the fact that Croatian tourism must be directed towards the development and promotion of certain specific forms of tourism, whose potentials remain trapped in long-term plans and procedures. Changes to the pattern of behaviour of tourists,
international trends and research show that, to be considered a tourist destination and for promotion, more is required than traditional contents, whose quality and quantity are dependent on many factors. It is precisely the change in content demand and the development of awareness that resources consist of more than the mere material content that a destination can offer that are good assumptions for examining decisions on the development of some new forms of tourism that have remained neglected despite significant existing capacities and resources. One such form is scientific tourism, which is emerging as an alternative form of cultural tourism aimed at promoting the passion for science and its history, and includes a variety of tourist attractions that have been granted the prefix ‘scientific’, and are housed within museums, institutes, colleges or other institutions that have the capacity or are the organisers of such projects. New tourism facilities of this type require the development of specific policies and strategies and a proactive approach that involves the engagement of public relations professionals. Development limitations in this area include an inefficient system of commercialisation, undeveloped and outdated branding, a deficient web platform, promotion and sales based on learned lessons and experience, and undeveloped strategic communications towards target groups. For these reasons, the acceleration of tourism development should include broadening the tourist offer with new attractions, continuous efforts on removing administrative and developmental constraints, and the inclusion of experts who can contribute to improving the recognition of scientific tourism as a very inspiring, representative and rich area, whose contributions are manifold. First, Croatia has an abundance of collections, exhibits and inventions that represent, among other things, Croatia’s cultural treasure, whose individual authors and values are internationally recognized, however, they are not nearly presented to an extent that could be considered as scientific tourism. Collections at the Institute of Histology and Embryology, School of Medicine, University of Zagreb are the best example of an attractive exhibit that, from a promising project, due to deficiencies in administrative procedures, lack of initiative and lack of awareness, has remained simply an attempt to discuss scientific tourism. The expansion of cultural tourism, so-called event tourism, which refers to visits to cultural, entertainment, scientific, professional, sports and other significant events, can help strengthen scientific dialogue. Factors affecting the tourism market point to the necessity of increasing sensitivity to contents with a scientific character. Although limited to certain domestic and international market trends, Croatia should initiate and develop new projects that would, with the assistance of public relations experts, encourage the development of new tourist attractions.
The development of scientific tourism in Croatia has good prospects, and the continuous monitoring and promotion of its development would expand the existing platform of contributions that Croatia gains from tourism.

6. Reference List


**Internet Sources**


EMPLOYEE PERSPECTIVE: CONNECTION BETWEEN INTERNAL COMMUNICATION AND EMPLOYEE ENGAGEMENT

Professional Paper

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Summary

Employee engagement has emerged as potentially the most important topic in the business world of today. Employees cost their organizations between $292 and $355 billion annually when they are not engaged. Globally, there is a great deal of interest in the concepts of employee engagement and employee well-being. Organizations around the world aspire to have engaged employees and spend considerable resources to measure and improve employee engagement. Successful organizations engage employees and achieve their objectives through effective internal communication, and internal communication has been positioned as an important factor in achieving employee engagement. Scholars also reveal how internal branding influences employees’ brand loyalty and their willingness to remain with the brand. Furthermore, in previous studies, academics and practitioners emphasize the role of clear, consistent and continuous communication in building employee engagement.

Keywords: corporate marketing, corporate branding, internal marketing, internal branding, internal corporate communication, employee engagement

1. Introduction

Nowadays, employee engagement has emerged as a potentially important topic (Ibrahim, Al Falasi, 2014, 565). Around the world, there is currently a great deal of interest in the concepts of employee engagement and employee well-being (Robertson, Cooper, 2010, 324). When employees are not engaged, they cost their organizations annually between $292 and $355...
billion, as Hansen, Byrne and Kiersch (2014, 953) emphasize, and imply that engaged employees positively affect the organization’s financial performance, and relationships between engagement and organizational financial performance support such conclusions. Hansen, Byrne and Kiersch (2014, 953) conclude that, as a consequence, practitioners and researchers have sought to understand what promotes engagement. Organizations nowadays aspire to have engaged employees, and they spend considerable resources to measure as well as improve employee engagement (Xu, Cooper Thomas, 2011, 399). Reviews found that internal branding strives for a shared understanding of brand values across organizations and found a positive connection between employees’ commitment to the brand, and how committed employees can better fulfil the brand promise because of their emotional attachment to the brand (Punjaisri, Wilson, 2011, 1523). Internal corporate communication managers, according to Welch and Jackson (2007, 186), can contribute to engaging employees throughout the organization.

To understand the connection between internal communication and employee engagement, this paper gives an overview on the employee perspective. This paper also provides a theoretical analysis on corporate-wide concepts of corporate marketing.

2. Literature Review

Corporate marketing. Corporate marketing according Punjaisri and Wilson (2011, 1521-1522) allows the synthesis of a myriad of corporate-wide concepts such as corporate identity, corporate image, corporate branding, corporate reputation and corporate communications, all encompassed within the corporate marketing mix, and relating to the six elements or the 6Cs of corporate marketing: corporate identity (character), corporate communications (communications), stakeholders (constituencies), covenant (corporate brand promise, brand management), corporate image and reputation (conceptualization) and organizational cultures (culture, organizational identity). Although articulated as a marketing mix expansion, the 6Cs do not include any of the traditional marketing mix elements (product, price, place and promotion) (Johansen, Andersen, 2012, 275). Punjaisri and Wilson consider corporate branding as tightly coupled with corporate marketing (2011, 1531). Therefore, Punjaisri and Wilson survey (2011, 1531) furthers that internal branding, which engenders employees’ cognitive and emotional engagement with the brand, is key to the success of coherent corporate-level
marketing. Corporate (or corporate-level) marketing is described by Johansen and Andersen (2012, 275) as a paradigm shift within marketing that expands the discipline’s focus to include the organization as a whole. It is a new Gestalt of the corporation, a supra-organizational philosophy (Johansen, Andersen, 2012, 275). It is a philosophy rather than a function as it represents an integrated approach to marketing at the institutional level (Johansen, Andersen, 2012, 275). Accordingly, the institutionalization of the marketing function as Johansen and Andersen emphasize (2012, 275), is a key issue. Institutionalization entails the organization-wide implementation of a marketing philosophy expanding from a customer focus to a stakeholder focus (Johansen, Andersen, 2012, 275). A focus according Johansen and Andersen, shared by the corporate communication discipline (2012, 275).

Corporate branding. Corporate branding is one of today’s most fashionable management fashions according to Morsing (2006, 97). While branding originates from a marketing perspective with the ambition to attract customers with aesthetically appealing and favorable messages about the company, today many companies are turned into brands addressing a variety of stakeholders with messages which increasingly include issues on corporate moral (Morsing, 2006, 97). While corporate brands present appealing, coherent and engaging messages to all audiences, it is suggested that employees are the most concerned reader of these corporate messages as their workplace is making a brand promise which they are expected to enact (Morsing, 2006, 97-98). Punjaisri and Wilson (2011, 1522) generally recognized internal branding activities equally as important as external branding activities in communicating and delivering the brand promise to the customer. This communicated promise, according to Punjaisri and Wilson (2011, 1522), needs to reflect the uniqueness of the corporate brand in order to ensure a corporate brand’s virtue as a source of an organization’s competitiveness. Indeed, the “corporate marketing vortex” described by Punjaisri and Wilson (2011, 1522) suggests that a corporate brand is an explicit promise between an organization and its key stakeholder groups. Punjaisri and Wilson (2011, 1523) discussed in their paper the need of total commitment across all employee layers in an organization if a corporate brand is to be truly differentiated and successful.

Corporate branding implies that the organization speaks with one voice to all audiences and streamlines all its activities to ensure consistency and coherence (Morsing, 2006, 106). As Morsing (2006, 103-104) emphasizes, strong corporate brands that have communicated a corporate brand promise dominated by appealing aesthetic lifestyle messages such as Coca-
Cola, Bang & Olufsen and Carlsberg, have relied on employees’ loyalty and professional expertise to support the corporate brand promise. As companies are introducing ethics and moral into their corporate brands, they are engaging in an exercise which is far more committing for employees, as it is not about presenting a particular appealing lifestyle but about choosing between “good” and “bad” (Morsing, 2006, 103-104). A moral commitment, according Morsing (2006, 103-104) sticks deeper than an aesthetic commitment. It has been argued that aesthetically designed brand universes do not necessarily claim to be real, while corporate moral brands do (Morsing, 2006, 103-104). Corporate moral brands make a promise that the organization and its employees are able to support and live those moral promises, and employees’ personal morals become tied to the corporation as they are expected to enact the corporate morals (Morsing, 2006, 103-104). Authors define corporate branding as the systematic planned management of behavior, communication and symbolism in order to attain a favorable and positive reputation with target audiences for an organization (Punjaisri, Wilson, 2011, 1522). The behavior element relates to the behavior of employees and they are seen as having a major influence on how external stakeholders perceive the corporate brand and make sense of its identity and image (Punjaisri, Wilson, 2011, 1522). As such, close alignment of the employees with the organization’s brand values, reveal Punjaisri and Wilson (2011, 1522), may provide an organization with a sustainable competitive advantage. Punjaisri and Wilson (2011, 1522) state that “the more employees identify with the organization [. . .] the more employees are likely to uphold that identity in their actions”. Authors argued that, when employees have a clear understanding of brand values, they are more likely to be intellectually and emotionally engaged with the brand (Punjaisri, Wilson, 2011, 1523).

3. Internal Branding: Employees’ Commitment to the Brand

Internal branding is about ensuring that the brand promise is transformed by employees into reality, reflecting the espoused brand values that set customers’ expectations, and describing the activities undertaken by an organization to ensure that the brand promise reflecting the espoused brand values that set customers’ expectations is enacted and delivered by employees (Punjaisri, Wilson, 2011, 1523). Internal marketing is the philosophy of treating employees as customers – indeed, “wooing” employees – and is the strategy of shaping job products to fit human needs (Hewitt, 2006, 80). Authors emphasize that management should also be aware
that the impact of internal branding would not be constant across all employee layers within an organization (Punjaisri, Wilson, 2011, 1531). Their survey has managed to reveal the moderating effects of personal and situational factors on internal branding (Punjaisri, Wilson 2011, 1531). Despite the growing interest in internal branding, Punjaisri and Wilson (2011, 1522) observed that there has been very little research undertaken on the subject from the employees’ perspective.

Internal branding aims to achieve this alignment by promoting the brand inside an organization through the practice of internal marketing (Punjaisri, Wilson, 2011, 1522-1523). Previous studies from the same authors provide a review on internal branding that strives for a shared understanding of brand values across the organization and, provided these values are shared, they have found a positive influence on employees’ commitment to the brand (Punjaisri, Wilson 2011, 1522). Authors have described that committed employees can better fulfil the brand promise because of their emotional attachment to the brand (Punjaisri, Wilson, 2011, 1523). Furthermore, Punjaisri and Wilson (2011, 1523) argue that the organizational identification and the organizational commitment theories have purported that, when staff’s values are aligned with those of the organization or the brand, their desire to maintain membership or brand loyalty will be enhanced. Different studies and other authors also reveal that internal branding influences employees’ brand loyalty and their willingness to remain with the brand (Punjaisri, Wilson, 2011, 1523). The authors view brand identification as a precursor to commitment and to loyalty (Punjaisri, Wilson, 2011, 1523). Punjaisri and Wilson (2011, 1530) in their survey provide empirical evidence that underlines the link between internal branding and employees’ brand-supporting behaviors, which was previously only based on conceptual thinking. Punjaisri and Wilson (2011, 1530) have measured employees’ brand identification, commitment, and loyalty together and have identified the relationships among these concepts and how they mediated the strength of internal branding’s effect on employees’ brand behaviors. Punjaisri and Wilson’s survey (2011, 1531) reveals that internal branding also directly impacts employees’ brand performance and ability to deliver the brand promise. This also concurs with past studies by Punjaisri and Wilson (2011, 1531) which demonstrated that employees who identify with the brand will have an emotional attachment to the brand, and that employee’s commitment is positively related to their brand loyalty measured in terms of their intention to stay with brand (Punjaisri, Wilson, 2011, 1531).
According to Punjaisri and Wilson attention should be paid toward how employees perceive their work environment (2011, 1531). Punjaisri and Wilson (2011, 1531) argue that the relationships that employees have with their peers and leaders, the level of perceived autonomy, and their perceptions toward payment and reward/recognition schemes could limit the effectiveness of internal branding. The impact of internal branding on an employee’s attitude and behavior are heightened, according to Punjaisri and Wilson (2011, 1531), when employees are satisfied with their workplace. Indeed, Punjaisri and Wilson (2011, 1531) state that management can learn from these surveys, and that their efforts towards internal branding are also perceived by their staff as being about the relationship between management and their employees, the recognition schemes that they implement, and finally, the level of flexibility that they allow their staff to have during the service delivery. As such, authors strive that internal branding cannot be looked at in isolation and it is unlikely to be successful if the work environment is not conducive to the employees and the brand values (Punjaisri, Wilson 2011, 1531). That is, authors conclude and emphasize that internal branding needs to work together with other corporate marketing elements (i.e. corporate communications, culture, corporate identity, and corporate image and reputation) as well as other disciplinary frameworks (i.e. management, and human resources) (Punjaisri, Wilson, 2011, 1531). Results of Punjaisri and Wilson’s survey (2011, 1531) have also shown that personal variables such as age, educational background, and length of service with the brand should also be taken into account. Finally, the longer an employee stays with the brand, the more the organization needs internal branding to reinforce employees’ brand identification, intention to stay, and performance (Punjaisri, Wilson, 2011, 1531). This may stop employees from becoming tired of the brand and from questioning its relevance to them (Punjaisri, Wilson, 2011, 1532). Effective internal branding is needed to enhance their pride in the brand and their willingness to deliver on the brand promise performance (Punjaisri, Wilson, 2011, 1532).

4. Linking Internal Communication to Employee Engagement

Corporate communication. Johansen and Andersen (2012, 276) broadly defined corporate communication as communication that encompasses an organization as a whole. However, Johansen and Andersen (2012, 276) summarized multiple definitions of scholars on corporate communication and gave an overview of existing literature beginning with simultaneously
defined corporate communication as a framework for integrating communication input; a set of activities involved in managing all internal and external communication; a management function for the effective coordination of all communication; and finally a variety of strategic management functions such as PR, reputation management, marketing communication and corporate branding. Central issues within corporate communication, according to Johansen and Andersen (2012, 276), are consistency, coherence and clarity that prescribe the coordination of all communication. As Welch (2011, 338) argues there is scope for reflection and research on the impact of corporate communication on organizational engagement. Johansen and Andersen (2012, 284) argue that new market tendencies require that corporations rethink their strategic actions and communication, and that organizations need to broaden their perspective on integration from an intra-organizational to a holistic approach, initiating processes that merge stakeholder voices into the development of corporate strategies (Johansen, Andersen, 2012, 284). Among others, Welch (2011, 338) made the point on how contributions from the public relations and corporate communication disciplines are surprisingly sparse given that internal communication is an organizational level intervention which can positively impact employee engagement.

**Internal communication.** Internal communication is a sub-discipline of corporate communication receiving increasing attention due to the “harder” links to a service culture, customer satisfaction and image (Hewitt, 2006, 79). Internal communication is part of the organizational context in which engagement (or disengagement) occurs (Welch, 2011, 338). New theoretical perspectives have been applied to internal communication and organizational boundaries are an inaccurate criterion to use in defining internal communication (Mazzei, 2010, 221-222). Engagement is influenced by internal communication, it is an organizational practice with the potential to effectively convey the values of the organization to all employees, and involve them with the goals of the organization (Welch, 2011, 339). Mazzei (2010, 221) generally defined internal communication is as the communication flow among people within the boundaries of an organization. Moreover, Welch (2011, 339) recognized that well-designed internal communication programs are as an important factor for employee engagement as senior management communication and open, effective communication strategies which all have a crucial role in the development of positive employee engagement - and it’s has been conceptualized as internal corporate communication (Welch, 2011, 339). However, many scholars emphasize that effective internal communication is a prerequisite for a positive
external corporate image or reputation and some of them note the role of internal communication as a relationship management and commitment-building function (Mazzei, 2010, 221). Also, practitioners see internal communication as an important, challenging area which affects the ability of organizations to engage employees, and business writers see it as a core process for organizations (Welch, Jackson, 2007, 177). According to Welch and Jackson (2007, 177) effective internal communication is crucial for successful organizations as it affects the ability of strategic managers to engage employees and achieve objectives.

5. Internal Corporate Communication: Communication with All Employees

Welch and Jackson (2007, 178) review the few existing definitions and offer a fresh approach on internal communication. In their research paper Welch and Jackson (2007, 183) provide a fresh approach to definition of internal communication and describe it as the strategic management of interactions and relationships between stakeholders at all levels within organizations. In the Welch and Jackson (2007, 183) internal communication definition authors offer an approach to internal communication which differentiates stakeholder groups while simultaneously providing a means to focus on all employees – creating four interrelated dimensions of internal communication which include: internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication (Welch, Jackson, 2007, 184). The fourth dimension of internal communication, internal corporate communication, is important as it focuses on communication with all employees (Welch, Jackson, 2007, 186). Both academics and practitioners emphasize the role of clear, consistent and continuous communication in building employee engagement (Welch, Jackson, 2007, 186). According to Welch and Jackson (2007, 186) internal corporate communication managers can contribute to engaging employees throughout the organization. The internal corporate communication dimension is defined by Welch and Jackson (2007, 186) as communication between an organization’s strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims. The concept is shown in Figure 1 internal corporate communication.
Welch and Jackson (2007, 186) described that the four arrows emitting from the strategic management center circle represent corporate messages and the arrow tips represent the goals of internal corporate communication while the dotted circle represents all employees in the organization. This concept of internal corporate communication, according to the authors, is useful because it considers communication with all employees, but, also argue, it may be criticized because the direction of the messages from strategic management to all employees is predominantly one-way (Welch, Jackson, 2007, 186-187). Authors described in their paper that it would be unrealistic to suggest that internal corporate communication can be conducted principally as face-to-face dialogue, except in very small organizations, but it is a practical impossibility for senior managers to meet and discuss strategy with all employees (Welch, Jackson, 2007, 187). From this point of view one-way communication from strategic managers to all employees for authors is both unavoidable and necessary (Welch, Jackson, 2007, 187). One-way communication, they say, is appropriate in circumstances where message consistency
is important and in this case for Welch and Jackson (2007, 187), mediated means of communication are a necessary strategic choice. Welch and Jackson (2007, 187) state that mediated communication involves the use of some sort of communication media such as external news release, corporate television advertisement, corporate web site or internal newsletter. Internal mediated communication, argue Welch and Jackson (2007, 187), can be considered symmetrical: “if its content meets the employees’ need to know rather than the management’s need to tell”. Further, Welch and Jackson (2007, 187) emphasize that internal corporate communication would be underpinned with two-way symmetrical communication to provide opportunities for dialogue (indicated by the four double-headed arrows in Figure 1).

Research into employee preferences for channel and content of internal corporate communication is required to ensure it meets employees’ needs (Welch, Jackson, 2007, 187). Generally, mediated communication can involve controlled or uncontrolled media (Welch, Jackson, 2007, 187). From this, the content of controlled media (internal newsletters, newspapers, video presentations and podcasts) is entirely in the control of the organization and corporate communicators decide on the content, format and mode of delivery (Welch, Jackson, 2007, 187). By contrast, uncontrolled media messages are filtered by gatekeepers so that senior managers have less control over message content, format and channel and some external examples of filtering include print and broadcast media where journalists and editors are the gatekeepers (Welch, Jackson, 2007, 187). However, recipients of corporate media may of course, filter the information themselves, in the same way they can tune in or out of a team briefing meeting, but senior management have access to a range of media or channels which can carry controlled content and this represents an important strategic resource (Welch, Jackson, 2007, 187-188). Authors agreed that employee preferences for types of communication media for different dimensions of internal communication require further study to ensure they meet employee needs (Welch, Jackson, 2007, 188). Also, authors mention how employee preferences for the amount of information they want on a variety of topics requires further study to ensure internal corporate communication meets employee needs since there is a danger that internal corporate communication might be seen as contributing to information overload (Welch, Jackson, 2007, 188).

Figure1 also provides the goals of internal corporate communication (Welch, Jackson, 2007, 188) which are indicated in the four arrow heads and include:
• contributing to internal relationships characterized by employee commitment;
• promoting a positive sense of belonging in employees;
• developing their awareness of environmental change; and
• developing their understanding of the need for the organization to evolve its aims in response to, or in anticipation of, environmental change.

Welch and Jackson (2007, 191) (Figure 1) take a stakeholder theory approach in explaining the concept of internal corporate communication and argue that it needs to be understood as being positioned within an environment that is shared with the all the dimensions of internal communication. This context, according to Welch and Jackson (2007, 191), represents the atmosphere, social or communication climate within the organization and the external environment. The nature of the external environment will be taken under consideration by the internal environment and communication climate (Welch, Jackson, 2007, 191). The internal environment involves the organization’s structure, processes, culture and subcultures, organization behavior such as management and leadership style, employee relations and internal communication which generates the atmosphere or climate in which communication occurs (Welch, Jackson, 2007, 191). Moreover, organizational culture is represented by symbols, heroes, rituals, values and practices, or a cultural web surrounding the organization’s paradigm constructed of stories, symbols, power, organization, controls, rituals and routines (Welch, Jackson, 2007, 191). However, climate could be described as the dynamic environment in which communication takes place and it’s defined as “employee perceptions of what an organization is like” (Welch, Jackson, 2007, 191). So, internal communication takes place in a communication climate influenced by corporate culture and at the same time, internal communication influences corporate culture since it represents the culture (Welch, Jackson, 2007, 192).

As Welch and Jackson (2007, 192) described in their research internal line management communication sets out controls and routines (performance and appraisal meetings), internal team and group communication passes on stories and rituals (how past projects were implemented, regular meetings, whether people routinely e-mail a colleague in the next office rather than call into talk to them) and internal corporate communication channels, like newsletters or podcasts, portray culture by communicating corporate stories (how we influenced government policy) celebrating heroes (an award winning employee) and facilitating
rituals (get your tickets for our company’s 40th anniversary party). Also, in the same vein, as Welch and Jackson (2007, 192) discussed, they may provide cultural cues in photographs (managers in suits portraying a formal dress code, casual trousers and knitted tops portraying an informal dress code).

Welch and Jackson (2007, 192) have shown the position of internal corporate communication within overall internal communication framework described and suggested in Figure 2. All the types of communication represented in this diagram, according to the authors, are interrelated and internal stakeholders are party to external communication and vice versa (Welch, Jackson, 2007, 192). Welch and Jackson provided in Figure 2. the position of internal corporate communication and highlighted the interrelationships between all forms of internal and external communication (Welch, Jackson, 2007, 193). This useful tool given by authors may be of use when planning internal communication strategies as it prompts managers to think about different internal stakeholder groups in relation to four dimensions of internal communication (Welch, Jackson, 2007, 193).

![Figure 2: The position of internal corporate communication (Illustration from Welch & Jackson, 2007, 192)](Image-URL)
Among others, Welch and Jackson’s (2007, 194) research mentioned earlier attempts to help organizations improve internal communication by proposing theories that might improve internal communication practice and assist strategic managers to engage employees.

In his paper Welch (2011, 339) viewed internal corporate communication as one of the four dimensions of internal communication along with internal line manager communication, internal team communication, and internal project peer communication. It is understood as communication between an organization’s strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims (Welch, 2011, 339). Likewise, internal corporate communication according to Welch (2011, 339) involves organizational practices designed to promote employee understanding of the goals of the organization and enables them to identify with the values of the organization. Such practices are recognized as key influences for employee engagement since they enable internalization of organizational values and involvement with organizational goals, resulting in more engaged employees (Welch, 2011, 339). Internal corporate communication argues Welch (2011, 339) involves communication elements important for employee engagement including leadership vision, and enabling staff to make sense of their own roles in that vision.

6. Employee Engagement Concept

Many engagement researchers cite Kahn as an important source of knowledge on the characteristics of engagement and the personal and organizational factors that can facilitate it, yet few have considered the implications of his recommendations for their own research designs (Sambrook, Jones, Doloriert, 2014, 181). Employee engagement (Welch, 2011, 328) is a matter of concern for leaders and managers in organizations across the globe; they recognize it as a vital element affecting organizational effectiveness, innovation and competitiveness. Robertson and Cooper (2010, 324) advocate, in their paper, that employee engagement has become a very important issue during the last decade. Ugwu, Onyishi and Rodriguez-Sanchez (2014, 377) made the point that one of the major challenges that management researchers and professionals have to face nowadays is how to gain organizational competitive advantage in the rapidly changing business environment. In order to rise to new challenges, organizations operate under constant pressure to produce more with less and in this demanding situation employee
contribution becomes an important business issue. Thus, organizations have no choice but to try to make the best of each employee’s skills and capabilities. In fact, organizations need a core of employees who are engaged in the organization’s values and goals, and who show their maximum potential (Ugwu, Onyishi, Rodriguez-Sanchez, 2014, 377-378). Organizations have been investing a significant amount of resources as well as efforts for attracting, recruiting and retaining proactive, engaged and committed employees (Ibrahim, Al Falasi, 2014, 562).

Employee engagement as a positive job behavior has attracted researchers’ interest globally and, among other things, employee engagement has been linked with many positive job outcomes such as job satisfaction and performance, active coping style and creativity - therefore its contribution to organizational success is important (Ugwu, Onyishi, Rodriguez-Sanchez, 2014, 378). Ibrahim and Al Falasi (2014, 562) also argues that employees who are engaged in their work and committed to their organizations provide their companies with competitive advantages that include higher productivity along with lower employee turnover. Engaged employees according to Ibrahim and Al Falasi (2014, 563) are known for having high levels of energy, enthusiasm and fully occupied in their jobs. Authors describe employees who are engaged as caught up in their job tasks; showing their thoughts, feelings, creativity, values and their personal and strong connections to others and in fact, the authors stress, engaged employees can help organizations in achieving their mission, executing their strategy and generating business results (Ibrahim, Al Falasi, 2014, 563). According to Hansen, Byrne and Kiersch (2014, 953) employee engagement represents a psychological and motivational state, wherein employees invest in their work and promote organizational goals. Shuck, Rocco and Albornoz (2011, 300) in their work defined employee engagement as “an individual employee’s cognitive, emotional and behavioral state directed toward desired organizational outcomes”. For Shuck, Rocco and Albornoz (2011, 300-301) employees who are engaged exhibit attentiveness and mental absorption in their work and display a deep, emotional connection toward their workplace. Many scholars, including Ibrahim and Al Falasi (2014, 565), have affirmed the positive relationship between employee engagement at the workplace and employee performance, organizational success as well as organizational financial performance. Employee commitment and engagement have developed as a vital constructs in the organizational research on account of their favorable relation with the behaviors of employees which promote organizational retention as well as performance (Ibrahim, Al Falasi, 2014, 567). Many organizations believe that employee engagement is a dominant source of competitive
advantage and thus, have been drawn to its reported ability to solve challenging organizational problems such as increasing workplace performance and productivity amid widespread economic decline say Shuck, Rocco and Albornoz (2011, 301).

Research shown by Shuck, Rocco and Albornoz (2011, 301) has expanded this belief, suggesting that organizations with high levels of employee engagement report positive organizational outcomes; a small bright spot in an otherwise bleak financial forecast. The Corporate Communication International survey of US chief corporate communicators opinion on practices and trends identified employee engagement as one of the three top trends organizations are facing (Welch, 2011, 328). The employee engagement concept according to Welch (2011, 329) is attracting increasing attention from academics, particularly from scholars in business and management, psychology, and organizational behavior disciplines. Robertson and Cooper (2010, 324) introduced a broader conception of engagement, referred to as “full engagement”, which includes employee well-being, observed as a better basis for building sustainable benefits for individuals and organizations.

Internal communication, as mentioned before, has been positioned as an important factor in the development of employment engagement (Welch, 2011, 329). Welch (2011, 335) summarizes the evolution of interest in the employee engagement concept and provides an overview of definitions associated with the three waves of interest in light of the employee engagement that can be understood as cognitive, emotional and physical role performance characterized by absorption, dedication and vigor and dependent upon the psychological conditions of meaningfulness, safety and availability. According to Welch (2011, 335) to consider the role of communication in enhancing employee engagement, there are three issues with implications for communication research and practice are addressed next: the fundamental nature of engagement; its overlap with other constructs such as organizational commitment; and, its communication implications.

7. Discussion and Future Study

Internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the organization’s priorities (Mishra, Boynton, Mishra, 2014, 183). Mishra, Boynton and Mishra study (2014, 183) reveals the role that internal communication plays in employee engagement.
Efforts to build trust with employees through internal communication can provide benefits for both employees and the firm (Mishra, Boynton, Mishra, 2014, 199). Employees feel more engaged, build trust with their supervisor and the firm, and are therefore more empowered to build relationships with customers on the firm’s behalf (Mishra, Boynton and Mishra, 2014, 199). More effective internal communication can enhance this engagement (Mishra, Boynton, Mishra, 2014, 199). Internal communications professionals can enhance their role by equipping frontline managers with more effective face-to-face communication skills in order to carry out the organization’s communication plans (Mishra, Boynton, Mishra, 2014, 199). Finally, Mishra, Boynton and Mishra study (2014, 197) contributes to knowledge of the expanded role of employee engagement for PR and internal communications executives from their perspectives. As it turns out, this expanded role is critical confirmed by a Gallup Management Journal study that found that the stronger the engagement, the more likely the employee will act in the interests of the employer (Mishra, Boynton, Mishra, 2014, 197).

Key components of internal branding stressed in Human Resource Management International Digest (2008, 7) show the crucial elements of employee engagement that contribute to organization’s success:

- regular internal communications;
- ongoing brand training;
- introducing of the brand concept throughout the HR process;
- considering value alignment during recruitment and selection;
- rewarding behavior that fulfills brand promise;
- encouraging cross-functional communication.

As one of respondents noted, it required a lot to find qualified employees to hire as employee engagement staff (Mishra, Boynton, Mishra, 2014, 197). As authors conclude, this represents a challenge for corporate communication university programs which need to include employee engagement curriculum, so that graduates are prepared for this new and expanded role as they enter their internships and professional careers (Mishra, Boynton, Mishra, 2014, 197).

To conclude for future study it would also be important for organizations to research which means of communication employees find most truthful and engaging in high-pressure, changing environment of today.
8. Reference List


THE PERCEPTION OF LEADERSHIP COMPETENCIES BY CROATIAN SENIOR MANAGERS IN AVIATION

Original Scientific Paper

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Summary

The purpose of this study is to determine which leadership competencies from the “Leadership Tent Model” by Zenger and Folkman (2009) Croatian senior managers consider the most important for successful leadership. The study was conducted on a sample of 20 senior managers that are representative for the Croatian civil aviation industry senior management. Each examinee was required to state the five leadership competencies considered most important for success in leadership. Answers were categorized into five categories/areas according to the “Leadership Tent Model” by Zenger and Folkman (2009). This model is based on a survey in which 237,123 employees assessed 26,314 managers. According to the “Leadership Tent Model” combination of competencies, not any single one produces great leaders. Not all competencies are equivalent to each other. Effective leadership demands a balance of competencies from five areas: 1. Character - Integrity and Honesty, 2. Focus on Results, 3. Interpersonal Skills, 4. Personal Capability, 5. Leading Organizational Change. The results show that Croatian senior managers consider Personal Capability competencies (36%), followed by Interpersonal Skills competencies (30%) as significantly the most important leadership competencies (p <0.005% according to the chi-square test). Competencies from the other two areas of competencies were adduced in smaller, almost equal percentages: Focus on Results (16%), Character (15%). Leading Organizational Change competencies were adduced in the smallest percentage (3%) indicating that Croatian senior managers perceive change management competencies as the least relevant for success.

Keywords: leadership, competence model, 360 degree, aviation
1. Personality – Oriented and Situational Models

The oldest approach to the issue of leadership were personality-oriented theories that inspired studies strived to estimate successful leaders personality traits (e.g., Bird, 1940; Stogdil, 1948; Mann, 1958; Lord et al., 1986; Arvey et al., 2006). Although some features were common to many leaders, for example, a certain degree of intelligence, dominance, assertiveness, many others that had these characteristics were not successful leaders. On the other hand, the emergence of behavioural and situational approach to research has shown that leadership performance depends on the specific situation, the type of operating activities, the type of people in the group, and also on combination of these three things: leadership style, the type of tasks and characteristics of the group (Fiedler, 1981; Vroom & Jago, 1988).

2. Managerial Competencies and Professional Development

Competencies are skills, knowledge and attributes that can be learned. Depending on a person's genetic code, one can faster or slower master skills in literacy, numeracy etc. Almost all people of a certain age master these skills at least. It is similar to the managerial competencies. Regardless of the genetic dispositions, competencies are skills that most people that work on it can successfully develop to a certain level. Today, most of the training in the field of management focused on mastering the basic leadership skills. Very rarely trainings are focused to develop good managers into excellent.

When one first looks diving he may think that almost all jumpers are great, although only a few of them get great marks from experts. Over time, the viewer begins to understand the nuances, as well as what distinguishes great jumpers from the good (average) jumper. In a similar manner, the development of a good manager to excellent requires work on the nuances, the things that are invisible to many at first sight. According to Zenger and Folkman (2009) the research results show that the most profitable investments are:

a) in training managers with poorly developed managerial competencies (beginners with no experience);

b) in those with highly developed competencies where very little is missing to excellence.

For example, if a manager has a poorly developed expertise in a certain area and average developed social skills then work to improve the professional knowledge (e.g. to attend professional seminars, reading professional journals, etc.) to the average level can have a very
good effect on his overall impression in the eyes of subordinates. However, if his professional skills are good, and he would want to be perceived as excellent, then work on improving professional skills will most likely not give the desired effect. He will achieve a much better effect if he improves social skills and initiative, which will ensure better presentation, demonstration, communication, knowledge sharing and helping others. Performance improvement in a particular competency is achieved by work on a completely different competency or competencies; all competencies are highly inter-related

3. Competency Models

At the end of the last century a new approach to the mentioned problem appeared, directed towards examining of managerial competencies. Instead of seeking innate characteristics of leaders, models of managerial competencies assume that managerial results depend on certain combination of managerial competencies (competency = combination of skills, knowledge, expertise, qualities and values). Accordingly with this approach, in the selection process, someone must define the competencies of effective managers within an organization and then to assess the level of these competencies in candidates for managerial positions. Selection of competencies that will be used in the selection process is determined by specific organizational culture of the company.

Research shows that 80% of USA companies created their own lists with a dozen or dozens of such competencies (Zenger, Folkman, 2009). In addition to the selection process a list of competencies is also used to assess development needs of the managers and other employees, also as a part of bonus system of managers and others. In both cases superiors, subordinates and peers assess competencies of managers and others on 360 degree questionnaire, usually on Likert-type scale (1 – 5).

As one of the better examples of these lists we can highlight the list of 3M that distinguishes 1) Fundamental Competencies; Ethics and Integrity, Intellectual Capacity, and Maturity of Judgment, 2) Essential Competencies; Orientation to Clients, Employee Development, Inspiring Others, a Healthy Business Activity, 3) Visionary competencies; Global Perspective, Vision and Strategy, Fostering Innovation, Building Relationships, Organizational Agility (Alldreadge, Nilan, 2000). The main disadvantage of this approach is the choosing and defining competencies, or as Maxine Dalton (1997) of the Centre for Creative Leadership writes: “Seventy percent of the competency models I see are just lists of positive attributes that may or
may not have anything to do with management effectiveness. They reflect a half – day, off –
site meeting with senior managers in which a list is made with the underlying implication. If
the CEO says it is a competency, it is a competency."

Competency model “The Leadership Tent” created by Zenger and Folkman (2009) solves very
well the indicated lack of competency models. “Leadership tent” is based on extensive
empirical research in which authors used 25 different leadership assessment instruments with
over 2000 items on a huge sample (over 25 000) North American, South American and
European managers that were assessed on 360 degree questionnaires by over 200 000
employees (superiors, subordinates and peers).

4. Leadership Tent

The authors found 16 competencies that best made a difference in how leaders were perceived
by others. They grouped these 16 competencies, which best distinguished above-average and
below-average effective leaders, into five clusters / categories, and displayed them as a tent
with five pillars (Fig. 1)

1. Character  a) Displaying high integrity and honesty, lead by example;
2. Personal Capability b) Technical and professional expertise; c) Solving problems, make
good decisions, and analysing issues; d) Innovation; e) Practicing self-development
3. Focus on Results f) Do everything possible to meet goals; g) Establish stretch goals i) Initiative;
4. Interpersonal Skills j) Communicating powerfully and prolifically; k) Inspiring and
motivating others to high performance l) Building relationships m) Developing others n) Collaboration and teamwork
5. Leading Organizational Change o) Developing strategic perspectives p) Championing change q) Connect internal groups with the outside world

The data showed that there is no single profile of excellent leaders i.e. some excellent leaders
are better at one, and the other on the other competencies; however it can be said that the typical
profile of excellent leaders includes five exceptionally high competencies estimated 4.5 or
higher (in the range of 1 to 5); on the 360-degree questionnaire and without any fatal weakness
i.e. any competency below average.
Their results showed (Fig. 2) that extraordinary leaders (10% best rated managers at 360 degrees rating) nearly doubled the profit generated for the company by the good leaders. Poor leaders (10% managers with the lowest scores on 360 degree rating) lost money for the company. According to their results extraordinary leaders achieved significantly better employee commitment, employee retention, customer satisfaction and turnover than good leaders and good leaders are significantly better than poor leaders on all the mentioned variables.
5. Five Fatal Flaws

Based on empirical data Zenger and Folkman (2009) defined five fatal flaws that consistently lead to failure in leadership:

1. **Inability to Learn from Mistakes**

Derailed executives made about the same number of mistakes as those whose careers continued onward and upward, but derailed executives did not use setbacks or failure in an assignment as a learning experience. They hid their mistakes from others, not alerting colleagues to the consequences of how their mistakes would affect colleagues’ activities.

2. **Lack of Core Interpersonal Skills and Competencies**

This failure comes from two sources – sins of commission and sins of omission.

Sins of Commission: when leaders are abrasive, insensitive, browbeating, cold, arrogant, and bullying this is a sure pattern that leads to failure.

Sins of Omission: when leaders lack the most rudimentary, basic following social skills:

1. When you talk to people, look them in the eye.
2. Learn and use people’s names.
3. When talking with people, say or do things that let the other person know you are listening and understanding.
4. Do not dominate the conversation and take all the “air time”.
5. Sincerely inquire about others’ ideas and activities.
6. Laugh at others’ jokes and attempts at humour.
7. Praise others’ hard work and efforts in furthering a good cause.
8. Smile when meeting and greeting other people.

3. **Lack of Openness to New or Different Ideas**

This failure comes when leaders constantly reject suggestions from subordinates or peers, insisting on doing things the same old way, and being generally closed to new thinking.

4. **Lack of Accountability**

Being accountable describes the appropriate behaviour when the performance of the work group is going well and when it goes badly. When things are going well, ineffective leaders ensure that the praise is given directly to them except to the people on the firing line. If things are not going well, ineffective leaders pass the blame to subordinates except to accept complete responsibility.

5. **Lack of Initiative**
Failure to make things happen. It is the lack of producing results, driven by the fact that the leader does not initiate action; new projects, new ideas, improvements etc.

6. The Leadership Tent in Croatian Aviation

We decided to conduct our research on the top management of the Croatian aviation industry because we believe that this industry is a good representative of the industries which require constant adjustment to global business trends and are customer focused. The characteristic of aviation in Croatia is to operate globally, not only in passengers air transport but also in aircraft servicing performed for clients from all over the world. Therefore, this business necessarily includes cooperation with a number of other aviation companies and partners around the world on matters of security, education, ticket sales, service providers etc. Compared to other industries in Croatia, we can say that aviation is an industry that needs alignment with global trends most. In addition, it is an industry in which it is of great importance to focus on the customer and on providing the best possible services. The purpose of this study is to determine which leadership competencies from the “Leadership Tent Model” by Zenger and Folkman (2009) Croatian senior managers consider most important for successful leadership. We were interested in the following:

1. Will competencies that senior Croatian aviation managers perceive as key, come from all five categories of The Leadership Tent Model?
2. Will the five competencies of the “Leadership Tent Model” be equally presented in the perception of senior Croatian aviation managers?

We think that the empirical evidence of the presentation of individual competencies in the perception of managers will contribute to a clearer understanding of the “Leadership Tent Model”, and will contribute to its practical use particularly in the field of education. If results show that some competencies are significantly less represented than others in the perception of Croatian aviation managers, this could indicate the need to raise awareness of those through educational programmes.

7. Method

The study was conducted on the 20 highest senior managers (12 males and 8 females 30 – 60 years old) in the civil aviation industry in Croatia, as the part of the leadership educational
program. Each examinee was required to state (write on paper) the five leadership competencies considered the most important for success in leadership. Answers were categorized by two independent judges into five categories / areas according to the “Leadership Tent Model” by Zenger and Folkman (2009). There was no difference between the results of sorting by the two judges. The answers were discussed at the seminar and the seminar leader sought further clarification for some answers.

7.1. Results, discussion and practical implications

Table 1: Answers of respondents categorized in five categories of the “Leadership Tent” (Category Code 1 = Character)

<table>
<thead>
<tr>
<th>RESPONDENT'S CODE</th>
<th>ANSWERS / COMPETENCIES</th>
<th>CATEGORY CODE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Impartiality / fairness</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>Lead by example</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Objectivity / fairness</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Stability / integrity</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Integrity</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Honesty</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>Integrity</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>Self-criticism</td>
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<tr>
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<td>Honesty</td>
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<tr>
<td>15</td>
<td>Fairness</td>
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<tr>
<td>16</td>
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<td>Stability / integrity</td>
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<td>Self-criticism</td>
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<tr>
<td>20</td>
<td>Honesty</td>
<td>1</td>
</tr>
<tr>
<td>20</td>
<td>Leading by example</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 2: Answers of respondents categorized in five categories of the “Leadership Tent” (Category Code 2 = Personal capability)

<table>
<thead>
<tr>
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<th>CATEGORY CODE</th>
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<tbody>
<tr>
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<td>Expertise</td>
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<tr>
<td>1</td>
<td>Self - development</td>
<td>2</td>
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<tr>
<td>2</td>
<td>Expertise</td>
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</tr>
<tr>
<td>3</td>
<td>Expertise</td>
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</tr>
<tr>
<td>3</td>
<td>Open to new ideas</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Creativity</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Expertise</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Make good decisions</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Knowledge of business processes</td>
<td>2</td>
</tr>
</tbody>
</table>
Table 3: Answers of respondents categorized in five categories of the “Leadership Tent” (Category Code 3 = Focus on results)

<table>
<thead>
<tr>
<th>RESPONDENT'S CODE</th>
<th>ANSWERS / COMPETENCIES</th>
<th>CATEGORY CODE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Take the risk</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Initiative</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Directed toward goals</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Take initiative</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Determination to meet goals</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>Push strongly</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>Determination to meet goals</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>Proactivity</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>Determination to achieve goals</td>
<td>3</td>
</tr>
<tr>
<td>12</td>
<td>Proactivity</td>
<td>3</td>
</tr>
</tbody>
</table>
Table 4: Answers of respondents categorized in five categories of the “Leadership Tent” (Category Code 4 = Communication skills)

<table>
<thead>
<tr>
<th>RESPONDENT’S CODE</th>
<th>ANSWERS / COMPETENCIES</th>
<th>CATEGORY CODE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Great communication skills</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Warmth</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Communicativeness</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Persuasiveness</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Communicativeness</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Team worker</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Inspire others</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>A good listener</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Stimulate other</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Communicativeness</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Good judge of character</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Tolerance and communication</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Team worker</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Communication skills</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Communication skills</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Inspiring others</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>Communication skills</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Open for communication</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Communicativeness</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Tolerance and communication</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Warmth, approachable</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Communication skills</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Empathic</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>Communication skills</td>
<td>4</td>
</tr>
<tr>
<td>16</td>
<td>Empathic and of trust</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>Good listener</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>Human, warm relationship with colleagues</td>
<td>4</td>
</tr>
<tr>
<td>19</td>
<td>Inspiring and motivating skills</td>
<td>4</td>
</tr>
<tr>
<td>19</td>
<td>Communicativeness and clarity</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>Communicativeness</td>
<td>4</td>
</tr>
</tbody>
</table>
Table 5: Answers of respondents categorized in five categories of the “Leadership Tent” (Category Code 5 = Leading organizational change)

<table>
<thead>
<tr>
<th>RESPONDENT’S CODE</th>
<th>ANSWERS / COMPETENCIES</th>
<th>CATEGORY CODE</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Have the long view, think strategically</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Reformer, change manager</td>
<td>5</td>
</tr>
<tr>
<td>16</td>
<td>Have a strategic vision</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 6: Frequency of answers in five categories of the “Leadership Tent”

<table>
<thead>
<tr>
<th>CATEGORY CODE</th>
<th>CATEGORY</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Character</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Personal capability</td>
<td>36</td>
</tr>
<tr>
<td>3</td>
<td>Focus on results</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>Interpersonal skills</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Leading organizational change</td>
<td>3</td>
</tr>
</tbody>
</table>

The results show the presence of responses from all five categories of the “Leadership Tent”; Character (Table 1), Personal capability (Table 2), Focus on results (Table 3), Interpersonal skills (Table 4), Leading organizational change (Table 5). We can say that examinees’ answers on what competencies consider the most important for successful leadership are in general in accordance with The Leadership Tent. The results also show that certain categories are not equally represented, but that some are more presented than others, and that this difference in frequency is statistically significant. According to our results, Croatian senior aviation managers consider Personal Capability competencies (36%), followed by Interpersonal skills competencies (30%) as significantly the most important leadership competencies (p<0.005% according to the chi-square test). Less-represented categories in the perception of Croatian managers are Focus on result (16%), and Character (15%).

Zenger and Folkman (2009) examined leaders who had excellent interpersonal skills (e.g. this competency in the top quartile) but were not rated as excellent in terms of focus on results. They then looked at the leaders who were at the 90th percentile in terms of their overall leadership effectiveness. Only 9% were at the 90th percentile. According to their results there was 13% of leaders who were in top quartile for Focus on results but were not exceptional in Interpersonal skills. Results also showed that 66% leaders who were in top quartile for both focus on results and interpersonal skills were at the 90th percentile in terms of their overall leadership effectiveness (Fig. 3).
According to their results we can conclude that Focus on results is a very important category for the overall leadership effectiveness since 79% (13% + 66%) of leaders with high Focus on results (in combination with Interpersonal Skills or alone) were on the top 10% overall leadership effectiveness. Accordingly, we can conclude that in our research, Focus on results (16% of overall number of responses) is a somewhat overrated category in the minds of Croatian senior managers in aviation. An especially overrated category in the perception of Croatian managers is Leading organizational change. Only three of twenty managers considered Leading organizational change competencies most important for success in leadership. We believe that the difference in the presence of individual competencies in the perception of managers could be caused by the national business culture features. In our case that could be evidence of the culture that does not give enough attention to change management, management by objectives and focusing on results. In our opinion, our results indicate the need for educational work on reinforcing self-consciousness regarding the Focus on results and Leading organizational change categories of competencies as essential for managerial performance.

8. Conclusion

Our research shows that, in general, there is compliance of perception of key leadership competencies by Croatian senior managers in the aviation industry with the “Leadership Tent” model by Zenger and Folkman (2009), i.e. that all categories of their model were represented in the perception of Croatian managers.
Our research also shows that Croatian managers, as the most important competencies, consider those in the category Personal capability (36%), then in the category Interpersonal skills (30%), less important are those in the category Focus on results (16%) and Character (15%), and least those in the category Leading organizational change (3%) (p<0.005% according to the chi-square test).

The practical implication of our research is a clear need to work on the awareness of the importance of Focus on result and Leading organizational change competencies in the study group.

9. Reference List

THE PERSONALITY TRAIT “WARMTH” AND 360 DEGREE RESULTS

Original Scientific Paper

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Summary

The purpose of this study is to determine the relationship between two variables: the personality trait “Warmth” and 360 degree total result. The study was conducted on a sample of 13 leading managers of a successful Croatian mid-sized distribution company with 75 employees. Each examinee completed the questionnaire that, among other questions, contains questions from Cattell’s Sixteen Personality Factor Questionnaire (or 16PF) “Warmth” scale. This study was conducted as a part of the diagnostic evaluation of the managers of the company. Descriptors of low range of the factor “A” “Warmth” are: “impersonal, distant, cool, reserved, detached, formal, aloof”. Descriptors of high range are: “warm, outgoing, attentive to others, kindly, easy-going, participating, likes people”. Our opinion is that the personality trait “Warmth” is the closest to what is colloquially called “communicativeness, interpersonal skills, sociability” among the other personality traits. Within the same diagnostic study, each of the 13 managers was assessed using a 360 degree method by his superior, peers and subordinates. The number of assessors of the managers varied between 7 and 13; the average was 11.15. The assessors were those employees with whom the manager worked most. They evaluated the following 12 competencies of managers on a scale from 1 to 5: a) ability to organize, b) teamwork and communication skills, c) ability to motivate, d) encouraging development and education, e) responsibility and integrity, f) resourcefulness in problem situations, g) professional expertise, h) loyalty, i) initiative and proactivity, j) image, k) time management and l) presentation skills.

The results show a significant correlation r = 0.57 (p< 0.05) between the results on the “Warmth” scale and the average total score of 360 degree feedback. The correlation is relatively high, however, it was obtained on a small sample.

Keywords: 360 degree, leadership, competence, personality traits
1. Personality Traits and Managerial Performance

In the last 75 years, numerous studies were made to determine the relationship between personality traits and managerial performance that can be defined as “managerial behaviours believed to be optimal for identifying, assimilating and utilizing resources [including human resources] toward sustaining the organizational unit for which the manager has responsibility” (Nielsen, 1995, as cited in Campbell, Dunnett, Lawler, Weick, 1970).

Although research on the relationship of personality traits and managerial performance did not provide an unambiguous answer, most studies observed a positive relation between sociability and managerial successfulness. Thus Bird (1940) found that one of essential characteristics of leaders was “sense of humour”, Stogdil (1948) showed that sociability is one of the three features vital for the managerial successfulness, Mann (1959) concluded that interpersonal sensitivity was one of the seven characteristics by which leaders differed from other members, Duncan (1975, as cited in Miloš, 1997) alleged participation i.e. communication, cooperation, flexibility as one of four common characteristics of successful managers, Gibson, Ivancevich and Donnelly (1973) stated communicativeness as one of the three characteristics of successful managers, Margerson (1979 as cited in Miloš, 1997) stated “the ability to work with different people” as the vital factor for top managers success.

Despite theoretical and intuitive assumptions, empirical research has not resulted in strong support for links between self-report personality and managerial performance, as operational validities have generally been less than .20 (Barrick, Mount, Judge, 2001; Ones, Hough, Viswesvaran, 2005 as cited in Oh, Berry, 2009). Oh and Berry (2009) assumed that the relationships of personality traits with managerial performance may be underestimated due to criterion deficiency – resulting from the use of single –source supervisor ratings of overall managerial performance as criteria. According to their consideration, supervisor rating is without any doubt an important source of performance information, but the fact is that managerial performance is multilevel, so that raters from levels (perspectives) may be better suited to observe certain aspects of managerial job performance.

The 360 rating system enables multidimensional managerial performance assessing, from multiple sources and/or perspectives (supervisor, peers, subordinates), therefore, it can improve this criterion deficiency problem. Their research of relationship between FFM personality traits
and supervisor ratings on the one hand and 360 degree ratings (with peer and subratings added to supervisor ratings) on the other hand, showed higher correlations between personality traits and 360 degree ratings than personality traits and supervisor rating alone (Table 1).

Table 1: Comparison of Operational (True) Validates of FFM Personality Traits for Managerial Performance (Oh, Berry, 2009).

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>Supervisors ratings alone</th>
<th>Peer and subratings added</th>
</tr>
</thead>
<tbody>
<tr>
<td>FFM - Openness</td>
<td>0,15 *</td>
<td>0,24 *</td>
</tr>
<tr>
<td>FFM - Conscientiousness</td>
<td>0,17 *</td>
<td>0,27 *</td>
</tr>
<tr>
<td>FFM - Emotional stability</td>
<td>0,20 *</td>
<td>0,35 *</td>
</tr>
<tr>
<td>FFM - Extraversion</td>
<td>0,22 *</td>
<td>0,32 *</td>
</tr>
<tr>
<td>FFM – Agreeableness</td>
<td>0,19 *</td>
<td>0,19 *</td>
</tr>
<tr>
<td>FFM - Adjusted R</td>
<td>0,26 *</td>
<td>0,39 *</td>
</tr>
<tr>
<td>FFM - Average</td>
<td>0,19 *</td>
<td>0,27 *</td>
</tr>
</tbody>
</table>

N = 239
* p < 0,05

Ratings from multiple sources will seize a greater proportion of the true performance domain than any single rating source.

Research confirmed two main components of managerial performance: building interpersonal relations (getting along motive) and task completion (getting ahead motive) (e.g., Van Scotter, Motowidlo, 1996; Campbell, McCloy, Oppler, Sager, 1993 as cited in Oh, Berry, 2009; Scullen, Mount, Goff, 2000; Tett, Guterman, Bleier, Murphy, 2000). Research and theory have often converged on a set of performance factors that map onto broad managerial task and contextual performance factors. Managerial task performance includes behaviours focused on structuring work and getting things done, and managerial contextual performance includes behaviours focused on facilitating the psychological and social contexts of work and getting along with others (Van Scotter, Motowidlo, 1996).

Managerial task completion is composed of (a) leadership and supervision (e.g., supervising employees to accomplish their goals) and (b) technical behaviours and mechanics of management (e.g., administration such as planning, implementing, monitoring task activities). Building interpersonal relations is composed of (a) interpersonal facilitation (e.g., giving individualized consideration and attention to subordinates); and (b) job dedication (e.g., doing whatever it takes to get a job done, exerting extra effort when facing crises).
Hogan and Holland (2003) made the case that both performance behaviours and personality traits can be mapped onto two motivational dimensions of “getting ahead” and “getting along”. Oh and Berry (2009) listed, as “getting along” traits, the traits of Emotional Stability, Conscientiousness, Agreeableness and Extraversion. Our opinion is that trait of Sociability belongs to “getting along motivational dimension”, i.e. “building interpersonal relations” (warm, sociable persons will be more sensitive to others). Therefore, it is expected stronger relationship between Sociability and 360 degree “getting along” managerial performance than between Sociability and “getting ahead” managerial performance. But things are not so simple. Zenger and Folkman (2009) showed that strengthening interpersonal skills (communicativeness) improves technical competence on a 360 degree scale because: “To be perceived as being highly technically competent demands a person who can communicate effectively about their discipline to many groups.”

2. The Sixteen Personality Factor Questionnaire (16PF)

The Sixteen Personality Factor Questionnaire (16PF) is a self-report personality test developed and based on empirical research by Raymond B. Cattell, Maurice Tatsuoka and Herbert Eber. The instrument was first published in 1949, and the most recent edition of the Sixteen Personality Factor Questionnaire (16PF), released in 1993, is the fifth edition (16PF5e) of the original instrument. The 16PF provides a measure of normal personality and can be used within career and occupational selection. The sixteen primary factors were a result of factor-analysing multiple clusters of trait synonyms derived from the English-language trait lexicon to elucidate the major underlying dimensions within the normal personality sphere. The measurement of normal personality trait constructs is an integral part of Cattell’s comprehensive theory of intrapersonal psychological variables covering individual differences in cognitive abilities, normal personality traits, abnormal (psychopathological) personality traits, dynamic motivational traits, mood states, and transitory emotional states which are all taken into account in his behavioural specification/prediction equation.

Below are descriptions of the personality traits measured by the 16PF Questionnaire.
Table 2: 16PF Questionnaire personality traits descriptions (adapted from Conn, Rieke, 1994).

<table>
<thead>
<tr>
<th>Descriptors of Low Range</th>
<th>Primary Factor</th>
<th>Descriptors of High Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impersonal, distant, cool, reserved, detached, formal, aloof</td>
<td>Warmth (A)</td>
<td>Warm, outgoing, attentive to others, kindly, easy-going, participating, likes people</td>
</tr>
<tr>
<td>Concrete thinking, lower general mental capacity, less intelligent, unable to</td>
<td>Reasoning (B)</td>
<td>Abstract-thinking, more intelligent, bright, higher general mental capacity, fast learner</td>
</tr>
<tr>
<td>handle abstract problems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reactive emotionally, changeable, affected by feelings, emotionally less stable, easily</td>
<td>Emotional Stability (C)</td>
<td>Emotionally stable, adaptive, mature, faces reality calmly</td>
</tr>
<tr>
<td>upset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferential, cooperative, avoids conflict, submissive, humble, obedient, easily led,</td>
<td>Dominance (E)</td>
<td>Dominant, forceful, assertive, aggressive, competitive, stubborn, bossy</td>
</tr>
<tr>
<td>docile, accommodating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serious, restrained, prudent, taciturn, introspective, silent</td>
<td>Liveliness (F)</td>
<td>Lively, animated, spontaneous, enthusiastic, happy go lucky, cheerful, expressive, impulsive</td>
</tr>
<tr>
<td>Expedient, nonconforming, disregards rules, self-indulgent</td>
<td>Rule-Consciousness (G)</td>
<td>Rule-conscious, dutiful, conscientious, conforming, moralistic, staid, rule bound</td>
</tr>
<tr>
<td>Shy, threat-sensitive, timid, hesitant, intimidated</td>
<td>Social Boldness (H)</td>
<td>Socially bold, venturesome, thick skinned, uninhibited</td>
</tr>
<tr>
<td>Utilitarian, objective, unsentimental, tough minded, self-reliant, no-nonsense, rough</td>
<td>Sensitivity (I)</td>
<td>Sensitive, aesthetic, sentimental, tender minded, intuitive, refined</td>
</tr>
<tr>
<td>Trusting, unsuspecting, accepting, unconditional, easy</td>
<td>Vigilance (L)</td>
<td>Vigilant, suspicious, skeptical, distrustful, oppositional</td>
</tr>
<tr>
<td>Grounded, practical, prosaic, solution oriented, steady, conventional</td>
<td>Abstractedness (M)</td>
<td>Abstract, imaginative, absent minded, impractical, absorbed in ideas</td>
</tr>
<tr>
<td>Forthright, genuine, artless, open, guileless, naive, unpretentious, involved</td>
<td>Privateness (N)</td>
<td>Private, discreet, nondisclosing, shrewd, polished, worldly, astute, diplomatic</td>
</tr>
<tr>
<td>Self-Assured, unworried, complacent, secure, free of guilt, confident, self-satisfied</td>
<td>Apprehension (O)</td>
<td>Apprehensive, self doubting, worried, guilt prone, insecure, worrying, self blaming</td>
</tr>
<tr>
<td>Traditional, attached to familiar, conservative, respecting traditional ideas</td>
<td>Openness to Change (Q1)</td>
<td>Open to change, experimental, liberal, analytical, critical, free thinking, flexibility</td>
</tr>
<tr>
<td>Group-oriented, affiliative, a joiner and follower dependent</td>
<td>Self-Reliance (Q2)</td>
<td>Self-reliant, solitary, resourceful, individualistic, self-sufficient</td>
</tr>
<tr>
<td>Tolerates disorder, unexacting, flexible, undisciplined, lax, self-conflict,</td>
<td>Perfectionism (Q3)</td>
<td>Perfectionistic, organized, compulsive, self-disciplined, socially precise,</td>
</tr>
</tbody>
</table>
3. Problem

The purpose of this study is to determine the relationship between two variables: the personality trait “Warmth” and the 360 degree total result. The study is a part of a diagnostic study with the goal of setting up the recruitment / selection model in a mid-sized company.

4. Method

The study was conducted on a sample of 13 leading managers in a successful Croatian mid-sized distribution company with 75 employees. We conducted the study on a mid-sized company in order to set up a recruitment / selection model for this particular company, with the idea to check our results on a larger number of medium-sized companies that are comparable in some future research. We believe that the best practical way to set up a recruitment / selection model in a certain company is to perform a diagnostic study in the same company. Each examinee completed the questionnaire that, in addition to other questions, contains questions from Cattell’s Sixteen Personality Factor Questionnaire (or 16PF) “Warmth” scale. This study was conducted as a part of the diagnostic evaluation of the managers of the company.

The warmth scale (Afectotimia - Sizotimia) is considered the most important factor based on L-data in Cattell’s questionnaire and is marked with the letter “A”. Descriptors of low range of the factor “A” - “Warmth” are: “impersonal, distant, cool, reserved, detached, formal, aloof”. Descriptors of high range are: “warm, outgoing, attentive to others, kindly, easy-going, participating, likes people”.

Our opinion is that the personality trait “Warmth” is the closest to what is colloquially called “communicativeness, sociability” among other personality traits.

Within the same diagnostic studies each of the 13 managers was assessed using a 360 degree method by his superior, peers and subordinates.
The number of assessors of the managers varied between 7 and 13; the average was 11.15. Assessors were those employees with whom the manager worked most.

They evaluated following 12 competencies of managers on a Likert type scales (1 to 5): a) ability to organise, b) teamwork and communication skills, c) ability to motivate, d) encouraging of the development and education, e) responsibility and integrity, f) resourcefulness in problem situations, g) professional expertise, h) loyalty, i) the initiative and proactivity, j) image, k) time management and l) presentation skills.

5. Results and Discussion

Table 3: Statistics of Study Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>M</th>
<th>SD</th>
<th>N</th>
<th>The Average Number of Raters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warmth</td>
<td>11.61</td>
<td>2.93</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>360 ratings - Ability to Organise</td>
<td>4.04</td>
<td>0.39</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Teamwork and Communication Skills</td>
<td>4.12</td>
<td>0.44</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Ability to Motivate</td>
<td>4.18</td>
<td>0.34</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Encouraging of the Development and Education</td>
<td>4.50</td>
<td>0.19</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Responsibility and Integrity</td>
<td>4.60</td>
<td>0.25</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Resourcefulness in Problem Situations</td>
<td>4.32</td>
<td>0.34</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Professional Expertise</td>
<td>4.10</td>
<td>0.50</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Loyalty</td>
<td>4.43</td>
<td>0.25</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Initiative and Proactivity</td>
<td>3.97</td>
<td>0.46</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Image</td>
<td>4.46</td>
<td>0.31</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Time Management</td>
<td>4.19</td>
<td>0.36</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Presentation Skills</td>
<td>4.19</td>
<td>0.49</td>
<td>13</td>
<td>11.15</td>
</tr>
<tr>
<td>360 ratings - Total</td>
<td>4.26</td>
<td>0.29</td>
<td>13</td>
<td>11.15</td>
</tr>
</tbody>
</table>
The Personality Trait “Warmth” and 360 Degree Results

Marin Aničić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

Table 4: Correlations Between Warmth and 360 Ratings Scales (Pearson’s r coefficient)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>A – Warmth</th>
</tr>
</thead>
<tbody>
<tr>
<td>360 ratings - Ability to Organise</td>
<td>0.56 *</td>
</tr>
<tr>
<td>360 ratings - Teamwork and Communication Skills</td>
<td>0.64 *</td>
</tr>
<tr>
<td>360 ratings - Ability to Motivate</td>
<td>0.42</td>
</tr>
<tr>
<td>360 ratings - Encouraging of the Development and Education</td>
<td>0.46</td>
</tr>
<tr>
<td>360 ratings - Responsibility and Integrity</td>
<td>0.43</td>
</tr>
<tr>
<td>360 ratings - Resourcefulness in Problem Situations</td>
<td>0.14</td>
</tr>
<tr>
<td>360 ratings - Professional Expertise</td>
<td>0.53</td>
</tr>
<tr>
<td>360 ratings - Loyalty</td>
<td>0.24</td>
</tr>
<tr>
<td>360 ratings - Initiative and Proactivity</td>
<td>0.51</td>
</tr>
<tr>
<td>360 ratings - Image</td>
<td>0.32</td>
</tr>
<tr>
<td>360 ratings - Time Management</td>
<td>0.42</td>
</tr>
<tr>
<td>360 ratings - Presentation Skills</td>
<td>0.60 *</td>
</tr>
<tr>
<td>360 ratings - Total</td>
<td>0.57 *</td>
</tr>
</tbody>
</table>

* p < 0.05
** p < 0.01

Table 5: Correlations Between some PF16 Scales and 360 Ratings Total (Pearson’s r coefficient)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>360 ratings - Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PF16 - A Warmth</td>
<td>0.57 *</td>
</tr>
<tr>
<td>PF16 - C Emotional Stability</td>
<td>0.12</td>
</tr>
<tr>
<td>PF16 - E Dominance</td>
<td>0.28</td>
</tr>
<tr>
<td>PF16 - F Liveliness</td>
<td>0.50</td>
</tr>
<tr>
<td>PF16 - H Social Boldness</td>
<td>0.11</td>
</tr>
</tbody>
</table>

* p < 0.05
** p < 0.01

The results (Table 4) show a significant correlation r = 0.57 (p< 0.05) between the results on the “Warmth” scale and the average total score of 360 degree feedback. The correlation is relatively high, however, it was obtained on a small sample. This result suggests a possible causal connection i.e. that warmth has a positive impact on the performance of managers which
is estimated at 360 degree scales. In other words, managers with higher Warmth are more successful managers. It is possible however, that Warmth affects the raters. Managers with higher Warmth achieve a better relationship with raters, such managers are dearer to the raters than those with less Warmth. Because of that, because of some kind of “halo effect”, raters generally assess their performance as better than they objectively are. When looking at individual 360 degree scales, results show the highest correlation between Warmth and Teamwork and Communication Skills (0,64), Presentation Skills (0,6) and Ability to Organize (0,56). All three correlations are significant at the 5% level. Other scales are not statistically significantly correlated with Warmth. All three scales measure the “building relationships”, i.e. “get along” dimension of managerial performance. These results are consistent to our intuitive assumptions about “get along” personality dimensions and “get along” managerial performance dimensions.

Results also show that only Warmth among the five applied PF16 scales significantly correlated with 360 scales ratings total. Correlation with Liveliness (Extraversion) is very close to being significant on 5% level (r = 0,5). Other correlations were positive but lower.

The average correlations between five PF 16 scales and average of three contextual 360 scales - Ability to Organise, Teamwork and Communication and Presentation Skills (Table 6) is 0,36.

Our results are similar to Oh and Berry’s results (Oh and Berry, 2009) (Table 1). Their average correlation between five FFM personality traits scales and 360 degree contextual performance scales was 0,27.

* Table 6: Correlations Between some PF16 Scales and 360 Ratings Managerial Contextual Performance (Pearson’s r coefficient)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>360 ratings –Managerial Contextual Performance (Ability to Organise, Teamwork and Communication and Presentation Skills – Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PF16 – A Warmth</td>
<td>0,61</td>
</tr>
<tr>
<td>PF16 – C Emotional Stability</td>
<td>0,13</td>
</tr>
<tr>
<td>PF16 – E Dominance</td>
<td>0,35</td>
</tr>
<tr>
<td>PF16 – F Liveliness</td>
<td>0,53</td>
</tr>
<tr>
<td>PF16 – H Social Boldness</td>
<td>0,18</td>
</tr>
<tr>
<td>Average correlation</td>
<td>0,36</td>
</tr>
</tbody>
</table>

* p < 0,05
We point out that the research was carried out on a small sample of managers as it is characteristic of a mid-sized Croatian company with its specific organizational culture. Most authors prefer to conduct research on much larger samples for statistical reasons so that their results have greater credibility. This is the reason why most research has been conducted on large samples in large companies. However, many authors believe that small and medium-sized companies with 19-90 employees are of great importance for the economy and economic development. For a specific company of this size, data collected in large companies could be invalid. We believe that the best way to set up the recruitment / selection model in a certain company, which was the practical purpose of the study, is to perform a diagnostic study in the same company, which is what we did in our research.

Our opinion is that the specific organizational culture probably has a great influence on the relations between the personality traits and results in 360 degree scales. The relationships between employees, cohesiveness, the extent of the mutual support, company values, market situation etc. could have a significant impact on this relation. So we feel that it is easily possible that in another medium-sized company, with a different organizational culture and values, significantly different results will be obtained.

According to the results, we can conclude that the Warmth scale could be a useful instrument in the selection procedure in companies with similar organizational culture and values of the company from our research. That is the practical implication of our research.

6. Conclusion

The correlation analysis of the relationship between total average scores on a scale Warmth PF16 and results in 360 degrees showed a significant correlation between these variables (r=0.57, P<0.05). These results were obtained on a relatively small sample of managers from a Croatian medium-sized company, and are consistent with the results of previous research on the relationship between the scores on personality scales and the results of the 360 degrees scales. According to the results, we can conclude that the Warmth scale could be a useful instrument in the selection procedure in companies with a similar organizational culture and
values as the company from our research. That is the practical implication of our research. The idea of checking our results on a larger number of medium-sized companies that are comparable may be the subject of some future research.

7. **Reference List**


GRASSROOTS CAMPAIGN AS A TECHNIQUE OF INDIRECT LOBBYING

Preliminary Communication

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Summary

The origins of grassroots campaigns can be found in the US lobbying system. Nowadays, this approach has become a new phenomenon in the Croatian social and political system. The goals of grassroots campaigns can be similar in some aspects, but different in the way they attempt to achieve their goals as in direct lobbying, i.e. influence of government decisions. Grassroots campaigns include promoting, and sensitizing, educating, and organizing citizens, voters, local communities, NGOs and the media about the matters dealt with in grassroots campaigns. These groups use e-mails, letters, phone calls, meetings, lectures, media campaigns, events, and demonstrations as attempts to influence government decisions. With the rapid development of new media and social networks, this form of indirect lobbying has demonstrated its full potential and increasing involvement of interested parties. This paper examines a successful grassroots campaign in Croatia, called NIMBY – “Not-In-My-Backyard”, which was directed against the implementation of the project of constructing a coal-fired thermal power plant in the town of Ploče, Dubrovnik-Neretva County.

Keywords: grassroots campaign, lobbying, interest groups, Not-In-My-Back-Yard, civil initiatives, consultative referendum, coal-fired thermal power plant, investment
1. Introduction

In Croatia, grassroots lobbying as an advocacy tool has seldom been used and its benefits have not been sufficiently recognized. In addition, grassroots lobbying campaigns that have been initiated were characterized by a lack of organization, resources and strategic thinking, as well as a lack of understanding of rules and standards of interest representation, which exist in western democracies. There are a few examples of grassroots campaigns in Croatia. For instance, in 2004, the project of turning the army barracks in Stubička Slatina (the town of Oroslavje) into an asylum seekers center, sponsored by the Croatian Ministry of Interior (MUP), was abandoned due to pressure from the local government, local politicians and citizens. The asylum seekers center was subsequently established in the town of Kutina. An example of an unsuccessful grassroots campaign occurred in 2010, when the NGOs (Non-Governmental Organization) “Green Action” and “Right to the City” failed to block the project of constructing the “Cvjetno” shopping center in the center of Croatia’s capital Zagreb.

The aim of this paper is to examine an example of a grassroots campaign in which NGOs and local governments prevented the implementation of the project of constructing a coal-fired thermal power plant (hereinafter TPP) in the town of Ploče, Dubrovnik-Neretva County. By analyzing the campaign, we want to determine which actions were essential for achieving the desired outcome. We introduce the following hypothesis: regardless of limited financial and material resources, introducing effective quality management in a grassroots campaign can block a project of state interest.

The paper analyzes the timeline and the activities of stakeholders that happened prior to the consultative referendum and the subsequent decision to abandon the project. To that end, we carried out a qualitative content analysis of 29 articles published in the press and on web portals, using “KNIME” (Konstanz Information Miner, hereinafter KNIME) - an open source tool for data analysis.

2. Background of Lobbying

Some authors define lobbying as interest groups’ contact with and activities directed at decision-makers in an attempt to influence public policy. It includes all contact with public officials, political leaders of executive bodies, or bureaucrats, provided that the aim is to
influence public policy. This definition comprises contact made through both institutionalized and non-institutionalized participation in the policy-making process. Institutionalized participation includes formal hearing processes and meetings, and non-institutionalized one comprises informal meetings with bureaucrats and politicians. Moreover, the definition includes activities such as conferences and advertisements, as well as attempts to exert influence through the media (Gullberg, 2008).

In the context of Croatia and its current scope of lobbying activities, lobbying is defined as transfer of relevant information from various stakeholders (companies, non-profit organizations, etc.) to stakeholders of different levels and forms of government, in order to influence the decision-making process (Sinčić Ćorić, Vuković, 2012). Lobbying in Croatia is an unregulated profession. There are no registered lobbyists or interest organizations in any of the country's political institutions and the income made from lobbying cannot be estimated, and one cannot determine what amount of income from lobbying in Croatia is actually made (Vlahović, 2009).

The most common type of lobbyists are lobbyists working for consulting firms, corporate lobbyists, lobbyists employed by business and professional associations, as well as NGO lobbyists. Lobbyists in NGOs represent the interests of their organizations in the field of public policy where the NGO operates. Often working on a voluntary basis, they have limited financial resources, and use publicity campaigns to promote their interests. They are recognized by the public as activists (Tanuševski, Vuković, Zubalj, 2013).

Lobbying is most often associated with the terms whose common feature is that they start with the letter “P”, such as politics, policy process, political parties, pressure, players, press, and most importantly power (Miller, 1999).

### 3. Lobbying vs. Public Advocacy

Experts often make a distinction between “lobbying” and “public advocacy”. Lobbying is associated with promoting corporate and political interests, whereas public advocacy is linked to the NGO sector. To support these claims, the proponents of the above theory stated the following arguments: (1) Lobbying is used to promote and protect private interests, while public advocacy is used to promote public interest; (2) As opposed to public advocacy,
Grassroots Campaign as a Technique of Indirect Lobbying
Ivana Bilić, Ivan Vuković, Živko Krstić

lobbying is used by organizations that are driven primarily by money and which have access to power; (3) Lobbying is just one of the tools used in public advocacy. Hereafter the term “lobbying” covers all types of interest representation (business-related or used by NGOs). There are a number of reasons behind such an approach: (1) Public interest represents the sum of private interests (Heywood, 1999). As a result, it is quite difficult to distinguish private from public interest. According to Bentley¹, contemporary realistic approaches reject the idea of a singular, all-encompassing public interest, adding that politics is a power struggle among different interest groups. Correspondingly, nobody can argue that he or she represents public interest, since such a concept simply does not exist. Therefore, the conflict among different interest groups cannot be detrimental to the public interest, given that ‘interest’ as such is always a matter of individual perceptions; (2) Having the necessary resources as well as access to decision-makers will reflect on the methods used in lobbying. Namely, interest groups that have more resources at their disposal and better access to decision-makers will often choose direct lobbying techniques. On the other hand, interest groups with limited resources and less political influence will opt for indirect lobbying techniques. Apart from using diverse techniques, the goal of lobbying is always the same — exerting influence upon decision-makers. Therefore, one should not make a distinction between lobbying and public advocacy; (3) Although the definitions of lobbying often focused on the activity itself (i.e. influencing policy entrepreneurs), in practice, lobbying consists of three fundamental stages: preparation – 60%, implementation – 30%, and evaluation – 10%. For that reason, there is no need to differentiate between lobbying and public advocacy with respect to preparing and implementing lobbying campaigns.

4. Lobbying and Democracy

The word “democracy” comes from Ancient Greek, and it means “rule of the people”. The lobbying profession is an integral part of liberal democratic political systems. In fact, lobbying represents a fine line between a liberal democracy and an authoritarian political system. Only in a democratic society, which promotes interest group competition, can the lobbying profession exist. In a sense, lobbying represents a test of democratic maturity (Kašćelan, Krsmanović, 2012).

¹ American philosopher Arthur F. Bentley.
Like many other liberal democratic systems, Croatia is a representative democracy, meaning its citizens take part in elections to vote for political parties and candidates who will rule in their stead. Besides elections, there are other ways for citizens to participate in the decision-making process, such as referendums. According to a Croatian law\(^2\), the Government can initiate a referendum at the national and local levels, as well as a consultative referendum. In particular, a referendum can be instigated by the Croatian Parliament (i.e. the *Sabor*), units of local government, or citizens (consultative referendum) (if the number of signatures for a referendum represents 10% of all eligible voters). However, direct citizen involvement may also contribute to the erosion of representative democracy by giving too much influence to active minorities, self-appointed spokespersons and unelected organizations at the expense of the elected representatives chosen by the majority (Weir, Beethem, 1999).

Citizen-sponsored referendum initiatives are usually driven by the Not-In-My-Back-Yard (hereinafter NIMBY) principle. The assumption underlying most studies of local resistance to proposed developments are that the reactions are, indeed, purely local. This assumption is widely accepted by the public and policy makers (Smith, Klick, 2007). NIMBY responses to development proposals are generally described as extreme opposition to local projects characterized by: (1) Distrust of project sponsors; (2) High concern about project risks; (3) Limited information about project siting, risks, and benefits; (4) Highly emotional responses to the conflict; and (5) Parochial and localized attitudes toward the problem, which exclude broader implications (Kraft, Clary, 1991).

### 5. Pressure Groups and Citizen Activism

Pressure groups (also known as activists) are groups of people who share a common interest or an issue based on which they take action. The activities of pressure groups include organizing campaigns, protests, petition-signings, lectures, round-tables, referendums, media appearances etc., in order to influence the decision-makers to adopt or abandon an idea or a decision. Occasionally, pressure groups simply want to raise awareness of a given issue.

The role of pressure groups in the democratic process can be discerned from those of political parties, since the former do not look for the power of political office, but rather seek to influence the decisions made by those who hold the political power. Moreover, members of

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\(^2\) Zakon o referendumu i drugim oblicima osobnog sudjelovanja u obavljanju državne vlasti i lokalne i područne (regionalne) samouprave (Official Gazette 33/96, 92/01, 44/06, 58/06, 69/07 and 38/09) – Croatian legislation
pressure groups often have more chance to take part in the political process than those who cast votes or become members of a political party. It is worth noting that pressure groups sometimes participate in elections as an influence tactic (Lerach, in: Tench, Yeomans, 2009). Citizen initiatives and activists are also a type of a pressure group. Although they can act at the national and even international levels, activists usually share a common interest regarding a certain issue or a problem at the local level. In the United States, they are also called ‘grassroots lobbyists’ (McGrath, 2004). This form of organizing is often temporary in nature, since the initiative loses its sense of purpose when the issue in question is resolved.

The problem with pressure groups is that they are frequently biased and caught up in finding solutions for their own problems at the expense of other groups in the society. Nevertheless, by providing evidence, gathering information and presenting arguments, pressure groups educate politicians and the general public on specific policy issues.

6. Grassroots Lobbying as a Result-Oriented Technique

In political theory, the term grassroots represents the power of ordinary people to influence their political leaders, i.e. when average citizens seek to express their views, they contact their representatives about specific issues of public concerns. Grassroots lobbying is an attempt through collective action to influence legislation and/or to affect the opinion of the general public. Some grassroots lobbying tools include: calls-to-action, press releases, sending action alerts to the media, targeting the media with PR campaigns, coalition building advocacy advertising, bulk faxing, organizing calls to representatives, computerized direct mail, and letters from the public to public officials. A grassroots lobbying effort is usually triggered by a “call-to-action” which directs ordinary people to act in a certain way. NGOs often send out an action alert to the media, public, donors, and other NGOs asking them to support their advocacy position and urge them to take a specific action (Fouloy, 2011).

Grassroots lobbyists engage actors such as citizens, voters, NGOs, coalitions, media, opinion-makers, in order to mobilize the general public to exert pressure on the decision-makers. “More people means more power” is the main motto of grassroots lobbyists.

Citizen initiatives, NGOs and trade unions are more inclined to use grassroots lobbying than corporations and trade associations, which prefer direct lobbying tactics (Gais, Walker, 1991). Due to technological advances and the emergence of new media, organizing grassroots...
campaigns has become more affordable, available and faster. It represents a new lobbying channel, which is slowly but surely gaining in importance.

7. Case Study Background

In this paper we present a recent case of grassroots lobbying related to the intention of building coal-fired thermal power plants in Croatia. Actually, the case is more complex because at the same time there were plans to build two TPPs in Croatia, one initiated by national electric company HEP, and another initiated by private company, Luka Ploče (Port of Ploče) and its branch Luka Ploče Energija (Port of Ploče Energy, owned by private investors).

It should be noted that during the process of lobbying it was easy to see that a private investor, PPD i.e. Prvo plinarsko društvo showed interest in the company with purchasing significant amount of shares. The focus in this paper will be on the one which was planned to be built in the City of Ploče, Dubrovnik-Neretva County, which is over 500 MW installed capacity, valued 1.2 billion euros.

The project itself meets all the conditions defined by Kraft and Claray (1991), which are necessary for initiating a grassroots campaign: (1) Distrust of project sponsors – one cannot distinguish who is the actual investor behind the project due to a lack of transparency and clarity; (2) High concerns about project risks – this can be seen from public concerns for health of the local population and its activities in tourism and agriculture; (3) Limited information about project micro-location, risks, and benefits – the project holders had failed to promptly and adequately communicate the benefits of the project (e.g. creating new jobs, additional revenue to the local budget and cost savings on heating for the local community); (4) Highly emotional responses to the conflict - when communicating with citizens, campaign leaders used appeals on fear (health), emotions (kids), and rational appeals (alternative employment, and effects on agriculture or tourism), and (5) parochial and localized attitudes toward the problem, which exclude broader implications – the project's opponents had overlooked the 'bigger picture' when it comes to the project's benefits, such as ensuring the energy independence and underpinning long-term business activities of the Port of Ploče.

Timeline of activities before and during grassroots campaign against TPP in the City of Ploče were as follows: (1) The case was initially open by the request of the Croatian Ministry of Economy directed to the local government in the City of Ploče to change Spatial plan, with
Grassroots Campaign as a Technique of Indirect Lobbying
Ivana Bilić, Ivan Vuković, Živko Krstić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

the purpose of building TPP in the Neretva valley which had already been established as an agriculture area; (2) The Major of the City of Metković, young and very popular leader expressed strong arguments and attitudes against the TPP, and called all stakeholders to action against the TPP, with the support of evidence and public dialog; (3) Energy expert, Damir Begović supported the project with pros arguments about the TPP; (4) The change of Spatial plan was on the agenda of City Council of Ploče, shortly and after some complains was permanently removed from the agenda; (5) Citizens initiatives activities started; (6) Assembly of Dubrovnik-Neretva county supported cons initiative; (7) Synergy between local authorities, citizens initiatives and other cons stakeholders was established; (8) President of Republic of Croatia expressed his support to the decisions of local community; (9) Media campaign, demonstrations, lectures and other against activities last until the date of referendum in a very organized, coordinated and professional manner; (10) Constitutive referendum was organized; and finally (11) Project TPP in Ploče was cancelled.

The best starting point to explaining the role of campaign stakeholders could be through its interests, positions, attitudes and the ways they expressed it in grassroots lobbying campaign – building TPP in City of Ploče area: (1) The Ministry of Economy initiated the project, with one open request addressed to the local government in the City of Ploče to change the Spatial plan and supported the investors arguing it would increase employment and develop the region, even they possessed legal right to change previously mentioned Spatial plan, the power of citizens lies in the success of the future referendum (which was not an option before the local government and citizens’ initiatives initiated one); (2) Company Luka Ploče Energija as investor had obvious profit motives, but were quiet and waited for the responses from the local government and local community, encouraged by Ministry’s support; (3) City of Ploče added the Spatial Plan to the City Council session agenda as was requested to meet the inquiry from the Ministry, but was not very willing to do anything more to support the TPP; after Spatial Plan was removed from the agenda and never added back again; (4) City of Metković represents the voice of broader local community, affected by possibility to have TPP in neighborhood, with a very young and popular major, stood strongly against the TPP, and openly asked its community not to support building TPP in their neighborhood; (5) Dubrovnik-Neretva County – did not support the TPP, and invited local community to participate in referendum as only way to stop the project; (6) Political parties were in the period before the Presidential elections, and as was expected showed a great support to
aspiration of local community and finally openly invited citizens to vote against the TPP on a referendum; (7) Citizens’ initiatives – Pravo na život (*The Right to Live*), Spasimo dolinu Neretve and Škanj (*Save the Neretva Valley and Škanj*). The most active part in the process of grassroots lobbying were citizens’ initiatives, who kept people collected, informed, and proactive. During the process of lobbying they organized lectures, petitions, demonstrations and kept interested stakeholders, particularly the citizens of the region, informed about the topic and about the possible effects of TPP in their neighborhood. They ran media campaigns, built coalitions with other stakeholders and finally initiated a consultative referendum against TPP. Also, they used experts in the field, professors who helped them to explain negative effects of TPP in their neighborhood, supported by scientific evidence and past US experience.

In that process, citizens’ initiatives received strong support from most Croatian political parties and nearby cities. For the purpose of being successful at the referendum against the TPP, they organized demonstrations twice, managed a Facebook page, held lectures, meetings, media campaign and informed citizens regularly. Even the major of the City of Ploče and some political parties openly asked/directed citizens to vote against the TPP. In addition, to enable more people to come and vote against at the referendum, citizens’ initiatives organized buses ([www.skanj.com](http://www.skanj.com)) for students studying in Zagreb and Split. The referendum was held in Ploče on January 25, 2015. The results of consultative referendum showed that grassroots campaign was very successful, with the turnout of about 60.40%, and 90.79% of them voted against the TPP in Ploče (*Jutarnji list*, 2015). Even though this referendum was consultative one, high media attention and huge public pressure resulted in acceptance of this referendum decision from Ministry of Economy, and cancelation of the project.

### 8. Text Analytics

Text analytics can help an organization derive potentially valuable business insights from text-based content such as word documents, emails and postings on social media streams like Facebook, Twitter, LinkedIn etc. With the system described here we analyzed articles collected from different web sources such as newspapers, official local sites and associations about the grassroots campaign against the TPP in the City of Ploče. We used an open source tools for data mining called “KNIME” for text analytics.
Methodology used for purpose of this analysis is as follows:

- Collect data (articles)
- Create Document files in KNIME
- Create Bag-of-Words (hereinafter BoW) (split documents in terms) and find bigrams/trigrams
- Preprocess data (filter punctuations, numbers, remove stop words, set strings to all lower cases) for BoW
- Perform lemmatization on corpus and group terms to specific categories for BoW
- Calculate frequencies
- Identify terms related to the appeals used in the campaign (health, fear, rational appeals)
- Filter only top terms by some measure

For the purpose of this analysis, we constructed initial stop words dictionary (179 terms) and lemmatization dictionary (3551 terms) for Croatian. Stop words are words which are filtered out before or after processing of natural language data. Lemmatization (Alkula, 2001) is the process of grouping together different inflected forms of a word so they can be analyzed as a single item. This step was crucial for us since Croatian language has rich morphology and we had many variations of the same word in our corpus.

We collected 29 articles from internet sources (newspapers, official local sites and associations) from March 2014 until May 2015 and performed several analyses on those data.

Table 1: Analysis performed in our research

<table>
<thead>
<tr>
<th>ANALYSIS</th>
<th>EXPLANATION</th>
</tr>
</thead>
</table>
| BoW analysis | - Count individual term in corpus: Number of times a specific term appears in whole corpus  
                 Number of documents with the specific term: Number of documents (total=29) where specific term appears  
                 Term Frequency (hereinafter TF): Number of times a term occurs in a document (article = document)  
                 Inverse Document Frequency (hereinafter IDF): IDF diminishes the weight of terms that occur very frequently in the document set and increases the weight of terms that occur rarely  
                 Term Frequency*Inverse Document Frequency (hereinafter TF*IDF): Our key measure and it is multiplication of TF & IDF. More details below. |
| Bigram analysis | We took a combination of two terms and count how frequently they occur in the articles from our corpus.  
                    For the purpose of this analysis we calculated these frequencies: Corpus frequency, Document frequency and Sentence frequency. |
Trigram analysis

We took a combination of three terms and count how frequently they occur in the articles from our corpus.

- For purpose of this analysis we calculated these frequencies: Corpus frequency, Document frequency and Sentence frequency.

TF*IDF method (Aggarwal, Zhai, 2012) assigns non-binary weights related on a number of occurrences of a word. Weighting exploits counts from a background corpus, which is a large collection of documents; the background corpus serves as indication of how often a word may be expected to appear in an arbitrary text. TF*IDF calculation determines how relevant a given word is in a particular document. Besides term frequency which equals the number of times word occurs in a document, the size of the corpus is also relevant. Given the document collection, a word and an individual document, TF*IDF value can be calculated (Ramos, 2012):

$$TF * IDF_{w} = f_{w,d} * \log \frac{D}{f_{w,d}}$$

Total score for each word is given by multiplying TF*IDF value with the attitude of a term.

8.1. Results

In this section, the results of our survey are presented. The list of our analysis is as follows: BoW analysis, Bigram analysis, Trigram analysis and term categorization.

<table>
<thead>
<tr>
<th>Count of the occurrence of a specific term in the corpus</th>
<th>TF</th>
<th>IDF</th>
<th>TF*IDF</th>
<th>Number of documents with a specific term (Total=29)</th>
<th>Term</th>
<th>English</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>0.00978</td>
<td>0.35428</td>
<td>0.00346</td>
<td>23</td>
<td>ugljen</td>
<td>coal</td>
</tr>
<tr>
<td>50</td>
<td>0.00844</td>
<td>0.40249</td>
<td>0.00340</td>
<td>19</td>
<td>referendum</td>
<td>referendum</td>
</tr>
<tr>
<td>80</td>
<td>0.00854</td>
<td>0.30103</td>
<td>0.00257</td>
<td>29</td>
<td>Ploče</td>
<td>The City of Ploče</td>
</tr>
<tr>
<td>43</td>
<td>0.00643</td>
<td>0.34406</td>
<td>0.00221</td>
<td>24</td>
<td>protiv</td>
<td>against</td>
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<tr>
<td>58</td>
<td>0.00343</td>
<td>0.34406</td>
<td>0.00118</td>
<td>24</td>
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<td>project</td>
</tr>
<tr>
<td>33</td>
<td>0.00241</td>
<td>0.48734</td>
<td>0.00117</td>
<td>14</td>
<td>investicija</td>
<td>investment</td>
</tr>
<tr>
<td>48</td>
<td>0.00291</td>
<td>0.40249</td>
<td>0.00117</td>
<td>19</td>
<td>luka</td>
<td>harbor (company)</td>
</tr>
<tr>
<td>56</td>
<td>0.00318</td>
<td>0.35428</td>
<td>0.00113</td>
<td>23</td>
<td>gradani</td>
<td>citizens</td>
</tr>
<tr>
<td>37</td>
<td>0.00197</td>
<td>0.46736</td>
<td>0.00092</td>
<td>15</td>
<td>plan</td>
<td>plan</td>
</tr>
<tr>
<td>31</td>
<td>0.00194</td>
<td>0.46736</td>
<td>0.00090</td>
<td>15</td>
<td>inicijativa</td>
<td>initiative</td>
</tr>
<tr>
<td>62</td>
<td>0.00254</td>
<td>0.30872</td>
<td>0.00078</td>
<td>28</td>
<td>termoelektrana</td>
<td>TPP (thermal power plant)</td>
</tr>
</tbody>
</table>
The first analysis was performed on Bag-of-Words. We calculated frequencies/measures mentioned earlier in this paper. Table 2 shows the top 20 terms by measure “Count of the occurrence of a specific term in the corpus” and sorted by TF*IDF. The most common terms are: Coal, Referendum, the City of Ploče, and Against. These results are as expected since all of our articles are based on the topic “Thermal Power Plant - TPP”.

Table 3: Bigram analysis of the top 10 bigrams in our corpus based on Corpus frequency measure

<table>
<thead>
<tr>
<th>Bigram</th>
<th>English translation / explanation</th>
<th>Corpus frequency</th>
<th>Document frequency</th>
<th>Sentence frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luke Ploče</td>
<td>Company Luka Ploče</td>
<td>29306</td>
<td>10</td>
<td>35</td>
</tr>
<tr>
<td>termoelektrane ugljen</td>
<td>Coal thermal power plant</td>
<td>23154</td>
<td>18</td>
<td>51</td>
</tr>
<tr>
<td>Luka Ploče</td>
<td>Company Luka Ploče</td>
<td>20242</td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td>Grada Ploče</td>
<td>City of Ploče</td>
<td>19762</td>
<td>13</td>
<td>38</td>
</tr>
<tr>
<td>Gradsko vijeće</td>
<td>City Council</td>
<td>18358</td>
<td>15</td>
<td>39</td>
</tr>
<tr>
<td>Ana Musa</td>
<td>Ana Musa - activist</td>
<td>16664</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Krešimir Vejić</td>
<td>The Mayor of the City of Ploče</td>
<td>15324</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>ugljen Pločama</td>
<td>Coal in Ploče</td>
<td>15244</td>
<td>10</td>
<td>28</td>
</tr>
<tr>
<td>Izgradnje termoelektrane</td>
<td>Building thermal power plant</td>
<td>14170</td>
<td>15</td>
<td>34</td>
</tr>
<tr>
<td>Gradskog vijeća</td>
<td>City Council</td>
<td>13498</td>
<td>8</td>
<td>23</td>
</tr>
</tbody>
</table>

Next, Bigram analysis was performed and top 10 bigrams in our corpus based on Corpus frequency measure were found. The results are presented in Table 3. The most common bigrams in our corpus are: Luka Ploče, Thermal Power Plant, City of Ploče etc. The Mayor of the City of Ploče was also in the top 10 bigrams, as well as Ana Musa who was one of the biggest and most influential activists against TE.

\(^3\) Luka Ploče, Luke Ploče – Name of the company, two variations in the Croatian language.

\(^4\) Gradsko vijeće, Gradskog vijeća - two variations of the City Council in the Croatian language.
Table 4: Trigrams

<table>
<thead>
<tr>
<th>Trigram</th>
<th>English translation / explanation</th>
<th>Corpus frequency</th>
<th>Document frequency</th>
<th>Sentence frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luka Ploče Energija</td>
<td>Investor company</td>
<td>11044</td>
<td>10</td>
<td>23</td>
</tr>
<tr>
<td>gradsko vijeće Ploče</td>
<td>Council of the City of Ploče</td>
<td>8702</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>gradonačelnik Ploče Krešimir</td>
<td>Mayor of the City of Ploče</td>
<td>8156</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Ploče Krešimir Vejić</td>
<td>Mayor of the City of Ploče</td>
<td>8156</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>izgradnje termoelektrane ugljen</td>
<td>Building of Coal thermal power plant</td>
<td>7178</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>protiv izgradnje termoelektrane</td>
<td>Against building thermal power plant</td>
<td>6942</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>području grada Ploče</td>
<td>The area of the City of Ploče</td>
<td>5746</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>termoelektrane ugljen Pločama</td>
<td>Coal thermal power plant in Ploče</td>
<td>5742</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>zoni luke Ploče</td>
<td>Zone of the port of Ploče</td>
<td>4300</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>povoljnije lokacije čijem</td>
<td>Favorable location</td>
<td>4280</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

After bigrams, trigrams in our corpus were analyzed. As is evident from the results presented in Table 4, the outcomes of this analysis are similar to the ones of the bigram analysis. The only difference is that we can easily detect context of our trigrams since we have now combination of 3 terms. The Mayor of the City of Ploče (Krešimir Vejić) is now in the top 3 and other trigrams are similar to bigram analysis.

Table 5: Categorization of the terms in the corpus

<table>
<thead>
<tr>
<th>Category</th>
<th>Count in corpus</th>
<th>Number of documents with term from this category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Against</td>
<td>134</td>
<td>24</td>
</tr>
<tr>
<td>Environment</td>
<td>105</td>
<td>23</td>
</tr>
<tr>
<td>Energy</td>
<td>99</td>
<td>24</td>
</tr>
<tr>
<td>Economics</td>
<td>90</td>
<td>23</td>
</tr>
<tr>
<td>Health</td>
<td>79</td>
<td>20</td>
</tr>
<tr>
<td>Thermal Power Plant</td>
<td>62</td>
<td>28</td>
</tr>
<tr>
<td>Referendum</td>
<td>50</td>
<td>19</td>
</tr>
<tr>
<td>Coal</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>Children</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>Being/life</td>
<td>16</td>
<td>11</td>
</tr>
<tr>
<td>Death</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Poison</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
entire corpus. A dictionary of 120 terms with the associated group was compiled. Each term was associated with only one group and then we measured how many times those terms appears in the entire corpus so we can have final count for each category. As can be seen from our results in Table 5, the group Against occurs 134 times in the entire corpus and in 24 out of 29 articles. The most influential groups are Environment, Energy and Economics, more influential than Health or Children. Thus, it can be concluded that this campaign and its success was driven more by rational appeals than emotional ones or the appeal on fear.

9. Conclusion

The referendum against a coal-fired thermal power plant in the area of the City of Ploče is an example of a successful grassroots lobbying campaign conducted by civil initiatives and the local community against a project sponsored by the central Government. This example illustrates how to plan and implement a negative campaign by including a large number of local actors, building coalitions, gaining political support and attracting strong media coverage. Although most citizens do not see themselves as being able to change anything, the above example shows that leading a well-prepared and organized grassroots campaign can achieve the desired lobbying results, regardless of whether an interest group has enough resources and political influence to begin with.

On the other hand, a consultative referendum was recently held on the Plomin C coal-fired thermal power plant project, located in Istria County. Similar to the City of Ploče referendum, the local Government, the local population, and the NGOs (i.e. Greenpeace, Green Action, Eko Kvarner) were against it. Nevertheless, the referendum failed due to a low turnout.

In this particular case, we examined the grassroots lobbying campaign as an attempt, a collective action performed by interested stakeholders to influence legislation and the general public regarding a specific issue – the construction of a TPP in the City of Ploče. As we stated above, our research hypothesis was: regardless of limited financial and material resources, introducing effective quality management in a grassroots campaign can block a project of state interest.

The results of the consultative referendum confirmed our hypothesis, proved that grassroots campaign could be successful, even with limited financial, material, information, management or human resources. Furthermore, this referendum was consultative one, but high media
attention and huge public pressure resulted in acceptance of this referendum decision from Ministry of Economy. In conclusion, the fact that the Ministry of Economy decided to abandon the project of building TPP Ploče due to the lobbying efforts by civil initiatives demonstrates that power comes from the people, which is the essence of democracy. Also, it is important to mentioned that this campaign and its success was driven more by rational appeals than emotional ones or the appeal to fear.

In such research, based on the publicly available information, one of the obvious research limitations is journalists’ objectivity. With the aim in avoiding/reducing bias in information used, in our research, we used official websites as first sources wherever possible.

Some interesting suggestions and directions for future research on this topic could be to: (1) Detect more data sources for input to our analysis (articles about this topic, media monitoring and press clipping data from TV, radio, etc.); (2) Integrate data from social media; (3) Find more PRO-plant articles so we have more accurate corpus distribution in terms of opinions; (4) Improve stop-word dictionary for Croatian language and lemmatization technique; (5) Make a comparative survey about the two cases, TPP Ploče and TPP Plomin, by using a different methodology other than text analytics; and last but not least (6) Make personal, in depth interviews with key representatives of interested stakeholders, we believe they will provide researchers with some additional information about the case.

Besides text mining, which was a very useful approach for the purpose of this study, for future research on this topic, the implementation of social network analysis should be interesting as well. Social network analysis enables researchers to track information flow between shareholders during a specific time period. Identifying the leaders in the specific networks could prove to be very important information. Based on the analyses of behavior of leaders/social media influencers, it is possible to better track changes in the public opinion. This approach may bring new insights on grassroots campaigns that were hidden before.

10. Reference List

Grassroots Campaign as a Technique of Indirect Lobbying
Ivana Bilić, Ivan Vuković, Živko Krsić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

Grassroots Campaign as a Technique of Indirect Lobbying
Ivana Bilić, Ivan Vuković, Živko Krstić

741). Bitola: Bas Institute of Management, Bitola, Business Academy Smilevski - BAS, Skopje, Buleent Ecevit University, Zonguldak.


Internet Sources

MANAGING OF TOURISM PROMOTION FOR SWEDISH EMISSIVE MARKET

Preliminary Communication

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Summary

Communication tools and approaches in managing tourism promotion are constantly changing. This issue can be noticed even more nowadays, when competition in the global tourism market is exponentially growing. Common practice in the tourism sector is the promotion of tourism offer to send to the target audience a specific image in correlation with the values of an organisation. Customising the promotional mix to fit global tourism standards ensures efficient positioning, but on other hand includes higher investment in communication tools and more demanding promotional activities. The management of integral parts of the promotional mix is defined with undifferentiated supply and general image of destination as well as completely opposite terms of differentiated offer and general image of destination. Most tourism related organisations adjust their promotional mix according to the values and image they want to present to their target audience. At same time there are not omany tourism organisations that adjust their promotional mix to different emissive markets. The main research question of this paper is “Does the strategic commitment of a receptive destination offer, in terms of managing the marketing mix, represent strength or weakness?” The paper will present the results of research of opinion of tourists from Swedish emissive market in order to define recommended outlines for the successful promotion of tourism services on selected emissive markets. Given the fact the authors of this paper conducted two parallel primary studies on attitudes among different samples (the first were Swedish tourists who had not yet visited Croatia) of same emissive market, linking of these two aspects has been a research challenge to the expected contribution in the sphere of realising advisable guidelines for proactive management of tourism promotion focused on one emissive market.
**Keywords:** tourism, promotional mix, managing promotional mix, Sweden, tourism offer, tourism promotion

1. **Introduction**

In managing tourism business, it is crucial to harmonise all promotional efforts to a specific emissive market, especially activities related to managing the promotional mix as Medlik and Ingram (2000) stated. Choosing and defining the way of communication with a targeted emissive market also has an important role in the process. In the context of the research problem related to recommendable approach to strategic direction of tourism organisation in terms of managing the promotional mix, research has been conducted on specific case study of receptive tourism subject which aims to Swedish emissive market. The average tourist from Sweden is ready for higher extra expenditures, especially if expenditures are related to specific services and new experiences. An additional characteristic of the Swedish tourist is the need for an active holiday and an interest for local customs and events.

Hedlund, Marell and Gärling (2012) stated that Swedish tourists are well known for their love of nature, but they are at same time introverted, and have trouble blending in new surroundings as Prebensen, Skallerud and Chen (2010) stated. On a sample of potential Swedish tourists, the efficiency of the strategic approach to tourism promotion aimed at the emissive Swedish market is tested. Pavlović Križman (2008) said the process of managing the promotional mix in tourism is specific due to the complexity of tourism services compared to physical products. When it comes to the Swedish emissive market, it is interesting to note that Croatia is becoming more popular as a tourist destination as seen in different publications. Reasons can be found in the ratio of investment and return, attractiveness of nature and tours, gastronomy and ease of reaching destination by plane. Furthermore, the loyalty of Swedish tourists to a chosen destination during the decision making process in relation to finding proper accommodation is noticeable. Most important factors when finding accommodation are location, food and drink, WiFi access and fitness facilities.

Trends in the recent period (2013-2014) show an increase in growth of Scandinavian tourists, especially Swedish tourists. 88.3 percent of Scandinavian tourists have heard of Croatia as a destination, while 68.5 percent know precisely where it is located. Most of the respondents
want to visit Croatia in July and August, but there is a significant percentage of those who want to visit Croatia during the spring and autumn period. On the online Scandinavian market, from 160 countries with tourism offers, Croatia is in 54th place in terms of interest. Croatia is in 32nd place related to visibility of online adverts, and when it comes to published media reports, Croatia is in 18th place. When it comes to promotional material, Croatia is in 11th place and more than 92.1 percent of content is related to summer tourism offer. In accordance with the results of this research, it is recommended to develop alternative and specialised tourism products for offers throughout the year. The main purpose of this paper is focused on researching the potential of managing tourism promotion in order to achieve a higher perceived value for the Swedish emissive market. Research will show that it is recommendable to use a specialisation of tourism offer for the specific Swedish emissive market.

2. Theoretical Framework – Specifics of Managing Tourism Promotion of Destination

Development of tourism promotion of destination often follows accordingly already set tourism image and promotion has crucial role in that process. Managing promotional mix should be defined as following: decide what and to who offer, price management, creating demand, destination availability, managing the income, leaving good impression, loyalty of guests, satisfaction measurement and evaluating performance. Suggested advices on how to manage promotional mix of destination are as following:

- Implement breakeven point for every promotional activity and defining which investment to make, using contribution margin not income.
- Make sure to have consistent message with basic positioning of destination – what plans and wants to offer to targeted emissive market.

Moriarty, Mitchell and Well (2012) said communication is part of marketing action. Tourism promotion is consisted of advertisement, public relations, sales reinforcement, direct communication, events and sponsorships, sales places, digital media, communication aspects of packaging, as well as personal sales and new ways of communication. Main purpose of communication is that you can communicate all, or in other words, all aspects of promotional mix can send a certain message. Activities related to promotion are based on wide theoretical
Managing of Tourism Promotion for Swedish Emissive Market
Neven Šerić, Filipa Marušić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

background. According to McCarthy, main goals of promotional activities are informing, persuading and reminding. This means promotion stands for all activities related to informing, persuading and reminding with which receptive business stimulates sales or in this case growth of touristic visits to one receptive market. Sessa defines promotion in tourism as working on all aspects of work in order to achieve growth as stated in book of Senečić and Vukonić (1997). Some specifics of managing promotional mix in tourism as Pavlović Križman stated in 2008 are the following:

- There is pluralism of decision making centres in marketing activity and need for integrated marketing and promotional mix.
- Tourism product is highly complex and has great number of different elements.
- There are a lot of variables which are hard to control and most of them are external, mostly unknown factors.
- Some emissive markets have different variables which are part of decision making process in choosing tourism destination and they are often influenced by effective promotion, better means of travel and other variables.
- Marketing and promotional mix should be flexible.
- Characteristics of tourism demand, offer, sales and expenditures.

Having in mind all stated specifics it can be concluded promotional mix in tourism is quite different of promotional mix in other industries. On other hand, media mix in most cases includes more than one media combined in order to achieve higher efficiency as stated in book of Moriarty, Mitchell and Wells (2012). One of interesting studies is definitely the one conducted on loyalty programs in Croatia in paper of Šerić, Gil-Saura and Mollá-Descals (2013). It shows significant bond between perception of guests related to informational technologies and integrated marketing communication on one side and perceived IMC and loyalty to brand on other side. High level of implementation of ICT and IMC can increase loyalty to brand of tourism product and ensure competitive advantage. It is necessary to have holistic approach to marketing communication and with synergy achieve main influence through main promotional message. Advertising needs to be adapted to expectations of target audience. Every emissive market has its own way of perceiving image of destination presented on that market. Advertising is more efficient on emissive markets with higher economic status and it transfers to informing role in creating demand for brand. It is advisable
to create buzz and increase level of demand. Advertising of destination ensures cost efficiencies marketing due to the fact it reaches wider groups of potential clients. Online communication canals are in relation to viral marketing and fast spreading of word of mouth. Word of mouth communication is efficient way of convincing potential guests in order to check recommendations. In case of emissive Swedish market, results of exploratory research show the need to make stronger online communication with special emphasis on social networks. Today there are more than 300 active social networks which promote different means of interaction and activities. One should improve ways of search for information, systems of online payment, availability of information, newsletters, on line surveys when it comes to websites. Social networks are letting their users to create their own communities with connecting their personal websites with those from friends. As addition to this range of websites users can join groups related to certain experience, opinion or mutual interests. Because of this it is recommendable to advertise Facebook page of tourism organisation in order to create their own user community where they can conduct different researches to find out how to adapt offer to guests’ expectations. In this context viral marketing represents future of promotion Middleton, Fyall, Morgan and Ranchhod said in 2009. On this platform it is needed to develop new marketing tools in order to strengthen brand image.

3. Research

3.1. Research Hypothesis

The hypotheses which will be tested in this paper are as follows:

**H1**: Swedish tourists do not perceive coastal Croatia as a desirable destination for vacation

**H2**: Existing tourism offer in coastal Croatia is not differentiated enough and inferiorly positioned on the Swedish emissive market.

**H3**: Specialisation in managing tourism promotion for emissive Swedish market does not contribute to higher perceived value of offer.

Some questions related to the hypotheses of the paper are the following:

- How does Swedish emissive market perceive tourist offer of coastal Croatia?
- Are stated tourist resources attractive enough for Swedish emissive market?
• How to additionally improve tourist resources?
• How to adjust destination offer to the Swedish emissive market?
• What is the influence of the price adjusted to emissive market for managing tourism offer?
• What is the influence of tourism promotion on managing the destination offer, and how to improve the promotional mix?
• How to improve elements of tourism promotion?
• How and with what can we attract Swedish tourists for more frequent visits to Croatia?

3.2. Characteristics of Swedish Emissive Market

Characteristics of average Swedish tourist based on The Nordic Outbound Travel Market (2011) are high average income, mobility throughout the year, more travels in one year, higher daily expenditures in the destination in relation to other nationalities, care about the environment, choosing of eco-friendly destinations and accommodation, search for unique experience, search for unexplored destinations, will to meet the hosts and local community, as well as to learn and use local language, wish to adjust to local culture, accepting all cultures and differences, politeness and simplicity, showing interest for local cuisine, buying authentic products as souvenirs, wish for active and authentic vacation, giving generous tips, feeling safe in destination matters, grateful, values word of mouth, often shares his own word of mouth - has need to say praise for the destination to family, friends and business circles, wants to feel he got good value for money. Three main segments of Swedish tourists are families with children, singles with no children and empty nesters. 60 percent of this emissive market books their vacation online and through same canals they do pre research for vacation. The most relevant source of information as stated in research are people who have already visited the destination, Google.com, recommendation from friends and family, official pages of travel agencies, official pages of hotels and attractions.
Insight department research showed Swedish emissive market is the 20th most important and relevant travel market in world when it comes to outbound journeys.
Although Sweden in comparison to other European countries has small population, in terms of expenditures it is on 8th place. By data collected from World Bank, Swedish tourist expenditures are in constant increase.

**Graph 3:** Marketing share of most important destinations, Sweden, 2014, in %

Source: "Market report – Focus on the EU and Swedish Market, Outbound Tourism"

**Graph 4:** Share of Swedish tourists in accordance with age, in 2014, %

Source: "Market report – Focus on the EU and Swedish Market, Outbound Tourism"
Based on Market report – Focus on the EU and Swedish Market, Outbound Tourism, most visited winter destinations are countries with mild climate (Spain, Thailand, Egypt), while summer destinations are Greece, Turkey, Spain (hot summer), which shows that Swedes chose destinations with more warm climate than their own. People who travel the most are middle aged singles without children (30%), families with children (18%), singles without children (19%), children up to 17 years old (15%), empty nesters (9%), youth up to 24 years old (9%). Variables that influence the choice of destination are: price of travel, climate of destination (61%), natural attractions in destinations (50%), gastronomical offer of the destination (40%), cultural sites in destination (28%), and shopping opportunities. Entertainment and activities in destination are also important factor for choosing proper destination (26%). Other factors include positive exchange rate (15%), low risk of catching a disease (13%), low risk of natural catastrophes (8%), low risk of attacking the animals (7%).

Graph 5: Factors which influence the decision making process in choosing destination for vacation in 2013, in %. Source: "Market report – Focus on the EU and Swedish Market, Outbound Tourism"
Trends on emissive Swedish market are as following as stated in Market report research: recession recovery followed with more travelling, growth of older population in tourist travels, search for unique experiences, interest in themed vacation, growth of demand for all inclusive packages, growth of demand for combined travel, growth of demand for city break travel, interest for green, eco-friendly destinations, more short trips through year, preferring destinations who advertise on Swedish language, coverage with fast internet connection. Tour operators from Sweden are interested in selling all inclusive packages, which can be used among specialised for certain receptive markets, who can take over distribution channels. Swedish tourists often buy travel packages directly from Swedish tour operators and that is reason more to connect with them for receptive tourist organisations. Their travel packages are relatively simple and standardised and usually offer flight and accommodation. They often cooperate with chosen tour operators on receptive market. From local partners they demand professionalism, unique experience and offer. Therefore, local tour operators often have difficulties to offer something unique and make a profit. Besides main tour operators, Swedish touristic market is characterised by big number of small tour operators, specialised tourist agencies and a few niche tour operators. Furthermore, there are few main chains of tourist agencies as well as big number of online tourist agencies who sell short trips, excursions, plane tickets and other as stated in Market report research. Due to the fact Internet is extremely important sales channel on Swedish market it is clear that promotional mix should develop in that direction.

3.3. Findings of Conducted Primary Research

Primary research in order to test set hypothesis is conducted with survey among Swedish tourists and with half structured interview with expert for that emissive market. Intentional sample has been chosen on Swedish potential tourist market. Participants are all age groups, both genders, different educational and financial structure. Surveys are distributed via Google Docs and social network Facebook. Research was conducted during April and May 2014. With first survey perception of Croatia as destination on emissive Swedish market has been tested as well as how the promotion via different communication channels contribute to image of receptive destination. Second survey tested the connection between choosing appropriate accommodation and image receptive destination. In addition, half structured interview was conducted with expert in field of collaborating with Swedish emissive market. Interview took
place during October 2014. In following text most important results of surveys are presented.

First survey was conducted on 51 potential visitors based on pre-test which showed interest in visiting Croatia. Second survey was conducted on 52 potential visitors who are chosen based on pre-test related to wider interest connected to tourist activities.

Some of important findings of research connected in first survey are:

**Graph 6:** List of most desirable tourist destinations for Swedish emissive market
**Source: Author research, Google Forms.**

**Graph 7:** List of answers to question: “With what adjective would you describe Croatia as a tourist destination?”
**Source: Author research, Google Forms.**
Graph 8: List of answers on attractiveness of Croatia as a tourist destination and list of answers related to Croatia as preferred destination for vacation.
Source: Author research, Google Forms.

Graph 9: List of answers related to noticed adverts in Swedish emissive market surroundings and in which media these adverts were seen.
Source: Author research, Google Forms.
12. Which grade would you give to adverts and other advertising material you found in media?

- Very Good [11]
- Good [23]
- Excellent [2]
- Good [25]
- Below average [2]

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>33%</td>
</tr>
<tr>
<td>Good</td>
<td>50%</td>
</tr>
<tr>
<td>Excellent</td>
<td>7%</td>
</tr>
<tr>
<td>Below average</td>
<td>4%</td>
</tr>
</tbody>
</table>

Graph 10: List of average grade for advertising material found in media
Source: Author research, Google Forms.

15. Have you ever noticed adverts about Croatia on cyber space?

- Yes [34] 67%
- No [11] 22%
- I don't know [6] 12%

Graph 11: Display of noticed adverts on internet and online media
Source: Author research, Google Forms.
20. Which social media do you use?

- Facebook: 48 (51%)
- Twitter: 21 (22%)
- LinkedIn: 11 (12%)
- Google+: 12 (13%)
- Other: 3 (3%)

**Graph 12:** Display of most popular social media networks among respondents

*Source: Author research, Google Forms.*

21. How many people live in your household (including yourself)?

- Live alone: 7 (15%)
- 2: 14 (30%)
- 3: 12 (25%)
- 4: 10 (21%)
- >4: 4 (9%)

22. When you include all sources of income (salaries, scholarships etc) of your household in last month, what is your average household income?

- <15000 SEK: 11 (24%)
- 15001-35000 SEK: 7 (16%)
- 35001-50000 SEK: 14 (31%)
- >50000 SEK: 13 (29%)

**Graph 13:** Display of demographic of respondents – number of people and average household income

*Source: Author research, Google Forms.*
Second survey was consisted of 43 questions which go into deeper understanding of perception of resources and accommodation in Croatia and analyse efficiency of promotional mix of receptive subjects.

Some of important findings of research in first survey are:

**Graph 14: Display of answers to question: “Have you ever been to Croatia?”**
Source: Author research, Google Forms.

**Graph 15: Display of respondents chosen accommodation in Croatia**
Source: Author research, Google Forms.
9. On scale from 1 to 5, how would you grade available tourist resources (Hotels, Hostels, B&B, Apartments, Camping, Restaurants, Resorts, Amusement parks, Coffee, Lounge bars, Bars, Discos etc) in Croatia - in seaside tourist destinations?

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>3</td>
<td>26%</td>
</tr>
<tr>
<td>4</td>
<td>40%</td>
</tr>
<tr>
<td>5</td>
<td>16%</td>
</tr>
</tbody>
</table>

10. Do you find available tourist resources in Croatia attractive?

- Yes 12 (22%)
- No 4 (8%)
- Partly yes 24 (40%)
- Partly no 10 (19%)
- Other 2 (4%)

**Graph 16:** Display of grade for available tourist resources and grade of attractiveness of same sources.

*Source: Author research, Google Forms.*

26. Would you say that advertising and promotional tools have influence on you when you search & choose appropriate accommodation in Croatia?

- Yes 24 (46%)
- No 11 (21%)
- Maybe 15 (29%)
- I don't know 2 (4%)
- I don’t know 3 (6%)

**Graph 17:** Display of answers to question ”Would you say that advertising and promotional tools have influence on you when you search and choose appropriate accommodation in Croatia?”

*Source: Author research, Google Forms*
4. Research Results

With analysing answers from both surveys, with use of descriptive statistics (Chi square and Crosstabs in SPSS) most of the respondents (Swedish tourists) consider available tourist resources in Croatia as attractive. 32.7% of visitors would definitely choose same receptive business for accommodation, 27.3% of visitors isn’t quite sure about choosing the same receptive business while 10.9% of respondent probably wouldn’t choose same receptive business. Most of respondents prefer high category hotels like four star hotels (13 respondents), five star hotels (7 respondents), and three star hotels (7 respondents). Having in mind fact chi square ($\chi^2$) is 15.996, with 4 degrees of freedom (df=4) table value of chi square ($\chi^2_{tab}$) is 9.49 with empirical significance of 5%. Because of the fact $\chi^2 > \chi^2_{tab}$, and $\alpha$ is lower than 5% with significance of 5%, assumption there is no dependence between previous touristic stay in Croatia and evaluation of available tourist resources is rejected. In case of tourists from Sweden there is dependence between previous tourist stay and Croatia as desirable destination.

Given the fact ($\chi^2$) is 7.197, with 4 degrees of freedom (df=4) table value ($\chi^2_{tab}$) is 9.49 with empirical significance of 5%. Because of the fact $\chi^2 < \chi^2_{tab}$, and the fact $\alpha$ is higher than 5% with significance of 5%, assumption there is no dependence between previous tourist stay and Croatia as desirable destination is accepted. In case of tourists from Sweden there is no dependence between previous tourist stay and evaluation of desirableness of Croatia as tourist destinations.
Based on stated findings it can be concluded that available touristic resources in seaside area of Croatia are attractive to Swedish emissive market. Given the fact $\chi^2$ is 65.483, with 12 degrees of freedom (df=12) table value ($\chi^2_{\text{tab}}$) is 21.03 with empirical level of significance of 5%. Because the fact $\chi^e_{\text{2}}$ is higher than $\chi^2_{\text{tab}}$, and $\alpha$ is lower than 5% with significance of 5%, assumption there is no dependence between stating accommodation in adverts related to Croatia and influence of advertising on search and finding of appropriate accommodation is accepted. It can be concluded that there is no dependence between stating accommodation in adverts related to Croatia and influence of advertising on search and finding of appropriate accommodation is accepted. 30.3% of $\chi^e_{\text{2}}$ is higher than $\chi^2_{\text{tab}}$, and $\alpha$ is lower than 5% with significance of 5%, assumption there is no dependence between stating accommodation in adverts related to Croatia and influence of advertising on search and finding of appropriate accommodation is accepted. Given the fact $\chi^2$ is 7.447, with 4 degrees of freedom (df=4) table value ($\chi^2_{\text{tab}}$) is 9.49 with empirical level of significance of 5%. Because of the fact $\chi^e_{\text{2}}$ is lower than $\chi^2_{\text{tab}}$, and $\alpha$ is higher of 5% with significance of 5%, assumption there is dependence between previous touristic stay in Croatia and evaluation of general tourism offer in Croatia can be accepted. Respectively, there is dependence between previous touristic stay in Croatia and evaluation of general tourism offer in Croatia. General tourism offer in coastal Croatia is on enough high level and adapted to standards of Swedish emissive market. With analysing answers in conducted surveys and half structured interview it can be concluded that proactive managing of promotional mix of tourism organisations in coastal Croatia does not encourage additional interest for yearlong visit from emissive Swedish market. To change this it is crucial to implement integrated offer of activities and content on destination level. Given the fact $\chi^2$ is 11,256, with 8 degrees of freedom (df=8) table value ($\chi^2_{\text{tab}}$) is 15.51 with empirical significance of 5%. Because of the fact $\chi^e_{\text{2}}$ is lower than $\chi^2_{\text{tab}}$, and $\alpha$ is higher than 5% with significance of 5%, assumption there is dependence between previous touristic stay and noticing advertising material of tourism destination is accepted. Therefore, it can be concluded that there is dependence between previous touristic stay and noticing advertising material of tourism destination is accepted. However, given the fact that 12 fields of table have 80.0% of value of expected frequencies is lower than 5, and minimal expected value is 0.22; test is not reliable and needs to be taken with hold back. It can be concluded that promotion with
Managing of Tourism Promotion for Swedish Emissive Market
Neven Šerić, Filipa Marušić

personally values of targeted Swedish emissive market are assumption of growth of interest in tourism destination.

Based on conducted research and testing collected data it can be concluded that tourists from Swedish emissive market perceives coastal Croatia as desirable destination for vacation. Respondents perceive in positive way available resources of coastal Croatia and hypothesis H1 is rejected.

Both chi square tests show positive connection between previous stay in Croatia and positive opinion on available touristic resources. Based on these conclusions it can be additionally conclude that available resources of coastal Croatia are sufficient for developing specialised touristic products and services. Research results show that average promotion of touristic offer of Croatia is visible on Swedish emissive market, due to the fact almost 80% of respondents noticed adverts, primary in online media and public transportation adverts. Chi square tests showed there is no dependence between information related to accommodation in Croatia and influence of advertising on search for appropriate accommodation. Based on this it can be concluded that available tourist resources are insufficiently implemented in promotion of tourism offer and hypothesis H2 is accepted.

Furthermore, based on findings of conducted research it can be conclude that available offer in coastal Croatia is sufficiently differentiated and positioned on Swedish emissive market. It is interesting to highlight answers on question “what would you like to have in basic offer of tourism destination?” and respondents’ answers were: a la carte restaurant with more choice of menus and employees that speak Swedish. Respondents highlighted need for higher number of offered activities and more entertainment content. With chi square test it is proved dependence between previous stay in Croatia and evaluation of general tourism offer.

Finally, findings of research show that promotional mix of tourism offer in coastal Croatia is sufficiently differentiated to attract Swedish tourists who never been to Croatia. Components of promotional mix should be improved based on frequent surveys of opinion of loyal guests. With proactive managing of promotional mix tourism destination there is no additional interest to yearlong touristic visit from Sweden. For this it is needed to significantly broaden themed content on destination level. In terms of this finding for yearlong visit from Swedish emissive market it is needed to implement integrated work and managing the content on destination level. Tourism offer adapted to trends on Swedish emissive market contributes to choosing the same receptive business. Price adapted to wishes of Swedish tourists can offer
premium price. Promotion with personalised values of targeted Swedish emissive market assumption of growth of interest tourist visits. All the conclusions lead to hypothesis H3 is rejected.

5. Conclusion

In spite of the fact that coastal Croatia has enormous potential and tourist resources, Croatia is still perceived as a desirable tourist destination only during the summer. To change this image of Croatia as a summer only destination, efforts in specialisation on individual or small entrepreneur level do not contribute a lot. The Swedish emissive market is unique for many reasons and one of them is their search for diversity when it comes to offer and content of destination. Swedish tourists show interest in Croatia mostly because of nature, as well as cultural and historical heritage. The Swedish emissive market shows a lot of similarities to other Scandinavian markets. Efficiency of managing tourism promotion is the key for growth in the arrival of Swedish tourists. Some of the components of the promotional mix have a higher influence and they should be used more frequently. A perfect are components of the promotional mix which allow materialisation of offer in the perception of targeted visitor (multimedia content). Research for this paper has confirmed the influence of positive previous experiences. Even though the Swedish emissive market does not have a large population, this market has high purchasing power and showed interest in traveling outside of main tourist season, but chooses destinations with various and interesting activities. The adaptivity and flexibility of the tourism offer to trends of emissive market is a precondition to be chosen as an attractive destination. The price of the offer needs to be looked within the context of the perceived value for money which means that every additional activity can be charged in integrated price. In managing the tourism promotion in order to attract Swedish tourists, it is not necessary to invest in standardised and expensive means of promotion (fairs, adverts in tourist catalogues and TV advertising). The Swedish emissive market’s primary values are word of mouth and recommendation, which means that the base for future promotion is satisfaction of present visitor. Online promotion has a significant influence in comparison to classic media. Online media, with an emphasis on social networks should represent a basic platform of tourism promotion for a destination which aims to target Swedish emissive market. Along with that, it is crucial to implement online booking systems in business
processes due to the fact that Swedish tourists prefer this way of booking. Finally, it is important to distribute the destination offer to the Swedish emissive market through distribution channels of specialised tourist agencies and tour operators in order to ensure a loyal clientele.

6. Reference list


COMMUNICATION MANAGEMENT EDUCATION AS A CAREER LADDER BOOST

Preliminary Communication

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Summary

The authors explore whether in today's business environment education in communication management is an important factor in the career advancement process, or whether the ability to manage communication at the decision making level comes naturally and regardless of any education in the field of communication management. The research framework includes a survey among high ranking corporate managers from various industries as well as three separate complementary surveys, which were conducted in order to obtain a complete 360° view from the fields that deal with communication management on a daily basis and, as such, are relevant both in practice and from an academic perspective. The first part of the research was conducted among human resource managers and head-hunters, the second among editors-in-chiefs and the third among professors from public universities and private-owned institutions. In the paper, the authors argue that, due to the complexity of today's corporate environment, communication management education, especially at the foundation laying BA level, is a strategic, business and career development prerequisite for a modern manager.

Keywords: communication, management, education, career, progress.
1. Methodology

The method of research was a central survey comprised of 27 questions within the CEOs, Management Board members, executive directors, founders and owners, meaning managers who hold top hierarchical positions in 29 organizations. To account for diversity and hence minimize the sampling bias, especially due to smaller starting sample, respondents included various industries, with slight predominance of financial services.¹

Three additional complementary surveys deemed relevant from both practice and academic perspective as these each in their own way provide valuable insight and valuation ones of communication management competences were conducted with: i) Human Resource managers and head-hunters on how the market and potential employers look at the managerial and communication skills; ii) editors-in-chief’s that deal with communication and managers on a daily basis; iii) deans and professors from institutions whose curriculums comprise of communication and management programs.

The conducted research was oriented towards providing an operational insight into the communication management and its relationship with education. Hence, the questions were aimed to examine respondent’s communication education background, career paths and management career practices.²

The Statistical Package for the Social Sciences (SPSS) was used for data analysis. Results have been tested statistically with, independent samples T-tests. All the research was conducted in the period from 19 February to 23 March 2015.

2. Introduction and Communication Management Literature Overview

The communication paradox is that one cannot not communicate as lack of communication is still is communication. The same goes for communication management or to paraphrase Warren Bennis’s “leadership is the capacity to translate vision into reality” (as cited in

¹ 23 from Finance & Banking, 3 from IT, Tourism&Hospitality, Energy, Trade and Consulting a piece, 2 from Pharmaceutical and 1 a piece from Telecommunications, FMCG, Education, Sports and Marketing.

² In the survey BA indicates a degree conferred on a person who has successfully completed his or her undergraduate studies, both in field of humanities, social sciences and economics, engineering. The MS indicates a postgraduate program. All the respondents participating in the study have concluded a four year long BA program followed by a completed two yearlong MS program, meaning the Bologna Accord 3+2 program does not constitute having an MS. Also the completed MBA program is not considered as equivalent to either MS or Ph.D..
Maxwell, 2002, 93), with communication being both the tool and the skill for getting this transformation started and implemented.

Managing an organization is fundamentally tied to communicating, as confirmed by Mintzberg’s (1973) ten managerial roles where five of them are explicitly communication: liaison, monitor, disseminator, spokesperson and negotiator, while “the other five certainly depend upon skillful communication for their execution” (as cited in Penley, Alexander, Jernigan, Henwood, 1991, 57).

At its simplest, the definition for communication is social interaction and as per Oliver (1997, 64) “an interchange of ideas, facts and emotions and the effectiveness of how the received meaning affects conduct in the desired way”. Still, Oliver (1997) points out that communications are rarely recognized as a required principal competency and therefore a paradox is present because, although increasing awareness concerning the importance of communications to organizations exists the knowledge appears to have rarely translated into practice (as cited in Kall, 2005, 302).

### 2.1. Communication Impacting Stakeholders and Corporate Image

Olins (1989) resonated that management communication applies to attempts to communicate the vision and mission of the company in order to establish a favorable image and ultimately a good reputation amongst its internal and external stakeholders. Here a distinction can be made between three main types of controlled Corporate Communication, meaning communication instigated by management with the aim of improving stakeholder relationships, categorized by Melewar & Karaosmanoglu (2006) as: Management, Marketing and Organizational communication, with Grunig (1993) arguing the particular combination of these subdivisions of communication is integral to the concept of Corporate Communication.

And while van Riel (1995) conceptualized organizational communication as all forms of communication with stakeholders with whom an organization has an independent relationship, Hatch and Schultz (1997) see Marketing and Organizational communication both acting as the principal link between image and strategic management. Management communication is perceived by Kennedy (1997), Kiriakidou and Millward (2000) as being the most important of these three forms of communication, as it involves the presentation of organization’s goals to internal stakeholders directly with organization communication efforts.
on all levels being an undeniable contributor to its image, the role of the managers as communicators is even more evident.

**2.2. Effective Communication Requires Educated Managers**

Established academic theories as well as relevant practice have explored the requirements for effective communication and identified that there is a need for organizations to have communication experienced managers in place, with communication being not only a desired skill but also a strategic determinant for a successful manager. The rational for this being the role of the managers to, through their communication competencies ensure the delivery of important messages and the implementation of organization’s strategic measures. This is supported by Melewar and Karaosmanoglu (2006) who conclude “the managers ability to create an internal understanding of the mission and vision of their organization as well as its communication strategy is considered as the main step in having effective communication systems”, and by Hambrick and Mason's theory (1984) “upper-level managers have an important impact on organizational outcomes because of the decisions they are empowered to make for the organization” (as cited in Smith, Smith et al., 1994, 412). With Spreitzer, Kizilos and Nason (1997) arguing that “the basic assumption of participatory management is sharing managers’ decision making power with employees will enhance performance and work satisfaction” (as cited by Kim, 2002, 232) which supports the idea that if an organization wants its employees to share its beliefs, visions and goals, it needs to enable the employees to participate in the communication process, with communication being the organizations’ cohesive element.

Several normative stakeholders’ theories are influenced by Habermas' theory on communicative action, with Habermas (1987) distinguishing ‘communicative rationality’, meaning people seeking to reach shared understanding and cooperate to solve a common problem on the basis of discussion and consensus, as opposed to ‘instrumental rationality’ where the goal is to control by changing reality, or ‘strategic rationality’ where the goal is to win by making strategic moves (as cited in Reed, Graces et al., 2009, 1935).

If translated into management practice the question raised here is the one of the fitting management and/or leadership models as categorized by Casse and Claudel (2011); Leading by doing, Leading by teamwork, Leading by inspiring, and Leading by empowering. Historically, management theory (Herzberg, 1968) has emphasized the importance of
coordinating the organization-human relationship to enhance productivity and develop human capital. Wagner (1994) contends that participatory management practices balance the involvement of managers and their employees in information processing, decision-making or problem-solving endeavors (as cited by Kim, 2002, 232), where communication facilitates the information flow and as such successful management itself, with Jo and Shim (2005) referring to several surveys that indicate how measures of communication management positively relate to forming of trusting relationships with the management, job satisfaction increase and employee performance.

2.3. Communication Management Education Enables Faster Managerial Professional Growth

According to van Riel and Balmer (1997, 347) “in order to determine an individual’s strength of identification with an organization, it needs to be established whether there is: a feeling of belonging, congruency between organizational goals and values, positive organizational membership, organizational support, recognition of distinct contributions, a feeling of acceptance and security”. These characteristics and their interrelations have to be nurtured with communication which brings us to the question if, in today's constantly changing and challenging business environment, education (nurture) in communication management is one of the key aspects of being a better communicator and that in a positive way influences manager’s career path. Or is it the individually embodied skill (nature), regardless of any education or specialized training that is the determining factor. Most of the social sciences assume, that a human mind is a blank slate written on by our parents, our schools and our culture (Pinker, 2002), with nurture (education) dominating over nature. Still, as Massey (2002) asserts “the convergence appears to be occurring with the issue not being nature vs. nurture but rather them working together” (as cited in White, Thornhill, Hampson, 2007, 461). Nevertheless the nature part in terms of communication management needs a nurturing support via communication education, and this as Kall (2005) contends especially at the managerial level, because due to the size of globally dispersed operations managers are serving their organizations as critical subjects in connecting the different layers.

Education and knowledge as a result of it have been identified as one of the most important resources that contribute to the competitive advantage of any organization. Mykytyn et al.
(1994) revealed 26 behavior skills and attributes that are essential for knowledge acquisition, and among the five factors these attributes produce we find Personal traits, Control, Organization, Negotiation and - Communication/Problem understanding (as cited in Politis, 2001, 355).

These factors evolve from the interaction of the organization with its external and internal stakeholders, with the knowledge being essential on the internal level as pointed out by Drucker (2001, 289) “knowledge is always embodied in a person, carried by the person, created, augmented, or improved by a person, applied by a person, taught and passed on by a person, used or misused by a person. The shift of the knowledge society therefore puts the person in the center. The knowledge society must have at its core the concept of the educated person.” Today’s top management is understood to be experienced in implementing ‘classic’ management skills, as otherwise it would be impossible to survive, let alone grow in the present constantly changing and on every level interconnected global environment. But still questions can, and are raised on how sufficiently educated managers are in the field of communication and how they use this theoretical knowledge in practice. Parallel with globalism and the size of organization’s operations these discussions are gaining in importance.

2.4. Communication and Management Interrelation in the Interconnected World

Communication and management are inextricably interconnected because of the nature and responsibilities managers worldwide have to deal on a regular basis, with today’s managers having to possess greater skill in adjusting to the constantly changing business environment. Schuler (1979) argues that managers manage the companies, its employees and business issues by means of communication. In line with this the battle between the demand of today and those of the future, according to Fahey (1994) lies in the heart of strategic management because of at least three reasons; i) The environment in which success has to be achieved in the future is more than likely very different from the environment the organization is facing today; ii) To be successful in tomorrow’s environment the organization must undergo a substantial and sometimes radical change; iii) The adaptation to constant market changes is extremely demanding for the organization leaders, but strategic managers have to fulfill this task.
Hence, in the increasingly complex global economy managers have to develop a more diverse set of competences and capabilities, such as communication skills, in order to not only lead and develop themselves and their organizations, but also to understand the organizational life as a whole. Norman Fairclough (1992) argues “the role of communication in society has changed and highly developed communication skills are critical in our attempts to create desired identities and establish relationships” (as cited in Kitchen, 2001, 27). In line with this social psychology (Cartwright, Zander, 1968; Shaw, 1981; McGrath, 1984) has identified social integration and communication as two key predictors of group performance (as cited in Smith, Smith et al., 1994, 417) with communication being described as the heart of group behavior and Shaw (1981, 150) pointing out that “if a group is to function effectively its members must be able to communicate easily and efficiently”.

The shift towards communication as an essential managerial skill is also supported by the research on top management with Murray (1989) contending “team heterogeneity may lower performance with managers responsibility being to resolve the heterogeneity through social integration and communication” (as cited in Smith, Smith, et al., 1994, 413).

For this to work not only in theory, but more importantly in practice by Kall (2005) categorized four domains of managerial communication: Management communication, Corporate communication, Organizational communication and Internal communication have to be developed with managers needing to ensure the delivery of important messages. Which leads to the conclusion that in order to be successful managers need to efficiently, effectively and in an integrated manner communicate with variety of stakeholders, thus enabling organizations to have a positive image, desired reputation, higher productivity and job satisfaction and better retention of top performers.

Accordingly, communication competence is considered essential to managing, both in terms of its theoretical role in management and in observations of the managers’ communication behavior. Yet the manager’s communication competences have received only limited study in organizational environment.

3. Growing Importance of Communication Management as Managerial Skill

Smeltzer (1996, 22-3) contended “the unifying goal of management communication is to develop and disseminate knowledge that increases effectiveness and efficiency of managers
functioning in contemporary business environments” (as cited in Kall, 2005, 305) with communication being a key managerial skill. This is supported by Argenti (2003, 128) who argues “as the organization grows larger and more complex, the need for (internal) communication function increases” confirming thus the so called Packard’s Law: “No company can grow revenues constantly faster than its ability to get enough of the right people to implement that growth and still become a great company” (as cited in Collins, 2001, 54). The trick behind getting everybody on board, headed in the same direction is in two words – communication management.

For evaluation of the importance and perception of the management skills the researchers used the same categorization which was part of the Zegner and Folkman 2014 research that took into consideration the different points in manager’s development at different stages of their career and professional growth, and that pointed to the need for balance of competences among managers. Zegner and Folkman’s research showed that the manager’s communication skills moved up the ladder to second most important within the senior management category. There is also a growing recognition that a manager’s performance depends upon the level of these skills, with empirical research (Bednar, 1982) linking communication ability with subjective appraisals of managerial performance with subordinates assessing their managers based on their overall communication styles and (Sypher, Sypher, 1983) managerial career advancement. This implies that communication is one of the fundamental managerial skills on every level, and one that has a great impact on a manager’s success in regard to career upward mobility.

3.1. Communication Management Gaining Relevance

Of the 45 individuals that participated in the research, ten (22.2%) hold the position of CEO, six (13.3%) the position of Management Board Member (three CFOs, two CMOs and one CRO) and 29 (64.4%) are Executive Directors/Managers. Authors used more than one individual per certain organization, but in regard to the total number of respondents deliberately avoided taking a disproportional number of corporate communication managers (included only four). The reason for this was to prevent sample bias.

A total of 31 male (15 Board Members and 16 Managers) and 14 female (1 Board Member

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3 Named after David Packard; cofounder of the Hewlett-Packard.
4 All respondents were from top hierarchical positions and hence leading and directly responsible for functioning of their organizational units.
and 13 Managers) respondents participated in the analysis. From the education point of view, male respondents finished their formal education between the age of 22.5 and 28 while female respondents finished the same between the age of 21.5 and 25.5, with, as shown in the Table 1 below, 61.54% obtaining the MS degree in comparison to 38.46% of their male colleagues. Out of the total number of respondents, ten (22.2%) at some point of their formal education studied abroad and 90% of them had C&M education in their curriculum.

Table 1: Completed education by gender and current management level

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<thead>
<tr>
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<th>BA</th>
<th>MS</th>
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<tbody>
<tr>
<td>Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>0.0%</td>
<td>14.29%</td>
</tr>
<tr>
<td>Male</td>
<td>100.00%</td>
<td>85.71%</td>
</tr>
<tr>
<td>Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>33.33%</td>
<td>61.54%</td>
</tr>
<tr>
<td>Male</td>
<td>66.67%</td>
<td>38.46%</td>
</tr>
</tbody>
</table>

In order to make a more detailed analysis of what type of education respondents had during their formal education, and if training in communication management was part of that education, authors defined three types of training that respondents took: Communication & Management (C&M), Management (M) and None with the latter two jointly in analysis categorized as ‘Other’.

A total of 21 respondents had C&M training during their formal BA education, and out of these 33.33% are now Board Members while 66.67% are Managers. In the same aspect, 10 respondents during their MS education had C&M education and out of them 40% are now Board Members and 60% are Managers.

3.1.1. Communication Management Education at BA Level Cuts Down Time to Management Position

As part of the analysis the authors performed an independent sample T-tests in order to empirically test if there was a statistically significant difference in the average number of

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5 In terms of level of education, five received both their BA and MS, four their BA, and one their MS degree abroad. In terms of BA field of study: five in Economics, one a piece in Economics&Mathematics, IT&BA, BA&Management, Hospitality&Business Management, and Natural Sciences&Math. At the MS level selected fields were: two Economic, one a piece in Finance, Statistics, Mathematic and BA&Management. In terms of country of education: five studied in the USA, two in Germany, and one each in Singapore, the Netherlands and Serbia.
years since receiving their university degree and reaching their first, and later on their current, management position between the respondents who had C&M education at the BA level.

In terms of time needed to reach the first management position, due to a small cell count, the authors combined (had communications $n=4$, had management and communications $n=17$) into one C&M group ($n=21$), and those who had only management ($n=5$) or had no such education ($n=19$) into the other group ($n=24$).

Results indicate that there is a trend of faster promotion in the group that had C&M education at the BA level ($M=3.43$ years), compared to the group that had no such education ($M=5.04$ years), and this difference can be considered statistically significant at the level of $p=.10$ ($t=1.77$, $p=.08$). The authors believe this to be a highly important finding since it shows that respondents benefit from C&M education by being promoted to their first managerial position over a year and a half earlier compared to the respondents who had no such formal education at the BA level. The authors strongly believe that this finding would replicate at the statistically significant level in a larger sample with more statistical power.

In regard to time needed to advance to current position the authors again performed an independent sample T-test and combined the results into the same two categories; those that had C&M education ($n=21$), and those who had not ($n=24$).

Results here indicate that even though there is a strong trend of faster promotion in the group that had C&M education at the BA level ($M=7.71$ years), compared to the group that had no such education ($M=9.77$ years), this difference does not reach the level of statistical significance ($t=1.54$, $p=.13$).

However, even if this difference cannot be considered statistically significant, the authors believe it to be of high practical importance since it shows that respondents seem to benefit from C&M education by becoming promoted to their current managerial position almost two years earlier compared to the respondents who had no such formal education at the BA level. The authors strongly believe that this finding would replicate at the statistically significant level in a larger sample with more statistical power.

From the analyzed data the authors conclude that C&M education, especially in the foundation laying BA level, has direct influence on time needed to reach both the first management position and on continuation of managers career development progress. This is also evident from the fact that 20.83% (tied highest percentage) of respondents who hadn’t had C&M education at the BA level consider it ‘the most important’ management skill to
3.1.2. Communication Management Education at MS Level Assists Career Advancement, but Is Not a Determining Factor

Independent sample T-tests on time period since receiving their university degree until having reached their first, and subsequently the current management position, were also performed at the MS level. Due to the small cell count, the authors again combined two categories (communication \(n=0\), had management and communication \(n=10\)) into one C&M group \((n=10)\), and those who had no C&M education (had management \(n=4\), had no such education \(n=15\)) as the other group \((n=19)\). As there were 16 respondents who did not have MS level education they were not included in this analysis.

Concerning the time needed to get to the first management position the results indicate that there is no significant difference between the two groups \((t=0.22, p=.83)\), with a weak trend based on a smaller sample size \((n=29)\) nevertheless indicating somewhat faster promotion in the group that had C&M education at the MS level \((M=4.60\) years), compared to the group that had no such education \((M=4.84\) years).

The results indicate that in aspect of time required to get to the current management position there is no difference between the two groups \((t=-0.01, p=.99)\). This analysis indicates that there is no difference in the promotion rate since receiving their university degree to the current position between the group that had no C&M education at the MS level \((M=9.40\) years) and the group that had C&M education \((M=9.40\) years).

The authors also partly attribute the results at the MS education level to the fact that only two out of the 14 respondents that had C&M education at the MS level did not have previous education and the BA level which the authors see as a foundation laying C&M education. Important in supporting this thesis is that out the 12 respondents that had C&M education at the BA level and later at the MS level 10 of them reached the first management positions before the conclusion of their MS education programs.

3.1.3. Communication Management Seen as Desired Training Program

In terms of education and trainings during the career on average the respondents take 1.77 external trainings per year (Board Members avg. 1.25, Managers 2.07). With as shown in the graph below Communication with 13.3% being the altogether third most desired education.
Communication Management as a Career Ladder Boost
Igor Vukasović, Iva Ančić, Ita Ćirović Donev

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

(behind Management 24.4% and Leadership 20%), and second most chosen by Managers with 17.2% (behind Leadership 20.7%). Also 8.33% of Board Members who took C&M trainings during their careers and 25% (tied for first position) of Board Members who hadn’t taken and C&M trainings see Communication as ‘the most important’ skill a manager should poses. At the same time 25% of Board Members who took C&M trainings also graded it ‘important’ which is the highest ranking for any skill in that category. On the Manager level 11.54% of the respondents who took C&M trainings during their careers see Communications as ‘the most important’ managerial skill, while 34.62% graded it ‘important’ which is again the highest ranking for any skill in that category.

Graph 1: Choice of education at current time period given Board level (red) and Manager level (blue)

Authors conclude that the analyzed data proves the point on necessity of C&M education in today’s professional life and as such the strategic importance of the Corporate Communications. This is supported by the Table 2 with 75.6% of respondents (56.3% of Board Members and 86.2% of Managers) seeing the role of Corporate Communications as essential and 62.2% (62.5% of Board Members and 62.1% of Managers) acknowledging its function as strategic.

Table 2: Role and function of Corporate Communication in an organization

<table>
<thead>
<tr>
<th></th>
<th>Board</th>
<th>Manager</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>56.25%</td>
<td>86.21%</td>
<td>75.56%</td>
</tr>
<tr>
<td>Support</td>
<td>37.50%</td>
<td>13.79%</td>
<td>22.22%</td>
</tr>
<tr>
<td>Non important</td>
<td>6.25%</td>
<td>0.00%</td>
<td>2.22%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Board</th>
<th>Manager</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>62.50%</td>
<td>62.07%</td>
<td>62.22%</td>
</tr>
<tr>
<td>Operational</td>
<td>18.75%</td>
<td>20.69%</td>
<td>20.00%</td>
</tr>
<tr>
<td>Communication</td>
<td>6.25%</td>
<td>3.45%</td>
<td>4.44%</td>
</tr>
<tr>
<td>Motivating</td>
<td>6.25%</td>
<td>10.34%</td>
<td>8.89%</td>
</tr>
<tr>
<td>Other</td>
<td>6.25%</td>
<td>3.45%</td>
<td>4.44%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
3.1.4. Career Experience Proves the Essential Role of Communication Management

With years comes experience is the old proverb emphasizing the superiority of practical over theoretical knowledge. In context of education and managerial skills the same principle applies as suggested by the analyzed data in which the respondents compared their attitudes towards the most important skills a manager should poses at the beginning of their career and in comparison to how they look at them now.

Out of 14 listed skills, Communication was at the beginning of respondent’s careers, with 6.67% positioned among seven most important skills, and rated either ‘the most important’ (by 12.50% of Board Members and 3.45% of Managers) or ‘the least important’ (by 6.25% of Board Members and 6.28% of Managers) with basically nobody grading it as ‘important’. When comparing this to their attitudes at the current state of their careers after taking in consideration what professional life has taught them respondents attitude changed significantly, with Communication now in fifth place with 11.11% of the respondents evaluation it as ‘the most important’ managerial skill to poses. The big surge from the 3.45% at the beginning of their careers to 10.34% in ‘the most important skill’ coming from Managers and in the ‘important’ category at the Board Member level with 18.75% now compared to 0% at the beginning of their careers.

The importance of communication management and it’s assistance as a useful career development skill is also evident from the fact that from the total of 45 respondents, only four or 8.90% had no formal or optional C&M education.

4. The Full 360° View

Along with the analysis of the high ranking managers in order to get a 360° view the authors conducted three separate complementary surveys that each in their own way provide valuable insight and valuation ones of communication management capabilities: i) among the human resource managers (HR) and head-hunters (HH) on how the market and potential employers look at the managerial and communication skills when looking for middle and top executives, ii) among editors-in-chiefs and economy editors that deal with communication and managers on a daily basis and that are credible and critical analysts on the matter, and iii) among deans and professors from institutions whose curriculums comprise of communication and/or
management programs and who are in position to provide insight into how much an educational system contributes to laying the foundations for career growth.

Total of twelve respondents participated in the Human Resources (HR) research, nine of which are HR department managers, and three head hunting (HH) agency owners or consultants responsible for candidate assessments. Among them only one respondent hasn’t during the career taken any communication management training following the completion of the formal education, with nine (75%) completing communication management educations and two taking solely management courses. Interestingly enough when asked to choose a single training the three most desired with 25% a piece were Management, Project management and Communication which authors interpret as a clear indication of the importance of continuous need for communication skills development. Especially in today’s constantly changing and fast working environment.

In terms of evaluating the top five managerial skills, from one to five, with the latter being the highest grade, and according to the respondents experience gathered during their careers, the HR/HH group’s opinions somewhat differ from what they deemed the most important managerial skills at the beginning of their careers, with Communication gaining in importance.

The HR/HH group also perceives the role of Corporate Communication in organization primarily as essential (75%), then support (25%), while in terms of its function they see Corporate Communications as primarily strategic (75%), then motivating (17%) and solely informing (8%), with interestingly enough nobody seeing it as a primary operational function.
Six editors-in-chiefs and one economy editor (Media), working in the print (daily, weekly and magazines), web and TV media participated in the second survey with all of them having over 15 years of journalistic and over 10 years of editorial experience.

In terms of evaluating the top five managerial skills, the Media respondent’s opinions also differ from what they considered the most important managerial skills at the beginning of their careers. The biggest difference interestingly enough is that none of the Media respondents at the beginning of their careers saw Communication as important in anyway and this skill didn't get a single vote. But what they evidenced in practice, and what their 'present' evaluation shows is that Communication is undeniably an essential managerial skill (71%) and a primarily strategic one (86%).

![Graph 3: Top 5 managerial skills as seen by Media](image)

When asked to in general grade, from one to five, with latter being the highest grade, the Croatian managers the result was an average grade of 2.86. But the managerial skills of Croatian managers received an average grade of 2.57, with their communication skills getting an even lower grade of 2.43.

The third survey was conducted among a total of fourteen deans, professors and program directors (Educators) from six public and five private-owned institutions whose curriculums comprise of communication and/or management programs.

In terms of evaluating the top five managerial skills, Educator’s opinions again differ from what they considered the most important managerial skills at the beginning of their careers with biggest difference again coming in regard to Communication that was at the beginning of their careers in terms of importance seen as only tenth out of fourteen managerial skills but has climbed to present second position.
The acknowledgement of the importance in Communication can also be seen in the fact that out of the eleven institutions only one doesn’t at the moment offer communication management programs, with private institutions introducing such a program right from the start of business, while majority of public institutions did so within the last 10 to 15 years and continued constantly to broaden and develop it further during the last years following the increase both in need and demand for them.

In grading the Croatian managers, the Educators did award them with slightly better grades than the Media with the average in general managerial grade being 3.07, while both their managerial skills and communication skills receiving a grade of 2.86.

5. Acknowledgements and Limitations

General limitations of the study lie in the total size and structure of the sample obtained. Despite the fact that the authors tried to eliminate as much sampling bias as possible, the final sample size of 45 respondents inevitably is small, with the short testing period having certain drawbacks. Hence, the study should further be enhanced with much larger, well diversified and representative sample size. Such structure would, in turn, provide for a more comprehensive overview and most importantly provide informational conditionals of different levels and industry needs as to the communication education and its practice in business environment.

The study finally should undertake unsupervised learning method to provide for the potential difference of respondents with communication education and those without.
One aspect of complementary research to follow will accordingly focus on transfer of communication management knowledge to career development especially between the BA and MS levels, as this segment leaves a lot to be analyzed in more detail. Also to be taken in consideration is the scope of education provided by individual institution’s communication management program’s as these in some aspects differ considerably. Limitation of the paper also lies in the fact that communication skills learned in the academic environment are not always transferred into practice. The key being in the transfer element that remains with the managers who need to implement it, which points to the necessity for their further and continuous development in field of communication management thus contributing with their communication management skills to their professional individual but also indirectly the organization’s development.

6. Conclusion

Due to the complexity of today’s corporate environment, as well as the ever growing number of direct and indirect stakeholders, an organization’s quality communication management is vital on the internal and external plane. Communication management has, therefore, become a field of interest for academics and practitioners in various industries and institutions. Hence, in everyday business surroundings, managers’ communication management education and thus their actions have a significant impact on the development of their careers, with the authors contending that the analysis in this paper substantiates this view.

One way of managing communication competence, and thus managerial competence, is through managing communication effectiveness with a desired foundation for this being the communication management education and accumulated knowledge that necessarily needs to be nurtured, broadened and developed during one’s entire professional career. Because, as with professionals in other fields, these managerial skills are not continuously exercised and enhanced, and the manager’s ability to communicate and manage more efficiently is diminished.

Hence, communication management skills are to be considered as one of the prerequisites of career development, but at the same time, if they are not developed, managers can become inadequate for modern organizational and today’s communication challenges.
The motto that people are a companies’ most valuable asset is probably one of the most cited mantras in management. But Collins (2001, 64) contends that this “old adage that people are a company’s most important asset is wrong, as they are not. The right people are. And the best people, the top performers don’t need to be managed, but guided, thought and led”.

While the sample size prevents making general conclusions, they are nevertheless indicative and point in the direction that the managers who had C&M education do tend to make faster career progress. The results of the analysis show that this can be considered especially significant when receiving a communication management education at the foundation laying BA level.

Accordingly, the authors believe that communication management is, or at least should be, an important part of management education and that the top performers are successful in great deal due to their communication skills through which they manage, guide, teach and lead.

7. Reference List


Other references


NEW COMMUNICATION REQUIREMENTS IN SECURITY MANAGEMENT AND BUSINESS CONTINUITY MANAGEMENT

Review Paper

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Summary

Business Continuity Management (BCM) is a holistic concept that encompasses the assumption of the existence of threats affecting an organization's business operations and the conducting of business operations. The existence of such threats also implies the existence of external and internal security hazards that are faced by organizations. The nature of the potential threats not only includes irregularities and disturbances within the organization, but also external threats that can directly affect the organization itself, such as terrorism, the emergence of different types of diseases, as well as natural, and technical and technological disasters. Therefore, security management is viewed as an integral and important part of business continuity management since the timely detection of potential threats and the defining of security objectives of the organization reduce undesirable impacts on the reputation of stakeholders, the image and business operations of the organization, and its interests. The new communication requirements that emerge in the implementation of these objectives have been shaped by the structure and nature of the organization itself, the external environment, which has a direct or indirect impact on it, and the behavior of key stakeholders within an organization that make decisions and manage the entire process.

This paper will provide an overview of the methodology used to prepare a business continuity management plan and research that shows the importance of the timely recognition of threats and risk assessments that shape business and the sustainability of an organization, and affect the lives of those who are part of this process. The implementation of standards that are the main guidelines in the preparation and implementation of such logistics plans show a high level of awareness of the existence of security conditions for the successful implementation of business processes. Great Britain, as the
initiator of a number of standardizations and a member of the International Organization for Standardization, points to the importance of taking into consideration the changed and changing security environment, which leads to the emergence of new communication requirements within an organization.

**Keywords:** business continuity management, security management, standardization, new communication requirements.

1. **Introduction**

The changed security environment has placed in front of the social community a number of challenges, whose emergence contains an element of uncertainty that makes the community vulnerable. Reducing uncertainty is one of the most important tasks of organizations, societies and states for the normal functioning of the system and to keep the survival of the community from being brought into question. The scope and implementation of this task involves taking into account a number of factors that, to organizations, represent a cost, the unknown, the challenge of aligning business operations, security and maintenance of the system. Overcoming these types of challenges is not a one-time event and unvarying, but requires a comprehensive approach at all levels of the system. Companies, as economic entities, must consider the security of their operations, which includes continuity and responsibility in their daily activities. Disturbances of any kind can seriously undermine the stability and reputation of the economic entity, most commonly measured in large financial losses. Crisis management, as a set of activities and measures to be undertaken in order to control the crisis situation, covers the main stages of activities – mitigation, preparation, performance and recovery. Accordingly, business continuity management and security management, as sub-types of crisis management, follow the same control logic, by means of which recognized are potential threats from within and from without the company or organization. The threats that appear can be internal and external, and directly or indirectly affect security and business continuity, and represent, for the company, a risk that is a measurable category. Therefore, the company should, accordingly, devise a logistics plan that will be adopted as a result of taking into consideration the basic elements of business continuity, such as analysis of business operations, development of solutions, implementation and verification of the same responses and adaptation to changes. However, the emergence of threats often includes the element of surprise, for which the company does not have prepared procedures and practices for the consequences because the
losses are not only financial, but may also include intangible categories. Therefore, security, as a basic human need, is reflected in the companies themselves, which are trying to reduce risks with appropriate actions. In order for the company to monitor changes in the dynamics of its business operations and environment, it must adopt certain standards that serve as tools and guidance in the management process. The system of standardization for business continuity management serves as a legal platform, in which companies and organizations participate to help them overcome certain obstacles. Great Britain, as the initiator of a series of standards and a part of the World Organisation for Standardisation, adopted in 2012, instead of BS25999 or BS25999-2 (Business Continuity Planning Standard), the new ISO22301 standard, which contains the requirements for planning, establishing, implementing, operating, monitoring, inspecting, maintenance and continuous improvement of the management system in order to protect companies from certain types of threats. The application of requirements is related to the decrease in the likelihood of the appearance of threats, preparation and responses, as well as recovery in the event of escalation, which enables continuous and stable business operations.


Business Continuity Management (BCM) can be defined as a holistic concept that is aimed at identifying and reducing potential negative impacts, which can have an extremely negative effect on the company or organization and its operations. The concept involves the existence of sufficient capacities for “a recovery and effective response that protects the stakeholders, reputation and brand activities” (Kešetović, Toth, 2012, 63) and the existence of a logistics plan that provides guidelines on how to avoid, mitigate, and, in the worst case, to restart operations (Centar informacijske sigurnosti, 2011, 4). Basic categories in most definitions related to this concept include the term incident, which indicates the existence of certain types of threats such as power supply outages, telecommunications failures, anomalies and attacks on information and communication systems, financial fraud that threaten the company's operations, environmental contamination or terrorist attack that transform the emergency situation into a disaster. The concept of business continuity management is part of the concept of risk management, which is defined as the process of identifying risks, evaluating consequences and determining the most effective methods of control and response to the consequences of risk (Gallagher, 2003, 8). In the area in which risk is viewed as that which is associated with
operations and business risks, we are talking about operational risks and it is precisely related to business continuity management (Table 1).

Table 1: Structure of operational risks (Gallagher, 2003, 10)

<table>
<thead>
<tr>
<th>EXTERNAL RISKS</th>
<th>Interruption of supplies (product of raw material) – key supplier goes out of business, industrial action, transport difficulties, international disputes. Quality of supplies – quality control problems, environmental or weather conditions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNAL RISKS</td>
<td>Fire; flood; explosion; computer/system malfunction; equipment breakdown; pollution; industrial action – disputes; fraud or losses in foreign exchange dealing; sabotage; design mistakes; loss of key people.</td>
</tr>
<tr>
<td>DISTRIBUTION RISKS</td>
<td>Transport problems; product counterfeiting; product and tampering.</td>
</tr>
<tr>
<td>CUSTOMERS</td>
<td>Key customer goes out of business. Key customer switches to alternative supplier.</td>
</tr>
</tbody>
</table>

The business continuity management concept is of a more recent origin, and has its beginnings in the 1970s, as part of the existence of recovery plans in the area of IT, where all the attention is focused on the protection and security of information systems (Gallagher, 2003, 6). It was not until the 1990s that highlighted was the need for the establishment of special measures and procedures to make business operations safer and continuous. The emphasis is no longer only on planning, but on the establishment of a system which will encompass proven procedures, which will be able to analyze potential threats and which will not stop its activities at the moment when the threats ceases to exist.

Deciding on the security objectives of the organizational system is part of crisis management that all organization must take into account, and which are aimed at reducing adverse security impacts. Security threats, in the wider sense, also encompass external threats, such as terrorism, local conflicts, civil wars, epidemics, and internal threats such as attacks on information systems, financial fraud and other emergency situations that may be caused by intentional or unintentional human action. Security management usually does not stand out as a separate sub-type, except in companies which, exclusively, deal with this area, such as for example, a security company. Every company contains security as a condition that must exist in order for
business operations to be conducted, which includes the existence of security checks and procedures applicable to internal and external stakeholders associated with the company or organization; the existence of security protection and support in information systems, facilities and work environment that enable business continuity. Therefore, the link between both concepts includes interdependence, without which modern business and the environment in which it takes place cannot be understood.

3. Structure of Business Continuity Management

In order for a company, organization or other entity to prepare a special manual that includes all of the procedures, instruments, measures, risk analysis and, consequently, procedures, it must adopt a logistics plan that includes: analysis of business operations; solution design; implementation of solution; and testing and customization of solution to changes (Centar informacijske sigurnosti, 2011, 5) (Figure 1.) What does this mean? The existence of specific plans and the ability to plan are determined by careful observation of the environment, awareness of the environment in which the business operates and respect for the specific circumstances.

![Figure 1: Overview of basis phases of business continuity management (Centar informacijske sigurnosti, 2011)](image)

Risk is defined as the product of the expected result of an event and the probability that an event will occur (Luecke, 2005, 43). Thus, for example, the degree of risk of telecommunications
failures, on a scale from 1 to 5, can be assessed as an event whose probability of occurrence is 4, and the degree of impact on business operations 5, which would provide an end result, that is, a degree of risk of 20. Of course, risk assessment includes a procedure for assessing the different types of risk.

The first phase, analysis of business operations, according to the Information Security Center (2011), includes impact analysis, an analysis of threats and risk assessment. The impact analysis refers to the identification of key processes that form the foundation of business operations and whose dysfunction prevents the continuation of business operations, while it can be measured in terms of financial losses or violation of fundamental legislation. By analyzing threats, documented are basic threats that can be both internal and external, and an awareness of their existence, and the possible negative consequences that may result, make this procedure important. Some of the potential threats that are perceived, whether in question are lessons learned, or threats for which a system has been worked out, can include natural disturbances, technical and technological incidents caused by intentional or unintentional human activity, which can turn into a disaster, or incidents related to specific market categories (loss of raw materials, cancellation of cooperation). Risk assessment, based on the monitoring of certain trends, takes into account the historical, social, economic, geographical and other factors, gives a business entity insight into the potential outcome of an undesired event. In order for the assessment to be carried out, prepared are scales with descriptive or numerical indicators for two categories, whose values are attributed to two dimensions, the probability of an event and its impact on business operations, and entered in the table are the obtained values, whose product or descriptive rating speaks of the degree of risk for the occurrence of a specific threat (Centar informacijske sigurnosti, 2011, 7-8). The plan is prepared for the purpose of reducing or eliminating risks that could jeopardize the business operations of the company or organization, for which a strategy must be adopted in order to prepare a logistics plan. It includes specific steps that must be followed in the event of a disruption in business continuity caused by occurrences of certain types of threats, and data necessary to restart operations (scope, structure, content of the plan; data about organization and management, recovery team, team members and contact lists; standby/emergency location; security of the business continuity plan; changes to the plan, distribution of the plan; finance team plan and other plans for every sector) (Hiles, 2007). Implementation of the plan refers to the implementation of actions contained in the logistics plan, and its testing from time to time to assess the
effectiveness of procedures and to stress the importance of participation of all actors of the company in the implementation of the plan. Testing should be conducted in accordance with the degree of complexity of the procedure, which may include small-scale exercises involving smaller units of the corporation or organization or those of high degree of complexity that encompass the entire business entity and require the engagement of all employees. According to Lindros and Tittle (2013), plan implementation and testing involves “rigorously testing a plan to know if it is complete and will fulfill its intended purpose. Many organizations test a business continuity plan two to four times a year. The schedule depends on the type of organization, the amount of turnover of key personnel and the number of business processes and IT changes that have occurred since the last round of testing. Common tests include table-top exercises, structured walk-throughs and simulations. Test teams are usually composed of the recovery coordinator and members from each functional unit. A table-top exercise usually occurs in a conference room with the team poring over the plan, looking for gaps and ensuring that all business units are represented therein.” Changes in the environment and business organization lead to the necessity to adjust the plan with changes that take place over according to the revised plan, the adjustment involves a change of certain information relevant to the business operations of the company or organization, technical components, changes to procedures, the introduction of some new measures or tools so that the control process is as successful as possible.


In parallel with social development and the advancement of technology, the human species and organizations, too, are faced with increasingly varied and numerous threats that endanger the survival of society and the state. Crisis management relatively late became a vital part of business management, however, today it is clear that any responsible company must have it for emergencies. The most frequently cited objective of crisis management is the effective planning of resources that are necessary to restore financial balance and operating efficiency following a loss (Ekonomski portal, 14 April 2015). At the same time, “modernization” of the business environment must be kept in mind, which places completely new challenges in front of the organization and management. According to data from Ekonomski portal, which was launched in 2009, as one of the ideas of a group of professors, assistants and students of the Faculty of Economics at the Josip Juraj Strossmayer University of Osijek, today we have "traditional" and “modern” crisis management. Traditional crisis management is aimed at dealing with pure risk (that may only result in a loss) and protection of natural resources. It evolved from an insurance
manager who dealt only with the program of insuring companies. This traditional crisis manager is preoccupied with the risks that can transfer professional risk-takers, especially companies dealing with insuring property and persons. In addition to this, the manager can also assume some responsibility in relation to security and loss control, and for some non-transferable methods of crisis procedures. On the other hand, the “modern” view of crisis management that is being created is even more comprehensive. It assumes a preventive role in which potential threats and risks are taken into consideration. The modern crisis manager must be able to deal with problems related to products, industrial breakdowns and accidents related to human error, acts of terrorism and a number of other problems, that is, all the negative effects that may jeopardize the organization’s survival potential (Ekonomski portal, 14 April 2015). Disrupting credibility and reputation, as well as financial stability of the organization, are the most common threats to business operations. The outcome is the forming of a sense of insecurity and discomfort, and a sense of the necessity of an emergency response in order to reestablish balance. In order to accomplish this, the proper anticipation of potential threats, which makes the system ready for this kind of crisis situation, is of paramount importance. Crisis management must, primarily, be used as a means of crisis prevention, but also as a means of “survival” when a crisis occurs. An organization must pay attention to the characteristics of the crisis period, and build instruments to efficiently manage the business crisis and to use them (Funda, Majić, 2011, 47).

Research conducted by the Business Continuity Institute (BCI) has shown that, on average, 20% of all organizations experience some form of unplanned event at least once every five years. For the most part, this is not an event of drastic proportions, however, this does not detract from the need for thinking about more probable events like power failures, fire at the plant, the increasingly ever-present legal problems or failure of IT equipment essential for business operations. Almost 90% of crises are not as dramatic as those exposed in the media, nevertheless, they have the potential to damage a company’s greatest value: its name and reputation (Centar informacijske sigurnosti, 2011). A report published by the Business Continuity Institute (BCI), in association with The British Standards Institution (BSI), has revealed that IT-related threats are continuing to provide the greatest concern for organizations, ranking above other threats such as natural disasters, security incidents and industrial disputes. The annual BCI Horizon Scan shows that three quarters (77%) of Business Continuity Managers fear the possibility of an unplanned IT and telecoms outage and 73% worry about the
possibility of a cyber-attack or data breach. The report also identifies long-term trends, with 73% seeing the use of the internet for malicious attacks as a major threat that needs to be closely monitored, with 63% feeling the same way about the influence of social media (Business Continuity Institute, 2014). According to Gregory and Edwards (Gregory, Edwards 2004, in Tench, Yeomans, 2009, 194), research among Britain’s “most admired” companies indicates that up to 70% of their communication is pre-planned. Most of the remaining time is used for the best possible use of unexpected opportunities and responding to events, and specific time is also used for crisis management (Tench, Yeomans, 2009, 194). From the majority of known crisis management theories, it can be concluded that the key requirement for successful crisis management is preparedness. Namely, a crisis situation is an event that puts a halt the usual activities of the organization, and if it is poorly managed, it can, in a few days, destroy the hard-earned reputation and, in some cases, obliterate the company from Earth (Tench, Yeomans, 2009, 432). These figures lead to the conclusion that crisis management and its various forms are the indispensable content of all business operations and are imperative for modern organizations. This implies that business continuity represents one of the most important goals that the company or organization must achieve in order to be successful in today's market. In the event of a disruption in the business operations of the company or organization, it can be paralyzed and the trust of its users permanently damaged. For this reason, modern organizations have recognized the new dynamics that accompany the frequent changes in the business environment, which is why they have created the need to devote themselves to the development of certain forms of crisis management, that is, with the purpose of preparation and protection from failure, to adopt a number of norms and standards that will bring the best guidance in business continuity management.

4.1. Implementation of Standards and Communication Aspects of Business Continuity Management

One of the leading business continuity management standards until May 2012 was BS 25999-2. The now repealed British standard was issued in 2007, and within a short period of time, it was designated as the main business continuity management standard. While it was still in force, from 2007 to 2012, the standard included the following phases of activity: planning, implementing, reviewing, monitoring and recovery. Accordingly, the standard precisely prescribed on what part of the organization business continuity management applied;
New Communication Requirements in Security Management and Business Continuity Management
Maja Banovac Barić, Ivan Pakozdi

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

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determined objectives and responsibilities; human resource management; business impact analysis and risk assessment; determining the business continuity strategy; business continuity plans; maintenance plans and system, and its improvement (Advisera, Vodeća norma za kontinuitet poslovanja). The purpose of implementation is to ensure stability and continuity of business operations, and even though it was a national British standard, conceived for British companies, it was successfully applied in numerous other countries. However, on 15 May 2012, the BS 25999-2 was replaced by the more advanced ISO 22301 international standard, which is applied today. The International Organisation for Standardisation (ISO), on 15 May 2012, officially published its standard for business continuity management named ISO/IEC 22301, “Societal security - Business continuity management systems – Requirements”. Since then, this standard has become the world standard in this area, and is now used instead of BS 25999-2 and 25999-1. Its advantage is that, in combination with ISO/IEC 22313, “Social security - Business continuity management system – Guidance”, it forms a comprehensive whole. Furthermore, with ISO/IEC 27031, “Information technology - Security techniques - Guidelines for information and communication technology readiness for business continuity”, there is now a complete set of standards for the business continuity management field (Zavod za informatičku djelatnost Hrvatske). The ISO 22301 standard was created by business continuity management experts from the leading industrial, service and financial companies, and its purpose is to provide the best framework for management. In other words, when business continuity management, according to ISO 22301, is implemented in an appropriate manner, the possibility of business operations in an organization coming to a halt is reduced, and if such a halt occurs, the organization should be able to respond in an appropriate manner that will minimize the potential damage from such a termination. “The requirements specified in ISO 22301 are generic and intended to be applicable to all organizations, or parts thereof, regardless of type, size and nature of the organization. The extent of application of these requirements depends on the organization's operating environment and complexity.” (ISO, 19 April 2015)

From the implementation of these and similar standards derive concrete benefits for businesses and organizations, such as the identification and management of current and future threats and business risks; a proactive approach to minimizing threats and risks; the creation of a system in which the key segments of the company or organization operate in crisis situations; minimizing the time required to start business operations as a result of a crisis situation; flexibility with regards to new customer requirements; unexpected situations with suppliers and the image
brought on by this system of standards. The standards may be implemented by companies or organizations of any size, large or small, for-profit, nonprofit, private or public, because the standard is designed in such a manner that it is applicable to any size or any type of company or organization. Although the most prominent, ISO 22301 is not the only standard that companies or organizations follow when establishing a framework for business continuity management. As organizations are facing an increasing numbers of risks, other related standards have also been developed that may be useful in the implementation of business continuity, and they are, according to consulting firm Top Consult Grupa d.o.o., specialized for the implementation of ISO standards and other management systems: ISO 9001:2008 Quality Management System; ISO/IEC 27031 – Guidelines for information and communication technology readiness for business continuity; PAS 200 – Crisis management – Guidance and good practice; PD 25666 – Guidance on exercising and testing for continuity and contingency programs; PD 25111 – Guidance on human aspects of business continuity; ISO/IEC 24762 – Guidelines for information and communications technology disaster recovery services; ISO/PAS 22399 – Guideline for incident preparedness and operational continuity management; ISO/IEC 27001 – Information security management systems – Requirements (Top Consult Grupa, 19 April 2015). According to the British Standards Institution, ISO 22301 reduces impact and frequency of business disruptions, enhances ability to respond when disruptions do occur, gives confidence in responses and ensures appropriate and agile contingencies and better stakeholder/interested party relationships. ISO 33201 also helps to achieve greater visibility of business risks both externally and internally across the organization, increases confidence in companies’ recovery plans, shows companies’ clients and supply chain that they are committed to BC, demonstrates a duty of care to staff, no matter what happens, causes cost savings through mitigating impact of disruptions, improves risk identification and brings about a consistent approach across organization (The British Standards Institution, 28 April 2015).

One of the most efficient methods for effective business management is devoting adequate attention to new communication requirements that occur in accordance with the appearance of certain types of threats and demand from companies or organizations greater involvement in this segment. Therefore, it is important that, in addition to the adoption of new tools, such as the different standards that help businesses more easily align their business operations and maintain business continuity, companies invest extra effort in the communications segment. For a company or an organization, it is important how they will communicate with target
groups, internally and externally; how much effort and resources they will invest in the continuous education and training of personnel for emergency situations, as well as in the development of strategies that will include all elements for the protection of company reputation and brand. Given that planning business continuity management on its own is quite extensive, to that end, it is important to have a methodology that will cover all the important segments, which describes the ways in which the organization will recover and return to its previous state after a partial or complete stop to business operations. The plan includes all relevant information and procedures, including the preparation of a backup location for the continuation of business operations, assembling a crisis team, behavior management, protection and sharing of information, defining recovery time, preparation of communication, which results in the formal publication of a business continuity management manual. Due to the fact that, for different types of companies and organizations, there are different kinds of risk, there are no strict rules on what a business continuity plan should look like, given that there are different economic activities. A business continuity management plan is prepared in a manner that meets the condition of being feasible and realistic, which means that, during crises, it can be carried easily and be easily used by all who are involved in its implementation. The Financial Industry Regulatory Authority (FINRA), an independent, not-for-profit organization authorized by Congress to protect America’s investors by making sure the securities industry operates fairly and honestly, defined ten critical elements of a business continuity plan: data back-up and recovery (hard copy and electronic); all mission critical systems; financial and operational assessments; alternate communications between customers and the member; alternate communications between the member and its employees; alternate physical location of employees; critical business constituent, bank, and counter-party impact; regulatory reporting; communications with regulators; how the firm will assure customers’ prompt access to their funds and securities in the event that the member determines that it is unable to continue its business (Financial Industry Regulatory Authority, 21 April 2015). This is just one example of where it is evident how the communication requirements in business continuity management and the related concept, safety management, play an important role in determining the priorities to be covered by the logistics plan. The most common threats derive from the area of information and communication technology, which makes business operations vulnerable. According to a survey conducted by the Chartered Management Institute in Great Britain in 2007 on a sample of 1257 respondents who held managerial positions and who provided their
opinions on perception and experience related to the emergence of certain types of risks, it has been shown that 39% of companies usually face IT-related threats, 32% with the loss of staff and 28% with unfavorable weather conditions (Woodman, 2007, 3). The results show in which percentage the mentioned threats are included in business continuity planning, which indicates the preparedness of the company or organization and its leadership to take all necessary steps to prevent disruptions and discontinuity in business operations. Thus, 81% of threats that derive from the area of IT and 75% from telecommunications are included in company logistic plans. The lack of staff and skills are covered by the plan in an average of 51%, while emergency situations that can turn into disasters, and are the consequence of natural disasters, 58%. Damage that has a negative effect on the reputation and brand of the company or organization that may be reflected in negative public opinion is covered by 35%, that is, 36%. Risks, regardless of source, represent a security issue for the company or organization, which will require a logistics plan and communication. The exchange of information, which is necessary for all of the segments of the system to function, appears in all crisis situations on the basis of successful activities. The manual for business continuity management of companies or organizations represents a basic operational step that all companies or organizations must have in order to ensure business continuity. The manual is the last product in the making of business continuity planning, and includes: “names, addresses and phone numbers of crisis leadership; a list of employees in general services; a list of the most important customers and suppliers; the exact location of remote data backups; copies of insurance agreements and copies of other critical materials necessary for achieving business continuity in an organization” (Upravljanje kontinuitetom poslovnih procesa, 2011, 9). Tench and Yeomans (2009, 446) point out that a good manual for all types of emergencies includes a simple system for fast communication and actions, key messages and identification of key individuals, and should consist of no more than ten pages. There will be no time for anything longer than this in a crisis situation. In most cases, backups are stored in a location away from an organization’s primary site in order to remain safe in the case of some emergency situation. New communication requirements are not new because they have just emerged, but are labeled as new due to the changed security environment. Communication is inevitable in every type of economic activity and relationship, however, the requirements arising from the environment, both internal and external, represent a challenge due to the way they are perceived, and due to the manner of procedure and manner of implementation. Any threat that is perceived as a risk for a particular business entity must be
encompassed in all stages of the management process and included in the logistics plans, that is, manuals that guide the actions of companies or organizations in crisis situations. Continuity of activities and planning on how to proceed and manage various segments are an important part of corporate culture and corporate social responsibility. Therefore, the involvement of all stakeholders at all levels requires two-way communication, between employers and employees; employees and employers; companies and clients; companies and other external entities. In this manner, the company or organization can, through joint efforts, overcome potential threats, communication requirements, and reduce risks.

5. Conclusion

Business continuity in modern society depends on a number of factors, whose disregard may lead to an interruption or disruption of business operations. Negative consequences may include material and non-material damage, and can be prevented with planning and preventive action, including the preparation of a logistics plan. Business continuity management represents a holistic concept that encompasses the basic stages including analysis of business operations; solution design; implementation of solution and testing of solution, and customization of solution. Business continuity management is part of risk management, which seeks to assess the probability of an occurrence of a particular event. The aim of this assessment is to reduce uncertainty and minimize potential damage that a particular event may cause. Management is no longer a one-dimensional activity that, in crisis situations, uses *ad hoc* decisions, but requires a comprehensive approach that includes continual planning in order to be able to act, in a timely manner, with the appropriate tools and measures, and ensure continuous and safe business operations. The business continuity management concept began to develop intensively in the 1990s, at the same time as the emergence of a new security paradigm, in which security no longer only implies the defense of a country against external enemies, but also against a number of other threats that directly or indirectly affect all actors of the social community. For this reason, the state of preparedness and planning are becoming part of regular activities, which make business operations possible. In such circumstances, new communication requirements, arising from the changed security environment, require companies and organizations to devote attention to communication aspects. Business continuity management, which is closely linked to security management, presupposes the existence of a logistics plan that encompasses
responses as a result of the emergence of threats in order to protect stakeholders, reputation and brand of companies or organizations. Responses include the application of tools, such as standards applicable to the field of business continuity management, which provide companies or organizations with guidance on how to ensure stable and continuous business operations in crisis situations, which can turn from an emergency situation into a disaster. However, in addition to specific tools, for a successful management process, communication aspects play an important role. The changed security environment, from which new communication requirements arise, demand from companies to communicate with all stakeholders at all levels, both internally and externally, as well as the preparation of plans to maintain reputation and brand, and enable continuity of business operations.

6. Reference List


Internet Sources


IMPROVING GOVERNMENT TO SMES COMMUNICATION IN CROATIA

Review Paper

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Summary

E-government represents the strong implementation of ICT for enhancing communication tools. G2B, one of the e-government models, includes methods and approaches by which government and business cooperate online. There is a lack of communication between Government and SMEs in Croatia. This can be improved by e-government programs. Improvements in communication channels between Croatian SMEs and Government could raise competitiveness of Croatian SMEs. SMEs represent the most important segment of the EU’s and Croatia’s economy. EU Member States support SME development through special institutions that deal with SMEs. In the EU, there are programs for fostering the development of SMEs which have shown good results. The paper detects one of these programs, and suggests the ways, means and methods for its implementation in Croatia. The presented program is conducted by the German institution for SME development. Based on the German SME program, the benchmarking of the Croatian SME program is shown.

Keywords: small and medium sized enterprises (SMEs), e-government, government to business (G2B), programs for fostering development of SME sector, communication, export potential

1. Introduction

Over the last two decades, the relationship between business and government has been changed by the effects of globalization and by the giant leap in information and communication technologies (ICT). E-government represents the strong implementation of ICT for enhancing communication tools. G2B, one of the e-government models, includes methods and approaches by which government and business cooperate online. There is a lack of communication between Government and SMEs in Croatia. This can be improved by e-government programs.
Improvements in communication channels between Croatian SMEs and Government could raise the competitiveness of Croatian SMEs. SMEs represent the most important segment of the EU’s and Croatia’s economy. EU Member States support SME development through special institutions that deal with SMEs. These institutions are established and financed by Member States. An analysis of existence of institutions dealing with SMEs development in the EU Member States is shown. Good European practices could help Croatia to identify programs aimed at increasing SME competitiveness. In the EU, there are programs for fostering the development of SMEs which have shown good results. Therefore, there is the possibility that, by implementing them in Croatia, they could improve competitiveness of the Croatian SME sector. The paper detects one of these programs, and suggests ways, means and methods for its implementation in Croatia. The presented program is conducted by the German institution for SME development. The structure of the German institution is presented. The structure of the Croatian SMEs development institution, which will serve as a point for suggested implementation of successful German practices, is also shown herein. Based on the German SME program, suggestions are made for its implementation in Croatia. Finally, conclusions are presented.

2. Government to SMEs Communication Channel

In the last two decades, major changes between private and public sector have happened, and the gap between these two worlds has become much shallower. Nature of business and politics relationship has been enormously influenced by the globalization. The Internet, 24 hour media, freedom of information legislation, and non-governmental organizations (NGOs) have deeply marked the way government and business communicate (The Whitehall, Industry Group, 2009). Governments have been recognizing the potential of the Web 2.0\(^1\), in the light of bringing citizens and Government closer, by raising their online occurrence. They have desire to be citizen centric, by creating services that fit citizens needs. This can be achieved by the usage of the information and ICT (Colineau, Cecile, Vander Linden, 2012). ICT “facilitate a more direct

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\(^1\) Web 2.0 describes a set of next-generation Internet technologies. These protocols and tools make it easier to create online applications that behave dynamically, much like traditional PC-based software. They are also highly social, encouraging users to manipulate and interact with content in new ways. Web 2.0 pushes computing power off the desktop and off the Internet, which means less time and money spent on PC software administration (CBS News, 2007)
communication between governments and individual members of their constituencies by offering tailored information services online” (Colineau, Cecile, Vander Linden, 2012).

E-government indicates strategic and coordinated usage of ICT in public administration and political decision-making. It brings greater efficiency of public sector and raises political participation and transparency. It is not indifferent with regard to the meaning of governance. E-government’s features are much closer connected to customer-oriented and result-oriented public management than the traditional forms of bureaucratic administration are. New political participation outlines and stages have also been enabled by e-government (Von Haldenwang, 2004). According to the World bank “e-government aims to make the interaction between government and citizens (G2C), government and business (G2B), and inter-agency relationships (G2G) more friendly, convenient, transparent, and inexpensive” (The World Bank, 2015). E-Government refers to the use of ICT by government agencies (such as Wide Area Networks, the Internet, and mobile computing) that can transfer relations with citizens, businesses, and other government parts. These technologies can provide, as follows: enhanced government services to citizens delivery, improved interactions with business and industry, citizen progressive access to information, or more efficient government management. The positive outcomes are “less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions” (The World Bank, 2015). According to the above mentioned, the niche that this article focuses on is a thought that e-government brings improved interactions with business and industry. Consequently this generates business revenue growth.

The Internet has taken a vital part in enhancing interactive government to citizen communication. SMEs online performance mostly takes place in the commercial domain. On the other hand, an equally important element of business transactions online happens when a SME interacts with government. This particular communication is called government-to-business (G2B) services. The main G2B purpose is government usage in order to satisfy the service needs of businesses (Siau, Shen, 2003). Search oriented task: seeking information for fostering development of SMEs, presents the main reason why SMEs participate in e-government (Thompson, Rust, Rhoda, 2005).

According to the Whitehall and Industry Group (2009) “business and government need to talk for four main reasons: 1) businesses wish to protect their operating environment; business and government wish to promote or defend their corporate reputation; 2) government wants input, or business seeks to input, to specific policy; 3)
they want to learn from each other and work with each other for general ‘public good’; and 4) they have, or want to develop, a commercial relationship”.

This article will elaborate reason number 3. – learning from each other and working with each other for general ‘public good’ in the light of raising export benefits for the government and SMEs. Benchmarking process of one EU G2B program will be presented herein.

3. Role of SMEs in Europe

According to European Commission’s (EC) definition, small and medium size enterprises (SMEs) are divided in three categories: micro, small and medium. A micro enterprise is an enterprise which provides work for fewer than 10 people and whose annual income and/or annual balance sheet total does not go beyond EUR 2 million. A small enterprise is an enterprise which employs fewer than 50 people and whose annual turnover and/or annual balance sheet total does not go beyond EUR 10 million. A medium-sized enterprise is an enterprise which provides work for fewer than 250 people and whose annual income does not go beyond EUR 50 million or whose annual balance-sheet total does not go beyond EUR 43 million (Summaries of EU legislation, 2007).

SMEs present the engine of growth. They are the largest provider of employment in most countries (Fan, 2003).

SMEs are the most important segment of European Union’s (EU) economy. There are 20 million active enterprises in the EU, and 99.8 % are SMEs. They account for 67.1% of the total number of the EU workforce (Schmiemann, 2008). SMEs are the most important segment of Croatian economy. Its share in total number of Croatian enterprises is 99.4%. They account for some 64.8% of the total number of employed persons in Croatia” (Croatian Chamber of Economy, 2008).

SMEs have a social and economic significance. They encourage private ownership and entrepreneurship, employment growth and extensively contribute to production, exports, and innovation increment. That is why their development is extremely important for EU economy. SMEs support is one of “the European Commission’s priorities for economic growth, job creation, and economic and social cohesion” (European Commission, 2009a).
4. SME Institutions in EU

Most of the EU Member States have a special institution that is in charge of the SME sector. Table 1 shows that only three Member States (Austria, Cyprus, and Luxembourg) don’t have an organization, federation, confederation, association, centre or agency that deals with SMEs (Cosic, 2010)

*Table 1: SMEs institutions in EU Member States (Source: Cosic, 2010)*

<table>
<thead>
<tr>
<th>Member State</th>
<th>Existence of SME institution</th>
<th>Name of the SME institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>+</td>
<td>Brussels Enterprise Agency²</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>+</td>
<td>Bulgarian Small and Medium Enterprises Promotion Agency</td>
</tr>
<tr>
<td>Croatia</td>
<td>+</td>
<td>Croatian Agency for SMEs, Innovations and Investments</td>
</tr>
<tr>
<td>Cyprus</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Czech Republic</td>
<td>+</td>
<td>Czech Trade</td>
</tr>
<tr>
<td>Denmark</td>
<td>+</td>
<td>The Danish Federation of Small and Medium-Sized Enterprises (DF SME)</td>
</tr>
<tr>
<td>Estonia</td>
<td>+</td>
<td>EAS Enterprise Estonia</td>
</tr>
<tr>
<td>Finland</td>
<td>+</td>
<td>Enterprise Finland</td>
</tr>
<tr>
<td>France</td>
<td>+</td>
<td>OSEO - Assistances for the innovation and growth of small and medium-sized enterprises</td>
</tr>
<tr>
<td>Germany</td>
<td>+</td>
<td>The German Centre for Productivity and Innovation (RKW)</td>
</tr>
<tr>
<td>Greece</td>
<td>+</td>
<td>The Hellenic Organisation of Small and Medium-Sized Enterprises and Handicraft S.A</td>
</tr>
<tr>
<td>Hungary</td>
<td>+</td>
<td>The Hungarian Foundation for Enterprise Promotion</td>
</tr>
<tr>
<td>Ireland</td>
<td>+</td>
<td>Enterprise Ireland</td>
</tr>
<tr>
<td>Italy</td>
<td>+</td>
<td>The National Agency for inward investment promotion and enterprise development</td>
</tr>
<tr>
<td>Latvia</td>
<td>+</td>
<td>Investment And Development Agency of Latvia</td>
</tr>
<tr>
<td>Lithuania</td>
<td>+</td>
<td>Lithuanian Development Agency</td>
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<tr>
<td>Luxembourg</td>
<td>-</td>
<td></td>
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<tr>
<td>Malta</td>
<td>+</td>
<td>Malta Enterprise</td>
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<tr>
<td>Netherlands</td>
<td>+</td>
<td>SME Netherlands</td>
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<tr>
<td>Poland</td>
<td>+</td>
<td>The Polish Agency for Enterprise Development</td>
</tr>
<tr>
<td>Portugal</td>
<td>+</td>
<td>Institute of Support to Small and Medium Enterprises and Innovation</td>
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<tr>
<td>Romania</td>
<td>+</td>
<td>The National Agency for Small and Medium-Sized Enterprises and Co-operatives</td>
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<tr>
<td>Slovakia</td>
<td>+</td>
<td>National Agency for Development of SME in Slovakia</td>
</tr>
<tr>
<td>Slovenia</td>
<td>+</td>
<td>The Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments</td>
</tr>
</tbody>
</table>

² The Kingdom of Belgium is divided in three regions (the Flemish Region, the Brussels Capital Region and the Walloon Region), each being autonomous, and having its own government. Given that, at the federal level, there is no institution for SMEs, an agency from the Brussels Capital Region is included in Table 1.
However, even in countries that have not established separate SMEs institutions, there are bodies that within its performance are also focused on SME sector. The role of SMEs supporter in Austria, Cyprus and Luxembourg is held by chambers (Cosic, 2010).

In the view of the fact that 25 of 28 EU Member States have a special institution (organization, federation, confederation, association or agency) that is in charge of SMEs, in this article special institution for fostering development of SMEs is selected as a role model for benchmarking. This institution is the German Centre for Productivity and Innovation (RKW). Except for being a special institution for SMEs (as in 89% of EU Member States), RKW was chosen due to reasons as follows: 1) Germany serves as a role model to Croatia. 2) Germany has a specific importance for Croatia (intensive trade cooperation between Croatia and Germany), 3) RKW has accessible data of its programmes in English language on its web pages, or 4) based on specific characteristics, RKWs program seems applicable to Croatian SME sector, 5) RKW’s program uses e-government’s G2B feature 6) RKW’s program improves communication between government and SMEs.

RKW program tries to improve export potential of German SMEs. Only 8% (outside EU) of EU SMEs, and are involved in exports. EC has identified problems that have put EU SMEs export to such a low level. The lack of knowledge of foreign markets presents the main limitation that EU SME exporters face. The lack of capital, diverse regulations in EU countries, and high import tariffs are also regarded by EU SMEs as equally important export barriers (Cosic, 2010). The same problems are present in Croatia. Implementation of German program to Croatia could help in fostering development of Croatian SME sector, and moreover in improving communication channel between Government and SMEs in Croatia.

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3 Given that, the United Kingdom is a unitary state consisting of England, Northern Ireland, Scotland and Wales. No institutions dealing with SMEs at the UK level could be found, which is why Scottish Enterprise is included in Table 1.

4 The commodity exchange between Croatia and Germany during 2008 totaled to around US$ 5 633.8 million, which puts Germany in second place among countries with which Croatia has the highest value of commodity exchange. Croatian exports in 2008 amounted to around US$ 1 518.2 million, representing an increase of 22.7% compared with 2007. Croatian imports in 2008 amounted to around US$ 4 115.6 million, representing an increase of 10.6% compared with 2007 (Central Bureau of Statistics – Republic of Croatia, 2009). Between 1993 and March 2009, German investments in Croatia amounted to EUR 2.7 billion, which placed Germany in 3rd position among the biggest investors in Croatia (Croatian National Bank, 2009).

### Table 1: Institutions Dealing with SMEs

<table>
<thead>
<tr>
<th>Country</th>
<th>+</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>+</td>
<td>The Spanish Confederation of SMEs (CEPYME)</td>
</tr>
<tr>
<td>Sweden</td>
<td>+</td>
<td>ALMI Företagspartner AB</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>+</td>
<td>Scottish Enterprise(^3)</td>
</tr>
</tbody>
</table>

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HAMAG BICRO is an institution that is in charge of fostering development of Croatian SME sector. Therefore, it is selected to be a Croatian body that will serve as a point for implementation of successful German program. In the light of more descriptive benchmarking process, the structure of RKW and HAMAG BICRO, is shown here in.

5. Structure of the SMEs Institutions

5.1. Croatian Agency for SMEs, Innovations, and Investments

Croatian Agency for SMEs, Innovations and Investments (HAMAG-BICRO) is special institution for small business development. Its obligations are guaranteed by the Republic of Croatia. Supporting small business start-up and development in Croatia presents the agency’s main objectives.

HAMAG-BICRO was founded in 2002 by the Republic of Croatia. The agency was established pursuant to the Small Business Development Promotion Act (Croatian Parliament, 2002, 2007).

HAMAG-BICRO independently and autonomously performs the activities within its scope. However, the Ministry of Entrepreneurship and Crafts monitors implantation of laws, Statute, general acts of the agency, and programs for performing agency’s activities.

Agency’s annual report is prepared by the Managing Board of HAMAG-BICRO, and adopted by the Supervisory Board of HAMAG-BICRO. The annual report is submitted for confirmation to the Croatian Government and to the Croatian Parliament (HAMAG-BICRO, 2003; Croatian Parliament, 2006). Financial resources are provided from the Central Government Budget and by the revenues realised from the performance of the agency’s activities (HAMAG-BICRO, 2003). The Agency’s activities include following:

- promoting development of small business entities,
- financing operation and development of small business entities by loans and guarantees issued for approved loans by creditors
- promoting investments in small business.
- providing financial support to innovative and technology-oriented enterprises in Croatia by:
- increasing commercialization of knowledge and awareness about the value of innovations,
• supporting the transfer of knowledge and technological solutions from the scientific sector to economy,
• promoting the establishment and development of technology infrastructure and participation in the creation and development of venture capital industry (HAMAG-BICRO, 2015)

Users of HAMAG-BICRO’s services are existing and the newly created SMEs – companies, crafts businesses, co-operative and family farms, situated in Croatia. HAMAG-BICRO has an important role in creating prosperous entrepreneurial environment and fostering entrepreneurial development in Croatia.

5.2. The German Centre for Productivity and Innovation

The German Centre for Productivity and Innovation (RKW) is a German Federal Government non-profit organization. It is a productivity and innovation center that fosters SMEs in Germany (RKW, 2009; eTalents, 2009). RKW was founded in 1921 as the Trustees for economic viability in industry crafts and trades (Reichskuratorium für Wirtschaftlichkeit in Industrie und Handwerk). In 2000, it was renamed to German Centre for Productivity and Innovation (RKW - Rationalisierungs- und Innovationszentrum der Deutschen Wirtschaft e.V.) (Business Location Centre, 2009).

RKW is supported by the Federal Ministry of Economics and Technology based on an enactment of the Bundestag5. The government aid amounted to EUR 5.562 million in 2008. In the same year RKW employed 75,5 people. RKW’s networking system comprises various bodies which operate on different levels: RKW e.V.6, RKW Competence Centre7, 12 regional organisations and enterprise RKW Germany8 (Ahluwalia, 2009).

Two central areas of activities which RKW has identified are following:

5 Bundestag – the national parliament of the Federal Republic of Germany (German Bundestag, 2009).
6 RKW e.V. presents a board of commissioners that meet to discuss economic benefits and find solutions to increase SME competitiveness (RKW Nord e.V., 2009).
7 “RKW Competence Center engages in implementation-focused analysis and research. The goal is to develop simple, pragmatic instruments applicable to SMEs. The RKW Competence Center collates experience, knowledge and information and distributes it in all directions, hence making a significant contribution to the strength of small and medium-sized enterprises” (RKW, 2009).
8 RKW Germany promotes and supports businesses and SMEs development. As an umbrella organization of RKW’s regional companies, RKW Germany is the mediator between the federal and state governments (RKW Nord e.V., 2009).
- The development of expertise against the background of demographic change;
- The innovative potential of firms in production, services and trade.

Through its activities, RKW helps German SMEs in managerial, labour and social issues, SMEs financing and development of innovative technologies in services and production. It also provides: information regarding attractive markets in Europe, information on development of new markets, help in forming trade partnership, advice on trading with foreign countries, etc. (RKW, 2009). Its main goal is to improve Germans basic economic conditions by strengthening productivity and innovative facilities of German SMEs (RKW, 2009).

5.3. Comparison of RKW and HAMAG-BICRO

The presented structure of two SMEs’ institutions has shown similarities, as follows:

- SMEs growth and development supporter;
- Owned by government;
- Established pursuant to an act;
- Budgets are largely financed from a national budget (Cosic, 2010).

6. Selected Program and Recommendations for Its Implementation in Croatia

6.1. Market Entry Competence Check

The RKW has developed “a self-assessment check” called the Market Entry Competence Check (MECC) that enables SMEs to detect their position in foreign markets and to find out their future export potential. By using MECC, SMEs, without assistance, check their preconditions for going international. Based on the MECC results entrepreneurs can more easily “formulate the request for advisory service in the context of defined weak points” (RKW, 2009).

It is an online tool created by the project “kompakt” of the EU EQUAL Initiative⁹ in 2004/2005 (Bechert, 2006). MECC consists of eight topics (RKW, 2009):

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⁹ The EQUAL Initiative brings fresh ideas to the European Employment Strategy and the Social inclusion process. Its mission is to promote a better model for working life by fighting discrimination and exclusion on the basis of
“Corporate strategy for the foreign market
Situation of supply and competition in the foreign market
Market research, segments of customers, customer service
Marketing, selling and public relations
Financing, cost management and supportive measures
Staff, qualification and processing, time management
Law, taxes, liability – contracting and arbitration
Cooperation in foreign business.”

Four to five questions are included in each of the afore-mentioned topics. Each question is a multiple choice question. Four possible answers are given for each of the question. Answers provide “information on the development that has already taken place, on the present situation and – what is most important – on the future development”. A SME, in order to get the most realistic position for going international, needs to choose one answer (Bechert, 2006).

Available MECC topics are presented hereafter.

“Example from the topic ‘Corporate strategy for the foreign market’

1. 3 Is the planned involvement in a foreign market linked to the corporate strategy and is it known within the enterprise?
   1.3.1 Not yet.
   1.3.2 The management level is behind the strategy concerning the foreign market.
   1.3.3 There are plans to continue further. The key persons have an overview of the future foreign involvement.
   1.3.4 We have a business plan (including calculation of risk) for the target market and are now in the position to implement it. In case of need information on the activity on the foreign market and possible changes of requirement will be given.

Example from the topic ‘Market research, segments of customers, customer service’

3. 4 Are you willing to adapt your product or the development of your product to the wishes of the customer of the target market?

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gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation (European Commission, 2009e).
3.4.1 No, we have not yet thought about it.

3.4.2 We are informed on wishes of customers that possibly might increase the sale of our products resp. services.

3.4.3 Together with our local partner we are planning to adapt our products to the wishes of the customers.

3.4.4 It goes without saying that we adapt our products and services to different markets and groups of customers” (Bechert, 2006).

The evaluation starts as soon as the questions are answered. In the examples presented above, one can see that answers provided are of a different quality. The last answer is always the best, unlike the first one, which is always the worst alternative. As soon as an SME has answered the last question, the second form of evaluation starts. It takes a graphic form of a spider web (Cosic, 2010).

As it can been seen on the Graph 1, the spider web diagram consists of eight segments. Each segment presents one answer of the eight questions. For example, the area on the line 1 shows the answer to the first question. Depending on the quality of the answer chosen by an SME the spot on the line 1 will shift up or down. Hence, if an SME chooses first answer provided, the spot on the line 1 will be positioned very close to the center of the spider web. However, if the fourth answer provided is chosen, the spot on the line 1 will be positioned as far away from the center of the spider web. By providing to all questions the best (fourth) answer red line circles the spider web fully (Bechret, 2006).

Graph 1: MECC’s graphic oversight for going international (Source: Bechert, 2006)
Looking at the spider web an SME can see its predispositions and positions for going international. MECC spider web provides high visibility and oversight on what conditions should be improved to make a first step to internationalization (Cosic, 2010).

The amounts of access to the MECC are measured by backing up each single access into a data base. In addition from time to time RKW implements the MECC within workshops or round-tables or similar activities on foreign trade affairs. The background for the MECC is to make smaller companies aware of their foreign trade potential. Besides this, the MECC is a part of the German official Web portal on foreign trade - iXPOS10 (Ratazzi-Foerster, 2009).

6.2. Croatian Market Entry Competence Check

For the last two decades entrepreneurial activity in Croatia has mainly been focused on national and ex-Yugoslav market. Today, Croatia is a NATO and EU state. Consequences of the Euro-Atlantic integration, such as: opening of a lot of new markets, trade liberalization and globalization of economic relations, represent a growing and until then unknown opportunity for Croatian SMEs.

Development from a national company to an international one does not happen in a day. In particular when, a company is an SME. The past has shown that bigger the company, the better the internationalization in it. However, things are not that black for SMEs. Internet today makes possible to much easier overpass continental distances and time differences. By using online tool, such as the MECC, SMEs can easily identify current conditions for going international. Respectively, take a first step to foreign markets.

That is why, in this article, the development of the “Croatian MECC” by HAMAG-BICRO is proposed. Many changes would not be made from the original RKW's MECC. Themes in eight topics fully cover internationalization process. If agreed with the RKW, Croatian version of MECC could easily be put into practice. HAMAG-BICRO could ask Ministry of Foreign and

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10 iXPOS offers “the entire spectrum of German foreign trade promotion opportunities at a glance. The platform guides interested entrepreneurs through the dense jungle of tools, services and information which various government and semi-independent players in Germany provide. It is a Federal Ministry of Economics and Technology (BMWi) initiative. The German Office for Foreign Trade (bfa) is responsible for coordinating the website content (AboutUs, 2009). MECC is available on iXPOS on the following link: http://www.ixpos.de/cln_100/nm_600700/DE/01StartAusland/Teaser__RKWCheck.html?__nn=true
European affairs of the Republic of Croatia for a diplomatic assistance in presenting this idea to the German party.

Determination of an SME present condition by Croatian MECC could have a positive impact on Croatian SMEs when deciding to visit foreign markets. Croatian MECC could bring the following benefits to Croatia:

- By creating MECC Government will make a step towards Government to SMEs communication improvement.
- By using MECC SMEs will make a step towards SMEs to Government communication improvement.
- Governments will receive valuable data concerning which SMEs are competent in gaining their export potential, and for the ones that are still not ready for going international, Government will receive a valuable data regarding features that still need to be improved.
- SMEs will detect their position in foreign markets and find out their future export potential
- From the macroeconomic perspective: a) in a short run the program could help Croatian SMEs in taking a first step to internationalization; b) in a medium run export mentality and consciousness of Croatian SMEs could be raised; in a long run, Croatian trade balance could be increased (Cosic, 2010).

Above mentioned Croatian MECC benefits shape more productive communication channel.

7. Conclusion

The welfare of a country's economy largely depends on the effectiveness of the dialogue between business and government. The privatization of nationalized industries and the outsourcing of the public sector have reduced the gap between Sectors and have changed the relationship between government and business. Government and SMEs need to communicate in order to learn from each other and work with each other for the general public good (The Whitehall, Industry Group, 2009). Trust on both sides, and especially improved sharing of information, as conducted in MECC, is needed in Croatia. The purpose of G2B is to satisfy the needs of businesses (Siau, Shen, 2003). “G2B projects can serve as a catalyst to streamline and effectively manage governments’ interaction with business.” (The Whitehall, Industry Group, 2009) Instruments for fostering the development of the SME sector are not a choice, they are a
necessity. Institutions that are responsible for SME growth play a crucial role in developing this extremely important sector (Cosic, 2010).

8. Reference List

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9. List of Abbreviations

- CCCI - Cyprus Chamber of Commerce and Industry
- CEE - Central and East Europe
- DFSME - Danish Federation of Small and Medium-Sized Enterprises
- EAS - Enterprise Estonia
- EC - European Commission
- EU - European Union
- G2B - Government to Business
- G2C - Government to Citizens
- G2G - Government to Government
- HAMAG-BICRO - Croatian Agency for SMEs, Innovations and Investments
- ICT - Information and Communication technology
- MECC - Market Entry Competence Check
- NGO - Non-governmental organization
- OSEO - Assistances for the innovation and growth of small and medium-sized enterprises
- R&D - Research and development
- RKW - The German Centre for Productivity and Innovation
- SMEs - Small and Medium Enterprises
THE ROLE OF INTEGRATED MARKETING COMMUNICATION IN CLUSTER DEVELOPMENT

Professional Paper

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Summary

Clusters are currently recognized as instruments to increase the competitiveness of national economies and that is why they are receiving an increasingly important role in the European, as well as Croatian economy. Nonetheless, the main objectives, activities and benefits that clusters provide to their members, as well as their impact on the development of certain areas of the economy often are insufficiently visible and transparent. Integrated marketing communication (IMC) is a key activity in creating greater visibility and recognition of clusters in the Republic of Croatia. Precisely, the implementation of integrated marketing communication creates prerequisites for attracting new cluster members, including not only companies but also the scientific community and public institutions, in order to ensure the high-quality work of clusters.

The concept of integrated marketing communication today, unlike in the 80s of the last century, takes on a whole new meaning, because marketing experts are facing the challenge of harmonizing the communication message with consumers using classical channels with those using interactive digital media. In this matter, it should be borne in mind that digital media provide incredible opportunities for creative expression, but also do not tolerate literal taking over of creative strategy developed for traditional media. It seems to be a great challenge for managers, related to both clients as well as marketing agencies, often insufficiently informed on this matter (especially the elder generation).
This paper is based on secondary research and consists of a theoretical part explaining the concept of clusters and their basic features, including the specifics of cluster marketing and communication, as well as the analysis of some cluster cases.

Keywords: marketing, clusters, integrated marketing communication, message, media.

1. Introduction

In today’s globalized economy clusters are regarded as an excellent form of leverage which encourages cooperation among members, incites faster innovations and increases competition and economic growth not only of the company, but also of the region in which the cluster is active. In economics, the term cluster was first coined by Michael Porter in his famous book “The Competitive Advantage of Nations”. The sentence “Geographical concentration of interlinked companies and institutions in related branches of industry that complement each other by joint relations of exchange activities along one (several) value creation chains” which was uttered by Michael Porter in the 1990s (as cited in Maxwell Stamp PLC, 2012, 7) is still regarded as the best definition of the term cluster. The main goals of forming clusters are networking and a more efficient cooperation of members from the private, public and science/research sectors, increasing competition as well as creating products with a higher added value (Hodak, 2014, 34). It is also interesting to note that “clusters promote both competition and cooperation. Rivals compete intensely to win and retain customers. Without vigorous competition, a cluster will fail. Yet there is also cooperation, much of it vertical, involving companies in related industries and local institutions. Competition can coexist with cooperation because they occur on different dimensions and among players.” (Porter, 1998, 79)

2. Concept of Clusters

Clusters operate on the principles of activity integration and member cooperation with a goal to achieve common benefits, and it is exactly cluster benefits which are visible on three levels; individual companies level, sector and regional level and the wider economy level. The most obvious benefits which individual companies can achieve by joining a cluster are in regard to opening new market possibilities which could not be achieved individually, such as
decreased costs and risk when entering new (international) markets. Aside from the challenges of entering new markets, companies (especially small and medium enterprises) are faced with the need to live up to their customers’ expectations while at the same time keeping up with the development of technology and innovations. A company’s development is usually achieved in two directions. The first is the operational development which is carried out within the framework of existing production programmes and customers, while the other, strategic type of development, requires the company to systematically follow market and development trends and continuously adapt to said trends which serve as a basis for introducing new innovations, products and services. In these processes of strategic planning the role of the cluster as a tool to enhance competition is vital. Cooperation between members of the cluster also brings about new information and experiences, mutual sharing of know-how which can enhance the capacities of the members. Merging companies into clusters brings a number of benefits to the members, but the formation of the cluster structure also poses new challenges. The most difficult challenge to overcome is building trust and cooperation among the members of the cluster. Therefore, a system of management and establishing mechanisms of control, the rules of engagement and the “way we will work together” should be carefully thought through at the very beginning and agreed with each cluster member (Maxwell Stamp PLC, 2012, 11). The aforementioned challenges emphasize the importance of communication within/among members of the cluster as well as the communication between clusters and the public.

With regard to the fact that clusters most commonly represent a specific sector, the regional and sector benefits from clustering derive from the ability of a cluster to raise the profile of a specific sector in a specific region locally and internationally, and this, of course, opens up new possibilities to attract investments in the sector as well as the region.

The experiences of cluster initiatives in EU countries confirm the aforementioned benefits to individual sectors and regions which are brought about by networking. In the 1990s specific initiatives were put in place in Italy (Veneto) and Spain (Catalonia and Basque Country) and by way of encouraging cluster development these regions have become among the most developed in Europe. Experiences of some members of the EU show that sector specialization and clustering is the best instrument in enhancing the competitiveness of a country’s economy.
The Republic of Croatia recognized the importance of cluster initiatives in enhancing national competitiveness even before it became a member of the EU. The formation of clusters in Croatia can be tied to the collapse of planned economy in the late 80s which wiped out a large number of national companies and was followed by a massive loss of work places. A large number of small new companies were formed on the “ruins” of that system (number of SMEs was 10,259 in 1990, and 600 big companies) (Singer, 2005, 12) which were faced with a lack of management know-how and financial means, and a poor grasp of the market. The influence of the Croatian accession process to the EU brings about a number of new information about the ways economy functions and especially about the rebuilding of cooperation between small and medium enterprises. A major shift in cluster development was seen in 2004 when the government, namely the Ministry of Economy took initiative and became the central body which supported clustering. After that, in the following years the Ministry encouraged cluster formation and management through its operational programs. The beginning of cluster formation in Croatia was achieved by applying the top-down method of clustering because it was encouraged by the government, seeing as, at the time, the bottom-up clustering initiatives started by the business sector achieved very limited success. Regardless of the method of cluster formation in Croatia, in these processes no systematic cluster development methodology has been developed and this (could be) represents a significant problem for future cluster development. However, thanks to the preparations preceding the Croatian accession to the EU, Croatia adopted a new approach to the development of cluster initiatives which represents an integrated, collaborative and systematic approach which connects the private, public and science-and-research sectors, the so-called The Triple Helix concept. The following picture illustrates how the cooperation created by connecting the three sectors looks in practice – an example of a Croatian car parts manufacturing cluster.
2.1. Clusters’ Basic Features

In recent years the EU (i.e. European Commission) has created a new generation of clusters policies, especially visible in the documents published on their websites. Some of these are EU Cluster portal which includes The European Cluster Observatory and the European Cluster Observatory which provides data and analysis on the clusters and European cluster policy. According to the European Cluster Observatory more than 2000 cluster organisations act in the EU. (European Commission, 2015)

Also some cluster policy makers are designing programmes for cluster labelling which are characterized by high specialization and great potential for innovation and visibility. One such programme was developed by the European Secretariat for Cluster Analysis (ESCA) which has been supporting cluster managers and policy makers in particular by giving advice on cluster development since 2008. After the Commission launched the European Cluster Excellence Initiative (ECEI) in 2009, under the Competitiveness and Innovation Programme,
it developed quality labelling scheme for cluster organisations which covers three different levels: Bronze, Silver and Gold. Each label corresponds to a specific assessment scheme. The ESCA experts have continued to work on that programme and they have developed a methodology for cluster benchmarking that is acknowledged by both cluster managers and policy makers throughout Europe. The labelling scheme is used by different cluster programmes throughout Europe to support cluster organisations in their efforts to develop good management practice.

In the period from 2010 to September 2014, 621 cluster organisations from 35 countries (also non EU members) have participated in cluster benchmarking and have been awarded with Bronze Label of Cluster Management Excellence (ESCA, 2014). The results of the analysis offered various interesting insights into the clusters nature and their management organisations. The interesting fact regarding the cluster programme is that 14 clusters from Croatia (3 from food industry, 7 from engineering/production, 1 from transport and mobility and 2 from information and communication clusters) took part in it. (ESCA, 2014) The analysis of cluster benchmarking was divided into four groups (A, B, C, D) with regard to the differences in the economies of the countries in which the clusters are operating. It is interesting that the analysis of the cluster organization weaknesses (ESCA, 2014, 16) displays some mutual weaknesses:

- 57 percent of European cluster organisations have a critical relationship between committed and non-committed cluster participants;
- 77 percent of cluster organisations do not pay enough attention to further education and training of their staff (life-long learning);
- 65 percent of the cluster organisations do not have a stable financial outlook that extends beyond the following two years;
- Communication is the area in which European cluster organisations can improve;
- Clusters should have the right balance between companies, universities, research institutions, service providers and government agencies (“composition of the cluster participants”). Fifty-three percent of the cluster organisations in Europe face challenges in this regard, either because the companies share is too small compared to the number of research factors or they lack research factors at all.

- only a few cluster organisations can present success stories that qualify as an “excellent success story”;
40 percent of the cluster organisations do not conduct satisfaction surveys among their cluster participants, although such surveys help to collect information about the support needs of cluster participants and provide feedback on how successfully the cluster organisation is working.

Independently from the fact which European Union economies they belong to and regardless if they are marked with Bronze, Silver and Gold label. For successful cluster management and development it is necessary to define cluster strategy which should be developed by the cluster organisation and if possible in collaboration with all cluster members. ESCA research (ESCA, 2014) shows that different cluster initiatives develop various thematic and geographical priorities in their strategies which is visible in Figure 2

Thus from the Figure 2 it can be concluded that the cluster organisations in the “strong” European economies (Group C) put more emphasis on “exchange of information, matchmaking and experience among participants” than cluster organisations from the Central European EU Members States (group B) and Southern part of Europe (group D). However, they put more emphasis on promotion of business activities and not on business activities only. An especially important role in the strategy of cluster organisations in the Central and
Eastern European Countries (including Croatia) as well as in Spain, Portugal, Italy and Greece has “collaborative technology development, technology transfer or R&D”, but these activities concern in most cases “incremental innovation” in the sense of replicating or adapting already existing products and services (ESCA, 2014, 25).

Figure 3: Thematic strategic priorities of cluster organisations: differences between industrial sectors
(Source: ESCA, 2014, 27)

The notions that occur in the cluster organisation strategies are very well complemented by Figure 3 which displays thematic strategic priorities of the cluster organisations i.e. differences between the industrial sectors. A special emphasis is put on the “collaborative technology development, technology transfer and R&D” almost in all industrial sectors with the exception of the industrial sector of sports/leisure/tourism where cluster organisations put more emphasis on the promotion of business activities.

As afore mentioned the clusters contribute to development of innovativeness of their members since the innovativeness is not created in the isolated organisation but in dynamic environment in which capable organisations and qualified labour force collaborate mutually.
and are adjusting to the existing knowledge in a constructive and complementary way and generate new ideas and products (Hodak, 2014, 38). This explains the reason why today an increasing number of the policy makers and cluster managers are shifting their policies, programmes and respective activities towards nurturing of the cross-industry linkages (ESCA, 2014, 27) and also the experience of the global financial crisis underlined the importance of real economy and strong industry.

3. Marketing Communication in Cluster Development

The role of marketing in cluster development is extremely important because marketing related activities hold a special place in the array of activities (areas) which cluster members jointly conduct. Companies and institutions in a cluster have joint projects for the development of new products and services which enable development on the existing market and entering new ones (Hodak, 2014, 7). Even though marketing is a vital component of cluster management in practice, unfortunately the topic of cluster marketing is poorly represented in professional literature and marketing concepts methodology are most commonly taken from the practice of specific companies, so even in the cluster marketing practice we could start from the well-known American Marketing Association (AMA) marketing definition: “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” (AMA, approved July 2013)

As previously mentioned, the main challenge in establishing a cluster and successfully managing it is establishing a relationship of trust and cooperation between the members, and this relationship is indispensable in conducting cluster marketing activities. Namely, each individual member independently decides on marketing management processes in its company, while successful marketing management in a cluster requires the individual members to agree upon a united marketing strategy. The last few years in the competitive and dynamic environment of the European Union the new cluster politics were established with an emphasis in regional development. Nowadays, no territory or clusters can think of itself as self-contained and sufficiently endowed of resources and competences to operate in international markets and world-scale value chains. Local actors and territories should define their position within global value chains and re-think their functions within the global space
The Role of Integrated Marketing Communication in Cluster Development
Zlatko Hodak, Sanja Rocco, Marina Hodak

(TACTICS, 2012, 11). Therefore it is not surprising that thousands of European clusters and cluster organisations are striving to be recognized as competitive and excellent, and this is only possible if a special emphasis is placed on the development of marketing and IMC cluster strategy. Clusters who are seeking to break out into the world stage, the so-called world class cluster, on the one hand are trying to attract the attention of outside factors, such as skilled people and capital. On the other hand the fact remains that it is without mobilising the cluster members and creating a united marketing and especially marketing communication strategy, it is impossible to conquer international markets in order to secure long-term growth and competitiveness of a cluster.

IMC as an essential element of the marketing strategy, which the company attracted the attention of the general public, gets a specific dimension and importance for the cluster development.

The secret of creating solid relationships in any company, as well as a relationship of cooperation between cluster members, lies in successful communication. Whether it is a company or a public institution, communication is vitally important on both the strategic and the operational level. It is important to emphasize that actually every action we take is communication (Leinert Novosel, 2012, 55), and it is also a fact that communication is a type of universal medium we utilize to achieve a number of goals which we define consciously or those goals which we are not even aware of (Leinert Novosel, 2012, 16). The changes and developments which are occurring in the 21st century on an almost daily basis in the field of communication technologies contribute to the development of better communication connections and relations in society, especially in the business world. These changes are evident in marketing and marketing communication, and they started to appear in the 1980s. In those years many companies recognized that, if they wanted to maintain more successful communication with their clients, they needed to integrate promotional tools as strategic in their business which in turn would contribute to the creation of an integrated marketing communication (Hodak, Rocco, Geric, 2014, 827). By way of coordinated management of marketing programs, integrated marketing communication allows companies to send out a consistent message to its customers/clients about the company itself or its products and services. In this way the company has the opportunity to establish the most suitable and most efficient methods of communication with their buyers as well as with other partners, such as employees, suppliers or the public.
IMC as a philosophy suggests that an organization may subscribe to the concept of integrating communication whereby the emphasis is on raising awareness of the benefits, and hence intention, to integrate communication messages. While strategic-level IMC relates to effecting the brand-positioning strategy in a holistic sense, the tactical aspects of IMC primarily relate to the planning and implementation of individual holistic campaigns that, over time, work to build and reinforce brand positioning and contribute incrementally to building strong customer-based brand equity (Reid et al., 2005). When talking about the brands and their importance for the consumers, end-users – the core value of brands is a well designed visual identity, which then becomes recognizable creating an image with emotional meaning by communicating with the consumers as well as with public, again using design (packaging, advertising, interactive design, social media etc) (Rocco, Hodak, 2013, 526).

Several authors presented different models for measuring the degree of IMC. Duncan and Moriarty (1997) propose a five-dimensional model in which they measure: (1) interactivity, (2) strategic consistency, (3) organisational infrastructure, (4) mission marketing and (5) planning and evaluation. Pickton and Hartley (1998) propose a measurement instrument with nine dimensions of integration: (1) promotional mix integration, (2) promotional mix with marketing mix integration, (3) creative integration, (4) intra-organization integration, (5) inter-organization integration, (6) information and database system, (7) integration of communication targeted towards internal and external audiences, (8) integration of corporate and „unitised“ communication and (9) geographical integration. The last model of measuring the degree of IMC that we will mention is proposed by Low (2000) through three dimensions: centralisation of planning, strategic consistency and message consistency.

The question about top management involvement in the IMC activities and the process of decision-making is also very interesting. According to the research conducted in Slovenia, top managers are mostly involved in the decisions about the marketing communication budget, followed by involvement in IMC strategies and after that decisions about targeting. However, top management does not have much involvement in the IMC control (Hočevar, Žabkar, Mumel, 2007).

Digital media, particularly their extension to cell phones and other mobile devices, has given consumers control over how they engage with advertisers, in contrast with traditional media engagement, which relies on interruption of a captive audience. Mastering new modes of communication is critical to the marketers driving business innovation. Marketers must
deliver ROI, but measuring the return on investments in new-media channels remains difficult because of fast changes in trends. Managers are usually not aware of such changes and are not prepared to take risk giving more of the IMC budget to digital media.

Since its emergence, social media, especially social networking sites, have introduced radically new means of interaction and engagement between consumers and brands. Consumers increasingly use social media, not only to research products and services, but also to engage with the companies they purchase from, as well as other consumers who may have valuable insights about these companies (Garretson, 2008). Brands are able to reach consumers using both, their own communications and the communications of consumers. In this new environment, achieving consumer engagement is critical for brands to fight against increasing consumer immunity from and skepticism toward traditional commercial media (Bagozzi, Dhlokia, 2006). Moreover, this new form of engagement in social media opens up many new opportunities for brands to extract value from existing and potential consumers. They can now receive feedback and suggestions more easily from their consumers through these social networking sites, allowing them to respond to their consumers, enhance their offerings, handle problems and provide better service. Facebook brand pages have become a major channel through which consumers are able to interact with brands in a direct way by liking and/or commenting on brands’ posts and messages. Therefore, it is not surprising that these Facebook brand pages and the subsequent engagement they facilitate have become integral parts of brands’ marketing and public relations campaigns (Kabadayi, Price, 2014)

Most companies, particularly market leaders with strong brands, typically have long-term relationships with large well-known marketing agencies. Not all of these relationships may be suitable in the digital age. Although all traditional advertising agencies embraced new-media into their offer, some of them still rely on old-media business models. They charge clients big budgets for new-media content that costs much less to produce. Another trend is that they engage small specialized digital agencies to do the job for them and they only charge their percentage. The main problem is that marketing communication for the new media can not just be literally taken over from traditional media which often happens, but needs to be transformed into a new language, because they communicate with clients in a totally different way which is hard to understand by elder generations.

The decades-long shift in media priorities for marketers is evident in the Economist Intelligence Unit’s survey results, which underscore the growing demands for customer and
stakeholder engagement. Conferences and events (45%) topped respondents' ranking of the most important media for meeting key marketing objectives, outranking magazines (33%), television (30%), newspapers (24%) and radio (10%). Face-to-face engagement is still essential, even as various forms of digital media continue to gain a foothold. All types of digital media are cited by double-digit percentages of respondents as the most important medium: online content sites (24%), e-mail newsletters (22%), search engine enquiries (22%) and online portals (18%). And the trend will continue (Garretson, 2008, 16).

Vertical integration requires that marketing and communication objectives be aligned with higher-level corporate objectives and corporate missions, whereas horizontal integration focuses on the marketing mix and coordination across business functions such as production, finance, and distribution. All personnel in these functional areas are required to work cooperatively and consistently, conscious that decisions made by any of them can send messages that ultimately influence customers. IMC requires the adoption of an “outside-in” approach that enhances customer connectivity and organizational responsiveness to change by putting the customer first (Reid et al., 2005). This is where the problem lies with the IMC of clusters. There is no unified strategy, no conciousness about the need to act in coordination with each other, to send a unique message, building the consistent cluster’s brand image. The integrated marketing communication of clusters should be based on cooperation between its members, the academic community, the public sector and all the other stakeholders, having in mind the task of attracting new members to the cluster, as the main goal and the prerequisite of its development. Members of the cluster and their partners should strenghten their connections through continual exchange of experience, organizing seminars, workshops and conferences where they could meet in person, but also through cooperation with relevant research and development centers, technology parks and centers of expertise. Such continuous cooperation provides a platform for the dissemination of knowledge and information in order to prepare high-quality projects that will ensure the development and increase the competitiveness of the cluster members.

4. Cluster Trends and Cases

The European economy can defend its leading position in the global economy only if completely new chains will be developed to generate new, globally competitive products and
services. Precisely the clusters create the possibility of experimenting with new business models. A number of examples from good practice of the European clusters can be found on the EU Cluster website of the European Commission, such as Chemie-Cluster Bayern, Bavarian Environment Cluster, the Mechatronics Cluster (Austria), the Copenhagen Cleantech Cluster (Denmark) which confirm that clusters create a possibility for experimenting with new business models “as they offer a lot of opportunities for the creation of new value chains and new customer” (ESCA, 2014).

Despite the slow acceptance of the cluster initiatives by the business community, the Republic of Croatia has started giving incentives through government institutions for cluster development (top-down approach). During 2012 and 2013 Ministry of economy and Ministry of Entrepreneurship and Crafts together implemented the project Support to Cluster Development which was also supported for a 24-month by European Commission. At the beginning the Support for Cluster Development project has undertaken a cluster mapping and identification analysis in all three regions of Croatia. 60 active clusters were mapped in Croatia (i.e., clusters formally registered to receive state support/funding). Adriatic Croatia is home to 12 active clusters, Pannonian Croatia contains 17 active clusters and Northwest Croatia contains 31 active clusters. Although cluster concentration is highest in Northwest Croatia – in particular the City of Zagreb, which is home to 18 clusters – there are five counties without an active cluster (Maxwell Stamp PLC, 2012, 25). At the end the Project three pilot Cluster of Competitiveness were established (Food processing industry, Wood processing industry and Automotive industry). After that a dozen clusters of competitiveness were founded, and precisely the clusters of competitiveness represent a powerful tool in the implementation of incentives in networking and better collaboration of members from the private, public and scientific-research sectors in the Republic of Croatia. This networking and collaboration of all relevant participants will enable a more efficient system of work on innovations and product development with higher added value.

To fully understand cluster marketing it is important to note the factors which significantly affect the choice of concept for branding and marketing of clusters. Two factors are very important, first the size of the geographical location the cluster covers, and second, the stage of a cluster's development, described by its position in a life-cycle perspective (Tendensor, 2012, 12). Three geographically defined clusters types are: city or district clusters which cover a city or municipality or parts thereof such as Milano fashion cluster (Tendensor, 2012,
Regional clusters cover several municipalities and cities and they may have one or several concentration around cities, universities or science parks. Examples include Triple Steelx steel cluster in Sweden and the Medicon Valley life science cluster spanning parts of Sweden and Denmark (Tendensor, 2012, 12). The last type is virtual clusters and these are networks of several clusters or clusters that span one or several nations, but without one particular regional concentration. The Airport Cluster Finland and the Living Business cluster in Finland are examples (Tendensor, 2012, 12). The stage of cluster development described how clusters develop over time and four stages are: embryonic (early stage of growth), established (having a room for further growth), mature (stabile or find growth difficulties) and declining (have reached their peak and are failing or declining) (Tenedorsor, 2012, 13).

Cluster cognition in a specific region is also related to the cognition of certain regions; a well performing cluster, with a reliable and consolidated image, is a powerful tool to attract talents, companies and investors since it acts as multiplier and catalyst of opportunities and resources (Tactis, 2012, 12). In recent years the industrial policy of Europe has experienced some changes, which then reflected in the cluster policy implementation. Thus policy makers put a special emphasis on the clusters excellence and they create cluster programmes to enhance the visibility of the best ones.

Good example of policy action related to cluster marketing and branding is Medicon Valley, spanning the Greater Copenhagen area in Denmark and the Skåne region of southern Sweden, is the “transnationalcluster” case by definition. It was established in the mid-1990s with the aim to make of it the most attractive bioregion in Europe. Medicon Valley is presented in terms of uniqueness and uniformity, as “the Scandinavia’s life centre”, “a powerful region for life science”, “a Danish-Swedishlife science cluster”, “region of the future”, “business-friendly region”,“world-class bio-region” (TACTICS, 2012, 54).

Design District Helsinki can be mentioned as an example of good practice and implementation of IMC in cluster marketing strategy. Cluster Design District Helsinki was created in 2005 with the intent to bring together local actors of the creative industries. The cluster of creative businesses located around 25 streets in the heart of Helsinki aims to make the Helsinki’s design area known worldwide as a creativity hub and to reinforce Helsinki’s role as a design city. A major value embraced by the city of Helsinki and embodied by the design district is the concept of “embedded design”, where design acts as a connector between
different disciplines, developing innovations suitable for use. Since the beginning of its activities the district has been very dynamic in social networks and web marketing activities. As a step further to the publication pinpointing all district members on a map“ (TACTICS, 2012, 51).

5. Conclusion

In today's globalized economy, when companies are faced with global competition, clusters are recognized as a tool that contributes to increased competitiveness and innovation, not only for cluster members, but also for national economies. Over time, different approaches to cluster formation evolved, from the initial approach of individual companies association (clustering), to pooling companies, public institutions and the scientific community (Triple Helix), which is present on the global economic scene today. The story of clusters exceeds national borders and there are cluster associations at regional levels. Examples of European as well as other international best practices prove that networking contributes to the development of specific national and regional economies. However, knowledge about the benefits of networking has to reach out to new potential cluster members and to the public, whether it be the business sector, the scientific community or public institutions. It is necessary to create a marketing strategy in order for clusters to function successfully. The creation of cluster brands is an extremely important marketing task of cluster management, but without integrated marketing communication it is impossible to attract new potential cluster members who will recognize the advantages of joining the clusters. In doing so, it is necessary to include the use of a new generation of communication tools and social media in IMC. This does not mean that the use of traditional communication tools and channels such as brochures, fairs, conferences etc. will disappear, but they need to be updated and accompanied by new media tools to attract and engage the audience.

Finally, the responsibility of policy makers in the development of clusters is also of great importance because they are expected to create an institutional framework by implementing measures that will support cluster development through communication with the entire public. Croatian institutions have already recognized the importance and the role of clusters in economic development and increased competitiveness. The initiatives for clusters of competition establishment have been implemented, still more time will be necessary for these
clusters to function effectively and bring benefits to its members, as well as to the national economy.

6. Reference List

The Role of Integrated Marketing Communication in Cluster Development
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CREATIVE DESIGN THINKING AS A MANAGERIAL APPROACH

Professional Paper

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Summary

The paper deals with design thinking concept in education. Design orientation has been identified as a factor integrating decisions at different levels of an organization, involving customers (Bloch et al., 2003; Moll et al., 2007). It represents an organizational vision and includes the set of conscious, reflective and creative ways of conceiving, planning and artful making of products and services that generate value for customers and enable them to engage in their individual or social endeavors, whether these are utilitarian, functional, material, communicative, symbolic, or experiential (Venkatesh et al., 2012). It can also be described as a managerial strategic approach based on choosing design as a source of competitive advantage (Borja de Mozota, 2003). Previous studies also point out that design oriented companies are more open to creative managerial design thinking. The methodology of solving problems through design thinking methods has been accepted from business, where numerous organizations used it to increase their innovativeness and business success, to educational system where some of the leading design, as well as business schools adopted it as a teaching method. Design thinking methodology is human-centered, open-minded and integrative. The benefits of a multi-disciplinary approach and design thinking in business have been specially recognized among influential educational institutions in the world (USA, Europe, South Korea, China). However, design thinking as a new managerial approach is still not implemented enough as a course in educational programs of Croatian schools and universities.

Keywords: design orientation, design thinking, education, managerial approach, Croatia

1. Introduction

The paper deals with design thinking concept as an innovation-oriented approach, a method adopted from the design field, which appears to be successful, not only for solving managerial
problems, but also for educating future managers and entrepreneurs in a creative way, with different positive outcomes, such as encouraging interdisciplinary approach, high motivation of students, promoting teamwork and thinking creatively, out of the box.

Design as a tool for innovation has been broadly accepted and developed rapidly in recent years, resulting notably in concepts such as strategic design, design management and design thinking (Mapping of Design Policies, 2011, 10). The scope of design management ranges from the tactical management of corporate design functions and design agencies, including design operations, staff, methods and processes - to the strategic advocacy of design across the organization as a key differentiator and driver of organizational success. The tools and philosophies behind the design approach (so called design thinking) are seen as a valuable method of the managerial decision making process in a wide range of areas, from strategy to operational level. Design thinking can also be explained as using design methods or even designers’ sensibility to solve general business problems (Brown, 2009; Martin, 2009). Design methods can be successfully applied to improving processes and strategies as well as new product development. The focus on the customer gives design a more and more important role; it becomes very efficient when integrated in all levels of the company and the potentials of design need to be taken into account by marketing scholars as well as by managers (Rocco, Pisnik, 2014, 180)

When we take conscious action, we do so on the basis of how we see and understand the world. Different viewpoints, therefore, give rise to very different actions, and each of these is rational according to the viewpoint that encourages and justifies it. If we want to act creatively, it follows that we have to think creatively. Learning to think differently, to inhabit different viewpoints, is not easy. The educational system, which is often said to be about absorbing structured chunks of information that can then be reproduced in examinations, can constrain creativity. For whatever reason, very few managers find it easy to think in different ways about the operations and organizations they are responsible for and, as a result, they manage in predictable and restricted ways (Jackson, 2003). For Borja de Mozota and Peinado (2013, 4), design thinking should enable managers to appropriate themselves a set of attitudes and tools that will give them access to creativity. The reason is that, unlike managers who have been trained essentially through case-studies’ method by applying linear logic, designers are trained in observation techniques, experimentation and continuous testing of their ideas.

Many managers have become so analysis focused that they have forgotten that the best data in an uncertain environment comes from real world trials, not extrapolation of history. Tools like journey mapping, assumption testing, rapid prototyping or customer co-creation that structure
this process are essential. Learning only occurs when we step away from the familiar and accept
the uncertainty that inevitably accompanies new experiences. Innovation means moving into
uncertainty (Liedtka, 2011).

The main contribution of this paper is to introduce design thinking as an innovative educational
instrument of entrepreneurial education. As an approach, design thinking taps into capacities
we all have but that are overlooked by more conventional problem-solving practices. Not only
does it focus on creating products and services that are human centered, but the process itself
is also deeply human. Design thinking relies on our ability to be intuitive, to recognize patterns,
to construct ideas that have emotional meaning as well as being functional, and to express
ourselves in media other than words or symbols. Nobody wants to run an organization on
feeling, intuition, and inspiration, but an over-reliance on the rational and the analytical can be
just as risky. Design thinking, the integrated approach at the core of the design process, provides
a third way.

The design thinking process is best thought of as a system of overlapping spaces rather than a
sequence of orderly steps. There are three spaces to keep in mind: inspiration, ideation, and
implementation. Think of inspiration as the problem or opportunity that motivates the search
for solutions; ideation as the process of generating, developing, and testing ideas; and
implementation as the path that leads from the project stage into people’s lives (Brown, Wyatt,
2010).

Unlike critical thinking, which is a process of analysis and is associated with the deconstruction
of ideas, design thinking is a creative process based around the construction of ideas. Not
allowing judgments, design thinking eliminates the fear of failure and encourages maximum
input and participation. Non-routine, out-of-the-box ideas are welcome, since these often pave
the way for the most creative solutions. Every individual is a designer, and design thinking is a
process of applying design methodologies to miscellaneous life situations (Ilipinar, Johnston,
Montaña, Spender, Truex, 2011).

2. Entrepreneurship Education and Design Thinking

The entrepreneurial and managerial domains are not mutually exclusive but overlap to a certain
extent (Kuratko, 2005, 581). Solomon, Duffy and Tarabishy (2002) conducted one of the most
comprehensive empirical analyses on entrepreneurship education. A core objective of
entrepreneurship education is that it differentiates from typical business education. Business entry is fundamentally a different activity than managing a business (Gartner, Vesper, 1994). Entrepreneurial education based on experiential learning should include skill-building courses in negotiation, leadership, new product development, creative thinking, and exposure to technological innovation (McMullan, Long, 1987). Solomon, Duffy and Tarabishy (2002) conclude that pedagogy is changing based on a broadening market interest in entrepreneurial education. New interdisciplinary programs use faculty teams to develop programs for the nonbusiness students, and there is a growing trend in courses specifically designed for art, engineering, and science students (Kuratko, 2005, 584). New types of learning tools are business plans, student business start-ups, case-studies, practicing entrepreneurs as guest speakers, interviewers and consultants, visits and field research etc. It has to be mentioned that there are positive initiatives of implementing similar learning methods in Croatian management and entrepreneurship educational system, such as Case Study Competition, Smartup, or Dubrovnik Summer School, led by the student associations e-Student, AIESEC and HSA, founded at the Faculty of Economics and Business, University of Zagreb. Entrepreneurship is new and it is about continual innovation and creativity. According to Kuratko (2005) it is the future of business schools and it should begin to move into a leadership role. Today, the words used to describe the new innovation regime of the 21st century are: dream, create, explore, invent, pioneer, and imagine! Entrepreneurship educators must have the same innovative drive that is expected from entrepreneurship students (Kuratko, 2005, 591).

*Design thinking* methodology has been accepted and improved by many high quality top ranked educational institutions in different regions, not only in the design field, but in business and entrepreneurship education as well, applied as a creative teaching method and also as an innovation tool for managers. Some of these institutions include the University of Stanford California School of Business, d.school at Hasso Plattner Institute of Design, StRotman School of Management in Toronto, HPI School of Design thinking in Potsdam Germany, Parsons the New School for Design in New York and Paris, the Aalto University in Helsinki Finland and the University of St. Gallen Business and Management programs in Switzerland.

The management discourse of *design thinking* became a trend, yet far from a single meaning. Rather, the concept of *design thinking* seems to consist of different streams that are united only because they are not analytical. Though it is understandable that many people would like a clear-cut definition of design thinking, such a quest for unity is counterproductive for the
academic development of the area that we believe it deserves Design thinking is often equated to creativity: sometimes the popular version ‘design thinking’ is presented as a way to make managers think more creatively. But being creative is only part of the competence and practice of the designer’s work (Johansson-Sköldberg et al., 2013).

Thinking like a designer can transform how you develop products, services, processes and even strategy. Common characteristics of design thinkers are empathy, integrative thinking, optimism, experimentalism and collaboration (Brown, 2008). The methodology of solving problems through Design Thinking methods spread from business, where numerous organizations used it to increase sales and profitability (Ward, Runcie, Morris, 2009), to academia when some of the leading design, engineering, and business schools adopted it as a teaching method. More recently, design thinking has been used by educators to improve school layouts, teaching (Cankar, Deutsch, Zupan, Setnikar Cankar, 2013) and course design.

Several mindsets have also been identified as an important part of design thinking methodology (Brown, 2008; Fraser, 2007; Nussbaum, 2004; Rauth et al., 2010). In particular, design thinking:

• is human-centered: people are the source of inspiration and focus of problem solving;
• is mindful of process: design thinkers employ an iterative methodology to explore numerous possible solutions and learn from failures;
• is empathetic: to successfully solve an individual’s problem, that individual’s feelings, thoughts, and attitudes must be observed, experienced, and understood;
• includes storytelling: an important tool with which to communicate observed user needs;
• has a culture of prototyping: the process is experimental and iterative, builds on past experience, and tests intermediate solutions;
• is biased toward action: all skills and tools should be practiced;
• includes radical open-minded collaboration among disciplines: multidisciplinary teams will produce better results if Design Thinkers have the ability to build on ideas of others;
• includes integrative thinking: using abductive reasoning (Martin, 2007) dramatically improves existing products;
• is optimistic: establishing there is always a solution;
• challenges constraints and supports creative solutions: obstacles and constraints need to be challenged in order for creative and sometimes highly unorthodox solutions to succeed.
3. Entrepreneurial Education in Croatia

Most countries in Eastern and Central Europe have experienced their own individual models of transition from a centrally planned system to a more or less liberalized market economy, and these different pathways of entrepreneurship development in the various post-communist countries have led to different results (Berkowitz, Jackson, 2006; Smallbone, Welter, 2001; Estrin et al., 2010). A research focused on mapping entrepreneurship education in higher education institutions from the 22 European countries in transition found out that best coverage of entrepreneurship-oriented teaching among countries in the region was in Slovenia and Croatia, followed by the Baltic States, the Czech Republic and Slovakia. Among the Southern European countries the coverage of entrepreneurship teaching was much lower. The results of the analyses indicate that in general, entrepreneurship-oriented education is much better developed in private schools and in those public universities established since the mid-1990s. An entrepreneurship orientation is stronger in smaller institutions. This could be explained by the higher flexibility of private and smaller new public institutions of higher education, which allowed them to introduce a clearly formulated movement towards education that favors the entrepreneurial mindset (Entrepreneurship and Higher Education, 201).

In the qualitative research conducted during 2014 by the author design thinking as a creative method of decision making was one of the key elements to evaluate design orientation of a company. The face to face interviews were undertaken with five art directors and five top managers to see if these two groups of experts have different opinion, as well as to examine the questions in the questionnaire for future quantitative research. While design thinking was given the maximal value on a five-point likert scale by all the five art directors, it has not been recognized as much important by all the five interviewed managers (with the average score 3,5). During the informal conversations, managers defined design as “the essence of success in entrepreneurship”, still most of them mentioned design in the context of the first impression, “a key for attracting customers”, or as “the visual expression of a brand”. It has to be pointed out that these five managers were chosen from successful, more design oriented Croatian medium and large sized companies. However, this situation could be expected, knowing that future managers do not learn about design tools nor design thinking methods in Croatian higher education programs. According to the research undertaken in marketing and management departments at Croatian faculties of economics or business schools in the period from 2007 to 2008 by the author, there were no such courses in their programs. This could be the main reason...
for the fact that they are not well informed about the design potential, but also that they have a different approach to thinking and different priorities than designers (Rocco, Hodak, 2013, 528). When analyzing the perception of design thinking as a method, according to the conversations with Croatian managers and marketing experts, it seems that they need further explanation of the term and its meaning in the process of decision making. Most managers are sceptic and refuse to consider design thinking as a serious managerial method.

3.1. Case Study: FELU Slovenia

The educational systems of Eastern European countries began including entrepreneurship education in their curricula only after these countries transitioned from the socialist system to market economies in the late 1980s and early 1990s (Zahra, Welter, 2008). During this period, entrepreneurship programs were established in several Slovenian universities, including the Gea College and University of Ljubljana, in response to the need and demand for entrepreneurial training following the economic collapse of many large firms and the increase in incorporated businesses and sole proprietorships (Drnovsek, Glas, 2002). Slovenia had few academics in entrepreneurship in the eighties, but through collaborations with American and other foreign scholars, the Faculty of Economics at the University of Ljubljana (FELU) developed undergraduate and graduate entrepreneurship programs with support from entrepreneurs, policy makers, personnel from small business support organizations, and scholars (Drnovsek, Glas, 2002).

Although it would not be appropriate to compare Croatia with other developed European countries, such as Great Britain, France, Italy, Switzerland or Finland, the comparison with Slovenian higher education is relevant because of their similar history, until recently belonging to the same country - Yugoslavia. A case study from the Faculty of Economics at Ljubljana University (FELU) was presented by a team of teachers who also actively participated as authors in the project of redesigning the faculty entrepreneurial program. In the period from 2006 to 2014, FELU iteratively redesigned an undergraduate course for 3rd year students entitled Entrepreneurial Project using a Design Thinking framework (Zupan, Svetina Nabergoj, Stritar, 2014). Like the other FELU entrepreneurship courses, the course, which enrolls approximately 80 students per year, originally had a business plan-guided design. The teaching staff involved in the Entrepreneurial Project course, saw a need to redesign the course to improve students’ entrepreneurial skills with a stronger focus on applied business practices.
The program and methodology of the course was based on Stanford d. school. Until 2014, FELU redesigned 5 undergraduate and graduate courses which applied Design Thinking as a teaching methodology or teach Design Thinking as a problem solving approach. The course redesign process repeated each academic year from 2006-07 to 2013-14. New components were added to the course content and structure, according to the student feedback, the key benefits and key problems of the course identified by the teaching staff.

During 2014 a qualitative case study of the Design Thinking approach used to improve the undergraduate Entrepreneurial Project course at FELU has been undertaken by a group of teachers, with the purpose to explore how the course evolved and which are the benefits and challenges to using Design Thinking for course development. Data have been gathered from two sources: first, interviews with faculty members involved in designing and teaching the course, and second, review of class documentation including syllabi and class materials.

An early evaluation by Drnovšek and Glas (2002) found that the number of students enrolling in the graduate level entrepreneurship program at FELU was rising, but there was not enough innovation in teaching methods. Students were disoriented by the incoherent use of different teaching approaches and the classes were too focused on lectures and written seminar work. Another study of the undergraduate entrepreneurship course revealed that the program had no influence on the students’ intentions to start their own businesses (Stritar, Drnovšek, 2006). To develop a comprehensive curriculum and teaching methodology before the 2006-07 academic year, the teaching team had to understand the needs and opinions of different stakeholders in entrepreneurial education including students, educators, and seasoned entrepreneurs. Over a period of three months in 2006, the teaching team conducted a series of interviews with students, ran weekend workshops with faculty members and entrepreneurs to help map the skills and behaviors needed in successful entrepreneurship, and tested the exercises they developed to train skills and mindsets. At the same time as gaining insights from prospective users, the teaching team also studied and analyzed best practices and key findings from other schools that were applying similar pedagogical approaches. Stanford University’s pedagogical practices in particular served as a model for the FELU entrepreneurship program. Stanford’s Institute of Design, known as the “d.school” provides a curriculum on the use of design thinking for producing creative solutions to the most complex challenges, and Stanford’s “REDlab” conducts research on the use of Design Thinking in K-12, undergraduate and graduate educational settings.
The define phase of the Design Thinking process was characterized by the identification of key problems with the current course content and structure. In the first academic year 2006-07, the teaching team structured the course around hands-on team projects. Teams of 3-5 students (self-selected) worked on four different entrepreneurship projects that involved developing a new consumer product. Unlike previous courses, there was no textbook or structured content. The course method was, from the beginning, aimed at self-learning and experiential learning. In years following, the faculty changed the content and structure of the course to test new ideas. The students were increasingly encouraged to work on meaningful projects, public presentations, use of modern technologies and to work intensively for shorter periods instead of sporadic work during the whole semester. Students were also increasingly given a choice on how to run their projects.

Faculty members visited various conferences where they improved their knowledge about recent developments in novel entrepreneurship pedagogies. On the other hand, it was often a challenge to identify the cause of the key problems, like low student motivation.

The ideate phase of the Design Thinking process was characterized by the teaching team identifying and theorizing lessons learned based on the key benefits and key problems identified through the student feedback. Many of the course components came from ideas and practice used in other universities. Although not a perfect process, the teaching staff as a group did the ideation, and they felt the collaborative brainstorming process helped produce new ideas that might not have been created by individual teachers.

The prototype phase of the Design Thinking process was characterized by the teaching team implementing new course content and structure each year. When changing the course content and structure, the teaching team attempted to address some or all of the key problems and lessons learned from the previous year.

To address main problems that the student teams did not have an adequate mix of different skills and the use of pre-established project ideas kept learning focused on solving problems of existing ventures, faculty recruited students from other disciplines to the course, in order to create well-rounded teams, and teams were also able to come up with their own project ideas. From 2008-09, the course also included individual projects, so that students had more freedom to work on their own ideas. In 2011-12, the faculty chose to test a new structure, with half of the course devoted to a more traditionally designed course with seminars and written work and the other half devoted to three projects that all the students were required to participate in. In
order to improve student motivation and build on entrepreneurial training in 2013-14, the course introduced an FELU “Startup Weekend”. During the event, the whole faculty was transformed into a startup accelerator, with open access to prototyping workshops. From the feedback at the end of the 2013-14 course, the faculty found student motivation during the Startup Weekend was very high and felt the event produced promising team results. Therefore, the faculty plans to continue this practice in future (Zupan, Svetina Nabergoj, Stritar, Drnovšek, 2013).

The case study presented the methodological steps of Design Thinking and its benefits and challenges for entrepreneurship courses. From the methodological perspective, the application of the Design Thinking methodology to course design does not require fundamental changes in the way courses are currently designed, but it offers an additional set of approaches that might greatly improve the process. Most importantly, it enables course designers to develop in-depth understanding of how students interact with the course content and structure, which can result in course designs that are more successful in achieving their goals and more satisfactory to all stakeholders. It also provides constant motivational triggers for further pedagogical development of the lecturer, which prevents monotony that often occurs with courses at the university level.

3.2. Case Study: Entrepreneurship in Applied Arts and Design, Croatia

A case of new entrepreneurial program development is to be presented here, as a good attempt towards design thinking approach implementation in Croatian higher education practice. The new project, “Development of Bachelor Degree Program – Entrepreneurship in Applied Arts and Design”, has been developed in the 2014/15 period at Croatian University of Applied Sciences - VERN, financed by structural instruments of the European Social Fund. The new undergraduate study program is a result of Vern's collaboration with two partner institutions: Vaasa University of Applied Sciences from Finland and the Association of Former Students of the Applied Arts and Design School in Zagreb – UBU, which lasted for eighteen months. During this period they successfully realized the following project activities: assessment of needs and analysis of the current situation on the labor market in the field of applied arts and design, training sessions for high-school teachers, training for Vern employees on the methodology of Croatian Qualifications Framework and three documents as the basis of a new study program - Occupational Standards, Qualification Standards and the Curriculum for a new study program. The future study program integrates arts, science and technology, applying the
methodology of design thinking as the key approach (source: http://www.vern.hr/english/news/novosti/successful-ending-of-an-eu-project-of-design-and-development-of-new-study-program, 17 April 2015). However, as the program Entrepreneurship in Applied Arts and Design is still in the initial stage, waiting for the approval of the Croatian Agency for Science and Higher Education, it cannot be compared with other programs, because there are no output results of the educational process yet. The project is mostly focused on artists and designers, giving them essential knowledge and skills for managing their own artistic projects and leading their careers. Hopefully, Vern should in future also apply the same teaching methodology and problem solving to other, existing undergraduate and graduate management and entrepreneurship programs of its University.

4. Conclusion

This paper deals with design thinking as a new interdisciplinary approach, a creative method and a successful tool in management and entrepreneurship education. Although there are formal courses of design thinking at the Zagreb School of Economics and Business and at the School of Design, University of Zagreb, to the author’s knowledge, in most Croatian higher education institutions, for managers and entrepreneurs, design thinking has mostly been lectured as an informal method incorporated in other courses, but still not as an educational method. The paper addresses the positive results given by the research efforts undertaken at the Faculty of Economics, University of Ljubljana, where design thinking has been implemented since the 2006-07 academic year.

An obvious limitation of this paper is the case study descriptive methodology, which cannot provide reliable information about the broader context and generalize the results to other experiences. However, case study methods can produce rich insights and can contribute to the cumulative body of knowledge. As the next step, further field research should be undertaken for a proper comparative analysis of higher education curricula in Croatia.

The moment is right for a significant evolution of entrepreneurship education in Europe – between the growth of new private universities, the reform of existing universities as a result of the Bologna process, and the high level of interest in entrepreneurship by students, universities and other stakeholders. Europe has the unique opportunity to learn from models around the world and focus on integrating the most relevant and high-quality practices into its higher
education institutions. The major problem in Central and Eastern European as well as other transitional countries is the lack of qualified teachers. Educational programs that train future entrepreneurs in the various stages of new venture creation are almost nonexistent (Zahra, Welter, 2008, 187).

Of course, entrepreneurial skills are learned in different ways and methods. Some are best learned by doing and observing others. However, training of future entrepreneurs should also include interactive as well as creative methods, introducing new topics. Governments, having an important role in the education systems of Central and Eastern Europe, remaining mostly traditional teacher-centered and inert, should support faster changes. The research results indicate that, in general, entrepreneurship-oriented education is better developed in the newly established institutions of higher education. New private business schools were often established by benchmarking and implementing fundamental principles of successful Western school programs, using their experience. Their main strategy is teaching not only theoretical but (more importantly) practical skills. The value of design thinking in business is receiving more and more recognition and is being promoted increasingly outside of the design schools (at university level). The benefits of design thinking in business have recently been specially recognized by rapidly developing Asian countries such as Singapore, Hong Kong, South Korea and, finally, China. These countries developed their models of education by analyzing and implementing the experience of the best North American and European educational institutions and by further developing them (Mapping of Design Policies, 2011).

Courses based on design thinking give motivated students a chance to experience entrepreneurship in action and can be considered an upgrade to existing entrepreneurship programs (Zupan, Svetina Nabergoj, Stritar, Drnovšek, 2013). It also provides constant motivational triggers for students to find creative solutions for managerial problems to be solved. The education quality of entrepreneurship is the most important prerequisite for Europe’s competitiveness, innovation and economic growth, enabling innovative culture. Croatia, as a new member of the European Union, should be aware of the importance of education, especially in the field of entrepreneurship, and keep up with new trends in management, providing students with knowledge and skills necessary for innovative competitive solutions. Although new initiatives exist, there is space for further development of programs and implementation of new creative methods, such as design thinking, in higher education curricula.
5. Reference List


USING CORPORATE WEB SITES AS A COMMUNICATION CHANNEL WITH INVESTORS – EXAMPLE OF CROATIAN PUBLICLY LISTED COMPANIES

Original Scientific Paper

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Summary

The investor relations function is becoming increasingly important within organizations, as top management intensively communicates with investors, shareholders, analysts and bankers. Communication with investors includes all usual communication channels of public relations, but always taking into account the strict regulatory frame that covers this area in relation to price sensitive information. Current trends require a strong reliance on corporate websites of the company as a dominant communication channel with its investors.

This paper identifies the most important concepts of investor relations by means of Internet communication and why the identified concepts are relevant for building a strong image of the listed company within the investment society. In Croatia, a relatively young private ownership environment, with a focus on private and institutional owners, still represents a burden for publicly listed companies as the level of transparency in this field is far from satisfactory. The author presents the results of a content research of 46 Croatian publicly listed companies based on the most important communication concepts identified.

Keywords: Croatian companies, investor relations, corporate web sites, communication, investors

1. Using Modern Communication Channels for Addressing Investors

“As organizations become increasing affected by the new knowledge-based economy, public relations is slowly moving away from an excessive focus on media relations and publicity. Now organisations have realised the importance of specialised public relations skills ranging from investor relations to corporate imaging.” (Chay-Németh, 2003) The author wishes to dig
more deeply into the area where public and investor relations intersect and create value in financial terms, in the otherwise very exact, number-based world of financial management.

In different economies, shareholders encounter different obstacles. Once the obstacle of being able to find information is surpassed, shareholders face the issue of quality. As investors become more sophisticated, listed companies need to adopt and adjust their communication approach. Using the Internet to communicate with shareholders has led to an increase in the amount and reach of the information intended for company’s owners, but not necessarily to better quality. Reluctance of companies to be transparent is surpassed by the Internet use, as any unwillingness to communicate with shareholders is more obvious and sanctioned by the market.

### 1.1. Review of Main Investment Decision Making Theories

There are several theories on how a decision is made, ranging from information to emotional. For example, classical investment theory assumes that investors behave rationally when making investment decisions. On the other hand, “behavioural finance departs from classical financial theory because it recognizes that investors will be influenced by psychological and emotional factors. By not accepting the assumption that individuals are fully rational, behavioural finance studies the role of psychology in the investment decision making process and its effect on financial markets.” (Peteros, Maleyeff, 2013) Therefore, we can conclude that investment theory argues how investment decisions are made, while behavioural theory explains how decisions are actually implemented. In both theories, equal treatment in data distribution plays a significant role.

And finally, the signal theory explains the influence of performance on financial information disclosure (Pozniak, Croquet, Colog, 2013). Wallace and Inchausti argued that managers of successful companies are likely to reveal more financial information to the public with the aim of ensuring their position within the company and Grossman and Hart concluded that by doing this they are reducing the risk of a bad company valuation (cited in Pozniak, Croquet, Colog, 2013). The same work concludes that this theory “argues for a positive relation between the performance of the listed company and the intensity of financial information disclosure”. We can see that lack of information can also be caused by negative performance of the company. This gives additional argument for transparency, as investors who are
regularly updated tend to put more trust into the management even in the periods of bad performance.

We can conclude that accurate and full information is essential for attracting capital necessary for the company’s development. In an era of modern technology, corporate and trading venues web sites have become a key communication channel towards theirs investors. In some other areas of corporate operations, such as brand creation, vision, mission, product range presentation, etc. companies and their corporate communication experts have figured out how to present what they want to say to their stakeholders. However, when communicating with investors, not only different issues but also different experts need to be involved.

1.2. Investor Relations Professionals Organizations and Standards

Different stages of development of individual economies and their educational systems have created different circumstances in which IR experts operate. In Croatia, there is no individual course at universities teaching IR practice. In reality, IR is considered to be only a part of the work of existing professionals in the legal, finance or public relations department. In developed economies with mature capital markets, investor relations specialists are licenced professionals who form professional organizations prescribing standards of their profession. An example of such practice is The Investor Relations Society in the UK (IRS, 2015). This society holds exams for The Certificate in Investor Relations (CIR) – an internationally recognised qualification in IR. “It is regarded as an essential prerequisite for those entering the IR profession, and a valuable benchmark for those already in the profession. The CIR currently runs in the UK, Hong Kong, Indonesia, Malaysia, the Middle East, Russia, Singapore and Sri Lanka. Like in other profession specialisations in field of finance, CIR became an educational concept creating professionals dedicated to investor relations, comprising different competences that such person needs to have: legal, communicational, financial, organizational and other skills.” (IRS, 2015)

The other example is an IR specialist organization in the US. “Communication with stockholders has been increasing in popularity as a specialty in the public relations profession. Currently, the National Investor Relations Institute (NIRI) has 4,400 members in thirty-three
chapters in the United States – 46% of them have a background in communications/public relations, while 49% have a background in finance/accounting.” (Penning, 2011).

In Croatia, there is no national organization that would gather IR professionals, moreover, there is no licence or formal education a person can gain to become one. Usually, people working in different departments within the organization are assigned this responsibility as a “part-time job”, and there is only a very limited number of companies that realize the importance of investor relations to the extent that they have adopted a structural communication approach to the issue.

Initial efforts were done by the Zagreb Stock Exchange, the single regulated market in Croatia, which launched a course educating managers in investor relations in 2013 (ZSE, 2015). The course consists of public relations, presentation, legal, finance and other relevant skills. Until 2015, three generations of IR professionals were educated. The programme even applied for EU funds, but local valuation committees for the grant of EU funds did not recognize the relative importance of IR knowledge in Croatia's convergence with other EU markets.

Based on the circumstances presented above, we have formulated our first hypothesis: Companies in Croatia do not use IR corporate web sites extensively enough to achieve their main goal: adding value to the company by extensive and equal distribution of information.

1.3. Investments – Why Are They Important and How to Attract Them?

Official statistical information of the Croatian National Bank shows that foreign direct investments (FDI) into the Croatian economy are far from record levels back of the years 2008 and 2009 (CNB, 2015). An illustration of this reluctance to invest into the Croatian economy can be seen in substantially decreased inflows of foreign funds into organized financial market, i.e. shares listed on the Zagreb Stock Exchange. Turnover on the Zagreb Stock Exchange is less than 10% of what it used to be in the record year 2007. All of this raises a question of how foreign investors can be attracted back to the Croatian market, as FDI brings necessary fuel to growth of the economy, currently achieved by increased consumption or exports.

In case of FDIs, there are numerous research studies evidencing that one of the most concerning items for foreign investments is the tax environment and court efficiency. A study
conducted in Croatia, Serbia, Macedonia and Montenegro has shown that investors in the region agree on two main obstacles to creating a healthy FDI environment (Study, EU CARDS, 2005). First is the issue of corruption, while the other is uncertainty and unpredictability of the legal and regulatory framework. Additionally, they mention lack of transparency and difficulties in obtaining information from governmental bodies. In case of investments, tax regime changes are also an issue. The study concludes that such findings show stronger communication of relevant stakeholders in necessary to address these issues and, hopefully, attract new investments into the region.

Evidently, Croatia does not score high on any of these issues. The purpose of this paper is to look more closely at communication of companies through their web sites by content analysis of IR devoted sections, as there is a positive correlation between transparency of the issuers and the number and size of investments made into the local capital market. Fox argues that increased transparency positively influences both corporate governance and liquidity of the stocks listed on an exchange. “Transparency, by improving share price accuracy, also improves the allocation of scarce capital among the proposed real investment projects in the economy. This is clearest when a firm is considering funding a project through the issuance of new equity. Transparency affects the terms at which such funds can be obtained.” (Fox, 2012) Fox further argues that transparency also enhances efficiency by increasing the liquidity of an issuer's stock through the reduction in the bid-ask spread demanded by the makers of the markets for these shares. More transparency thus reduces illiquidity in the secondary market for an issuer's shares.

If transparency is so relevant, and the Internet is a widely accessible and used tool for achieving it, content analysis of IR web pages of Croatian listed companies can shed some light on questions such as low FDIs, poor liquidity and weaker interest in the issues of Croatian issuers.

The next hypothesis to be examined in this paper is whether the lack of transparency causes lower liquidity and decreases interest in the issues of corporate issuers.

1.4. Setting Up the Principles of Positive IR Communication Practices via Corporate Web Sites

“Today, the array of information available to and sought by investors has blossomed, and much of it comes directly from companies in the form of public relations information. Information sources include webcasts of conference calls and annual meetings, web sites with special investor relations sections, direct response to
inquiring from individual investors, corporate profiles and other supporting publications, annual reports, news releases and other information sent via e-mail that individual investors can subscribe to, news and features in the business and financial media, and corporate advertising.” (Penning, 2011)

In evolving a practice of communicating to shareholders by publishing data on corporate web sites, no internationally recognized standards or set of rules has been established. Different interested parties are trying to elaborate their own point of view by issuing recommendations, assessing corporate web sites or setting examples recognized by professional IR organizations.

Other example is IR Global Rankings’ “Benchmark study on financial disclosure 2013” (IR Global Rankinks, 2013). In this document, the commercially based advisory agency specializing in IR advice gives its outlook on different areas a financial disclosure should contain, such as: what is relevant, what is mandatory, what is “nice to have” in different areas of financial reporting, including a balance sheet, profit and loss statement, cash flow statement, price sensitive information, etc.

What some professional organizations are trying to do is set standards for reporting to investors, one of the ways being reporting via corporate web sites. For example, the UK-based IR Society UK has published a set of best practice guidelines on different issues, including guidelines on corporate web sites. These recommendations are made public, free of charge on IR society web site (IRS, 2014). As this knowledge is widely accessible and free, this author wanted to examine if these recommended practices have been put into practice by Croatian listed companies.

In addition, professional organizations are awarding the best practices in order to set an example to all market participants. The IR society has published a list of different categories awarded in 2014, one of the categories being “Best use of digital communications” and “Most effective communications of overall investment preposition” (IRS, Awards section, 2015). In both categories, the worldwide winner was BASF, chemical producer based in Germany. Therefore, the initial step was to identify in which categories the IR corporate web site of BASF is providing information and then compare the existing web sites of Croatian companies to determine if they also provide information in these categories.
2. Content Analysis of Croatian IR Corporate Web Sites through Awarded Concept Framework

For the purpose of analysis, the author has created an analytical matrix consisting of 26 elements in five analytical categories, i.e. areas of information presentation on BASF’s IR corporate web site section.

BASF’s IR corporate web site consists of following categories:

- Information about the company and main financial indicators
- Shares and analysis
- Events and presentations
- Financial and other reports
- Corporate governance

Research was conducted during March 2015 by content analysis of corporate web sites devoted to investor relations at 46 Croatian companies listed on the Zagreb Stock Exchange. The sample cannot be considered representative, but can serve as a relevant representation of the content published by relevant issuers listed on the Zagreb Stock Exchange.

Companies were selected on the basis of two criteria:

a) Being a constituent of CROBEXplus© - an equal weight index calculated by Zagreb Stock Exchange based on liquidity and free float of all the shares listed; therefore, we can say it represents the most liquid shares, also distributed to the widest range of investors. Taking these two factors into account, CROBEXplus© is the widest and most relevant representation of Zagreb Stock Exchange issuers.

b) The second criterion applied did not take into account market capitalization or turnover but voluntary acceptance of the company to apply higher standards of reporting. The Zagreb Stock Exchange’s regulated market is divided into three segments, differing by the level of listing and reporting requirements. Prime Market is the highest, and currently there are no companies listed in this segment. Official Market is the middle market, and since there are 23 companies in this segment, it is considered to be the top segment at the moment, i.e. companies listed in it have volunteered and are obliged to maintain the highest level of transparency and corporate governance in the local market. All the shares not included into CROBEXplus©, but listed in the Official Market have been included into the analysis as well.
In total, 40 companies were included into the sample based on CROBEXplus© criteria, while another six were included based on the fact that they are listed in the Official Market even though they are not part of CROBEXplus©. The latter group therefore has accepted higher standards of transparency, but they are not the most actively traded shares on the Zagreb Stock Exchange by liquidity and free float.

It is important to mention that the information by research categories was not identified only under dedicated corporate web site sections, but were researched in detail under all categories, or by examining financial reports of the company. Such a situation is not ideal as IR pages should comprise all the information an investor might need in one place, with no need to search all the information in detail on various subsections of the whole corporate web site. Even if repeated, information should be elaborated in a single place, enabling investors to search the pages effectively so as to find all the information they might need in one place.

Results are presented as percentages of the companies that have disclosed relevant information about each category in the total sample (N=46). Additionally, the sample was segmented into two subgroups: shares listed on the Official and Regular Market. Both subgroups have the same number of constituents – 23. Segmentation was done in order to discover if a voluntarily accepted higher standard of transparency results in a wider range of information disclosed to shareholders.

Final hypothesis to be examined is if Companies that voluntarily accept higher reporting standards perform relatively better on transparency in comparison to the ones that do not.

### 2.1. Presenting Information about the Company and Main Financial Indicators

**Table 1: Basic information about the issuer**

<table>
<thead>
<tr>
<th>Information about company and main financial indicators</th>
<th>Total number</th>
<th>%</th>
<th>Official market</th>
<th>%</th>
<th>Regular market</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy, mission, vision</td>
<td>33</td>
<td>71,7%</td>
<td>17</td>
<td>73,9%</td>
<td>16</td>
<td>69,6%</td>
</tr>
<tr>
<td>Key financial indicators</td>
<td>19</td>
<td>41,3%</td>
<td>13</td>
<td>56,5%</td>
<td>6</td>
<td>26,1%</td>
</tr>
<tr>
<td>Key financial indicators by business segments</td>
<td>3</td>
<td>6,5%</td>
<td>2</td>
<td>8,7%</td>
<td>1</td>
<td>4,3%</td>
</tr>
<tr>
<td>Outlook</td>
<td>15</td>
<td>32,6%</td>
<td>9</td>
<td>39,1%</td>
<td>6</td>
<td>26,1%</td>
</tr>
</tbody>
</table>

This category represents a summary of the most relevant data that can help investors identify if they are looking at the content about the exact issuer or instrument they are interested in. Although the strategy, mission, vision category ranks reasonably high (71.7%), we can...
consider all other observed categories to rank rather low. Especially the category of key financial indicators by business segment, only 6.5% is low. Information on business segment profitability is very relevant, but companies tend not to disclose it. In a complex business environment investors want to see which parts of the business are making a profit and which not. Disclosing such information is very usual in developed markets; however, it is very often not disclosed in Croatia.

A good example is the Croatian pharmaceutical company Pliva, domiciled in Croatia. Back in 1997, when it was initially listed on the Zagreb and London Stock Exchanges, the management was “forced” by foreign investors to disclose segment profitability. This resulted in the pressure to divest non-profitable businesses, such as veterinary pharmaceuticals, cosmetics and non-core activities. It has, of course, led to decreased employment in this company and has left Pliva with only one segment to report – pharmaceuticals, making reports much easier to analyse and benchmark against other pharmaceutical companies in the world. This proves that wide disclosure of information can influence management decisions, and also shows why top management is in conflict of interest when deciding about the scope of the information presented. This shows how disclosure of information can force management to some unwanted outcomes. In reality, owners are the ones who need to set a path of development for the company, and it is their right to know all the data to make informed decisions.

### 2.2. Information on the Shares

*Table 2: Information about the shares issued*

<table>
<thead>
<tr>
<th>Shares and analysis</th>
<th>Total number</th>
<th>%</th>
<th>Official market</th>
<th>%</th>
<th>Regular market</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic information about issued shares</td>
<td>21</td>
<td>45,7%</td>
<td>12</td>
<td>52,2%</td>
<td>9</td>
<td>39,1%</td>
</tr>
<tr>
<td>Investor highlights</td>
<td>4</td>
<td>8,7%</td>
<td>3</td>
<td>13,0%</td>
<td>1</td>
<td>4,3%</td>
</tr>
<tr>
<td>Key share performance indicators</td>
<td>8</td>
<td>17,4%</td>
<td>5</td>
<td>21,7%</td>
<td>3</td>
<td>13,0%</td>
</tr>
<tr>
<td>Share price information</td>
<td>13</td>
<td>28,3%</td>
<td>8</td>
<td>34,8%</td>
<td>5</td>
<td>21,7%</td>
</tr>
<tr>
<td>Analysts covering shares</td>
<td>4</td>
<td>8,7%</td>
<td>4</td>
<td>17,4%</td>
<td>0</td>
<td>0,0%</td>
</tr>
<tr>
<td>Dividend information</td>
<td>14</td>
<td>30,4%</td>
<td>8</td>
<td>34,8%</td>
<td>6</td>
<td>26,1%</td>
</tr>
<tr>
<td>Shareholders structure</td>
<td>27</td>
<td>58,7%</td>
<td>17</td>
<td>73,9%</td>
<td>10</td>
<td>43,5%</td>
</tr>
</tbody>
</table>
This category provides information about the shares a financial instrument investor is or wants to be invested in. Again, all the information related to shares listed on the Official Market rank relatively better than the ones listed on the Regular Market. Although most of the information in this category is widely accessible, such as shareholder structure or share price, at no cost for the company, the number of issuers disclosing it in a concise manner in this section of their IR pages is considerably low.

### 2.3. Events Organized to Meet Investors

**Table 3: Events organized for investors**

<table>
<thead>
<tr>
<th>Events and presentations</th>
<th>Total number</th>
<th>%</th>
<th>Official market</th>
<th>%</th>
<th>Regular market</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event calendar</td>
<td>18</td>
<td>39,1%</td>
<td>14</td>
<td>60,9%</td>
<td>4</td>
<td>17,4%</td>
</tr>
<tr>
<td>Results presentations</td>
<td>13</td>
<td>28,3%</td>
<td>10</td>
<td>43,5%</td>
<td>3</td>
<td>13,0%</td>
</tr>
<tr>
<td>Conferences and roadshows</td>
<td>2</td>
<td>4,3%</td>
<td>2</td>
<td>8,7%</td>
<td>0</td>
<td>0,0%</td>
</tr>
<tr>
<td>Capital markets day</td>
<td>2</td>
<td>4,3%</td>
<td>2</td>
<td>8,7%</td>
<td>0</td>
<td>0,0%</td>
</tr>
<tr>
<td>Shareholders Assembley</td>
<td>41</td>
<td>89,1%</td>
<td>21</td>
<td>91,3%</td>
<td>20</td>
<td>87,0%</td>
</tr>
<tr>
<td>Last available presentation</td>
<td>13</td>
<td>28,3%</td>
<td>9</td>
<td>39,1%</td>
<td>4</td>
<td>17,4%</td>
</tr>
</tbody>
</table>

In addition to disclosing information about the company, it is reasonable to assume that companies would like to meet their investors in person. Besides their legal obligation to hold a general meeting at least once a year, there is a number of occasions to hear what investors think about the business strategy the company is pursuing and the results it is achieving. In an event calendar one can plan, usually year in advance, on which occasions investors will have the opportunity to interact with the management of the company. While 60.9% of the companies in the Official Market segment recognize this need, this is the case with only 17.4% of the companies listed on the Regular Market, indicating that there is no strategic approach towards communication to their main stakeholders.

As a rather high percentage is noted in the area of information on the annual general meeting, a legally obligatory shareholder meeting, it is reasonable to assume that further formal regulation of meeting opportunities would take communication with investors to a higher level.

It is indicative that a very low number (2 in each category) of companies in the Official Market segment and none of those in the Regular Market provide information on conferences,
road shows and capital market days. It actually indicates that these companies are not making any additional efforts to widen the range of investors into their shares. A wider distribution of shares gives additional value to existing shareholders due to increased liquidity of their shares, also providing a better price discovery mechanism.

2.4. Periodic Financial and Other Disclosures

<table>
<thead>
<tr>
<th>Financial and other reports</th>
<th>Total number</th>
<th>%</th>
<th>Official market</th>
<th>%</th>
<th>Regular market</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual reports</td>
<td>46</td>
<td>100,0%</td>
<td>23</td>
<td>100,0%</td>
<td>22</td>
<td>95,7%</td>
</tr>
<tr>
<td>Semi annual and quarterly reports</td>
<td>44</td>
<td>95,7%</td>
<td>22</td>
<td>95,7%</td>
<td>22</td>
<td>95,7%</td>
</tr>
<tr>
<td>Corporate social responsibility report</td>
<td>25</td>
<td>54,3%</td>
<td>15</td>
<td>65,2%</td>
<td>10</td>
<td>43,5%</td>
</tr>
</tbody>
</table>

Financial statements are the best representation of how a business is doing. By law, companies in Croatia are obliged to report on a quarterly basis. In practice, they often miss their deadlines, and reports presented are very difficult to read to a non-financially educated person. As a reflection of this legal obligation, the presentation of reports on IR pages is at a very high level. However, what is often missing is a further explanation of the figures presented.

Corporate social responsibility reports fall more in the domain of public relations than financial disclosure, but it has become a trend among companies to publish them, especially in developed markets. Although in the last couple of years, substantial changes have occurred in this area, companies reporting on their social responsibility are few. This is definitely an example of where IR and PR functions of the company can interact to create additional value to investment brand creation of the company.

2.5. Talking about Corporate Governance

Table 5: Information on corporate governance

<table>
<thead>
<tr>
<th>Corporate governance</th>
<th>Total number</th>
<th>%</th>
<th>Official market</th>
<th>%</th>
<th>Regular market</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate governance report</td>
<td>32</td>
<td>69,6%</td>
<td>16</td>
<td>69,6%</td>
<td>16</td>
<td>69,6%</td>
</tr>
<tr>
<td>Statute</td>
<td>7</td>
<td>15,2%</td>
<td>6</td>
<td>26,1%</td>
<td>1</td>
<td>4,3%</td>
</tr>
</tbody>
</table>
In a definition by the Organization for Economic Co-operation and Development – OECD (2005), corporate governance is the way and methods by which organizations are directed and controlled (Salami, Johl, Ibrahim, 2014). From this basic definition, many economists have developed their own understanding of what corporate governance is and how it affects organizations.

In his shareholder theory, Milton Friedman argued (as cited in Salami, Johl, Ibrahim, 2014) that if business organizations were to be morally responsible, then their moral obligations or social responsibilities would be nothing, other than shareholders wealth maximization. Shareholders entrust their capital to organizations' managers, they are expected to use the capital for only organizations' purpose to increase shareholders’ returns (Dittmar, Mahrt-Smith, & Servaes, 2003).

Now that we have mentioned just some of the many definitions, we can see that the manner in which a company is managed, in many different aspects, heavily affects prospects of the company to be successful. Logically, disclosure of corporate governance principles within the company is relevant and important to shareholders.

Information on corporate governance includes a general overview of the structure in which governance is executed, statute that defines how ownership powers are transferred to the supervisory and management board, information on members of the management and supervisory board and, finally, a clearly declared conflict of interest. Besides information on the supervisory and management board, only a few companies report on other relevant issues.

As information on corporate governance is public, relevant to shareholders and gives an overview of how the management structures within companies work, this information should be clearly stated on IR corporate web sites of the companies.
3. Companies that Score Highest in Content Analysis of IR Corporate Web Sites

This analysis is simplistic and takes into account only the measure concerning whether companies analysed present best of the breed information or not. However, if we take into account that there are 26 information categories in which the first-ranking company worldwide is presenting information, we have 11.6 as the average number of categories presented, and considering that none of the companies researched has reported on all of the categories, we can see that there is considerable room for improvement.

If we observe top three achievers: Podravka, Atlantic and Ericsson Nikola Tesla, we can also see that theirs are amongst the most liquid shares on the Zagreb Stock Exchange. In the periodical report for year 2014, we can observe that all three stocks rank among the top 10 traded stocks (ZSE, Periodical reports, 2015). It would take additional research to establish the connection; however, liquidity does seem to be connected with transparency. Liquidity on the stock exchange, especially in times of poor liquidity as that observed on the Zagreb Stock Exchange in the 2009-2015 period, represents a great advantage for investors, making stock attractive not only because of its performance, but also because of the ability of shareholders to value and enter/exit their position whenever they want.

4. Conclusions and Recommendations

Transparency is a key value for the issuers listed on a stock exchange and their investors. Transparency demonstrates the readiness of a company to communicate with its most important stakeholders – those who hold their stock. Also, authors Walace and Inchasti (as cited in Pozniak, Croquet and Colog, 2013) argue that there is a clear connection between good results and willingness to be transparent, i.e. transparency is a guideline for investors to know which companies are worth investing in.

Information presented on dedicated IR corporate web pages ranges from purely financial information, to communication techniques and finally to corporate governance. All these aspects of the company build the value of the investment brand the company wants to create. The IR function in the company must carefully balance between financial information that forms an economic picture of performance and communicational tools that create emotional
relationships between the company and investors. This part of the public relations function is often underestimated or wrongly understood, but can create real and measurable value for the company and its management.

Hypothesis 1 that Croatian companies do not use IR corporate web sites extensively enough was proved in this research. None of the examined companies reached the maximum number of categories of data on their web sites. Data was disclosed on different parts of web sites, instead of showing consistently to investors all they are interested in when making investment decisions.

The hypothesis that companies with a higher level of disclosure have higher liquidity was also documented. Companies that have placed the most information on their corporate web sites, are also among those with the highest turnover on the Zagreb Stock Exchange in 2014.

And finally, the hypothesis that companies that voluntarily accept higher standards of disclosure have better performance in terms of transparency was consistently proven in all examined categories of data disclosure on IR corporate web sites.

When formulating their communication strategy towards investors, PR, as well as IR, uses the Internet as a communication channel due to its accessibility, low cost and flexibility; due to this fact companies should pay special attention to this area.

In the case of the Croatian capital market and companies listed on it, we can conclude that companies are at a fairly early stage of development. Croatia founded its capital market only in 1991, and embarked on privatization processes that have since created publicly listed companies. In transitional economies, many of the values of the free market were not adopted. It seems that private ownership has not yet been fully recognized in our economic environment, or even more so, by the Croatian society. Owners should be the ones that are most important. Showing respect to an issuer’s owners shapes the whole culture of the company. Respect is demonstrated in being open, honest and true to them. Communicating via a corporate web site devoted to their needs, formulating and inviting them to different events that facilitate dialogue with them demonstrates the company’s recognition of the owners’ importance.

An analysis of best of the breed IR corporate web sites shows the direction in which companies need to develop this important and relatively cheap communication channel with
their owners. Room for improvement is extensive, and simply following a part of the best practices in this area will bring substantial positive developments in a very short period of time.

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dnom%2520Balkanu.doc&ei=WimyVbbTEJTCauqdNgN&usg=AFQjCNFZJUYycbo3
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Luka Rijeka d.d.; http://www.lukarijeka.hr/
Magma d.d.; http://magma.hr/
Maistra d.d.; http://www.maistra.com/
Medika d.d.; http://www.medika.hr/hr/
OT - Optima telekom d.d.; http://www.optima.hr/hr/
Petrokemija d.d.; http://www.petrokemija.hr/
Podravka d.d.; http://www.podravka.hr/
Saponia d.d.; http://www.saponia.hr/
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NEW MEDIA AND INTERNAL COMMUNICATION: EMPLOYEE ENGAGEMENT PERSPECTIVE

Original Scientific Paper

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Summary

Internal communication is a strategic function and, among other things, has a significant role in the concept of employee engagement. With new technologies as well as digital and social media, new possibilities for two-way internal communication and dialogue with employees have emerged. The focus of this study was to determine whether new technologies and digital media were bringing more two-way communication and dialogue to organisations and to determine the overall situation regarding internal communication in Croatian companies. Research was conducted on a sample of N=49 companies in the period between 25 March and 3 April 2015. Research results have shown that the main goal of internal communication still remains informing employees, while employee engagement and dialogue with employees are not among the top three goals. The use of new technologies and new media in internal communication is limited and does not bring more two-way communication in Croatian companies. It remains to be seen if the connection between internal communication and employee engagement is acknowledged or not, or if engagement as such is not something companies focus on. This public relations area of interest should be further researched.

Keywords: internal communication, employee engagement, communication channels, new media, social media
1. Introduction

Internal communication, in particular its significance within organisations, has been growing in recent years. It has been given more attention by theoreticians, while public relations practitioners are becoming increasingly aware of its numerous benefits, including its crucial role in “determining organisational success” (Hargie, Touris, 2009, as cited in Welch, 2012, 246). The increase in its relevance has been supported by the results of the European Communication Monitor 2011 — namely, within disciplines in communication management, practitioners named internal communication and change management as the field that will become one of the most important fields (Zerfass et al. 2011, as cited in the European Communication Monitor, 2011).

Internal communication is a part of strategic public relations and corporate communications (van Riel, 1955; Argenti, 1996, as cited in Welch, Jackson, 2007). As Yeomans (2006, 337) highlights, the strategic purpose of internal communication can be summarised as “one that is concerned with building two-way involving relationships with internal publics, with the goal of improving organisational effectiveness”. Successful internal communication can promote employee awareness of opportunities and threats, develop employee understanding of companies changing priorities, contribute to organisational commitment, influence development of positive employee identification (Welch, 2012) and have a significant role in “optimising employee engagement” (Karanges, Beatson, Johnston, Lings, 2014, 330).

The concept of employee engagement has gained a substantial interest due to its connection with “increased financial returns and improved organisational reputations” (Saks, 2006, as cited in Karanges, Beatson, Johnston, Lings, 2014, 330). Benefits of an engaged employee contribute to organisational outcomes through “increased productivity, higher job satisfaction, and decreased turnover” (Saks, 2006, as cited in Karanges, Beatson, Johnston, Lings, 2014, 330). Internal communication plays one of the crucial roles in employee engagement as highly engaged employees are those “who feel well informed and have an opportunity for upward communication” (Truss et al., 2006, as cited in Ruck, 2012d, 133).

With new technologies, digital and social media, new possibilities for internal communication have emerged, easing the transition from controlled information to conversation and from communication to real collaboration (Ruck, 2012b). Nevertheless, it seems that these possibilities are not nearly fully exploited in practice, which remains “limited to one-way, top-
down communication” (Waymer, Ni, 2009, as cited in Ruck, 2012a, 93). The analysis of 12 academic and consultancy studies done between 2004 and 2010 concluded that in practice there was still a focus on “messaging rather than dialogue, relationships and organisational engagement” (Ruck, Welch, 2011, 58).

The goal of this study was to determine whether new technologies and digital media were bringing more two-way communication and dialogue to organisations. We wanted to find out to what extent Croatian companies recognised the importance of internal communication for employee engagement, which channels were mostly used in internal communication, to what extent digital and social media were represented in internal communication, and how much companies used their full communication potential in two-way communication and employee dialogue.

2. Internal Communication and Employee Engagement

There is no one definition of internal communication that fully describes its concept (Karanges, Beatson, Johnson, Lings, 2014). There are four main themes emerging within several definitions of internal communication: a) transactional in nature, b) exchange of information, c) management process, d) communication flow (as cited in Karanges, Beatson, Johnston, Lings, 2014, 333).

Since this research paper debates on employees as stakeholders, we have focused on the definition where internal communication is a “communication between an organisation’s strategic managers and its internal stakeholders, designed to promote commitment to the organisation, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims” (Welch, Jackson, 2007, 186). This stakeholder approach to internal communication implies the necessity of identifying internal stakeholders and not treating them as a single entity. Such classification of different segments of employees within an organisation leads to a refinement of the definition and seeing internal communication as “the strategic management of interactions and relationship between stakeholders within organisation across a number of interrelated dimensions including internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication” (Welch, Jackson, 2007, 184).
2.1. Internal Communication from a Historical Perspective

Internal communication origins “lie within the increasingly industrialised society of the late 19th and early 20th centuries to meet the need to replace ‘the loss in personal contact between employer and employee’” (Haynes, 1922, as cited in Ruck, Yaxley, 2013, 3). Early internal communication tools were mostly focused on employee publications, and initially used to support employee “morale-building” with news relevant to them and their jobs (Smith, 1961, as cited in Ruck, Yaxley, 2013). The reciprocity in internal communication, which did not exist at that time but was perceived as relevant and necessary, was argued by Alexander Heron, who in 1942 claimed that employee communication was “a two-way sharing of information; it is not a persuasion of propaganda campaign; it requires the freedom and opportunity to ask questions, get answers and exchange ideas” (Hay, 1974, as cited in Ruck, Yaxley, 2013).

The 1980s and the 1990s were marked by a global economic change driven by technology. At the beginning of the 1980s, Bland (1980, as cited in Ruck, Yaxley, 2013) argued that internal communication had to be perceived as an important management tool. However, there is evidence that it was still often neglected but by the end of the 1980s the processes of internal communication were becoming more established. An Institute of Directors’ survey in 1989 found that 80% of companies with more than 1,000 employees had some kind of a planned communication system (as cited in Ruck, Yaxley, 2013). The 1990s era was one of downsizing and outsourcing, a practice dominated by “technical journalistic skills” instead of “concentrating on developing relationships with employees” (Wright, 1995, as cited in Ruck, Yaxley, 2013, 8).

As we approached the end of the 20th century, Clutterbuck and James (1997) argued that the “internal communication function was one of the fastest growing management disciplines” (as cited in Ruck, Yaxley, 2013, 9), thus becoming a strategic function. The beginning of the 21st century was marked by the emergence of Web 2.0 and social media, which then led to similar technologies being introduced inside organisations. As claimed by Playle (2012), “social media is not just another tool to add to the internal communication toolbox, but perhaps a driver of organisational and cultural change” (as cited in Ruck, 2012, 198); however, its real influence and contribution to further evolvement of internal communication practices is still to be defined.
2.2. (A)symmetry of Communications

Over time internal communication has developed and in some organizations evolved into a two-way symmetrical communication or an excellence model (Pilkington, 2012, as cited in Ruck, 2012). Nevertheless, even today internal communication is “often one-way with minimal opportunity for feedback” (Williams, Adam-Smith, 2010, as cited in Ruck, 2012d, 130) and this one-way asymmetrical communication (Grunig, Hunt, 1994, as cited in Welch, Jackson, 2007) dominates over the two-way symmetrical one (Grunig, Hunt, 1994, as cited in Welch, Jackson, 2007). The question of symmetry is important for organisations and public relations practitioners and should definitely be perceived with more significance, since it improves the organisation’s effectiveness and achieves excellence (Grunig, 1992a). But, according to Williams and Adam-Smith (2012), the “overly managed asymmetric communication appears to largely go unchallenged by public relations academics and practitioners alike. It is as if subtle communication power imbalances that exist between managers and employees in organisations are more acceptable and legitimate than those that are maybe exerted by organisations over external stakeholder groups” (as cited in Ruck, 2012d, 130).

Grunig (1992a) concluded that excellent departments in practice mostly used two-way communication models, with greater presence of symmetrical than asymmetrical communication – thus, according to him, a two-way symmetrical communication is a feature of excellence. However, one-way communication and its other two models, press agentry and public information, are also used in practice, even among excellent departments, as “one way communication from strategic managers to all employees is both unavoidable and necessary” (Welch, Jackson, 2007).

Symmetrical communication includes “dialogue, negotiation, listening, and conflict management” (Kim, 2007, as cited in Ruck, 2012a, 93). There are many benefits of a two-way symmetrical communication. In his ICA Audit, J. Grunig “found strong positive correlations between symmetrical communication and job satisfaction” and “negative correlations between the index of asymmetrical communication and job satisfaction” (Grunig, 1992b, 558). In addition, CIPD argues that “two-way dialogue” (Ruck, 2012a, 100), or the possibility for employees “to feed their views and opinion upwards” (Truss et al., 2006, as cited in Ruck, 2012c, 122) is an important driver of engagement. This possibility to give opinions has to be transparent, authentic and timely to information sharing, otherwise opinions and views may not
be well enough informed. A prerequisite that has to be met for good-quality two-way communication and dialogue between employees and management is that the employees are well informed. Only then is it meaningful to provide opportunities for employees’ voice, where employees’ views are sought out (MacLeod, Clare, 2009, as cited in Ruck, 2012c, 124), on what two-way symmetrical communication is all about.

2.3. Importance of Internal Communication for Employee Engagement

Engaging employees is the “fourth most important management challenge, behind creating customer loyalty, managing mergers and alliances, and reducing costs” (Wah, 1999, as cited in Pandey, David, 2013, 155). Engaged employees have “a sense of energetic and effective connection with their work activities, and they see themselves as able to deal with the demand of their jobs” (Pandey, David, 2013, 155).

This very much argued concept in literature has been in the focus of many researches and debates on what employment engagement is. MacLeod and Clarke (2009) identified 50 definitions of employee engagement (as cited in Ruck, Yaxley, 2013) and concluded that engagement is “broader than individual job factors, it is a ‘workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success’” (2009, as cited in Ruck, Yaxley, 2013, 11).

Kahn (1990) defines employee engagement as “the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (as cited in Pandey, David, 2013, 155). Engagement building is a continuous process and elements fundamental for engagement include “strong leadership, accountability, autonomy, a sense of control over one’s environment and opportunities for development” (Pandea, David, 2013, 156).

One of the “key determinants of employee engagement” is internal communication (Iyer, Israel, 2012, as cited in Karanges, Beatson, Johnston, Lings, 2014, 334). Effective internal communication boosts employee engagement and enables creating values and achieving business objectives (Welch, Jackson, 2007; Quirke, 2000, as cited in Welch, Jackson, 2007).

In a research conducted in 2007 Watson Wyatt found that “firms that communicated effectively with their employees were four times more likely to also have high levels of engagement” (Attridge, 2009, as cited in Ruck, 2012a, 100). Also, numerous authors (Bakker, Albrecht,
Leiter, 2011; Bindl, Parker, 2010; Saks, 2006, as cited in Welch, 2012) have recognized that senior management’s communication and open, transparent and effective communication strategies are crucial for positive employee engagement.

According to Truss et al. (2006, as cited in Ruck, Welch, 2011), the three most important factors for employee engagement are: a) opportunities for employees to feed their views upwards; b) feeling of being well informed about what is happening in the organisation, and; c) thinking that the employees’ manager is committed to their organisation.

The theorised relationship between internal communication and employee engagement is believed to be based on “social exchange, whereby employees feel obligated to return the favourable benefits they receive” (Saks, 2006, as cited in Karanges, Beatson, Johnston, Lings, 2014, 335). Duck (1994) adds that internal communication is a “fundamental element of all exchange relationships”, while Rich, Lepine and Crawford (2012, as cited in Karanges, Beatson, Johnston, Lings, 2014, 335) conclude that “if communication within an organisation is fruitful, respectful, polite and dignified, it is likely to play an important role in developing optimal employee engagement”.

2.4. New Media and Future Perspectives

New technologies and new media influence two-way communication, dialogue and collaboration with employees, and offer new possibilities. Some authors even believe that these new, social media are revolutionizing the business, at the same time taking certain casualties among the “incumbent proponents of one-way, command and control broadcast marketing who argue that things are fine the way they are” (Scoble, Israel, 2006, as cited in Ruck, 2012b, 48).

New media are a broad term often used as the synonym for digital media or even social media. Fidler (1997) defines new media as “all emerging forms of communication media”, while Olise (2008) adds that “new media have to do with the convergence of computer technology and telecommunications technologies” (as cited in Ikpe, Olise, 2010, 63). They represent new communication technologies that combine computers and telecommunications technologies with different examples of the new media such as the Internet, mobile phones, videoconferencing, e-mails, chat rooms, online newspapers/ newsmagazines etc. New media are based on the two-way communication. They encourage feedback and interactivity (Ikpe, Olise, 2010). Lievrouw and Livingstone (2006) state that “new media give users the means to
generate, seek and share content selectively, and to interact with other individuals and groups on a scale that was impracticable with traditional means” (as cited in Ikpe, Olise, 2010, 63).

New media and, more specifically, social media by definition provide more possibilities for informal communication and collaboration and thus can transform corporate culture from “information gathering” to “information participation” (Bennett, Owers, Pitt, Tucker, 2010, as cited in Ruck, Welch, 2011, 61). This includes a range of “web-based tools and technologies used to facilitate content-sharing, networking and discussion amongst individuals”. Social media is a term often used to describe tools and technologies which are not always social. Hence, social media “vary in how social they are, according to either the technical limitations of the tools and technologies themselves or the actual use of those tools and technologies by an individual or organisation” (Playle, 2012, 196).

When used in a reciprocal way, new technologies and social media can empower employees and lead to “democratisation of information: now anyone can be a content creator, not just the managers or communication division” (Playle, 2012, 197). Social and digital media enable individuals to communicate, collaborate and interact in new ways. According to Tapscot, (2009), the old HR model – recruit, train, supervise, retain – should be left behind and replaced by the new model – initiate, engage, collaborate, evolve (Playle, 2012). Social media are not merely a tool to be added to internal communication but may be a driver of organisational and cultural change (Playle, 2012). However, the use of new technologies and social media within an organisation has not yet been fully understood or well researched. To what extent do social networks, discussion forums, micro-blogging, instant messaging, VoIP, video and photo sharing, collaborative platforms, wikis, intranet and enterprise networks and mobile applications, among other things, influence organisations is still to be determined.

3. Problem

A longitudinal study, conducted by Wright and Hinson (2013) on a total sample of 2,616 respondents, showed that the use of the new media increased by year. However, the 2013 results show that, while public relations practitioners continue to agree strongly that social and other emerging media are changing the way public relations are practiced, this impact continues to be much more significant for the external communication than the internal one.
In an analysis of 12 academic and consultancy studies of internal communication, done between 2004 and 2010, Kevin Ruck and Mary Welch (2011, 58) point to a “tendency towards concepts that are focused on messaging rather than dialogue, relationships and organisational engagement”. The analysis showed print communication was on the decrease due to a greater presence of electronic communication, “overwhelming use of e-mails and newsletters dominated practice”, while social media were still “at an embryotic stage”.

In our research, we wanted to find out what the current practice in internal communication among Croatian companies is and if there is a positive influence of new technologies and new media on the direction of internal communication (their use resulting in more two-way communication in a company). Following our background overview within this research paper and our interest, the following research questions have been defined:

1. Is the internal communication in organisations nowadays still predominantly one-way communication?
2. Has employee engagement been recognised as one of the goals of internal communication within an organisation?
3. Do new technologies increase the presence of two-way communication in internal communication?

4. Methodology

A quantitative research has been designed to provide an answer to defined research questions which explore internal communication, emergence of new media and employee engagement. For that purpose, an online survey questionnaire consisting of 21 multiple-choice questions was developed and implemented in the period between 25 March and 3 April 2015 on a convenience sample consisting of companies which in 2014 participated in the leading HR and PR conferences. The online questionnaire was sent out to 120 e-mail addresses, and was consecutively filled in by N=49 professionals in Croatian companies in charge of internal communications, including public relations, human resources and marketing professionals as well as some executives and general managers, thus making the response rate 41%. In order to answer the research questions, a qualitative as well as quantitative statistical analysis on the sample via SPSS 22.0 statistical programme were executed.
5. Results and Discussion

In the 49 companies covered by this research, internal communications management is greatly kept in the domain of corporate communications departments and public relations department, while only a third of the companies (15) employ one or more persons to work on internal communication. Most frequently (in this case, in 33 companies), communication professionals perform other tasks in addition to internal communication, while internal communication is valued equally as or more than the external one (34).

As the main objective of internal communication (Graph 1), the majority of interviewed companies (38 of 49 of them) claim they are “informing the employees about the company activities”. Moreover, there is a significantly lower result for “conveying the management’s messages” and “more efficient implementation of company strategy and policies”, as stated in both cases by 17 companies. Only a fourth of the interviewed companies (13 of them, to be exact) use internal communication to stimulate employee engagement, and even less, only 7, see ‘a dialogue between the management and the employees’ as one of the main objectives of internal communication.

Graph 1: Diagram of the main objectives of internal communications in a company (N=49)
Such results show that in the Croatia-based companies, the connection between internal communication and employee engagement has to a large extent been unrecognised. The findings of this research differ from those of others, e.g. the research conducted by Cox (n.d.) on more than 400 blue-chip and FTSE 100 companies spanning 96 countries, in which 76% of respondents said that employee engagement was the goal of internal communication, and 55% mentioned building a culture of open communication.

By far the most frequent channel / means of internal communication, as visible from Graph 2, is e-mail, currently in use in 46 companies. It is followed by employee meetings, used by 39 of 44 companies, and team briefings (relied on by 35 out of 45 interviewed companies). Then there are the intranet (34) and notice boards (32 out of 45 interviewed companies). Among the channels / means related to new technologies and media, video materials are most frequently used (26 companies), followed by e-newsletters (used by 24 out of 44 companies). Printed internal newsletters are used in 22 out of 44 interviewed companies, 5 of which terminated such newsletters, and 17 of them do not plan to use them in the future. Furthermore, 7 companies stopped using e-newsletters, and 12 companies do not plan to use them in the future. New channels, which by their nature foster two-way communication, have a limited use and are used by fewer companies: internal social network is present in 17, collaboration sites in 15 out of 43 companies, chat in 10 and internal forums in 8 out of 44 companies. About a half of these companies have no plans to introduce collaboration sites and internal forums (27) or chats (28). Social networks will not be introduced by 20 companies, while 6 out of a total of 43 are considering introducing them in the next two years. Blogs are also quite infrequent – of the 43 interviewed companies, 9 use them, 7 are planning to use them, and 26 are not planning to use them.
When making a decision on the introduction of new communication channels (Graph 3), only one fourth of the companies (13) do it based on research and the employee preferences and possibilities of two-way communication. Hence, 27 of 49 companies primarily rely on their own estimations about how the employees wish to be informed. Only 5 companies find the possibility of measuring communication efficiency relevant.
Half of the companies (25 of them, to be exact) regularly encourage employees to express their opinions, suggestions and questions, and a third, i.e. 15 of them, do it occasionally. Most frequently the employees are given a chance to ask questions or comments using a special e-mail address or via special boxes and meetings. In addition, the interviewees most often mention intranet and internal newsletters (possibility of proposing topics) and questionnaires. Only a fourth of the companies (12 out of 42 of them) conduct annual surveys of internal communication satisfaction; 20 do it occasionally and 10 never.

The results of the conducted research show that possibilities for employee feedback, and especially dialogue, which is not even recognised as one of the important objectives of internal communication, are still limited. One-way communication’s dominance and a small share of two-way communication channels, as well as employee feedback, are in line with earlier results, like the ones stated in their 12 study analysis by Kevin Ruck and Mary Welch (2011, 58). Our research confirmed their conclusion – ‘social media are still at an embryotic stage’ – and it still remains to be seen whether they will intensify in internal communication in the future.

The way the top management communicates with the employees does not show a lot of two-way communication practice either. In this case, too, as seen from Graph 4, and based on the 49 interviewed companies’ answers, the most dominant channel is e-mail (used most often in 39 companies) and general employee meetings (used in 36 companies). New technologies and media are still dormant in top management’s communication practice; those less used also include videos (in 10 interviewed companies), blogs (5), chats (4) and forums (2).
Trends in a technological environment are among the most significant shapers of organisations, changing the nature of work and the nature of jobs today (Yeomans, 2006). However, the conducted research has shown that new technologies and new media in internal communication have a limited use and do not contribute to a greater presence of two-way communication in companies, despite the fact that they create the greatest ever possibilities for two-way communication and dialogue between the management and the employees. And while once the limitedness of dialogue could be justified by saying that dialogue is difficult to achieve in larger organisations, today there are no obstacles thanks to technological possibilities. Clearly, it is a conscious decision on the part of companies not to apply such an approach despite it being strongly advocated by researchers, who point to the benefits it brings not only to the employees but also to the organisations.

The interviewees agree; 40 of 41 answers say that management’s communication skills are important for internal communication success. Companies mostly invest in raising top management’s communication competences (30 of them), and middle management (27 out of 49 companies). Lower management is trained in 14 companies. This result is encouraging given the importance of management communication skills and in line with the idea that best communication practices include investing in communication trainings especially for senior leaders (Tourish, Hargie, 2009, as cited in Ruck, 2012a).
Table 1: Frequency of answers to the question about the importance of management skills for successful internal communication and most frequently used channels (N=41)

<table>
<thead>
<tr>
<th>Are management’s communication skills relevant for successful internal communication?</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>Completely irrelevant</td>
<td>/</td>
</tr>
<tr>
<td>Irrelevant</td>
<td>/</td>
</tr>
<tr>
<td>Neither relevant nor irrelevant</td>
<td>1</td>
</tr>
<tr>
<td>Relevant</td>
<td>15</td>
</tr>
<tr>
<td>Extremely relevant</td>
<td>25</td>
</tr>
</tbody>
</table>

6. Conclusion

The increasing number of research studies, which focus on the growing importance of internal communication, as well as studies among practitioners focusing on trends in that specific area, all demonstrate the rising significance of internal communication. However, similarly to external communication, in internal communication there is a discrepancy between research and theory and what really goes on in practice. Despite many theoretical considerations and scientific papers speaking in favour of two-way communication and dialogue with stakeholders, in the case of internal communication with employees, the practice remains dominantly in the field of one-way communication. The conducted research clearly demonstrates that the main objective of internal communication among Croatian companies is informing employees about company activities.

And as new technologies and new media in external communication create greater two-way possibilities in communication with external stakeholders, their application in internal communication still remains limited and, according to our research, does not yield a better dialogue and more two-way communication. Although new media by their nature encourage two-way communication and dialogue, when it comes to internal communication there is (still) an evident lack of company interest to engage in such activities. More accurately, this research showed that neither encouraging employee engagement nor dialogue were among the most important objectives of internal communication. Given extensive evidence from other studies describing the positive impact of engagement on company results and performance, as well as the fact that management focuses primarily on results, it would be logical to expect that
companies found stimulation of employee engagement important. It remains to be seen if the Croatian market has failed to recognise the connection between internal communication and employee engagement, or if engagement as such is not something the companies focus on; this topic should be analysed further.

Finally, being aware of the possibilities new technologies offer, especially in two-way communication and dialogue, it would be of utmost importance to examine to what extent they may influence employee engagement within organisations.

7. Reference List


THE ROLE OF SOCIAL NETWORKS IN DAILY OPERATIONS OF COMPANIES IN CROATIA

Original Scientific Paper

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Summary

Social networks – Facebook, Twitter, Instagram and LinkedIn – gather a great number of active users today. Facebook only, as the most popular network among them, has more than one billion users who can be a thousand miles away, but united by only one mouse click on the computer screen. With a great number of users, interactivity, the possibility of two-way communication and the development of different tools for segmentation and differentiation of their users present an ideal channel to accomplish various goals, from improving their image and providing additional strength to the brand to promoting different products and services. Because of these advantages that social networks possess, they have become an important constituent part of the inevitable marketing mix of many Croatian and international companies that use them in order to accomplish their goals and plans.

In this paper, the authors will investigate how the most successful companies with the largest revenues in the Republic of Croatia from the food industry, the insurance sector and the automotive industry use social networks with the goal to promote their products, services and brands themselves. Using the method of content analysis, the authors will investigate the amount of and the topics in the content on Facebook, Twitter, Instagram and LinkedIn over a six-month period.

Keywords: social networks, Facebook, Twitter, Instagram, LinkedIn, promotion, brand
1. Introduction

Technology is all around us and plays an important role in our lives. However, unlike other types, information and communication technology and the entire ICT industry have by far the greatest impact on our daily lives. As Ralph Tench and Liz Yeomans (2009, 535) stated, its value was recognised already in the 1990s and at the beginning of the 21st century, when the first public relations agencies specialised for the ICT industry began to appear. A special feature of ICT is the fact that it is available to all and, as such, addresses a diverse audience. “As ICT is so ubiquitous, the target audiences of ICT campaigns include consumers, governments, large companies, small entrepreneurs, students and families. Public relations practitioners must know how to reach each of these groups and how to convey messages about simple, essential advantages for them.” (Tench, Yeomans, 2009, 538)

Social networks are certainly one of the most successful ways of reaching target audiences by means of digital channels. Social networks have been highlighted as an important channel for the distribution of information and entertainment. With their appearance, they have set new challenges in communication, and their potentials have been recognised by a number of corporations that use social networks to present their products and services in more detail to users and to increase their visibility in the market with their online presence. According to Mangold and Faulds (2009, 358), various social interactive sites are considered social networks (MySpace, Facebook); sites for sharing creative content such as videos (YouTube), photographs (Flickr), music (Jamendo.com) and others; blogs whose contents are created by users themselves (unofficial Apple Weblog); official company websites (Apple.com); site specific projects of individual companies (Real Beauty campaign conducted by Dove); business-oriented social network (LinkedIn); virtual worlds (Second Life); commercial communities (eBay) and many others.

As is evident from what has been presented, there are many social networks that, with their features and purposes, differ greatly one from another and which, each in their own way, may affect the amount of distributed information, on consumer behaviour, awareness, thought, attitudes, behaviour when purchasing, and, ultimately, on the communication and evaluation of each product (Mangold, Faulds, 2009, 358). “Websites such as WikiLeaks, MySpace, Facebook, Tuenti, Twitter or Meneame, among others, allow citizens to share their thoughts in..."
real time within a group from which they emerge as opinion leaders. This is why the contemporary public space is divided into two parallel spheres, generally different both in the production of content as well as in the characterisation of their main actors”, emphasise Barredo Ibáñez, Oller Alonso and Buenaventura (2013, 79).

The research topic of this paper was to the use of social networks, such as Facebook, Twitter, Instagram and LinkedIn, by the most successful 50 companies in Croatia in 2013 according to revenues in their daily operations in order to promote their products and services, as well as the brand itself. The research method used was the quantitative method of content analysis, which “emphasises a fixed meaning of media texts that can be repeatedly identified by different ‘readers’ using the same analytical framework” (Gunter, 2000, 82). In order to analyse in more detail posts on the official Facebook pages of individual companies, the authors have used the analytical tool Likealyzer, which uses statistical data and recommendations concerning the company's presence on a specific social network. Likealyzer “bases its methodology on company presence, means of communication, interactivity and basic information about the company” (Andersson, 2015).

2. Role of Social Networks in Daily Operations of Companies

Public relations expert Božo Skoko (2006, 251) noted that “thanks to the Internet, employees in public relations have the option of receiving direct feedback, they can also massively disseminate information, individually search for information, participate in discussion groups”. Feedback is precisely “one of the key features of communication” (Jugo, 2012, 27) that “provides insight into the impact that the previous message had on the recipient, as well as to possible distortions that occurred to it from the source to the target. Even more significant is the ability to adapt to the next message or messages, which will allow the achieving of better understanding between two individuals, or individuals and audiences.” (Jugo, 2012, 27-28) The previously stated is confirmed by Butterfield (1999, 235), who imposed the need for consumers to encourage communication themselves as an important aspect when forming key messages.

Receiving feedback is the differentiating factor that distinguishes communication via social networks from traditional modes of communication. In communication via traditional channels, information was disseminated mainly in one direction, from the company to the users of its
products and services, without significant interaction, while the emergence of social networks allowed for quick two-way communication, from the company to users and from users to companies. As Mangold and Faulds (2009, 359) pointed out, “The first role of social media is consistent with the use of traditional IMC tools. That is, companies can use social media to talk to their customers through such platforms as blogs, as well as Facebook and MySpace groups. These media may either be company-sponsored or sponsored by other individuals or organisations.” Furthermore, the stated authors also highlight that one of the important and unique roles of social networks is manifested in the users of individual companies’ ability to communicate with each other and, thereby, share information and experiences related to products or services, which was, in the past, conducted by word of mouth (Mangold, Faulds (2009, 359). A special feature of this method of communication is the fact that companies cannot directly control the exchange of messages between users, however, they may influence their mutual discussions. As manners in which this can be achieved, Mangold and Faulds (2009, 357) state providing networking platforms, using blogs and other social media tools, using both traditional and Internet-based promotional tools to engage customers, providing information, being outrageous, providing exclusivity, designing products with talking points and customers’ desired self-images in mind, supporting causes that are important to consumers and utilizing the power of stories.

2.1. Social Networks as Part of the Marketing Mix

Unlike traditional communication channels, social networks enable users to transform from passive users and mere message recipients into active users, and to independently dictate and create content. They have become a powerful new channel for the implementation of more effective marketing activities, however, the rules of use of specific social networks prompted marketing departments to grant more importance to users of their services or products. Taking into account the Institute of Marketing’s definition of marketing according to which marketing is “the management process which identifies, anticipates, and supplies customer requirements efficiently and profitably” (Tomić, 2008, 55-56), and that places the consumer in the foreground, it comes as no surprise that companies, realising the importance of quickly adapting to new market conditions where consumers have the last word, have decided to engage community managers, experts specialised in communication on social networks, whose main task is to manage communication with users and to direct them. In this manner, social networks
have become an integral part of integrated marketing communication (IMC), which is defined as “a strategic business process that is used for planning, development, execution and evaluation of coordinated measurable persuasive programmes for the communication of brands over a specific period of time, with consumers, customers, potential customers and other target, relevant, external and internal audiences” (Tench, Yeomans, 2009, 556). Speaking of integration, the two mentioned authors (Tench, Yeomans, 2009, 565) said that perhaps its most visible level occurs when using the different elements of the communication, that is, promotional mix. “Given the extended nature of the mix and the application through new technologies, the complexity of the mix can be realised. When adding creativity factors, the complexity both of the process and the receiver’s responses is considerably enhanced.” (Tench, Yeomans, 2009, 566)

Targeting your communications and complementing marketing plans with activities on social networks is one of the main reasons why numerous companies have decided to engage experts specialised in online communication, which, in cooperation with public relations departments, create proper communication and direct communication activities. As was also the case with online communication in the beginning (Skoko 2006, 252), companies in Croatia, at the very beginning, did not recognise the potential that social networks offer, that is, the quality of their marketing campaigns. Unlike traditional marketing activities which, according to Tench and Yeomans (2009, 555), includes advertising on television, radio, in cinemas, press and posters, marketing, social networks allow for the more precise definition of the target audiences, and which takes place by making use of data that users themselves reveal about themselves on their own profiles. Defining target audiences is one of the greatest values of social networks, and in addition to facilitating the process of placing key messages to target audiences, marketing activities on social networks are more affordably priced, while Facebook as a communication channel is free.

However, although they are aware of the many positive features of social networks, one of the main reasons why most companies still have apprehensions using social networks is their openness to two-way communication, that is, the open expression of opinions by customers concerning services and products. The above primarily refers to negative comments, however, it is essential for companies to understand that these comments are distributed regardless of whether the company in question has an official account on one of the social networks or does
not. It is crucial to understand that, by opening up channels of communication with customers negative comments can be mitigated, ultimately resulting in customer satisfaction. As pointed out by Gitlin and Moore (2007, XIII), “marketers need to understand, accept and participate in this new world. They really have no choice. The tools they've been using to reach their customers for the last fifty years are becoming less and less effective”, and add that “social media offers marketers a chance to break this gridlock and engage with their customers in a whole new way”. According to the same authors (Gitlin, Moore, 2007, XIII) gaining on importance is the exchange of information, not just the delivery.

Defined in the text that follows is the importance of communication channels such as Facebook, Twitter, Instagram and LinkedIn, the social networks that were analysed in our research, and on which most of the 50 most successful companies in Croatia have opened official accounts.

2.1.1. Facebook as a Communication Channel

Referring to social networking sites, Tracii Ann Ryan (2015, 6) asserts that “over the past decade, engaging in social behaviour using the Internet has become increasingly common. This trend can be attributed to the popularity of social networking sites (SNS) such as Facebook, MySpace, and Twitter. Facebook, in particular, has become so popular it is currently the second most frequently viewed website in the world” (as cited in Alexa Internet Inc., 2014), “boasting a membership of 1.32 billion monthly active users as of June 2014.” (Alexa Internet Inc., 2014). The advantages and potentials of social networks have been recognised by marketing experts who have implemented the use of their company’s official Facebook pages in the marketing strategy. One of the advantages certainly includes the involvement of the audience, and the forming of a two-way relationship between the company and the users of its services, in order for the brand to be successful.

In addition to the activation of users and the exchange of information with them, Facebook has proven to be an excellent marketing channel, which, according to information that users provide about themselves, precisely distributes ads and directs the messages of individual companies to targeted audiences. According to Ad Espresso (2012), promotion on Facebook takes place in several ways:
- Domain Ad is one of the simplest ways. “It can only be displayed on the right column, so there’s no mobile support. You can choose a title, a short description, and the URL to be displayed. Nowadays, it usually underperforms in terms of its click-through rate (CTR).” (Ad Espresso, 2012)
- Page Post Link is one of the most common ways to advertise on Facebook. It is “ideal to promote your external website” (Ad Espresso, 2012). This type of ad is also known as Newsfeed Ads, and they “feature a big image that’s great to catch user attention” (Ad Espresso, 2012).
- Multi-product was released in June 2014 and “is very similar to the normal page post link ad, but instead of featuring only one link, support up to three products and links showcased” (Ad Espresso, 2012). It’s possible to promote “three different products, each one with its own picture, link and title, making clicks on the ad much more likely” (Ad Espresso, 2012).
- Page Likes are good to increase number of fans of a Facebook fan page.
- Page Post Photo and Page Post Video enable advertisers to promote a photo or video content and in that way gather a large number of fans.
- Page Post Text is an ad format “focused on page engagement” (Ad Espresso, 2012).

Selecting the advertising method on Facebook depends on the preferences of the company that owns the Facebook profile, and in order to maximise effect, the use of a variety of methods is recommended.

2.1.2. Twitter as a communication channel

In recent years, there has been a significant increase in the use of Facebook and Twitter, as evidenced by the fact that almost 80 per cent of Internet users spend time on these two social networks (Panek, Nardis, Konrath, 2013, 2004). Unlike Facebook, Twitter represents “an Internet social-network and micro-blogging platform\(^1\) with both mass and interpersonal communication features for sharing 140-character messages, called tweets, with other people, called followers” (Chen, 2011, 755). Twitter was launched in 2006, and its main competitors were FriendFeed, Jaiku and Pownce (Phillips, Young, 2009, 17). In just one year, on 18 July

\(^1\) “Micro-blogging is a form of blogging with very limited space for text (usually 140 - 200 characters). These small comments are made available for people to follow and monitor on their PCs or mobiles.” (Phillips, Young, 2009: 17).
2007, to be more precise, “TwitDir.com identified 340,000 public Twitter accounts” (Phillips, Young, 2009, 18), which means that, on average, nearly 2,000 new accounts per day were created in the social network. As pointed out by Chen (2011, 755-756 in Nielsen Wire, 2009), “Twitter is one of the fastest-growing social-networking sites, with unique visitors\(^2\) growing from 1 million in June 2008 to 21 million a year later.” The same author also states that the Twitter community in 2008, from its initial 6 million, tripled its number of users (Chen, 2011, 756).

Referring to a study conducted by Dan Zarrella in 2009, Chen (2011, 756) states that the mentioned researcher found that “90 per cent of the 5.4 million Twitter users he studied had tweeted at least 11 times and had at least 11 followers. With so many people using Twitter, understanding whether people can gratify a need to connect with other people through Twitter is a meaningful addition to the body of knowledge about how people interact online.”

Connecting users takes place using *hashtags*\(^3\), and besides interactions, just like Facebook, Twitter also provides its users with advertising. According to Online Tržište (2012), advertising via Twitter “differs from most other online advertising options found on the Web. Although present here too are standard online advertising elements, such as cost per click, ad delivery and social media ads, nevertheless, the difference lies in the fact that it is all packaged in a maximum of 140 characters.”

Unlike Facebook, which offers a variety of options when it comes to advertising, Twitter, according to Online Tržište (2012), offers only three:

- Promoted Account promotes a specific account on Twitter based on similar profiles that individuals follow.
- Promoted Tweets promote posts on Twitter.

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\(2\) Chen (2011, 755) defines unique visitors as “people counted only once when they visit a web site, regardless of how many times they visit the site”.

\(3\) According to Hrastovčak (2013), the hashtag “is used for labelling and grouping related messages a particular topic, or putting them in a certain context”. Article is available at: [http://planb.tportal.hr/teme/249882/Hashtag-i-kako-ga-koristiti.html#VT1q9iGqko](http://planb.tportal.hr/teme/249882/Hashtag-i-kako-ga-koristiti.html#VT1q9iGqko), accessed on 11 April 2015.
The Role of Social Networks in Daily Operations of Companies in Croatia
Maja Samardžić Gašpar, Ivana Jeleč

Promoted Trends “are highlighted close to the user's Timeline on twitter.com, among organic Twitter trends, and are tailored to users based on their location and their followers. In Promoted Trends, ads appear at the top of the What’s Trending (popular) list of topics.

As in the case of Facebook, advertising on Twitter takes place for the purpose of promotion, spreading brand awareness and generating of a wide number of followers.

2.1.3. Instagram as a communication channel

The development of Instagram was introduced by Tim Highfield and Tama Leaver (2014), who point out that this social network was launched on 16 October 2010, as an application that could, at the time, be downloaded in the App Store, and in December of the same year, as many as 1 million users had registered profiles on Instagram. By 3 August 2011, 150 million photos were posted on Instagram, and by September of the same year, the number of registered users grew to 10 million. Then came the announcement of the application version for Android devices, and soon the potential of the social network was recognised by Facebook, whose $1 billion bid would be sufficient to take over Instagram. By 26 July 2012, Instagram had 80 million users. This was followed by innovations such as Photo Maps, launching of Profiles for the Web, removing the ability of photos to appear as 'cards' on Twitter, Alerts Terms of Use, while 2012 ended with reverting to previous Terms of Use after public backlash.

In February 2013, Instagram reached the figure of 100 million active users, and by September it had grown to 150 million. Meanwhile, Instagram introduced innovations such as adding videos up to 15 seconds long, as well as native web embedding for videos and photos. In December 2013, introduced was the option of Direct Messaging, and in the next four months, a total of 200 million users opened a profile on Instagram (Highfield, Leaver, 2014).

Currently this social network does not offer an advertising option, but it certainly represents an excellent communication channel that can be used to promote the company, services and products, and to develop positive communication with customers and members of the virtual community. As is the case with Twitter users, Instagram users also use hashtags to successfully communicate with other users and increase the visibility of posts.
2.1.4. LinkedIn as a communication channel

According to José van Dijck (2013, 209), LinkedIn presents a network often called ‘Facebook in a suit’ where “the presentation of the professional self is fashioned by the platform at the same time and by the same means as the platform shapes professional and corporate images. LinkedIn benefits from both types of accumulated social capital; it smoothly integrates connectedness with connectivity and narrative logic with database analytics.” This professional network “allows its users to gauge their own professional value by looking at their ‘profile stats’ – the names, titles and companies of people who look at your profile. According to the site’s homepage, profile stats indicate the ‘state of your professional brand’ and ‘let you understand how influential you are by examining the popularity of your profile’ of communication within the world of large numbers and oriented toward social networking and business professionals.” (van Dijck, 2013, 209)

According to the official web page of LinkedIn, this network “started out in the living room of co-founder Reid Hoffman in 2002, and it officially launched on 5 May 2003.” Today LinkedIn is a network with 277 million users and three million businesses which have pages on this network.

Unlike Instagram, LinkedIn is yet another social network that allows users to advertise. Target audiences are determined according to a person’s job, as well as function, industry, company size, age and belonging to LinkedIn groups5, and users themselves determine the budget that they will invest.

3. Research Methodology

3.1. Research Goal and Method

The backbone of the research was the question of to which extent the 50 largest companies according to profit6 in 2013 use social networks in their daily operations. The main task of the study was to analyse the extent to which companies use social networks in order to promote

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4 Available at: https://www.linkedin.com/about-us?trk=hb_ft_about, accessed on 13 April 2015.
5 Available at: https://www.linkedin.com/ads/start, accessed on 13 April 2015.
6 Article was published in Privredni vjesnik, under the title “400 largest companies in 2013”, and the research was conducted by Bisnode Research. Data, available at: http://www.400naj.com/, accessed on 13 April 2015.
their products and services, that is, what content they create on social networks, to what extent this content is related to their core business. In order to answer the main question, analysed were four social networks that generate the greatest amount of users - Facebook, Instagram, Twitter and LinkedIn. Analysed was the content of pages, that is, profiles, the number of fans and likes. The main objective was to determine whether the 50 largest companies according to profit nurture relationships with their target audiences on social networks, and whether they use social networks to promote their products and services, that is, whether these companies have recognised social networks as a channel to promote their products and services. To this end, special attention was given to the analysis of posts. The two main research hypotheses emerged from this.

The initial hypotheses were that companies ranked in the top 50 companies in Croatia in 2013 according to profit:

H1: use social networks as a channel to promote their products and services.

H2: encourage communication and interaction with their target groups.

The specific hypotheses were that companies ranked in the top 50 companies in Croatia according to profit:

H3: almost exclusively used the social network Facebook, and to a much lesser extent other social networks - Instagram, Twitter, LinkedIn.

H4: from the private sector use all of the social networks encompassed by the research, while companies from the public sector use only Facebook.

H5: apart from Facebook, mostly use the business network LinkedIn.

Based on the set hypotheses, a matrix consisting of five categories was made. In addition to the opening category, whereby defined was the company's core business, followed by business sector and revenue generated, each of the subsequent categories referred to one of the social networks. So in the Facebook social network category, analysed was the year the official Facebook page was opened, whether the page has all of the necessary information about the company and a link to the company’s official website, how many likes the page has, the page’s
content, if the company uses specially created hashtags, how many likes posts have on average, content sharing and comments, whether the company encourages communication with users, whether users share company posts on their profiles, whether they link content from other social networks and whether certain products/services have separate Facebook pages. In the Twitter category, analysed was whether the company has a Twitter profile, how many pages have followers and how many profiles follow the company, how often the company posts tweets, if the company uses specially created hashtags in its communication and how often the company retweeted posts from other profiles, how many pages favoured posts. In the Instagram category, analysed was whether the company has an Instagram profile, whether there is a link to the official website, how often they post, how many pages have followers and how many profiles the company follows itself, whether it uses in its communication on Twitter custom hashtags, which is part of the tweeting culture. Finally, in the last category, LinkedIn, analysed was whether the company has a LinkedIn profile, whether the company, on its profile, has registered employees, and if yes, how many, and how often the company posts on its profile.

3.2. Sample

The research encompassed the top 50 companies in the top 400 companies in 2013 ranking according to total revenues. The ranking was published in a special issue of Privredni vjesnik, published in August 2014. When ranking the companies, Privredni vjesnik used business information provided by the company Bisnode Croatia. This company is part of the international group Bisnode AB, Europe's largest provider of business and credit rating information with headquarters in Stockholm. Bisnode AB has been present in the European information market since 1989, and brings together more than 2,700 experts from 18 European countries.7

The basic unit of the analysis was the official websites, that is, the profiles of the stated companies on the chosen social networks. Analysed was whether the stated companies had even set up a profile on Facebook, Twitter, Instagram and LinkedIn. In addition to this, analysed was each segment of the page/profile that is publicly available or available to an individual who is not the administrator of these pages. The analysis did not encompass the visual appearance of the page, but rather the individual segments mentioned in the previous section. In total, selected

7 Available at: http://www.bisnode.hr/o-nama/, accessed on 11 April 2015.
and analysed were 200 pages and profiles on all four of the stated social networks. Of the total number of analysed 50 companies, 35 companies are from the private sector and the remaining 15 from the public sector.

3.3. Method

The survey was conducted using the quantitative method of content analysis, which is classified as a research method that is particularly developed in the analysis of mass marketing and political communication (Tkalac, Verčič, Sinčič Ćorić, Paloški Vokić, 2010, 95). Furthermore, certain segments were analysed by using the analytical tool Likealyzer, based on statistical data and recommendations concerning the company’s Facebook presence. Likealyzer bases its methodology on the company’s presence, communication method, interactivity and basic information about the company.8

4. Research Results

4.1. Facebook

The results showed that, of the total number of analysed companies, 60 per cent from the private sector had an open page on the social network Facebook. As for the public sector, 66.7 per cent of companies had a Facebook page. If we explore this trend through annual revenues, an astounding 66.7 per cent of companies with annual revenues between 10 and 30 million HRK have a Facebook page. As for companies with annual revenues between 1 and 5 million HRK, 52.3 per cent have a Facebook page, while only 33.3 per cent of companies with annual revenues between 5 and 10 million HRK per year have a Facebook page. In addition, companies relatively early recognised the importance of social networks, and thus 57.1 per cent of private sector companies opened their official Facebook page in 2010 and earlier.

When it comes to the availability of company information on their official Facebook page and creating content that is an extremely important segment in the proper administration of social networks, of the total number of pages analysed, as much as 81 per cent of companies in the private sector provided all of the basic information on their activities. The provision of all

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8 Available at: [www.likealyzer.com/About](http://www.likealyzer.com/About), accessed on 10 April 2015.
relevant information on the activities of the company is essential for public sector companies as well, therefore, of the total number of analysed companies from the public sector, 80 per cent of them provide an About section, which provides site visitors with an overview of all the important information about the company. For example, all of the analysed companies have, in the About section, a Facebook page feature that links to their official website, which allows visitors, along with existing information found on the Facebook page, to find on the website other information that may potentially interest them, in particular on products and services. It is precisely the quality of content that plays a large role on users of the site itself, that is, the number of page likes. Thus, of the total number of analysed companies, 57.1 per cent of official Facebook pages from the private sector have up to 100 thousand likes, while 28.6 per cent of companies in the same sector have over 100 thousand likes. If we look at the relation between the number of official Facebook page likes and annual revenues, the official Facebook pages of all of the analysed companies whose revenues are between 5 and 10 million HRK per year have 100 thousand likes.

Certainly the most important segment, when it comes to analysing Facebook in the context of its role as a channel for the promotion of products and services is the creation of content. For example, of the total number of analysed companies from the private sector, 66.7 per cent of them regularly post about their products, while, of the total number of analysed companies from the public sector, 40 per cent publish content related to their services. It is interesting that telecommunications, transportation, automotive, and media companies publish only content related to their products and services, while retail chains create somewhat more varied content, and thus 88.9 per cent of their content is related to their products. Furthermore, companies from the pharmaceutical industry exclusively link their content to corporate news, which is logical given that, in Croatia, legislation does not permit the advertisement of drugs other than the so-called OTC (over-the-counter) segment.

When it comes to interactivity of users (fans) of the pages of analysed companies, analysed was the number of likes, comments and shared content per post. Of the total number of analysed companies, only 19 per cent of companies in the private sector have over 200 likes per post. All of them are companies that come from telecommunications. In fact, all of the analysed telecommunications companies realised over 200 likes per post. Of the total number of analysed
companies from the public sector, no company achieved an average exceeding 200 likes per post.

The possibility of interactions and discussions with users, as well as obtaining direct and immediate feedback, are some of the main features of Facebook, for this reason, it is recommended to encourage interaction with customers when posting content. Nevertheless, the analysis showed that companies still do not sufficiently stimulate communication with users. Thus, of the total number of analysed companies from the private sector, 61.9 per cent of them do not encourage communication sufficiently. Most communication is encouraged by companies from the energy sector (50 per cent), transportation (100 per cent), as well as telecommunications companies (50 per cent), food industry companies (60 per cent) and media companies (100 per cent). In addition, users share very little content on their Facebook profiles.

Furthermore, of the total number of analysed companies, an astounding 52.4 per cent of companies do not sufficiently encourage interaction with their users (fans). Most content is shared by users when it comes to companies from the telecommunications, transport and food industries. Similarly, 85.7 per cent of companies in the private sector do not share content from their official Facebook page on other networks, while companies in the public sector do not share content from their official Facebook page on other social networks. This is not surprising given that, of the total number of analysed companies, only four companies use all of the social networks covered by the survey, and they are: HT, Vipnet, Croatian Post and Croatia Airlines, that is, two companies from the public sector and two from the private sector.

4.2. Twitter

When it comes to the social network Twitter, of all of the analysed companies from the private sector, an astonishing 82.9 per cent have no Twitter profile. If we explore the use of Twitter in relation to achieved revenues, the percentages are still considerably low. Thus, of the total number of analysed companies with annual revenues between 10 and 30 million HRK, only 33.3 per cent have a Twitter profile. It is the same percentage for companies with annual revenues between 5 and 10 million HRK, while in companies that make an annual profit, this percentage is lower, only 15.9 per cent.
Although more than half of the analysed companies do not have a Twitter profile, it is certainly interesting to note that, of the total number of analysed companies, all companies from the telecommunications sector have one. The desirable level of activity on Twitter requires the daily posting of tweets, even several times a day. Thus, of the total number of analysed companies, only telecommunications companies, 50 per cent of them, post one tweet a day, while the remaining 50 per cent post several times a day. In everyday communication, the analysed telecommunications companies use hashtags, which allows them to connect and share content on other social networks.

Furthermore, with Twitter profiles, it is extremely important how many followers a company has, and how many profiles the company itself follows. In this manner, telecommunications companies, which, according to the analysis, are those most active on Twitter, have up to 200 followers, while they themselves follow about 500 other profiles.

### 4.3. Instagram

As for the social network Instagram, the situation is quite similar to Twitter. Namely, of the total number of analysed companies from the private sector, only 11.4 per cent of them have Instagram profiles, while 88.6 per cent of them do not. All telecommunications companies have Instagram profiles, while, of the total number of other analysed companies, having Instagram profiles are companies that are providers of various services (33.3 per cent of them) and companies engaged in transportation (33.3 per cent) and companies from the food industry (14.3 per cent). When creating content, all of the previously stated companies provide links to their official websites. When it comes to frequency of posting content, companies that have Instagram profiles post content, that is, photos once or several times per day, which shows that companies with an Instagram profile, to the greatest extent possible, keep it active. The profiles of the stated companies mostly have up to 500 followers, except for telecommunications companies, which have up to 1,000 followers. It is the same percentage when it comes to the number of profiles that the company itself follows.

### 4.4. LinkedIn

LinkedIn is a business social network that generates slightly different content than the aforementioned social networks. For this precise reason, unlike Instagram and Twitter, the
percentage of companies with LinkedIn profiles is slightly higher. Thus, of the total number of analysed companies from the private sector, 42.9 per cent of them have LinkedIn profiles open. The importance of the LinkedIn business network has been recognised by companies from the public sector and, thus, of the total number of analysed companies from the public sector, 46.7 per cent of them have opened LinkedIn profiles. However, there is a significant difference between having a LinkedIn profile with corresponding information and actively managing them. Therefore, when it comes to frequency of posting content on their profile, of the total number of analysed companies from the public sector, 66.7 per cent of them do not create any content.

Of the total number of analysed companies, the importance of possessing a LinkedIn profile was most recognised by telecommunications companies, companies that provide diverse services and companies in the field of distribution and logistics since all have LinkedIn profiles. In spite of this, their profiles were not active since they do not post any content on them, except in the case of telecommunications companies, which post content once monthly.

5. Discussion

The research included different companies, which, according to achieved annual profit, were ranked among the top 50 in the Republic of Croatia. Of the total number of analysed 50 companies, 35 companies are from the private sector, while the remaining 15, from the public sector. During the research, selected and analysed were 200 pages and profiles on all four social networks - Facebook, Instagram, Twitter and LinkedIn. The main objective was to investigate whether companies use social networks as a channel to market their products and services, and in order to promote their brand. With this goal, set were two starting and four specific hypotheses, which were confirmed, that is, refuted during the research. The topic of this study was not the visual identity of profiles and company pages, nor the analysis of posted photos. It is important to point out that, of the total number of analysed companies, only four companies use all the social networks covered by the survey, such as HT, Vipnet, Croatian Post and Croatia Airlines, that is, two companies from the public sector and two from the private sector.
Table 1: Research hypotheses

<table>
<thead>
<tr>
<th>RESEARCH HYPOTHESES</th>
<th></th>
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<tbody>
<tr>
<td>Companies that, according to achieved profits in 2013, are ranked among the top 50 use social networks as a channel for the promotion of their products and services.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Companies on social networks encourage communication and interaction with their target groups, which affects the number likes, comments and sharing of content.</td>
<td>Not confirmed</td>
</tr>
<tr>
<td>Companies almost exclusively use Facebook, and to a much lesser extent other social networks – Instagram, Twitter, LinkedIn.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Of the total number of analysed companies, companies from the private sector use all social networks encompassed by the research, while companies from the public sector use only Facebook.</td>
<td>Not confirmed</td>
</tr>
<tr>
<td>Apart from Facebook, the analysed companies use the business network LinkedIn.</td>
<td>Confirmed</td>
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</tbody>
</table>

The research results showed that the analysed companies use social networks as a channel to promote their products and services since their content on social networks is largely linked precisely to their primary line of business. Exceptions are companies from the pharmaceutical sector, which, for legal purposes, cannot advertise all of their products, with the exception of the over-the-counter segment. Furthermore, it is important to point out that the analysed companies recognised relatively early on the significance of social networks, and thus 57.1 per cent of private sector companies opened their official Facebook page in 2010 or earlier.

Companies properly filled in all the information sections on their Facebook pages, thus enabling users to access all relevant information about the company itself. In addition, nearly all companies on their Facebook pages have a link to their official website, which further facilitates for visitors access to other information. Popularity of the page itself, that is, the number of page likes, depends on quality of content. Thus, of the total number of analysed companies, 57.1 per cent of official Facebook pages from the private sector have up to 100 thousand likes. In communication with their fans, companies do not sufficiently encourage interaction. Thus, of the total number of analysed companies from the private sector, 61.9 per cent insufficiently
stimulate communication. Most communication is encouraged by companies from the energy sector (50 per cent), transportation (100 per cent) and telecommunications (50 per cent), food industry (60 per cent) and media (100 per cent).

In their communication on social networks, companies most often use Facebook, which is confirmed by the figure that states that private sector companies, 60 per cent of them, have an official Facebook page open, while the percentage is considerably lower when it comes to other social networks. When it comes to the social network Twitter, of all of the analysed companies from the private sector, an astounding 82.9 per cent do not have a Twitter profile. With the social network Instagram, the situation is quite similar to Twitter. Namely, of the total number of analysed companies from the private sector, only 11.4 per cent of them have an Instagram profile, while 88.6 per cent of them do not. With LinkedIn, the situation is somewhat different, and so, of the total number of analysed companies from the private sector, 42.9 per cent of them possess LinkedIn profiles. The significance of the LinkedIn business network has also been recognised by companies from the public sector, and thus, of the total number of analysed companies from the public sector, 46.7 per cent of them have opened LinkedIn profiles. As for LinkedIn, it is important to point out that, although companies have opened profiles, they are largely inactive, that is, companies do not update them with content.

6. Conclusion

Thanks to the rapid advancement of technology, continuous development of various digital channels and the new trend in communication, social networks have, in a relatively short period of time, gathered several million users throughout the world, and thanks to networking and availability, companies are separated from their target audiences by literally only “a few mouse clicks”. With the increase in popularity of social networks, and thus in their number of users, companies have recognised the important role that social networks play in their daily business operations because they bring together almost all the target audiences of almost all companies in one location. This is precisely the reason why social networks enable the creation and improvement of image, promotion of products and services, as well as promotion of the company itself and its leadership, which is why social networks have, at the same time, become one of the main communication and promotional channels.
The topic of this research paper was to explore the extent to which the 50 largest companies according to revenues in 2013, operating in the Republic of Croatia, used social networks. For this purpose, analysed were four networks that generate the greatest number of users - Facebook, Twitter, Instagram and LinkedIn. The main objective was to explore what social networks companies use most, what kind of content companies create on them, and whether, through posting of content, the companies managed to attract a large number of followers and to encourage them to actively participate in communication. A total of 200 profiles were analysed, whereby the initial hypothesis was confirmed, and thus it was concluded that the analysed companies use social networks in order to promote their products and services and that social networks specifically have become one of the channels that allow communication and development of relationships with the company’s target audiences, as well as the promotion of products and services. Certainly the most important characteristics of social networks, and something that other communication channels lack, is the possibility to establish direct communication and, thereby, the possibility of obtaining feedback. The stated characteristics have made social networks an unavoidable segment in the daily business operations of every company.

Despite the popularity of all social networks covered in our research, companies are still primarily focused on the pioneer among social networks - Facebook. Furthermore, our analysis has shown that companies remain in line with recommended guidelines concerning content creation and administration of pages, even though our results have shown that there is still room for further improvement and, especially, for communication when it comes to sharing content on other networks and encouraging interaction with users/fans. A somewhat anticipated result is that the undisputed leaders in communication on social networks are telecommunications companies, which is not surprising given their core business, such as communication with existing and future customers. Similarly, telecoms are among the few companies that have profiles on the other social networks as well.

Somewhat surprising is the fact that companies have not yet sufficiently recognised the importance and the primary purpose of the business-oriented social network LinkedIn, which has a somewhat different purpose and intention compared to other networks. Although this is a business-oriented network, our research has shown that companies have profiles open with all the necessary accompanying information, however, their profiles are completely inactive.
We believe that the popularity of social networks will continue to grow, as well as their number of users. In the near future, it will be considered usual that companies, in addition to official websites, also have a Facebook page and, depending on the company’s line of business, a profile on some other social network as well. Furthermore, Facebook will likely develop into a marketing channel since it was announced that the organic reach of posts will be reduced to 0 per cent, which implies investing in advertising of both posts and pages, in order to achieve the desired visibility of pages, and thereby products and services.

7. Reference List


**Internet Sources:**


OFFLINE AND ONLINE COMMUNICATION IN TOURISM – EXAMPLE OF ZAGREB RING

Preliminary Communication

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Summary

With its continued growth in the past few decades, tourism has become one of the fastest growing economic sectors in the world. Equally, tourism is one of most important sources of income for many countries in the world. According to Simon Anholt (2009, 24), tourism is one of the loudest promotional channels for strengthening a country's image, implying that tourist boards have large budgets and competent market experts. Therefore, tourism as a promotional channel mainly depends on communication methods. Good communication with good communication channels, which is simultaneously focused on targeted stakeholders, provides easier and efficient realization of the set aims.

During the past few years, the so-called “Zagreb Ring” achieved very successful results. This paper researches the three major tourist boards in the “Zagreb Ring”: Zagreb Tourist Board, Samobor Tourist Board and Zagreb County Tourist Board. The authors’ hypothesis is that online communication is neglected in comparison to offline communication, and the main reasons are lack of creativity, lack of integrated strategic communication and failure to recognize communication trends in tourism. Thus, the purpose of this paper is to examine the ways in which the mentioned tourist boards used offline and online communication, and the reasons for this. Both qualitative (content analysis and semi-structured interview) and quantitative (questionnaire) methods were used as research methodology in this paper. The authors are particularly interested in the awareness of selecting communication channels because it is a fact that recipients (stakeholders) differ significantly by age, communication habits, culture, and other characteristics.

Keywords: offline communication, online communication, tourism, tourist board
1. Introduction

Tourism as an industry has a short history and in recent decades it has emerged as one of the fastest growing sectors of the economy and key drivers of social and economic progress. With the development of information and communication technology (IT technology) tourism started to change on a large scale, and the impact has particularly been felt in the past twenty years with the advent of the World Wide Web, which has revolutionized not only the business world but also the individual world. The tourism industry could not remain immune to global trends. The tourism industry is recognized as one of the areas which the development of information and telecommunication technologies has influenced the most. The market conditions have changed radically because the conditions are no longer determined only by those who created the tourism offerings, i.e. those that offer tourist services, but also end users, i.e. all potential tourists.

In the past tourists were “inexperienced”, “ignorant”, homogeneous, planned, predictable, they wanted rest and relaxation, they traveled in groups, were fleeing from the daily routine and were dependent, whereas modern tourists are experienced, knowledgeable, heterogeneous, spontaneous, unpredictable, they require other tourist programs apart from rest and relaxation, they are individuals, they enrich everyday life with new experiences and are independent (Vrtiprah, 2006, 280). Therefore, modern tourists choose their tourist destination depending on whether an offering fulfills their needs, providing them with unforgettable experience and the like (Vrtiprah, 2006, 279). Modern tourists want to get acquainted with the local culture, they want to come in contact with the local population, to familiarize themselves with the national folklore and gastronomy, to visit festivals, museums, galleries, etc. Many tourist destinations are faced with the problem of how to increase the total tourism offerings while simultaneously fully adapting the same offerings to the wishes and needs of potential visitors. Therein lays the importance of communication, i.e. which channels are most commonly used for tourism purposes, and in which ways. This all leads to the main research question: Whether tourist boards and tourists (in the Zagreb Ring) more frequently use online or offline communication tools to communicate and find information?

Specifically, tourism uses communication tools in order to create a positive perception of the image and identity of each tourism entity based on the marketing and public relations techniques. Constant devotion of efforts in creating a positive perception of image and identity by using tools, techniques and expertise of commercial branding is seen as a way to help the
tourism entity to articulate a coherent and cohesive identity as well as to stimulate the spirit of its inhabitants to serve the priorities of the community, and thus reflect loyalty within its borders (Aronczyk, 2013, 3). In order for tourism entities to constantly improve their own image in the environment for which they believe is an important “communication partner”, it is necessary to communicate with it. Communication with target audiences does not necessarily take place with the help of marketing tools to promote and strengthen the position of a certain destination.

2. The Importance of Tourism and Communication in Tourism

The process of globalization in the 21st century certainly had an impact on tourism. Tourism trends and communication in tourism adapt to the challenges of globalization in order for it to remain one of the major economic sectors. Specifically, about 9% of world GDP comes from the tourism industry, which puts it alongside the leading industries such as food, automotive and energy industries.

The success of the tourism industry is most commonly measured by two parameters, namely the number of tourist arrivals and revenue realized. Striving to achieve better results, tourism entities increasingly work on creating positive identity and positive image. When identity is positively perceived, the tourism entity can achieve its aims more easily, which eventually result in greater inflow of financial means and realized tourist arrivals. In order to successfully achieve the desired results, it is necessary to guide and direct communication, i.e. it is necessary for tourism entities to communicate about themselves instead of letting others communicate about them. When communicating, they use various offline and online communication tools, with online communication gaining in importance in recent years, which is actually a direct consequence of globalization.
Graph 1 shows the international tourist arrivals and realized revenue, and it shows how the number of international tourist arrivals from 1990 to 2013 increased 2.6 times, while the revenue in the same period increased 4.4 times. United Nations World Tourism Organization (UNWTO) has not yet published the results with realized revenue for 2014 nor forecasts of the expected revenue in 2030 because due to economic volatility and market conditions it is difficult to determine how much the revenue might amount to. The table also shows how the revenue and arrivals index changes with the year 2011 when for a million arrivals consumption exceeded one billion US dollars, which had been the reverse case up to that point. UNWTO predicts significant changes and the continued growth of tourism development until 2030. Thus the number of international tourists will increase from the current 1.087 billion to 1.8 billion with an average growth rate of 3.3% per year (UNWTO, 2014, 2). This increases the role and importance of tourism not only in the promotion of tourism entities but also in regard to the progress from the social and economic aspects which will affect revenue, development and trends in tourism. Precisely these facts indicate the importance of communication management in tourism.

Considering the use of communication tools in tourism, there are no strict rules in regard to which tools are most commonly used and for what reasons. The choice of communication tools depends on many factors so that the most commonly used communication tool depends on the individual tourism entity. Naturally, the choice of communication tools is determined by the budgets provided for communication as well as the audience a particular tourism entity is
addressing. On the one hand, trends in recent years indicate that tourism entities have increasingly been using online tools to communicate. Online tools that need to be mentioned are websites, communication by email, newsletters, profiles on social networks such as Facebook, Twitter, Instagram and others, podcasts, blogs, etc. On the other hand, offline communication is slowly losing pace with online channels, mostly because financially it requires more demanding tools and does not provide the speed and flow of two-way communication as online tools do. Thus, the most commonly used offline tools in tourism are press releases, interviews, advertising through traditional media, fairs, brochures, etc.

Parallel with the development of tourism new tools are emerging and the existing tools of communication are developing including both offline and online tools. Although tourism communicated by offline tools for a long time, with the advent of the web online tools have increasingly gained on importance and in many cases became in fact the primary tools of communication of an individual tourism entity (i.e. any provider of tourist services). Regarding the communication development of tourism, tourism can be viewed through three generations. First, *Tourism 1.0.* is based on the exclusive use of offline tools of communication and the communication was one-way. *Tourism 2.0.* refers to the early 1990s, the emergence of the web and the slow penetration of online tools into the tourist industry which implies (alongside offline tools) online user activities such as searching and viewing information and content. *Tourism 3.0.* is based on expressing individual views and opinions on blogs, social networks, forums and other platforms, watching or listening to podcasts, etc. It is typical for *Tourism 3.0.* that the user creates content (*user-generated content*) through online tools, which is later consumed by other users, i.e. potential tourists. This creates a greater sense of trust and credibility in relation to advertising and other marketing activities backed by the agencies. The reason is that users who generate such content by writing about their own experiences (e.g. blogs, social networks, etc.) do not need to “falsely” present their own experiences in order to promote a certain tourism entity. It allowed for easier mutual networking of various tourism entities (e.g. travel agencies with hotels or hotels with airlines, etc.), which accelerated the interactive process between them, reduced costs but also the price of service itself. Specifically, through TripAdvisor, the Internet website which provides a variety of tips related to travel, around 20.3 million tourists traveled in 2008, realizing a profit of 260 million US dollars (Cai, Gartner, Munar, 2009, 27). Considering the popularity of the mentioned portal and the development of tourism, the results achieved in 2013 have recorded constant growth since 2008.
With the advent of the World Wide Web in the early 1990s, it was very quickly realized that the web is an excellent platform for the tourism industry. The personal computer that is connected to the Internet is a universal medium, but also a tool whose capabilities can develop indefinitely (e.g. it can be used as a typewriter, telephone, cinema, photography studio, games console, for advertising and doing business, etc.). Speaking of online travel services, Andrews (2007, 145) distinguishes between the two main forms of communication in tourism: one-way and two-way communication. The first form of communication, one-way communication, is characteristic for the so-called Web 1.0. (it refers to Tourism 1.0 and Tourism 2.0), and allows potential tourists to find the necessary information not by sending queries and similar but rather by finding on their own the information they need on the website of the tourism entity. Another form, a two-way form of communication, is characteristic for the so-called Web 2.0. (refers to Tourism 3.0), where tourism entities communicate with potential tourists via email and other online communication tools by replying to their queries, sending them special offers and the like, but also where users, i.e. potential tourists, create online content which can be used for tourism purposes. Therefore, the very role of the Internet in eTourism is quite clear. Proper use of the Internet can represent a very effective marketing tool on a global scale while keeping the costs quite low. This is supported by the fact that tourism entities increasingly use the Internet as one of the marketing tools (Sigala, Cristou, Gretzel, 2012, 39-48).

Naturally, in the above context the Internet proves to be an excellent platform for such activities because for modern tourists it enables an easier and simpler search for sources that meet their needs but it also makes it easier for tourism entities to “talk about themselves”, i.e. to present all their advantages to modern tourists. Thus, the Internet, i.e. various Internet websites, blogs, social networks, forums and all other forms, allow a tourist to become an active player in the tourism market because he is the subject that participates in the creation of tourism offerings which he can 'tailor' according to his abilities, needs and interests (Sigala, Cristou, Gretzel, 2012, 1). Classic advertising through traditional media as well as traditional business is increasingly becoming an outdated method resulting in the development of information technology, i.e. the new media which are taking over the business of the 21st century as evidenced by the following thought:

“The traditional mass media converged around computer technology and the resulting new media emerged, such as the Internet, which does not belong to the category of mass media because its organizational structure is not included in the institutionalized production and
distribution of products in which the audience does not participate in the communication process.” (Peruško, 2011, 36)

The number of tourists who travel by getting informed mostly through the experience of other travelers is significantly increasing. According to some studies, over 80% of tourists are partly influenced by the content that is generated by another user from his earlier trips, which includes video clips, reviews, blogs, etc. (Cox, Burgess, Sellitto, Buultjens, 2009). Furthermore, some studies (JupiterResearch, 2008) show that 40% of travelers plan their trip using the content generated by other users, and 23% of Internet users in the United States admitted that social media greatly influence their decision where to travel (Ad-ology Research, 2009). Sigala, Cristou, Gretzel (2012, 213) report that people who had traveled to some destination share their experiences mostly via Facebook (88%), MySpace (37%) and Twitter (36%), followed by LinkedIn (19%), Blogger (12%), Flickr (8%), TripAdvisor (5%), etc. Brown's study from 2009 shows that more than a quarter of Americans who are following various brands through the internet, are also following brands concerning tourism (e.g. EasyJet, Air America, TripAdvisor, etc.). As numerous studies show, social media, i.e. Web 2.0, has a strong role in shaping attitudes and behavior of potential tourists. Furthermore, according to some studies (Forrest, 2008) the types of users of the second generation are categorized as follows (Sigala, Cristou, Gretzel, 2012, 191):

a) Creators – users who create content (around 13%);
b) Critics – users who state opinions and evaluations (around 10%);
c) Collectors – users of RSS (around 15%; Really Simple Syndication is a group of web formats most commonly used for websites and blogs where the news from different sources is constantly refreshed);
d) Associated – users who are included only through social media (around 19%);
e) Viewers – users who do not create content but read it (around 33%);
f) Non-active – users who do not use Web 2.0. (around 52%).

Thus, in its very beginnings the Internet was seen as a platform that can not only help in the promotion and presentation to potential customers but also as a platform that has many other advantages such as: expansion to national and international markets with minimal capital investment, faster and cheaper provision of services and materials from other stakeholders, reduction of marketing distribution channels that are expensive, reduction of costs of creating, processing, distribution, preparation and obtaining feedback, reduction of costs of
telecommunication services, enabling smaller tourism entities (e.g. family hotels, etc.) easier market competition with large tourist resorts and the like, and enabling specialized market niches (Baldigara, Štambuk, Mamula, 2013, 345).

3. The Ratio Between Offline and Online Communication in the Zagreb Ring

3.1. Tourism in the Zagreb Ring (City of Zagreb and Zagreb County)

Tourism is a very important social and economic factor in Croatia and its share in the national GDP from 2011 to 2014 ranged between 11% and 14%. The predictions are that by 2024 it could amount to about 17% (WTTC, 2014, 7). According to the Croatian Bureau of Statistics in 2014 Croatia was visited by 13,128,416 tourists and 66.483,948 overnights were realized, indicating the trend of slight increase in recent years. However, when the results are analyzed in more detail, it can be concluded that Croatian tourism relies on the Eastern coast of the Adriatic Sea and that about 90% of arrivals and 95% of overnights are realized on the Adriatic coast while only 10% of arrivals and less than 5% of overnights belong to continental Croatia (Ministry of Tourism of the Republic of Croatia, 2013, 13). There are many reasons for such results, from the groups of tourism products which are based on the sun, sea and beach, through cultural and diving tourism, to holidays in rural areas and wine and food tourism, which are not always equally represented and where particular tourism products of Croatia are still searching for their audience. This is exactly the place where communication and communication tools gain on significance.

If only continental Croatia is taken into account, then and there another particularity can be encountered, which is that most continental tourism is based around the City of Zagreb. For example, in 2013 continental Croatia has realized 1,504,747 arrivals of which only the City of Zagreb realized 876,604 (Croatian Bureau of Statistics, 2013). In the Zagreb County area interesting results in tourism were realized by the city of Samobor, which is a major tourist attraction. In addition to the proximity to the City of Zagreb, it also hosts the Samobor Carnival, which is a popular carnival held in February.
Table 1: Arrivals and overnights in the Zagreb Ring (Zagreb County, City of Zagreb and City of Samobor) (Sources: Croatian Bureau of Statistics: Tourism – Cumulative Data (2010, 2011, 2012, 2013, 2014), www.dzs.hr (data taken over on 13 April 2015)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
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Table 1 shows the rapid growth of the City of Zagreb in terms of tourist arrivals and overnights. In the period from 2010 to 2014 Zagreb grew in both categories slightly more than 45%. The positive upward trend in tourist arrivals (13.7%) and overnight stays (10.1%) was also achieved by Samobor. There is an obvious trend that Zagreb and the Zagreb County are growing faster from the already developed tourism on the Croatian Adriatic coast. However, it is difficult to compare any continental city with a city on the Adriatic coast because their tourism offerings, tourism identity of the city as well as the target audience are considerably different from each other. The fact is, namely, that on the continental part tourists stay on average from one and a half to two days, while the average stay on the Adriatic coast is somewhat over five and a half days. Therefore, these parameters imply that differences in communication of tourism entities in continental and Adriatic Croatia exist, and each must adapt their communication to their needs and possibilities.

3.2. Research

In order to research the ratio in the use of online and offline communication tools, for the purpose of research qualitative (semi-structured interviews) and quantitative methods (content analysis and questionnaires) were applied. Through the aforementioned qualitative methods the authors sought to examine how and to what extent the tourist boards from the sample use certain
means of communication. The sample consisted of the aforementioned tourist boards of the Zagreb Ring and as pre-research a semi-structured interview with the Head of Advertising Sector of the Croatian National Tourist Board, which consists of the Department of Online Communication and Department of Offline Communication, was used. Furthermore, the sample for content analysis includes the websites of tourist boards of the Zagreb Ring, which were analyzed according to 22 variables that render an Internet website an important source of information. Survey included the sample of 208 respondents (foreign tourists) who in the period from April 7 to 21 answered seven questions of open and closed type. Questionnaires were collected at Zagreb Airport, the Main Railway Station in Zagreb and Zagreb city center. The main focus of research is on the questionnaires which provide information about how often respondent use online tools and which age group uses it most. Semi-structured interviews and content analysis were used as support to questionnaire and to determine how tourist boards recognized online tools as essential tools of communication in the modern tourism. The mentioned methods were used in order to prove or disprove the following hypotheses:

1) Tourist boards are aware of the power and benefits of online communication methods but the lack of human resources does not allow them to fully and continuously communicate online;

2) The Zagreb Tourist Board, as the largest tourist board of the Zagreb Ring, will have the richest website in terms of content and the most user-friendly website;

3) The most common form of finding information about Zagreb among respondents is the Internet;

4) The lower the age group, the higher is the use of the Internet as a channel of information, i.e. the Internet is usually the source of information for respondents aged 18-25.

3.2.1. Semi-Structured Interviews

Semi-structured interviews with responsible persons in the Zagreb Tourist Board, Samobor Tourist Board and Zagreb County Tourist Board examined the first hypothesis: Tourist boards are aware of the power and benefits of online communication methods but the lack of human resources does not allow them to fully and continuously communicate online. The results of the conducted interviews confirmed the hypothesis, and the received answers related to the proportion of offline and online communication in tourism suggest identical attitude of all
surveyed tourism industry professionals who believe that it is important to use online communication more.

Irrespective of the identified trends, all respondents believe that offline communication should still be used. In the Zagreb Tourist Board it was emphasized that offline communication should not be ignored because it can serve as a great tool for generating interest in the destination, and with a certain number of users is still the primary source of information about the destination. The most common offline tools are appearances at tourist fairs, communication via traditional media (print, radio, television, Internet portals) by press releases, statements, organization of press conferences and organization of events to present specific tourism products. Respondents also list print catalogs, brochures, flyers and paid advertising. In 2008, the Zagreb County Tourist Board issued a book “Pisani rubac Hrvatske” (Colorful Scarf of Croatia) which, among other things, aims to present tourist destinations in the Zagreb County. An interesting example is the cross-marketing campaign by the Zagreb Tourist Board carried out in Austria and Hungary for the promotion of Advent in Zagreb. The Zagreb Tourist Board also strives to build relationships with foreign production companies. In 2013 in the series “Zagrebavanje” cooperation was realized with the production company Endemol from the Netherlands where five episodes of the Dutch version of the famous series “Good Times, Bad Times” were recorded and broadcast on Dutch RTL and the estimated viewership per episode was 1.7 million viewers.

As for the use of online tools all respondents state the official website as the basis and social networks are also used. The Samobor and Zagreb County Tourist Boards have three employees so it is impossible to speak of separate departments for individual segments of the business but they also strive to be active 24/7 on social networks in order to promote tourist destinations. Here the need for local tourist boards to use the professional infrastructure of the Croatian National Tourist Board as much as possible should be emphasized. It is understandable that because of its size and financial strength the Zagreb Tourist Board is at the forefront in the use of online tools in relation to other respondents. Thus, the Zagreb Tourist Board has developed and uses its own Web Content Management System (CMS) through which it manages several websites. The website http://www.zagreb-touristinfo.hr/ is designated generally for all visitors of Zagreb and adapted for viewing on computers, tablets and smartphones. The Internet website http://zagreb-convention.hr/ is designated for business tourists and business entities. There are also specialized websites such as http://citybreak.zagreb-
The Internet websites http://www.zagrebplaces.com/ and http://www.betherezagreb.com/ were developed for the applications Zagreb Places and Zagreb Be There. To increase the awareness of foreign visitors about Zagreb as an interesting tourist destination, online winter and summer campaigns are developed and implemented. Those campaigns use advertorials, banners and ads on websites for markets in Spain, France, Italy, Switzerland, Austria, Germany, Great Britain, Serbia and Hungary. Along with summer and winter campaigns during the year Google AdWords campaigns are made. To monitor the statistics of visits to websites Google Analytics is used. The Zagreb Tourist Board along with all of the above activities is represented on social networks so that profiles on the following networks were opened: Facebook, Twitter, YouTube, Google+, Instagram, Pinterest, Flickr, and Blog. Also, specific contents and applications are advertised on Facebook through paid ads or boosted posts. Special emphasis should be given to the website http://www.lovezagreb.hr/ where different thematic blogs about Zagreb are published monthly and photos can be shared. It serves to give more detailed information to a visitor and show the city from a different perspective – the perspective of local population about the city life which is not described in the standard tourist brochures. In addition to the mentioned channels, the Zagreb Tourist Board communicates with partners and visitors by sending a monthly Newsletter and Zagreb Travel News, the so-called Alert. Experiences with online tools are more than positive and the conclusion is that for their successful use it is necessary to find the right combination in order to achieve the best presentation to the potential user. While online campaigns offer excellent solutions to stimulate interest among visitors and websites offer details on products, social networks and blogs that establish and foster the relationship with the client are also integral.

### 3.2.2. Content Analysis

Content analysis by which the websites of the Zagreb Tourist Board, Samobor Tourist Board and Zagreb County Tourist Board were analyzed, examined the second hypothesis: The Zagreb Tourist Board, as the largest tourist board of the Zagreb Ring, will have the richest website in terms of content and the most user-friendly website. Content analysis confirmed the hypothesis which was based on the fact that the Zagreb Tourist Board as a tourist community that achieves the best results by far has the largest budget for communication and has a large number of employees, which facilitates/enables their communication with key audiences.
Considering the obtained results through the displayed variables, it can be noted that the Zagreb Tourist Board website, unlike the other two tourist board websites, has the option of browsing websites in multiple languages and can be viewed on multiple social networks. Also, the Zagreb Tourist Board website is characterized by the regular publication of news and information about events and the information is shown in detail. The only drawback of the Zagreb Tourist Board website in relation to the other two websites is the lack of existence of a tourist map depicting the city sights and attractions as well as a virtual tour through the city.

Websites of the Samobor and Zagreb County Tourist Boards are more modest than the Zagreb Tourist Board website. The website of the Samobor Tourist Board is characterized by user-friendliness and regular publication of information about news and events in the city, whereas the main drawback is the lack of information that can serve tourists as general information about the city. The Zagreb County Tourist Board website is richer in content than the website of the Samobor Tourist Board and is the only one characterized by a virtual guide but also has disadvantages in the form of a superficial presentation of information about the city and the irregular publication of information about news and events in the county in foreign languages. It is important to point out that none of the three websites have podcasts and that podcasts have not yet been recognized as a useful travel tool. The podcast (a digital file in an audio or audio and video format for viewing and/or listening to content on a computer or any other medium that has an open connection to the Internet) is an essential communication tool in tourism in foreign cities and regions.

Table 2: Variables used in the analysis of Internet websites of tourist boards in the Zagreb Ring
(Table 2 was prepared by the authors using the websites of the tourist boards included in research)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Zagreb Tourist Board</th>
<th>Samobor Tourist Board</th>
<th>Zagreb County Tourist Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display of information on city/county</td>
<td>Detailed</td>
<td>Detailed</td>
<td>Partial</td>
</tr>
<tr>
<td>Does the Internet website support foreign languages?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>The Internet website supports the following foreign languages</td>
<td>Italian, English, German, Spanish, French</td>
<td>English</td>
<td>English, German</td>
</tr>
<tr>
<td>To what extent is the information in foreign languages translated?</td>
<td>Completely</td>
<td>Completely</td>
<td>Partially</td>
</tr>
<tr>
<td>Is there a general information guide?</td>
<td>Detailed</td>
<td>Superficial</td>
<td>Detailed</td>
</tr>
<tr>
<td>Is there information on news?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### 3.2.3. Questionnaires

Questionnaires were used to check the third and fourth hypotheses and the main focus of research is on mentioned hypotheses. The third hypothesis: *The most common form of finding information about Zagreb among respondents is the Internet*, has proved true because the total of 74.6% of respondents used the Internet to get information about Zagreb. In addition to the Internet, the respondents were usually informed through their friends (55.9%). Also, a significant source of information were the relatives of the respondents (19.2%). Travel agencies

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there information on events?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Is there information on movement in the city/county by public transport means?</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Is there a tourist map with city sites and attractions?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can social networks be accessed from the Internet website?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Which social networks can be accessed?</td>
<td>Facebook, Twitter, YouTube, Google+, Instagram, Pinterest, Flickr, Blog</td>
<td>Facebook, Twitter, Instagram, Pinterest</td>
<td>Facebook, Twitter</td>
</tr>
<tr>
<td>To what extent is the website user-friendly?</td>
<td>User-friendly</td>
<td>User-friendly</td>
<td>Partially user-friendly</td>
</tr>
<tr>
<td>Does it contain multimedia content?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Does it contain podcasts?</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Does it contain video materials?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Does it contain photographs?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Is there a virtual guide?</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Are there tourist board applications?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Is there information on tourist information centers in the city/cities?</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Is there information on hospitality industry entities (hotels, restaurants, etc.)?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Is there information on which transport means can be used to access the city?</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Is there an option to subscribe to the newsletter?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
(13.6%) and press (9.0%) close the circle of the five most used channels of information about Zagreb.

Hypothesis number four: The lower the age group, the higher is the use of the Internet as a channel of information, i.e. the Internet is usually the source of information for respondents aged 18-25, was confirmed. The results show that the Internet as a channel of information was commonly used by respondents aged 18-25 (44.8%), but also by respondents aged 26-40 (39%) and 41-60 (42.3%), whereas the Internet is the source of information for every quarter respondent (23.1%) in the oldest age group of 60+. The age group of 18-25 is usually informed through their friends (35.6%) and the same source is strongly represented in the age groups of 26-40 (30.8%) and 41-60 (20.3%). Research results show that the answer of respondents who did not get informed about Zagreb is equally represented in all age groups ranging from 1.9% to 5.1%.
Graph 3: The use of channels of information depending on age group

4. Conclusion

The development of information and communication technologies could not bypass tourism industry, affecting it to a large extent. Soon after the advent of information and communication technologies, their advantages in the tourism industry and the creation of tourist offerings were recognized. Firstly, the Internet is the largest and most important feature that influenced the development of the tourism industry. In this regard, two key moments largely influenced the development of the tourism industry. Clearly, the first is the very appearance of the World Wide Web in the early 1990s, when the Internet was recognized as a communication platform, the use of which greatly reduces the costs of former means of communication and also accelerates and facilitates communication. Another key moment happened in the late 20th and early 21st century and continues to this day. Specifically, it is a period of the emergence of blogs and social networks that include mutual interaction. It is precisely this two-way communication that changed the tourism industry to a large extent because it enabled users (potential tourists) to directly get in touch with tourist entities such as hoteliers, airlines, agency services, etc.

The information and communication technologies, primarily the Internet, changed the tourism industry so that communication was no longer general but became personalized. Personalization is a key element to change in the tourism industry but also the appearance and development of social networks. Internet users were no longer just potential tourists who can
find certain information but with the help of blogs and social networks they became (co)creators of the development of the tourism industry. Transfer of own experiences, giving advice, influencing the creation of special (personalized) tourist offerings is only a part of the activities which affected tourism in that direction. Due to this fact it has been shown that the interplay between the Internet and tourism is growing stronger so that talking about tourism today means talking about eTourism, which nowadays could hardly function without information and communication technologies.

The advent of the Internet has changed many things in the tourism industry. Slowly agency services began disappearing and direct communication between the tourism entity and the user, i.e. the tourist, began increasing. This enabled direct access to end-users, which until then almost did not exist. Next, the immediate transmission of reliable information, display of the status of operations in real time, reduction in organizational and distribution costs as well as increased convenience and flexibility were ensured (Kliček, 2008, 54, as cited in Zekanović-Korona, Clare, 2012, 63). Thus, the Internet has revolutionized the tourism industry more than any other factor in recent decades (UNWTO, 2011, 9).

The tourism industry has recognized the value of new communication channels and opportunities offered and accordingly adapted fully to the Internet. Therefore, it is clear that eTourism is not only increasingly present but is becoming the dominant form of communication in tourism. This is supported by the research in the Zagreb Ring area, which has confirmed that tourist boards are aware of the power of online communication and strive to gradually increase online communication in the future. The authors are aware that the sample is not representative, but it is used as a starting point for future research on this topic. Research among respondents who visited Zagreb showed that the Internet is a tool which the respondents used to get the information about the city whereby there were no significant differences between age groups in the use of the Internet as a channel of information. Therefore, research on the ratio between online and offline communication in tourism shows that online tools for tourist boards have a more significant role over time (even the primary role), while the Internet was the most used source of information for 39.9% of respondents.
5. Reference List


ANALYSIS OF INFORMATION SECURITY AWARENESS IN A STATE ADMINISTRATION BODY

Preliminary Communication

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Summary

Nowadays, information is regarded as an asset both for individuals and organizations. One of the greatest risks to an organization’s information security is often not a weakness in technology, software or equipment. It is rather action or inaction of employees when handling information that can lead to security incidents. Therefore, an analysis of information security awareness was conducted in a particular state administration body of the Republic of Croatia. The results obtained indicate that there is a need to raise employees’ general information security awareness, in particular in regard to password policy and social engineering threats and/or attacks. Based on the results obtained, guidelines for further improvement of information security awareness are provided.

Keywords: information security awareness, human error, state administration body

1. Introduction

Nowadays, information is regarded as an asset both for individuals and organizations. Information security is primarily concerned with protecting information, i.e. with protecting confidentiality, integrity and availability of information, since the listed features are considered the main features of information (Andress, 2011; Hintzbergen, Hintzbergen, Smulders, Baars, 2010; Pfleeger, Pfleeger, 2007) and are, accordingly, at the heart of information security. One of the greatest threats and risks to an organization’s information security is often not a weakness in technology, software or equipment. In addition to other threats to information...
security, such as forces of nature, missing, inadequate and/or incomplete organizational policy, planning or controls, sabotage or vandalism, theft and the like\(^1\), an increasing number of authors (Lacey, 2011; Warkentin, Willison, 2009; Kraemer, Carayon, Clem, 2009; Mitnick, Simon, 2002) argues that an organization’s own employees pose one of the greatest threats to and are often the weakest link in an organization’s information security. In many cases, it is the action or inaction of employees when handling information that can lead to security incidents. According to Whitman and Mattord (2011, 59), “employees are the threat agents closest to the organizational data” and their mistakes represent a serious threat to the confidentiality, integrity and availability of data, even relative to threats from other outsiders. Such mistakes occur for various reasons, including inexperience, improper training and incorrect assumptions and can lead to revelation of data, deletion or distortion of data, failure to protect information and the like. Whitman and Mattord (2011, 59) define human error or failure as a category of threats that includes “acts performed without intent or malicious purpose by an authorized user”. However, if employees damage or destroy data on purpose, such acts are regarded as a different threat category, often labelled as insider threats. Colwill (2009) argues that insiders pose security risks since they have legitimate access to facilities, information, and knowledge of the organization, emphasizing that, due to the recession, significant individual (and organizational) uncertainty may cause an additional increase in abnormal behavior in long-term employees and managers.

2. Information Security Awareness

Concentrating solely on technical and procedural aspects of information security is not sufficient if users are not aware and/or do not follow technical and/or procedural information security measures described in their organization’s security policies, instructions and guidelines. Consequently, employees’ information security awareness is considered an important part of effective information security management programs both by practitioners and researchers.

Siponen (2000) regards information security awareness as a state in which users, i.e. employees are aware of and ideally committed to the security objectives of their organizations. According to Siponen (2001, 26-28), information security awareness includes five dimensions: the organizational, the general public, the socio-political, the computer ethical and the institutional

\(^1\) More on different types of threats to information security in Whitman and Mattord (2011).
Analysis of Information Security Awareness in a State Administration Body
Kristian Saletović, Ivana Vukičević Čukelj

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication

education dimensions. Siponen (2001, 28) argues that the organizational dimension has prescriptiveness as its goal, whereas the other dimensions are rather descriptive since it would be very difficult to put them into practice and it could raise ethical concerns. Different target groups within each dimension need different kinds of information on security. As for the organizational dimension, Siponen (2001, 26) proposed five target groups: (i) top management, (ii) IT/IS management, (iii) information security staff and computing/IS professionals, (iv) end-users and (v) third parties. According to Siponen (2001, 26-28), the general public dimension is needed to inform ordinary users about security issues, the socio-political dimension includes raising awareness of lawyers, public relations practitioners, politicians and governments of information security, the objective of the computer ethical dimension is to provide relevant information for ethic scholars and to make use of their findings, and finally the institutional education dimension refers to the need to include information security issues in educational programs. For the purpose of our analysis, the most important is the organizational dimension. Applied in drawing up a questionnaire for our survey was the concept of various target groups and their different needs.

Bulgurcu, Cavusoglu and Benbasat (2010, 532) define information security awareness as “an employee’s general knowledge about information security and his cognizance with of the ISP (information security policy) of his organization”. Bulgurcu, Cavusoglu and Benbasat (2010) regard information security awareness as encompassing two key dimensions: general information security awareness and information security policy awareness. General information security awareness (Bulgurcu, Cavusoglu, Benbasat 2010, 532) refers to “employee’s overall knowledge and understanding of potential issues related to information security and their ramifications”, whereas information security policy awareness can be defined as “an employee’s knowledge and understanding of the requirements prescribed in the organization’s information security policy and the aims of those requirements”. In other words, an employee might have general information security awareness and, for instance, be aware that he or she must use a password and change it periodically as a necessary precaution. On the other hand, he or she might lack information security policy awareness and be unaware that his/her organization’s information security policy requires his/her passwords to be strong, i.e. of a certain length and/or complexity.

Different information security awareness approaches have been put forward by practitioners and scholars. Puhakainen (2006) classifies them into two categories: (i) those focusing on
attracting the user’s attention to information security issues and (ii) those regarding information security awareness as the user’s understanding of it and committing to it.

Given that, if one does not have a basic comprehension of information security concepts or terms, one is more likely to become a victim of security attack, Kruger, Drevin and Steyn (2010) drew up a vocabulary test on information security awareness, which, in their opinion, might be useful for managers and information security practitioners in identifying specific areas or topics that should be included in information security awareness programs. The questionnaire developed by Kruger, Drevin and Steyn (2010) consisted of two sections: a vocabulary test and scenario-type questions. The first section included multiple-choice questions on some fundamental concepts and terms in information security to establish whether respondents know the meaning of these terms and concepts. The second section comprised nine questions linked to some of the concepts from the first section to evaluate respondents’ behavior independently of their vocabulary knowledge.

While the main concern of the above described study conducted by Kruger, Drevin and Steyn (2010) was general information security awareness, the study carried out by Bulgurcu, Cavusoglu and Benbasat (2010) was, for the most part, aimed at information security policy awareness. The results of their study (Bulgurcu, Cavusoglu, Benbasat, 2010, 523) show that “an employee’s intention to comply with the information security policy is significantly influenced by attitude, normative beliefs, and self-efficacy to comply”. In contrast to some studies suggesting that rewards do not significantly contribute to the mandatoriness of information security policy compliance (Boss, Kirsch, 2007), Bulgurcu, Cavusoglu and Benbasat (2010, 542) found that “rewards exert a significant impact on an employee’s perception of the benefit of compliance”.

Based on an analysis of how users’ actions affect the level of information security conducted in Croatia, Šolić, Ilakovac, Šebo and Jović (2012, 286-289) concluded that users should constantly be educated on the importance of information security. Moreover, Šolić, Ilakovac, Šebo and Jović (2012, 286-289) argue that users’ actions must be accommodated for when creating security models, analyzing security, as well as proposing and implementing security solutions. The study on password usage in Croatia conducted by Šolić, Kralik, Ilakovac and Nenadić (2014, 239-242) has shown that there is room for improvement since numerous users write down their passwords, are willing to reveal them to others under various circumstances and the like. For those reasons, Šolić, Kralik, Ilakovac and Nenadić (2014, 239-242) maintain that users should be additionally informed and educated on password usage.
The importance of information security awareness is emphasized in Section 7.3 of the International Standard on Information Technology ISO/IEC 27001 (2013, 5-6) and it means that persons doing work under the organization’s control should be aware of: (i) the information security policy, (ii) how they can contribute to information security management in general, and (iii) the implications of disregarding information security management system requirements. In addition, according to Section 7.2 of ISO/IEC 27001 (2013, 5), an organization is required to ensure that employees are competent in terms of information security “on the basis of appropriate education, training, or experience”.

3. Objectives and Methodology

Given that state administration bodies, in the course of performing their tasks and activities, utilize information systems containing a significant amount of sensitive information, their employees should be aware of information security in general, as well as of the need to comply with information security policies. The main objective of our study was to determine the level of information security awareness in civil servants of a state administration body in Croatia. The additional objective was to determine specific needs that might exist in terms of information security and that could be targeted in information security awareness programs. The National Information Security Program in the Republic of Croatia adopted in March 2005 set the foundations for the development of information security in Croatia, defined authorities and tasks of particular institutions in the area of information security, as well as emphasized the need for coordination among various factors influencing information security. The strategic aim of the Program is/was to gradually spread the process of information security to the entire country by introducing minimal security criteria into the state and public sectors, as well as by developing security culture in all citizens of Croatia.

In order to determine the level of information security awareness, an online survey was conducted among 128 civil servants employed in a state administration body. The survey focused on general information security awareness since it is believed that general awareness

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2 The permission to conduct a survey in this particular state administration body of the Republic of Croatia was obtained, provided the full name of the state administration body in question is not disclosed in the paper. For that reason, the term state administration body is used in the entire text.

is a necessary precondition for the other component of information security awareness, i.e. information security policy awareness. The survey was conducted by means of a questionnaire prepared for the purpose of this study. The questionnaire consisted of four sections\(^4\). The first set of questions referred to general data of the respondents, including gender, age, position and duration of employment in a state administration body. The second set of questions was on the usage of various channels for communicating with coworkers, acquaintances and friends, as well as business partners. The third and fourth sections were designed drawing on Kruger, Drevin and Steyn (2010) and Furnell, Bryant and Phippen (2007). The third set of questions was devoted to the usage of password, the fourth to being familiar with some fundamental terms and concepts of information security. The questions were constructed as multiple choice questions with several options to choose from. For some of the questions, respondents could choose several answers.

Given the objectives of the study, the two starting hypotheses were put forward:

1. There is room for improvement of information security awareness in civil servants in the state administration body in Croatia;
2. Specific areas that could be targeted in information security awareness programs aimed at civil servants of the state administration body in Croatia include password policy and attacks.

### 4. Results and Discussion

In this section, answers to each of the four sets of questions are presented and discussed. Finally, guidelines and recommendations for further improvement of the information security management system, in particular related to information security awareness, are provided. Of the 176 civil servants employed in the state administration body, 128, i.e. 70% of the total number of employees completed the online questionnaire. The age distribution is depicted in Graph 1.

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\(^4\) The entire questionnaire is available in Appendix 1.
The largest share of respondents (38%) is aged from 36 to 45, whereas 63% is over 36 and only 37% under 36.

As can be seen in Graph 2, low-ranked civil servants constitute 54% of the respondents, followed by middle-ranked civil servants with 27% and high-ranked civil servants with 19%. It should be highlighted that high- and middle-ranked civil servants are individuals with higher education qualifications, whereas low-ranked civil servants have either secondary school or higher education qualifications.
As presented in Graph 3, the majority of respondents have been working in the state administration body from 6 to 15 years (31%) and from 16 to 25 years (30%).

The answers to the second set of questions on communication channels with their coworkers, friends and acquaintances, as well as business partners are presented in Graphs 4, 5 and 6.

**Graph 3: Respondents by duration of employment**

**Graph 4: Most frequently used communication channel with coworkers**
As depicted in Graphs 4, 5 and 6, the most frequently used communication channel to exchange information with coworkers is phone (55%), whereas information with acquaintances and friends (40%), as well as with business partners (66%) is most frequently exchanged via e-mail. It is noteworthy that 72% of high-ranked and 65% of middle-ranked civil servants use e-mail to communicate with each other and other coworkers. On the other hand, only about one fourth of low-ranked civil servants (22%) use e-mail for exchanging information with their coworkers. As presented in Graph 6, civil servants use e-mail even more frequently to communicate with their business partners (66%) than with their coworkers. The distribution of usage per position is similar to using e-mail for communicating with coworkers; 85% of high-ranked and 72% of middle-ranked civil servants use e-mail when communicating with their business partners as opposed to only 55% of low-ranked civil servants.

As expected, 93% of the respondents have a private e-mail account in addition to their business e-mail account and the vast majority uses it on a daily basis (44% several times a day and 29%
once a day). About one-third of respondents use their private e-mail accounts once a week or once a month. It could be assumed that 7% of the respondents who do not have a private e-mail account use their business e-mail account for private purpose, which poses a potential security threat. It is a modest share of respondents and one could assume that such respondents seldom exchange (private) e-mails and have, for that reason, not created their own private e-mail account. Nonetheless, such practice should not be encouraged and employees should become aware of potential risks.

The question on social network profiles was asked in order to establish a potential connection between having a profile and having become aware of the need to protect information. About three-fifths (59%) of the respondents have a profile on one or more social networks, the vast majority (82%) aged from 26 to 45.

The answers to the third set of questions on the usage of passwords are depicted in Graphs 7, 8, 9 and 10.

**Graph 7: Password change frequency – private e-mail**

**Graph 8: Password change frequency – business e-mail**
As depicted in Graphs 7 and 8, over 50% of respondents never change their passwords, neither for their private (54%) nor for their business e-mail accounts (56%). Although it might seem discouraging at first sight, the in-depth picture is somewhat different. 18% of the total number of respondents changes passwords for their private e-mail accounts once or several times a year, yet never for their business e-mail accounts. Nonetheless, the same percentage of respondents never changes their passwords for private e-mail accounts, yet they change passwords for their business e-mail accounts at least once a year. These results indicate respondents’ different attitudes towards information security when it comes to their private or business e-mail accounts, which is in line with the findings of Bulgurcu, Cavusoglu and Benbasat (2010) that provide evidence for the influence of motivational factors other than rewards and sanctions that reinforce an employee’s information security compliance behavior. The respondents are, to a certain extent, aware of the need to protect one’s password, i.e. e-mail account, yet there is a discrepancy in their attitudes on whether it should be applied for private and/or business purposes. Changing passwords on a regular basis is a sound information security principle and, should be changed at regular intervals, depending on the risk and classification of information. Consequently, we believe that measures should be taken to make civil servants aware of password best practices and to encourage them to apply them on a regular basis. This is further supported by the answers obtained for the questions on the techniques used to remember passwords (see Graph 9) and on the person(s) civil servants would be willing to give their passwords to (see Graph 10). It should be noted that the percentages in Graphs 9 and 10 do not add up to 100% since respondents may have selected more than one answer.
Graph 9 shows that a vast majority of respondents make use of unacceptable techniques to remember their passwords; 63% of them choose simple and easy to remember passwords, some of them (13%) even write it down on a piece of paper and keep it next to their computers. The answer *other* selected by a relatively small number of respondents included techniques such as associations, favorite movies or songs, which does not necessarily belong to acceptable techniques for memorizing one’s password.

![Graph 10: Answers to the question “who will you give your password to?”](image)

In addition to unacceptable techniques to remember passwords, there is a great share of respondents who would be willing to give their passwords to a colleague and/or system administrator and/or superiors if they were on holidays. Only about one fifth of respondents (19%) would not be willing to give their passwords away, the vast majority of them being high- and middle-ranked civil servants (83%).

Given that best practices for the creation, maintenance and protection of passwords mostly focus on three points, including risk-based complexity requirements, risk-based change frequency and protection of passwords (Jacobson, Idziorek, 2012), it appears that general information security awareness in the state administration body in Croatia should be (additionally) promoted in this regard.

The answers from the fourth section related to being familiar with the concepts of spam and phishing are presented in Graphs 11, 12 and 13.
Spam can be broadly defined (Whitman, Mattord, 2001) as an unsolicited email sent in bulk simultaneously to numerous users, often for commercial purposes. It should be noted that the answers offered were designed taking into account types of e-mails civil servants in the state administration body frequently receive. Consequently, the correct answer was formulated as “An unsolicited e-mail that does not match my interests”. The percentages in Graph 11 do not add up to 100% because respondents may have selected several answers since two other answers are partly correct (an e-mail from an unknown person/organization and an e-mail containing an advertisement). Although, as can be seen in Graph 11, the largest number of respondents (66%) selected the correct answer, many of them also selected other answers, meaning that not all of them are fully familiar with the meaning of the term. 33% of respondents selected only the correct answer or the correct answer along with one or both of the other partly correct answers.
Berti and Rogers (2002, 52) define social engineering as “successful or unsuccessful attempts to influence a person(s) into revealing information or acting in a manner that would result in unauthorized access, unauthorized use, or unauthorized disclosure, to an information system, network or data”. Phishing (Jacobson, Idziorek, 2012, 63) is a form of social engineering, one of the most prevalent and effective ways for cyber criminals to steal a person’s username and password, similar to fishing in the sense that “the attacker send out ‘bait’ in the form of phishing emails that appear to come from trusted institutions like a bank”. The percentages in Graph 12 do not add up to 100% since respondents may have selected, in addition to the fully correct answer “Part of social engineering which means that someone is persuaded to give away confidential data”, two more partly correct answers (it refers to identity theft and using an e-mail to extort personal data). Almost half of respondents (47%) did not know what the term means, while only 16% of respondents selected the most precise answer.

![Pie chart](image)

**Graph 13:** Answers to the question “what would you do if you received an e-mail that seems to be from your bank asking you to go to a specific web link to confirm your personal data?”

Although the obtained results on being familiar with the term and concept of phishing may appear discouraging, the answers provided to the question on how a person would behave in case of a phishing attack provide a somewhat different picture (see Graph 13). However, it
should be pointed out that this might be partly due to the wording of the question since the word phishing was not directly mentioned in the scenario-type question. In addition, banks put significant efforts into informing and educating their clients on potential threats. As depicted in Graph 13, only 9% of the respondents would be willing to give away their passwords, whereas the majority of them (60%) would contact the bank in order to find out about the request.

Nonetheless, the fact that 9% would be willing to do as requested, and an additional 7% would be willing to disclose their passwords if their colleagues had done it, is a cause for concern. The other respondents (84%) have expressed doubt as to whether the message is authentic, which is a significant and encouraging percentage, bearing witness to a high level of awareness. Through various media and channels (web, e-mail and the like), banks warn their clients about potential threats that include attempts at collecting bank users’ data, which results in a high level of awareness. It is advisable that the state administration body carries out similar campaigns aimed at informing civil servants on potential threats and on what should be done if they notice such threats.

Given the presented and discussed results of the survey, one can conclude that both starting hypotheses were confirmed. The results indicate that there is room for improvement of information security awareness in civil servants in the state administration body in Croatia. Taking into account the significant usage of e-mail as a communication channel and the answers provided in the second section, this refers, in particular, to password policy, i.e. the need to change one’s password periodically, to protect one’s password by creating a strong password, by not disclosing it to others and by acquiring acceptable techniques to remember one’s password. Employees’ awareness and knowledge of social engineering risks and what to do in the event of such attacks is another area that should be significantly improved.

Based on the results obtained, as well as on the examples of best practice (Solms, Solms, 2004), several recommendations can be made to increase the level of general information security awareness. Firstly, we believe that training programs should be organized to raise civil servants’ understanding and awareness of information security in general, as well as of potential risks. In addition, based on the results of the survey conducted and future surveys, various target groups of employees needing different kind of information and knowledge on information security could be determined at the level of the state administration body. This is line with Siponen’s

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5 It is noteworthy and commendable that certain improvements in terms of password policy were introduced in the state administration body after the persons in charge of information security received oral feedback on the results of the survey conducted.
organizational dimension of information security awareness and would, in our opinion, facilitate designing and applying suitable awareness raising programs. Secondly, we propose the introduction of written rules and instructions on important aspects of information security, which, we believe, would additionally contribute to raising the level of information security awareness and would provide guidance in cases when employees are uncertain how to react and what effects certain events might have on information security in general. The final recommendation does not refer solely to the state administration body under examination, but rather to the educational system in general. Given that the vast majority of respondents have secondary school or higher education qualifications, yet are not aware (sufficiently) of information security issues, it is our view that, in addition to technical education on computing, information security issues should be included in educational programs at the secondary and tertiary levels in order to increase information security literacy in general.

5. Conclusion

After providing a short overview of information security awareness in general, as well as of selected studies conducted on that topic in Croatia and abroad, the paper presents the results of the study on information security awareness in a particular state administration body in Croatia. The results have confirmed the starting hypotheses on the need to raise employees’ general information security awareness (in a state administration body in Croatia), in particular in regard to password policy and social engineering threats and/or attacks. Given that information security is not solely a technology issue and, consequently, the increasing importance of employees’ information security awareness and education, several recommendations have been proposed. Firstly, information security awareness training programs tailor-made to suit the needs of specific categories of civil servants should be organized. Secondly, written rules and instructions on important information security issues should be formulated and distributed to employees. Last, but not least, there is a wider social implication regarding the need to promote information security literacy, among other things, by including it in the syllabuses of various IT and IS subjects and courses at the secondary and tertiary levels.
6. Reference List


THE CULTURE OF FEAR IN CROATIAN PRINTED MEDIA

Preliminary Communication

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Summary

The culture of fear is a phenomenon fully emerging after the terrorist attacks on the United States on September 11, 2001, although it was present in mass media before. International studies have shown that, afterwards, media coverage became completely imbued and preoccupied by fear, which was used by political elites to maximize control over society and to restrict civil liberties. The authors aim to verify their hypothesis regarding the promotion of the culture of fear in Croatian media, primarily the print media. Hence, random samples of titles and texts in Croatian daily newspapers were studied through quantitative and qualitative analysis. Two national daily newspapers were selected for empirical analysis – Jutarnji list and Večernji list – during three different time periods before and after September 11, 2001. The results indicate a multiple increase of news related to the culture of fear in the Croatian press in relation to events in the USA.

Keywords: culture of fear, Croatian media, print media, 9/11, Croatia
1. Introduction

The culture of fear became the object of study as a separate phenomenon after the events that occurred on September 11, 2001 in the United States. In that moment, the long known patterns of fear experienced an evolutionary leap, by which it will have become the primary linguistic and cultural presentation of contemporary reality. This phenomenon was well received in Croatia, as well as most trends coming from the developed countries of the modern world. As the media are considered the biggest diffusers and main bearers of that culture, just a brief review of the topics and titles characterizing the Croatian daily print and electronic media in recent years, enables the confirmation of the hypothesis that Croatian media support the culture of fear, and build their image and increase their sales on it. The wider social aspect of this problem lies in the fact that the culture of fear promoted through the media contains implications for everyday social occurrences. To what extent the bombardment of news on potential epidemics, dangerous vaccines or devaluations of currency rates, for example, results in concrete consequences could have been obvious to Croatian society in the past few years, when it was gripped by broad skepticism of all types of vaccines. This is why the culture of fear must not be underestimated, much like the power of the media, whose intentional or random potentiating of certain news can affect the overall social atmosphere. In that regard, the authors wish to reflect on this approach to reporting in order to fathom the reasons and the genealogy of this approach to journalism, to explain the reasons for its survival, as well as its drastic expansion in contemporary media. By analyzing some of the selected Croatian print media (Večernji list and Jutarnji list), through a qualitative content and quantitative analysis and comparison of texts in at least three selected time periods, the goal is to vividly present examples which prove the propagation of a culture of fear in domestic media.

2. The Culture of Fear

These days the term “culture of fear” is associated with the society’s state of mind after the infamous terrorist attack on the United States on September 11, 2001. The British sociologist...
Frank Furedi is considered the creator of the concept itself (Furedi, 2009). However, as this paper will show, the culture of fear phenomenon occurred much earlier, along with the expansion of mass media. Fear as a generator of human activity was present throughout the evolution of humankind, as one of the primary human emotions. Its purpose is defensive and it serves as a mechanism of survival, since the emotion’s aim is to alarm to the hazards in human environment. It is paradoxical that today, when humanity leads longer, healthier and safer lives than ever in history, fear dominates the overall everyday perspective. Sociologists are attempting to explain that the causes for the culture of fear lie in the highly evolved technology, which transcends the human ability to control it. The fact is that humankind has created a world and an environment that it is unable to fully monitor or rule over, while at the same time its life span has been significantly extended. This increases the number of dangerous situations the average person will have encountered during their lifetime, by several times. Diffusers of information about the possible dangers have become much more numerous with mass media, and their growth time increased the awareness of the potential life-risks that surround us. In addition, fear is studied from the psychological aspect, i.e. in the context of a deliberate abuse of this basic human emotion by marketing experts and political elites who use it as a tool for manipulating the masses. Thus, some studies prove that after the terrorist attacks on the USA on 11 September 2001, media coverage was completely imbued and preoccupied by fear, which is used by government officials in order to increase social control and restrict civil liberties (Altheide, 2003, 21). As an obvious example of these claims, most authors report security controls at airports, namely the fact that fear of terror here functions as a trump card, so that other possibilities must give way (Svendsen, 2010, 14). Not negligible are the psychological studies indicating that readers and viewers consider those stories that provoke fear to be of higher importance. A concrete example showed that the average viewer remembers only the information that provoked emotions of fear and concern at the end of the news (Bernard, 1992, 65-75; Bushman, Anderson, 2001, 477-489). Fear has become one of the main staples of popular culture, ranging from entertainment to suspense, and entertainment industries trade in fear.

Even though this phenomenon is scientifically almost ignored in Croatia, in the US and the UK

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1 Frank Furedi is a sociology professor at the University of Kent in the UK. Along with Ulrich Beck and Anthony Giddens, he is believed to be one of the most important contemporary sociologists, a theorist who continues to investigate and research what he calls “the culture of fear”, demonstrating how “fear politics”, especially after 9/11, creates an atmosphere in which citizens are irrationally afraid of an unknown threat.
hundreds of books, from fiction to serious scientific sociological and psychological papers have been written on the topic. According to estimates, around 8,000 books were published in English on the topic of fear between 2001 and 2009, most specifically related to terrorism (Furedi, 2009, 25). Svendsen writes that fear has become a culturally conditioned magnifying glass for looking at the world (Svendsen, 2010, 14). This paper will show how the culture of fear evolved through the years based on specific, scientifically treated examples of selected Croatian printed media, since the perspective of fear became a customary and almost imperceptible part of everyday contemporary life. In our culture of fear what could go wrong is often confused with what would really have happened (Furedi, 2009, 121). Croatian media, although operating in the social conditions of no high potential risk of terrorism, use the culture of fear in the context of contemporary media approach, in which it is most important to harmonize the interests of corporate profits with the editorial prestige of having the most interesting information (Young, 2003: 1691). More specifically, some authors note that it is most important for the media to make the news as much like action films as possible, in their fight for readers (Altheide, 1999, 475). Therefore, as will be evident in later chapters, Croatian printed media have not lagged behind in the trend of supporting the culture of fear with titles and article topics in which there are often threats of a variety of diseases, the mass emigration of medical staff, the devaluation of the kuna\(^2\) or the rise in unemployment, over news on global warming, to frantically intoned news articles about the onslaught of mosquitoes or highly inclement weather.

It should be noted that not a single systematic study of reader preferences has been done in Croatia, according to which one could see what information, news and topics are most-viewed or most-read, or arouse the most interest and attention of readers. On the other hand, numerous studies of this type are made in the USA, and based on them many theorists have generated conclusions that it was the mass media who contributed most to the culture of fear in contemporary society (Erbring, Goldenberg, Miller, 1980, 16-49; Weaver, McCombs, Shaw, 2004, 257–282). Aside from the US, the impact of mass media with emphasis on fear has so far been tested in France, Finland, Germany and Switzerland (Altheide, 1999, 478). In the past few decades, especially in the United States, attempts were made to gain insight on how the public perceives the importance of different information, and how it is graded on importance, in order to determine whether the media in general have any impact on what the target audience will

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\(^2\) The kuna is the currency of Croatia since 1994 (ISO 4217 code: HRK). It is subdivided into 100 lipa. The kuna is issued by the Croatian National Bank and the coins are minted by the Croatian Monetary Institute.
regard as essential. Accordingly, certain psychological research was implemented, whose aim was to figure out the role of the human psyche in ranking the importance of news (Iyengar, Kinder, 1987; see also Iyengar, Peters, Kinder, 1991). Young mentions in his work that fear, alongside anxiety is the most researched emotion in the context of human motivation, since of course it acts as a strong motivator. It is believed that fear serves as an agent, which draws a person’s attention to a hazard, or to newspaper stories that suggest potential danger (Young, 2003, 1674). An interesting example of research is one conducted by Hansen and Hansen in 1988, who in their work found that, when shown pictures of a crowd of people, research participants are more likely to notice those faces in the crowd with an angry, and therefore intimidating expression, than people with happy facial expressions (Hansen, Hansen, 1988, 922–923). Lanzetta and Orr (1980) suggest that a frightened expression may signal a potential threat for the viewer (Lanzetta, Orr, 1986, 650-661). It is these scientific findings, it seems, the mass media are turning to their advantage, in order to gain the attention of millions of readers, listeners or viewers.

In considering the increasing phenomenon of fear in the media, the results obtained by, for example, Altheide in his research show the development of the culture of fear in the media in less than ten years (Altheide, 1999, 478). In fact, he specifically studied the number of times the word “fear” appeared in the titles and texts of the daily newspaper “Arizona Republic” in the period from 1987 to 1996. Through a simple analysis of titles and texts in that publication he came to the realization that the use of the word “fear” doubled in this period. Thus, in 1987 the word “fear” was detected 123 times in the titles, compared to 232 times in 1996 (Altheide, 1999, 484). Articles containing this word were found 1,379 times in 1987, in comparison to 2,209 times nine years later (Altheide, 1999, 486-499). Similar results were obtained by Svendsen in Norway, through the search of a digital archive of all Norwegian newspapers, where he noted that the occurrence of the word “fear” climbed from 3,331 in 1996 to 5,883 cases in 2006 (Svendsen, 2010, 16). The same trend is also noted for related words such as “risk”. These figures indicate the media constantly remind us how “dangerous” the world really is, and especially how afraid for it we are. The increase is even more drastic in British newspapers, considering there were 2,037 recorded examples of the word “at risk” in 1994 compared to 18,003 in 2000 (Svendsen, 2010, 16). What this trend has been like in Croatian

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3 The Arizona Republic is an American daily newspaper published in Phoenix, Arizona. It was first published on May 19, 1890, and is the newspaper with the highest circulation in Arizona, from 320,000 to half a million copies on Sundays. See https://www.azcentral.com.
national daily newspapers in the last fifteen years is shown in the second part of this paper. It is important to emphasize that official surveys show that 40% of all reports on television take less than 30 seconds these days. One of four stories is about crime, problems with the law or the courts, and less than 1% of the stories could be called “investigative”. It is interesting that threads on the topic of health surpass all other social problems by 32% (Altheide, 2003, 12). Case in point – a local newspaper Glas Slavonije, whose official data shows that, for example, in March 2015, the following titles were among the 30 most read stories in the website edition of the newspaper: “A well-known lawyer from Osijek killed, killer commits suicide”, “Company bust, building mortgaged, owners desperate”, “Expansion of false meds market – Gugić, MD: 80 percent of cancer patients victims of ‘miracle drugs’ frauds”; then “Cases of dirofilaria parasite confirmed: Osijek hospital workers removes worms transmitted by mosquito bites from patient’s eyelid” and “Taxi owner dies, driver and two female passengers severely injured”. This monthly sample of most-viewed topics in a regional paper confirms the global trends mentioned above.

3. The Impact of the Media on Public Awareness

For many people the mass media are a window into the world. They largely shape the social reality and public reporting on the disorder that threatens to shake up the daily order. While their main task is to be a corrective for social irregularities or spokespersons for the protection of public interests and the interests of the general community, as well as individuals, the media have many times throughout their history proved to be an excellent tool for manipulating the masses, utilized by the political elite or by private corporate interests.

According to Snow and his analysis of “media culture”, the media must satisfy three aspects to be entertaining to the public: not being “ordinary”, being open to adventure and not being unconvincing in doing so (Snow, 1991, 1). The thesis this author presents in his book is that the mass media today are formats of popular culture, meant for changing societal expectations and the routines of everyday life by promoting fun and fear. Altheide’s main argument in his book “Creating Fear” is that fear has now become a major perspective of the public. According to Malović also peculiarity is also one of the criteria of news value, so the press is primarily

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4 Official editorial data for Glas Slavonije for March 2015.
interested in events that deviate from the average. This is *Infotainment* – meaning to inform and entertain readers or a sensationalistic presentation of events to attract audiences (Malović, 2005, 74). Vlainić is of a simple opinion that behind all this sit actually the desire for profit, so she emphasizes that daily newspapers, in order to increase sales, sometimes spread rumors and misinformation misleading the reader and oftentimes serve as vehicle for the promotion of various political parties (Vlainić, 2012, 36).

Thus, the fundamental issue in the modern media is “How can we make real problems seem interesting?” or “How can we produce informative reports that are compatible with entertainment formats?”. According to the theory called “problem framing”, this is resolved by making actual informative reports into reports of fear.

The incongruence of real events with media reports is evidenced by the following example. During the late 1970s murders in Chicago made up in fact less than 0.02% of the total number of offenses, but consisted up to 26.2% of all stories on crime in The Chicago Tribune (Grabber, 1984 according to Young, 2003, 1676). This is consistent with the fact that was published by the Center for Media and Public Relations of the United States in April 1998 on how the national homicide rate in 1990 fell by 20%, while at the same time the number of stories about murders in US news increased by about 600%.

Such reporting has some specific effects on the society. According to some authors, residents of the United States think they are at greater risk and danger today than their parents were twenty years ago. Today the citizens of the United States are more “armed” and “shielded”, while the newly created social identity of citizens-victims is used by many politicians in promoting their propaganda about national and international politics (Altheide, 2003, 12). How a culture of fear can affect a mass social change is indicated by a recent British study which claims that half the children under the age of 11 suffer from insomnia because they worry about climate change (Svendsen, 2010, 24). Likewise, the diseases that garner most media attention are not the ones most people are dying from. Thus, the 2003 SARS virus scare shook the whole world, but the World Health Organization (WHO) reported there were only 774 cases of this disease on a global scale. An excellent example of mass panic in society, which can be caused by media promoting the culture of fear is the one related to the epidemic of the H1N1 virus.

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better known as swine flu, which affected 526 people in the Republic of Croatia in 2009, 22 of whom have died.6 First the media scare with swine flu, and then new intimidation with possible counter indications of the allegedly unexplored vaccine against the virus, resulted in the fact that Croatia is now faced with a general skepticism by the public in large, and parents especially, towards all types of vaccines. The epilogue of these events was the judgment of the Constitutional Court, which was forced to decide whether the compulsory vaccination of children is in conflict with the protection of fundamental human rights.7 All that was significantly contributed to by the media, especially those we call the mass media, and among them, of course, the daily newspapers.

3. The Condition of Print Media in the Republic of Croatia

According to the indicators of the Center for Media and Communication Research at the Faculty of Political Sciences in Zagreb, Croatia's media market in recent years is in steady decline (Peruško, 2012, 1-26). According to the Register on the Press Publication and Distribution of the Croatian Chamber of Commerce (CCC), there is a total of 685 different publications in Croatia, including 14 daily newspapers (CCC, 2014). In 2013, the average daily circulation for 14 daily newspapers in Croatia amounted to 355.873 copies (CCC, 2014). How much lower the figures on newspaper circulation are now than in earlier decades, is proved by the daily circulation of Večernji list that used to reach up to 200,000 copies.8 In the period from 2009 to 2013, three daily newspapers have ceased publishing, and the total circulation fell by 53% in the period between 2008 and 2013 (Vozab, 2014).9 The fall in circulation was the strongest in the last observed year – in 2013 circulation fell by 32% compared to the previous year (Vozab, 2014, 3). According to CCC’s data, 66 newspapers and magazines were shut down in 2010 alone, while the largest number of were extinguished in 2009 – as many as 116 press publications. The data indicate that in 2010 the total readership in Croatia was 1.5 million people, 47% of which women and 53% men, with the largest age cohort – of almost 20 percent

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8 Večernji list had an average circulation of 52.627 copies in 2013 according to CCC data, source: CCC’s web page (March 2015)
9 The data was collected by the Center for Media and Communication Research of the Faculty of Political Science in Zagreb for the annual report of the World Association of Newspaper Publishers WAN-IFRA.
belonging to those between 40-49 years of age (Vozab, 2011: 3). The 2013 CCC data on the average daily circulation sold show that 24 sata with 108,354 copies sold daily is in first place (see Table 1).

### Table 1: The average circulation of 14 Croatian daily newspapers in 2013.

*Source: CCC; updated 26 March 2015*

<table>
<thead>
<tr>
<th>DAILY NEWSPAPER</th>
<th>AVERAGE CIRCULATION IN 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 sata</td>
<td>108,354</td>
</tr>
<tr>
<td>Večernji list</td>
<td>52,627</td>
</tr>
<tr>
<td>Jutarnji list</td>
<td>50,582</td>
</tr>
<tr>
<td>Slobodna Dalmacija</td>
<td>28,473</td>
</tr>
<tr>
<td>Novi list</td>
<td>21,188</td>
</tr>
<tr>
<td>Sportske novosti</td>
<td>15,910</td>
</tr>
<tr>
<td>Glas Slavonije</td>
<td>6,282</td>
</tr>
<tr>
<td>Zadarski list</td>
<td>1,300</td>
</tr>
<tr>
<td>Glas Istre</td>
<td>9,934</td>
</tr>
<tr>
<td>Poslovni dnevnik</td>
<td>3,340</td>
</tr>
<tr>
<td>La voce del popolo</td>
<td>1,265</td>
</tr>
<tr>
<td>Business.hr</td>
<td>118</td>
</tr>
<tr>
<td>24 dnevno</td>
<td>30,000</td>
</tr>
<tr>
<td>24 sata Promo</td>
<td>26,500</td>
</tr>
</tbody>
</table>

Media audiences in recent years changed their preferences and the audience reach of all media, except the Internet, is on the decrease. Television is still in first place with an audience reach of 73%, while the printed media recorded the highest decrease. More specifically, in 2005 the daily newspapers reached up to 72% of audience, which dropped to only 49% by 2010. Survey results from 2014 show that nearly 58% of the Croatian population still reads the news by national daily newspapers, at least once a week or more (Vozab, 2014, 3). In addition to poverty, the war and a generally modest educational structure of the population, the content of newspapers in Croatia has been strongly influenced by the process of media tabloidization that

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10 The survey was conducted on a representative sample (N=800) in June and July 2014 by the Center for Media and Communication Research within the scientific project “Media audiences: new media habits and political participation” led by Prof. Zrinjka Peruško, and financed by the University of Zagreb.
took place all over the world, and instantly conquered the media in all the countries that have emerged from the socialist system. The Republic of Croatia has always been open to everything new that has happened in developed countries, so the trend of newspaper tabloidization – that need to simultaneously inform and entertain their audience – fell on fertile ground (Vilović, 2004).

According to official Eurostat data for 2015, 53% of all Internet users in Croatia read the internet version of daily newspapers every day. A survey from 2010 indicated that only 45% of readers believe what is posted on the Internet (Brautović, 2010, 23). At the same time, Croatian citizens still have a great distrust towards the media, and results from 2009 indicate that more people believe worldwide media (3.05 on a scale from 1 to 5) than national (2.76) or local media (2.92) (Media Metar, FPZG, Benković, Kanižaj, 2009). Television was in first position with 57% as a source of information in 2011, the Internet in the second with 19%, then newspapers and the radio with 10% - 6% (Media Metar, FPZG, Benković, Kanižaj, 2009). Media analysts emphasize that some authors believe Croatian mass media increasingly neglect their core functions and, instead of informing, educating and entertaining, entertain mostly, inform only a bit, and do very little to educate (Skoko, Bajs, 2007, 95). However, despite the fact that the media redefined their role quite a bit in recent decades, no one can reduce their power, which can affect social processes positively or negatively (Skoko, Bajs, 2007, 95). Hence, theorists warn that the media cannot be negative by themselves, but can become a dangerous tool (Skoko, Bajs, 2007, 96). In this context, a content analysis of Croatian printed media was undertaken for this paper.

As Vilović emphasized, “untruths published in a newspaper with a circulation of one hundred thousand copies can change someone’s life. From this point of looking at ethics, journalists can seem like masters of life and death. Their tools and weapons – words.” (Vilović, 2004) Croatian media analysts conclude in their diagnosis that, instead of information, the media increasingly publish sensationalist information with very little anchor to reality (Skoko, Bajs, 2007, 97). Titles selling newspapers became constructs without a real foothold in the text, and the main information is most often based only on simple assumptions. A brief examination of printed and electronic media in the Republic of Croatia makes it evident that local media outlets follow

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global trends and that their promotion of the culture of fear is used as the basis for promoting news, obtaining audience attention and making a profit as their primary concern. Following from there, a discussion might be initiated on whether domestic media are really still domestic, or raise a question of whether the entry of Western media giants into the Croatian media market is the main culprit for the imposition of a new way of reporting? Or more precisely – whether the culture of fear is imported in Croatia along with the entry of foreign media conglomerates? The answers to these questions is what the authors of this paper attempt to at least partially determine by analyzing the most important content – the headlines – of two national daily newspapers (Jutarnji list and Večernji list) over three different time periods in the past fifteen years.

4. Analysis of the Promotion of the Culture of Fear in Croatian Print Media

The aim of this study is to use qualitative and quantitative analysis of a random sample of titles and texts in the Croatian daily newspapers in order to confirm the hypothesis regarding the promotion of the culture of fear in the Croatian media, primarily the press and its printed editions. While analyzing titles and texts the authors studied the basic features of articles, starting with graphics equipment over the titles to the topics of the articles themselves and the way they are presented. The authors attempt to give evidence to their hypothesis by using a random sample of printed editions from two popular Croatian daily newspapers in three different three-year periods.

Since the theoretical starting point points out that the culture of fear phenomenon developed after the events from September 11, 2001, in the United States, the authors have chosen as a relevant factor a sample of 300 editions of daily newspapers ranging from the second quarter of 1998 to the end of 2014. 100 editions printed in the period from 10 April 1998 to 10 April 2001 were taken as a starting point of the research. For the next period, which could be indicative of change, three years ranging from 1 January 2002 to 31 December 2004 were chosen, as the first years after the events in the United States, in order to ascertain whether and how the rapid spread of the culture of fear was reflected in the Croatian media. In order to review the current situation in the printed media, the last 100 random samples of daily newspapers were analyzed from the period starting 1 January 2012 to 31 December 2014.
5.1. Analysis of Selected Texts in Večernji list and Jutarnji list

The national daily newspapers Jutarnji list and Večernji list were selected for the empirical part of the paper, as they have the largest circulation and are the most influential Croatian daily newspapers in the observed period. Although the newspaper 24 sata has nominally had the highest circulation in the above category in recent years, as shown by several media research (e.g. Vozab), it is not covered for several reasons. The main reason is that 24 sata started being published at the end of 2004, therefore making it impossible to compare its contents and approaches before and after September 11, 2001. Also, it is a tabloid that does not even attempt to portray itself as a serious daily informative newspaper. Due to the aforementioned reasons, the authors believe that the results obtained from the research of 24 sata would not be relevant for this paper.

A random number generator was used as a method for the selection of a random sample. The resulting numbers were transferred into dates, which were then analyzed along the same criteria in both selected daily newspapers. When conducting their research, the authors were acting under the assumption that, despite all the changes in recent decades in the media landscape, traditional mass media such as daily newspapers still use their headlines as the most relevant indicator of what the most important issues are and how they are trying to attract customers and readers. Also, the analysis of both Večernji list and Jutarnji list was conducted exclusively on their printed editions, because the Internet editions of newspapers in Croatia have only developed in the last ten years, and the covers of printed materials cannot be revised later, in case there are subsequent occurrences of some major events for the public.

5.1.1. Quantitative Analysis of the Culture of Fear in Večernji list and Jutarnji list

In the above mentioned analysis, the authors observed and compared several quantitative and qualitative categories: number of titles on a single cover of the printed edition, number of titles that promote a culture of fear, to what extent and in what way they do that, which topics prevail in within the culture of fear and whether the potential hazard is described as an “external threat” (the source of which comes from outside Croatian borders) or an “internal threat” (whose initiators or sources are located on Croatian territory). The obtained quantitative data are included in the tables and graphs that have enabled a statistical research of the presence of the culture of fear in the Croatian media during three periods. Afterwards, the relationship between
the share of news in which there is a culture of fear and the period of publishing was tested using the $\chi^2$ (chi-square) test. The results of this test show that the difference in the share of news containing the culture of fear in certain periods is statistically significant at the 0.01 level, i.e. It can be concluded that there is a connection in the total number of all articles in the two daily newspapers in a given time range.

Table 2: Culture of fear in articles on the front pages of Jutarnji list and Večernji list in three time periods

<table>
<thead>
<tr>
<th>Period analyzed</th>
<th>Number of news articles on front page</th>
<th>Culture of fear in the news</th>
<th>&quot;Internal threat&quot;</th>
<th>&quot;External threat&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jutarnji list</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before 9/11</td>
<td>10 April 1998 – 10 April 2001 (50)</td>
<td>500</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Immediately after 9/11</td>
<td>1 January 2002 – 31 December 2004 (50)</td>
<td>235</td>
<td>42</td>
<td>33</td>
</tr>
<tr>
<td>Years after 9/11</td>
<td>1 January 2012 – 31 December 2014 (50)</td>
<td>200</td>
<td>29</td>
<td>25</td>
</tr>
<tr>
<td><strong>Večernji list</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before 9/11</td>
<td>10 April 1998 – 10 April 2001 (50)</td>
<td>421</td>
<td>18</td>
<td>13</td>
</tr>
<tr>
<td>Immediately after 9/11</td>
<td>1 January 2002 – 31 December 2004 (50)</td>
<td>293</td>
<td>47</td>
<td>37</td>
</tr>
<tr>
<td>Years after 9/11</td>
<td>1 January 2012 – 31 December 2014 (50)</td>
<td>237</td>
<td>35</td>
<td>29</td>
</tr>
</tbody>
</table>

The data obtained by the analysis of media content are shown in Table 2, and several trends are visible in the periods covered by the survey, primarily a parallel quantitative decrease in the number of news on the front pages of both newspapers and an increase in content related to the culture of fear. Thus, there were 500 titles (or 10 on average per cover) on 50 covers of Jutarnji list ranging from April 1998 to April 2001, only 13 of which could be linked with the term “culture of fear”, 10 of which can be classified as “internal” and only three as “external threat”. In turn, in the selected 50 issues of Večernji list in the same period there was a slightly higher
representation of the culture of fear: of 421 news found on the front cover, 18 of them related to the culture of fear (13 “internal” and five external threats”).

In the next three-year period analyzed, from 1 January 2002 to 31 December 2004, the number of news represented on the covers of 50 randomly selected editions of Jutarnji list dropped to 235, i.e. more than double. At the same time, the amount of news and topics belonging to the culture of fear increased more than three times compared to the period prior to September 11, 2001, to a total of 42 (33 of which are “internal” and 9 “external threats”). Same trend was noted in Večernji list – the total number of news in 50 front covers fell to 293, and topics related to the culture of fear rose to 47, with 37 related to “internal” and 10 to “external threats”. Ten years later, from 1 January 2012 to 31 December 2014, the results of content analysis showed a slight decline in both quantitative categories. The number of news Jutarnji list was further reduced to 200, along with, compared to the previous period, the number of articles dealing with the culture of fear – 29 (25 were categorized as “internal” and only 4 as “external threats”). The similar was noticed for 50 front pages of Večernji list: 237 news and topics, where 35 can be linked with the culture of fear, 29 of which are “internal” and 6 “external” threats.

Graph 1: Articles in three observed time periods that were (“Yes”) and were not (“No”) linked with the culture of fear (%)

In order to obtain the most relevant indicators, these results were subjected to statistical analysis and a χ2 (chi-square) test, the results of which can be found Graph 1. It covers aggregate data from both daily newspapers, in order to minimize the possibility of impact the ideological and
conceptual orientations of those newspapers might have on the final results. Statistical analysis demonstrated that prior to September 11, 2001 culture of fear was represented in only 3% of the content in Večernji list and Jutarnji list, while this ratio was significantly altered after the terrorist attacks on the United States. Thus, in the period from January 2002 to December 2004 articles in Večernji list and Jutarnji list associated with the culture of fear make up 16%, and in the last three years 14% of the total content of their headlines, and subsequently the more important topics they addressed. Given that these are two completely different daily newspapers, conceptually and focus-wise – Večernji list primarily addresses the right-wing electorate and conservative readers, and Jutarnji list has generally liberal and socialdemocratic orientation – the authors of this study believe that the obtained results are relevant.

5.1.2. Qualitative Analysis of the Culture of Fear in Večernji list and Jutarnji list

Although the emphasis of this paper is on quantitative analysis and portraying an increase of culture of fear elements in the Croatian press, the authors decided to also present some qualitative data that were obtained during the analysis. Hence, in relation to the period prior to September 11, 2001, when the majority of front pages of the leading printed media, such as Jutarnji and Večernji list, were still filled with optimistic and affirmative titles, the situation greatly changed immediately after the event. The research conducted for this paper showed that in the three-year period from January 2002 to December 2004, the media, including print, mostly intimidated the citizens by possible outbreaks of new wars and different health risks, crises or epidemics. Good examples are titles such as “Bread, cookies and French fries cause cancer” (Jutarnji list, 28 May 2002), “Zagreb threatened by hazardous waste, Brod by ammonia” (Večernji list, 17 March 2003, with the first list of the highest-risk facilities in Croatia) or “Scandal: Baxter withdraws blood bags donated to Croatia” (Jutarnji list, February 3, 2003), as well as extensively processed and obviously deliberately placed topics on potential threats, such as the fact that Croatia will retire hundreds of officers, thus potentially jeopardizing military combat readiness (Večernji list, 23 January 2003) and that CHIF is terminating one-third of drugs (Jutarnji list, 17 February 2004). Perhaps the best example of the occasional spreading of panic in the press is the Večernji list from 15 February 2003, over half of whose front page was dominated by the alarming headline “War at the doors” with a suggestive and dramatic photograph of burning tanks, where the text reveals the subject is about the war in Iraq, far from Croatia.
In the previous period ranging from January 2012 to December 2014 the authors noted several important features in the domain of culture of fear. Titles and texts in Večernji and Jutarnji list, not only related to this subject, have generally become bigger and more noticeable, and the focus is primarily on problems such as natural disasters, unemployment, poverty, robberies of banks and private houses, etc. Typical examples were the following: “The peak of the economic crisis – 83,431 employees without pay!” (Večernji list, 30 May 2012), “The government gives up – no cuts in state minus” (Jutarnji list, February 21, 2013) or “Snow shock: Here come polar temperatures” (Jutarnji list, 29 December 2014), as well as topics, for example, about 3,200 lay-offs by HEP, 2,500 in HŽ (Jutarnji list, 4 June 2012) or 43 billion kuna of state debt (Večernji list, 15 November 2013). The authors conclude that this trend is expected when the end of 2008 brought about a worldwide economic crisis, which has spread to Croatia and is still ongoing. A general increase of negatively intoned topics should also be noted, a portion of which may also, at least indirectly, be classified within the culture of fear.

5. Conclusion

The results of the quantitative analysis of a random sample of headlines and texts conducted for the purpose of this paper, on three different three-year periods in two different Croatian daily newspapers, proved that there has been a multiple increase in the share of news related to the notion of “the culture of fear” in the Croatian press, i.e. their printed editions, after the terrorist attacks of September 11, 2001 in the US.

At first glance, the percentage of news articles from the domain of the “culture of fear” is not high in relation to the total number of news articles – 16% in the period from early 2002 to the end of 2004, and 14% in the time period from the beginning of 2012 until the end of 2014. However, the placement of these figures in context – the research was conducted on a total of 300 editions of Jutarnji list and Večernji list as the two most influential Croatian national daily newspapers, and the share of news related to the “culture of fear” in the first reference period, from April 1998 to April 2001, amounted to only 3% – confirms the initial hypothesis set by the authors. Thus, the events of September 11, 2001, although nominally understood and perceived by much of the public as an attack on one country, which is in fact the world’s leading power (USA), have undoubtedly reflected negatively onto other parts of the world, and as a direct result incorporated the “culture of fear” even into the Croatian population.
This also confirms the findings of a number of international surveys stating that, after the terrorist attack on the US, media reporting became imbued and preoccupied by fear, which is often used by political and ruling elites to maximize control of society and to restrict civil liberties.

6. Reference List

The Culture of Fear in Croatian Printed Media

Nefreteta Zekić Eberhard, Tomislav Levak


Internet Sources


Newspaper Materials

- Jutarnji list, randomly generated 50 numbers from April 10, 1998 up to April 10, 2001
- Jutarnji list, randomly generated 50 numbers from January 1, 2002 up to December 31, 2004
- Jutarnji list, randomly generated 50 numbers from January 1, 2012 up to December 31, 2014
- Večernji list, randomly generated 50 numbers from April 10, 1998 up to April 10, 2001
• Večernji list, randomly generated 50 numbers from January 1, 2002 up to December 31, 2004
• Večernji list, randomly generated 50 numbers from January 1, 2012 up to December 31, 2014

**List of Abbreviations**

• CCC – Croatian Chamber of Commerce
• CHIF – Croatian Health Insurance Fund
• HEP – Hrvatska Elektroprivreda (Croatian Electrical Company)
• HŽ – Hrvatske Željeznice (Croatian Railroads)
• WHO – World Health Organization
THE OPPORTUNITIES AND CHALLENGES OF CONVERGENCE AND THE SOCIAL MEDIA

Review Paper

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Summary

The present-day media practices around the world confirm that the rapid development of information and communications technologies has dramatically changed the technological and programming structures of mass media. The revolutionary transformation of the media reality is unfolding at the turn of the millennium, and its defining features are part of technological platforms brought by the Internet, the world wide web, digitalization, media convergence and, lastly, social networks. A conventional radio, TV, or newspaper editorial board, consisting of editors, journalists, reporters, and numerous technical staff, has undergone a dramatic change in structure and shape. There are many questions in the vanguard of technological development, regarding whether present-day online, digitalization, and convergence resources can take journalistic authorship to calmer waters. Would the form and conceptual issues of new media technologies isolate or jeopardize the very content of media messages, and change its purpose, functions, and character? In this paper, we provide an overview of the key components of the media technology transition, and we point out the opportunities, challenges, and dangers which technological predetermination may bring to the media and journalists.

Keywords: digitalization, conglomeration, convergence, social media, social networks

1. Introduction

Scientific advances, especially those in the field of information and communications technologies, change the modern society deeply and intensively. Their development inception occurred like a new “Big Bang”, as in a very short historical period very many revolutionary changes took place. The initial phase of the development of modern information and network technologies started in the 1960s, and is related to the advent of ARPANET (Advanced
Research Projects Agency Network) as the world's first computer network. The material prerequisites of this development are largely a result of achievements in the field of physics, chemistry, and multidisciplinary research in micro-technologies, especially the development of superconductors, artificial intelligence, and, more recently, nanotechnologies. Basic inventions, such as the Internet, satellite telecommunications, and mobile telephony, are used to modify older and develop completely new mechanisms of media production, distribution, and consumption. The dominant production technologies in print media, radio, television, book, and film have indubitably changed, and the communication channels (media) used for distributing mass media content to mass audiences, have thoroughly evolved with respect to solutions of no more than a decade ago. The perception, comprehension, and interpretation of mass media content depend on the new context and solutions, especially in the humanities.

Although the development of technological platforms for information and communications technologies is seen today as very fast and almost surprising, there are scientific interpretations according to which the present-day information and communications revolution is as dynamic as all the preceding ones. Paul Saffo, a one-time director of the Institute for the Future in Menlo Park, California, and one of the forecasters of the advent of new media, studied the regularities of technology development and the social responses to the discoveries brought by this development. He formulated the “thirty year rule” claiming that all technological revolutions take place very slowly, and that society needs 30 years to recognize and adopt in everyday life an innovation or a complex of discoveries. Believing that the perception of speed of technological development is only psychological in nature and not actual, Saffo (1992, 23) claims that “the reason why life feels so much more rapid today is not that individual technologies are accelerating. It's not that things are happening more quickly. It's that more is happening simultaneously. More technologies are coming up at the same time. It is the unexpected cross-impact of maturing technologies that creates this powerful acceleration that we all feel.”

Some traditional mass media evolve around the results of technological development, but new media also appear. This process is carefully analyzed by scientists working in the field of communication science and media studies, with ever-increasing likelihood of establishing within these sciences a separate discipline focusing on media development and evolution. In his investigation of the media evolution, the internationally recognized expert and visionary of the new media, Roger Fidler (1997, 41), claims that “new media do not arise spontaneously
and independently - they emerge gradually from the *metamorphosis* of old media. [...] whenever forms of communications media emerge, the older forms usually do not die - they continue to evolve and adapt”. Fidler uses the coinage mediamorphosis to denote this specific process of transformation or metamorphosis of old media. As a key starting point in understanding and defining the term mediamorphosis, Fidler (1997, 41) thinks that “the transformation of communication media is usually brought about by the complex interplay of perceived needs, competitive and political pressures, and social and technological innovations”.

2. The Interdependence of the Evolution of Form and Content

In his study “A History of Mass Communication – Six Information Revolutions”, Irving Fang identifies six information revolutions from the ancient world up until today. Fang (1997, XXI) claims that information revolutions require media which bring about new ways of communicating and disseminating content through their changes, prodding the society to change as well. In his view, the six revolutions are writing, printing, mass media, entertainment, home as the location of receiving information, and the *information highway*. Today we witness and participate in mass communication based on the information highway principle as the key feature of modernity. Digitalization and media convergence are the central phenomena of the modern phase in the history of mass communication, even though their dynamic and reach in the mass media sphere are different.

The key changes and modernization of media operation started by applying new technologies, which were predominantly implemented in the *internal structure* of media companies. The processes of collecting, preparing, editing, and shaping media content were significantly modernized with the advent of digital technologies in the 1980s. This phase can be termed the *internal digitalization*, or the process of implementing digital computer technologies in the work organization system, internal communications, collecting and producing media content. Those days brought to journalism and publishing the computerized page layout and makeup of newspapers and magazines, the internally connected editorial board, as well as the new generation of external computerized connections with reporters, collaborators, print shops, and newspaper distribution chains. The graphic design and the prepress phase were the first to be modernized in the newspaper printing process, with the use of software tools for electronic
design and layout. This is when the first well-known DTP (Desk Top Publishing) software first emerged, e.g. QuarkExpress, CorelDraw, InDesign, etc. These were supported by Microsoft's software packages for text and image processing, and the visualization of graphic effects and details.

In radio, television, and film business technologies, computerization of technological procedures came slightly later. Analogue sound and image recording technologies reigned supreme in the making, production, and postproduction of radio, TV and film until the last decade of the 20th century. Magnetic tape and celluloid film were the prevalent mediums of radio and television business and film production. After this period, digital technologies were used in recording digital sound and image onto a magnetic medium, and then the hard disk and the portable memory unit. By improving upon the hardware tools and software solutions, the editing, production, and postproduction phase in electronic media and film underwent a rapid development. Powerful computers with even more powerful sound and image processing software dramatically sped up the modernization and development of these media industry branches, and the most efficient software for electronic editing, visual and sound effects, and image and sound quality management on the radio, TV and film was introduced in the editorial boards and media studies. The progress in this field was followed by the improvement in the sound and image recording technologies, particularly in the domain of audio and video record computerization through the use of increasingly improved and higher-quality cameras and sound recorders, in numerous electronic audio and video formats. Managing audio and video recording and standardizing their quality will subsequently be very important – in the phase of distribution and sale of final products of radio, television, and film industry, especially in the mass use of the CD (Compact Disk) and the DVD (Digital Versatile Disc) as sound and image carriers.

Phase two, or rather, the second generation of technological modernization has more to do with the method of dissemination and dispersion of media content, and the mass audiences’ perceptions. From the point of view of communication science and theory, this phase can also be seen as the process of increasing the propulsive quality of media content in its reach to the mass audience, or as a process of connecting and creating favourable conditions for a permanent and universal interaction with the mass audience. The greatest contributor to this process was the web technology based on the hypertext paradigm (HTTP) and universal resource location (URL) as a networking procedure. In addition, in line with McLuhan’s
theory of hot and cool media, we can conclude that the latest generation of technological innovations has made the media more “cool” than they used to be. “Hot media are, therefore, low in audience participation, whereas cool media are high in audience participation”, claims Marshall McLuhan (1971, 58). Contentfulness, complexity, and richness of expression in all the forms and methods of media content presentation have increased significantly and allowed the audience to get richer media products both in terms of quality and quantity.

When digital recording became prevalent in media content production, it was much easier and more creative for media authors to handle the many new electronic tools in radio, TV, and film production and postproduction. Henry Jenkins (2006, 283) claims in his studies that digitalization is a process whereby images, sound, and information are subjected to transformation into binary records with the aim of increasing the flow through different platforms and shaping in various contexts. In Nicholas Negroponte’s view, digitalization has created the basic assumptions for subsequent processes of development, interconnection, and merging of various media. “One way to look at the future of being digital is to ask if the quality of one medium can be transposed to another. Can the television experience be more like the newspaper experience?” Negroponte (1996, 23) asks. In his investigations of the place and role of the digital boom, questions were opened up regarding the possibility of creating media and media product hybrid forms. It is from these ideas that the practice of media content convergence would later arise, as well as the cross transposition and merging of both media programs and specific content.

3. New Media as the Cause and Consequence of Convergence

Today there are many contexts of use of the term convergence, and it denotes very different practices and applications. The Oxford Dictionary of Media and Communication (Chandler, Munday, 2011, 77-78) defines convergence as “the process in which things get closer together”. The second definition of the term convergence has to do with the technological aspect, where convergence is understood as the process of getting closer, integration, and joint operation of individual conventional media and/or their programming units. The merging of radio and television, the operation of the online media, streaming services, and multicasting on internet platforms is a classic example of programming and technological convergence. Naturally, this was made possible by the digital technological platform, Chandler and
Munday (2011, 77) claim that “the smartphone is a paradigmatic example of a convergence device”. Convergence also denotes the process of merging and cooperation between individual media industries, as well as between the media industry and other industries. This frequently has the form of integration of industries and markets in the communication business (conglomeration) - radio and TV broadcasters, the film industry, newspaper and magazine publishers, production companies, and film studios integrate. There are many examples of this type of convergence, and the way of merging mass media and communications companies, ownership, or control over these companies is always improving.

Today there is no doubt that the business operations of the media - radio as much as TV, newspapers, and the new media -- are decisively impacted by digital technology and convergence. In the past decade, all media on the planet had to face the effects of the development of information and communications technologies, especially those based on network resources and the internet. All media content, whether being collected and prepared or finalized, has turned into non-material binary records – bits! As such, today they live in memory units or disks of various devices in radio and TV studios, or newspaper and magazine editorial offices and print shops. An unparalleled ease of technical use, a greater number of available resources and options, and the possibility of a more efficient exchange and distribution of digital content, have contributed to the digital radio, television and newspapers overcoming their own forms and boundaries. In this connection, today we can speak with certainty of three basic forms of convergence in mass media.

_Corporate convergence_, including the mass media companies in the process of integration and grouping, with the aim of making business operations more efficient and effective, and the profits higher. These processes most often take place through the purchasing of small media companies by larger ones, and the transaction is often hostile and results in the failure of small media players and the expansion of big ones. Known as _media conglomeration_, this practice has resulted in the biggest media and communication giants, members of the so-called American “Big Six” which, according to the report by Ashley Lutz (2012, 1) of the American Business Insider, controls over one half of the media around the world and about 90% of American media – Time Warner, News Corporation, Viacom, The Walt Disney Company, CBS Corporation and General Electric. In addition to a strong corporate status, the conglomeration, as the most specific form of corporate convergence, gears its activities towards consumers and the consumer society, and its dominant programming characteristic is
the commercialization of media content and devaluation of the traditional media legacy. Although in economic terms it represents a strengthening of the media and communications industry and profession, the conglomeration has important shortcomings criticized from a theoretical standpoint by Edward S. Herman and Robert V. McChesney (1997, 1), who claim that “such a concentration of media power in organizations dependent on advertiser support and responsible primarily to shareholders is a clear and present danger to citizens' participation in public affairs, understanding of public issues, and thus to the effective working of democracy”.

Content convergence is creative in nature, and has to do with media products of the print media, radio, television, and online media, and it emerges via numerous ways of intermixing. Traditional media products (the print media, radio, television) can interweave such that a radio station takes over adapted newspaper articles and genres, as well as television show audio content. On the other hand, television programming has wide-ranging creative potentials for taking over almost all newspaper articles and radio shows in full or in part, and, increasingly, for making simulcast programs together with radio stations, where a joint show is transmitted in full or in part simultaneously from the radio and TV studios. Every method of taking over programs, shows, reportages, or live broadcasts, realized in one medium (the print media, radio, television) and simultaneously or subsequently presented in another (the print media, radio, television) is a classic example of content convergence.

Functional convergence is technological in nature, and allows media professionals to use new digital resources and thus be more successful in exchanging and disseminating their final products. This form of convergence is present on internet and online platforms and mass communication vehicles. Content integration through popular internet services and social media allows one article (post) which is published on a portal, website, or blog, to automatically appear on other internet points such as relational websites, portals, blogs, or one of the social networks which is the target of an automated transmission hyperlink service. Integration is possible in all aspects and directions between which a one-way or two-way interaction of published content is designed and programmed. This type of networking results in the hybridization of the online space, with a clear increase of the dissemination power, throughput of specific communication channels, and availability for even more mass audiences. It is no news in the popular web culture when a video clip or another type of audio-visual recording, published on YouTube or the Vimeo platform, pops up immediately on
numerous social networks or as embedded content on websites, portals, or blogs. In this connection, Brigs and Berk (2010, 363) think that the concept of convergence primarily refers to “the development of digital technology, the integration of text, numbers, images and sound, different elements in the media which had largely been considered separately in the previous periods of history”.

The technological environment, created in the first decade of the 21st century was especially beneficial for the expansion of new types and forms of communication in societies, particularly the transformation and re-modelling of the traditional media. The historical media metamorphosis, which Fidler (1997, 41) creatively terms *mediamorphosis*, has not only reshaped the traditional media, but has also introduced into our practice completely new, revolutionarily modified channels and forms of mass communication. The structure and technology of public and mass communication on internet platforms such as the web and social media fully modernized the media sphere, and the activities of the media, communications, marketing and public relations are brought into an entirely new set of circumstances.

4. Definition and Distribution of the New Media

The phrase *new media* in its popular use most often means the use of internet services, social networks and web platforms for personal, mass, or corporate communications. A principled agreement over the reference of this concept largely exists in the field of science. Some of the basic and globally adopted assumptions of the functioning of new media were defined by Lev Manovich (2001, 27-48). Manovich claims that new media are characterized by numerical representation, modularity, automation, variability, and transcoding. The five listed features allow new media much more than what was available to the traditional media (the print media, radio, television, film, and the book) in the past. Because of these features, new media *sui generis* step out of the boundaries of the mass communication medium, and become effective tools in all other types and forms of communication practice. This is why their application is increasing and improving in interpersonal and group communication, corporate communication, marketing, advertising, and public relations. The propulsive quality of new media and their dissemination channels exceeds the throughput of traditional media and largely achieves timelessness and ubiquity.
The statistical data on the share of internet technologies, social media, and networks are based on everyday measurements of user activities around the world. According to the data of the agency *We Are Social*, in January 2014 there were 2,484,915,152 internet users in the world, which is 35% of the total world population. There were 1,856,680,860 users of all social networks – 25% of the population, and the number of mobile telephone users total 6,572,950,124, which is 93% of the human population. YouTube services are accessed by about one million users, who spend 6 billion hours per month viewing video content offered by this service. There are about 284 million Twitter users today, of which 80% on mobile devices; all these Twitter users tweet 500 million times a day. Facebook services have about 890 million users active daily, of which 84% on mobile devices. Facebook has about 1.4 billion users active monthly, of which 86% on mobile devices. According to the statistics platform *We Are Social*, the share of social networks in the total population is highest in North America, reaching 56%, Western Europe – 44%, and Oceania – 44%. Social network penetration is lowest in Central Asia – 5%, South Asia – 7%, and Africa – 7%. The global average of social media penetration in the entire world’s population stands at 26%.

Social networks have certainly become a very useful and powerful tool in the everyday practices of media and media professionals, as well as all who work in collaboration with the media and in the media sphere. *Socialbakers* claim that leading global media companies of today use social media intensively, and the breakdown of global social network share in leading world news providers looks like this:

<table>
<thead>
<tr>
<th>Social network</th>
<th>Media company</th>
<th>Fans/Followers</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>CNN News</td>
<td>16,870,478</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BBC News</td>
<td>15,175,984</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ESPN</td>
<td>13,385,946</td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>CNN Breaking News</td>
<td>25,864,792</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ESPN</td>
<td>18,186,263</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNN</td>
<td>16,535,496</td>
<td></td>
</tr>
<tr>
<td>YouTube</td>
<td>BBC</td>
<td>2,557,873</td>
<td>3,839,490,620</td>
</tr>
<tr>
<td></td>
<td>ZEETV</td>
<td>2,455,556</td>
<td>2,178,718,198</td>
</tr>
<tr>
<td></td>
<td>Asociated Press</td>
<td>502,070</td>
<td>1,507,253,373</td>
</tr>
</tbody>
</table>

*Table 1: Social networks in global media? Source: [www.was-sg.wasedn.net/wp-content/uploads/2014/01/Slide091.png](http://www.was-sg.wasedn.net/wp-content/uploads/2014/01/Slide091.png), Accessed on 17 February 2015.*
Social networks are popular in Western Balkan countries. A great number of users have become a particularly important resource for generating a mass audience for the Balkan media companies. The regional statistics for the most popular social networks in the countries of the Western Balkans, also available from the Socialbakers statistics platform, provide data indicating the popularity of social media use by media editorial boards. The most popular services among the media companies in the Balkans are Facebook, Twitter, and YouTube; according to Socialbakers, their use by editorial boards looks like this:


<table>
<thead>
<tr>
<th>Country</th>
<th>Medium</th>
<th>Users</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facebook fans</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slovenia</td>
<td>Radio 1</td>
<td>199,608</td>
</tr>
<tr>
<td></td>
<td>24ur.com</td>
<td>144,256</td>
</tr>
<tr>
<td></td>
<td>Slovenske novice</td>
<td>116,636</td>
</tr>
<tr>
<td>Croatia</td>
<td>24 Sata</td>
<td>958,744</td>
</tr>
<tr>
<td></td>
<td>Index.hr</td>
<td>577,936</td>
</tr>
<tr>
<td></td>
<td>Jutarnji list</td>
<td>477,377</td>
</tr>
<tr>
<td>Bosnia and Herzegovina</td>
<td>Haber dnevnevijesti</td>
<td>469,518</td>
</tr>
<tr>
<td></td>
<td>Dnevniavaz</td>
<td>374,717</td>
</tr>
<tr>
<td></td>
<td>Al Jazeera balkans</td>
<td>333,586</td>
</tr>
<tr>
<td>Serbia</td>
<td>TDI Radio</td>
<td>933,260</td>
</tr>
<tr>
<td></td>
<td>Blic Online</td>
<td>604,009</td>
</tr>
<tr>
<td></td>
<td>24 Sata</td>
<td>550,110</td>
</tr>
<tr>
<td><strong>Twitter followers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slovenia</td>
<td>24ur.com</td>
<td>58,386</td>
</tr>
<tr>
<td></td>
<td>Playboy Slovenia</td>
<td>37,481</td>
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The high level of involvement of social media and internet technologies in media company operation, especially in activities related to the collection, processing, and broadcasting of news, brings with it numerous benefits and opportunities. However, the practice of present-day media, especially of news providers, indicates that the use of new technologies and media solutions does not invariably have the desired results, and that there are open questions and shortcomings of whole solutions. Open platforms on which social networks, web technologies, and digital algorithms operate are a result of an attempt to create a more creative environment for creative work in the media. Nonetheless, as technology is rarely perfect, many weaknesses of the digital logic, network systems, and converging media entities are often limited, exposed to the unnecessary impact of some of the actors in information and communications systems, and they suffer significant damage. Complex media systems, which interconnect and exchange media content via some form of convergence, rely at the same time on the internet logistics and infrastructure. In such conditions, modern media suffer increased pressures from both within the system and from the social environment. In addition to many problematic issues in the technical domain, there are many open questions in the narrower media sense, related to the production, editing, and broadcasting of program content.

5. Convergence and the Social Media from a Critical Perspective

There is no doubt that today's media enjoy many benefits and good sides of using social networks and convergence in various segments of program content production and distribution. In addition to the fulfilment of the basic goal – quality and speed of transmission of media content – media organizations also use the benefits of new media in corporate communications and public relations in their own organizations. Also, similar activities, such as the advertising industry and public relations, use social media and online platforms to increase interaction with their target public and the media as necessary mediators in information and advertisement dissemination. In this respect, it is important to point out the significant presence in social media of media organizations as well as marketing, PR, and
advertising agencies and companies. The collaboration between the media and the advertising industry and public relations organizations is important commercially as well as in terms of programming ethics. Social media allow marketing, PR, and advertising agencies to act independently in the targeted public, but their performance and the accomplishment of their campaign goals are far greater if there is good collaboration with the media. This collaboration between the media and marketing, PR, and advertising agencies was traditionally seen as interest-driven association with the common goals of increasing ratings and profit. In this interest-based relation, the media were often considered as the guardians of social values whereas marketing and PR were seen as aggressive propagandists. Today these views have evolved considerably and the practice has had significant improvements. The Croatian university lecturer Skoko (2011, 328) states that “the commercialization of the media system clearly indicates that the idea of the journalist as the champion of the general good and public interest, and of the PR specialist as no more than a representative of special interests, is no longer appropriate”. In terms of public relations theory and practice, the collaboration and a partnership-based rather than hierarchy-based relationship of media editorial boards and public relations organizations is very important. In his investigations of the interaction between public relations and the public opinion, the university lecturers Tomić, Skoko and Milas (2007, 222) view “a permanent collaboration and interaction” between all interested parties in the public communication process as a key characteristic which is necessary for influencing the public opinion.

Content convergence and social media represent a constructive environment for a dynamic and effective development of partnership between media on the one hand, and marketing, advertising and PR on the other. The ways in which the interested parties communicate with their audiences, i.e. targeted public, are more numerous today than ever before, and the content made available by the media, marketing, advertising, and PR companies on their social network channels are richer than ever. In practice, this collaboration may not be a success, nor will the function of integrated communications always be performed well. On the contrary, experience shows that abundant use of social networks by the above-mentioned participants in mass communication can create an excess of information value, and cause the public to be more or less confused due to an increase in content redundancy. This phenomenon is well-known in information and communication theory, but contemporary practice shows that it has become most apparent in the practice of convergence and social
media, and that numerous controversial situations arise in just this domain, damaging both senders and receivers of messages.

In line with their definitions and functions, the most important characteristics of media content convergence should improve communication practices, regardless of whether it is convergence used by the modern media – the printed media, radio, television, online media – or convergence used as a model by marketing, advertising and PR companies/agencies. The practice also shows different, harmful experiences, largely stemming from a high level of programming and content saturation, as well as the density of audio-visual content broadcast by means of converged platforms and social media channels. An example of this sort obviously takes place when certain radio and/or TV programs are broadcast simultaneously or delayed on the radio, live-streaming channels, and via social networks. There is no question that the presence of media programs on social networks and online platforms will contribute towards a greater penetrability of information and an increase in the number of consumers, but if these distribution channels are used intensively, which is often the case in practice, this can lead to information saturation in audiences, and the effect of communication could be the exact opposite. The audience may respond by discontinuing the viewing of the program, by developing an ambivalent attitude, or by ignoring the content which may ultimately result in abandoning the channel by an audience member, or the target public. Critical aspects of social network use are the focus of many papers of a wide variety of social theorists today – ranging from medical scientists, psychologists, and sociologists, to crime experts, experts in culture studies, communication and many others. There is global agreement today on general issues of safety, and physical and mental health, which may arise as a consequence of inadequate use of internet technologies and social networks. However, associated with the issues of the impact of convergence and social media on the basic functions of present-day media are very serious objections and fears regarding the future of media content, especially the media discourse that the traditional audience has grown used to.

6. Digital vs. Analogue Discourse

Perhaps they were not as founded as the protagonists claimed, but the threats that online media, joining forces with social networks, would bankrupt many newspapers and magazines as well as, in the long haul, books as a medium, are serious. The final blow has not yet been
The development of new devices, hybrid computer forms integrating the telephone, camera, video camera, sound recorder, computer, text, image and video editors, all internet services, cloud storage, powerful internal memory, strong processor stations, threaten to completely change the radio and television environment. As a result of the expansion of 4G mobile platforms, electronic media will be out of reach of conventional ground transmitters, cable operators, as well as satellite and DTH services. Such a state of affairs in the market of telecommunications equipment, software, and services acts as both the cause and the consequence of the development of new media and social networks as specific organic media extensions. Such a technological environment leads to high levels of innovation but also to a problematic degree of technological pre-determination due to which an excess of form and platform emerges, as well as a deficit of content and program. This is important as it reflects on the very creative processes and potentials of the media and media workers. The modern editorial board has become an object of change, and changes are a category impacting editorial boards and journalists, which in turn puts them in a reactive position that they most often do not see a way out; they see technology as coercion, an inescapable evil, or a sort of superhuman phenomenon which is not desirable as it brings with it many frustrations.

An excess of form and a deficit of content can be explained through reduced interest on the part of media workers and authors, as in the new technological environment there are fewer and fewer opportunities for the creative, unrestrained work of journalists and other media authors, and more and more work for programmers, system engineers, and administrators.
The media discourse, a traditional weapon and tool of all media workers, is almost completely destroyed and compromised today by new genres in online and network journalism. The popularization of mixed forms, at its most apparent in the multimedia and certain forms of content convergence, such as the embedded video clip in a newspaper text on the web, discourages the writing process. Multimedia integration has doubtless brought progress, and further development will doubtless show which forms of the journalistic profession will survive, but some of the main postulates of the media profession must not be lost sight of, especially ethical and humanistic ones. As Kunczik (2014, 35) observes, “the significance of internet journalism and the internet for traditional journalism will certainly grow. Commercial motives and the pressure of topicality will probably become more radicalized. Topicality will probably gain in importance as on the internet there is no necessity of regular publication.” The issues of mutual influences of the digital context and the analogue understanding of culture and practice of media organizations remain open. Prophetic intimations that after the classical (analogue) journalism, it was advertising, marketing, and public relations that were on a collision course with “convergence 2.0” and “social networks 2.0” is not to be sniffed at. On the contrary, advertising as a leading industry is a significant contributor to the development of new communication media, as was the case with the media discourse authorship in the 20th century, which was the greatest incentive for the development of old newspapers, radio, and television.

The danger of the particular use of media content, which reaches the audience through integrated channels and social networks, lies in the audience being removed from the context of media content. An example of such media use is a partial reading of news articles on web portals, when the audience consumes only the bits of text which are highlighted and recommended by means of various visual and hypertext elements. Such an approach to text removes the visitors of a website from the context and the entirety of the area which is written about, leaving space for incomplete understanding, and wrong interpretation and conclusions. Particularism is a consequence of the destruction of text as the basic media narrative product which should serve as the foundation of the entirety of media mediation. The modern editorial board should certainly not be conservative and uninterested in the visual and graphic layout and hyperlinking of online texts, but excessive use is most often a consequence of the marketing think and act, and as such is sometimes more damaging than beneficial. The old
journalistic adage that a picture is worth a thousand words holds only if the use of images, like other visual props, is well-balanced between needs and aesthetics.

Radio and television production is also sensitive to the destruction of the discourse model of mediation of their content by the media. Text and speech as the basic carriers of information potential should be the “untouchable” factors in media genres like news, reportage, report, interview, or commentary. However, the new practice of multimedia rendition of radio and TV reports pushes back the text and narrative while visual and sound forms take over the role of the “interface” of sorts with a meaning structure. The increasingly present infographic as a hybrid of text, numbers, photographs and illustrations, is gaining popularity in all modern productions, not just the visual media. Naturally, the infographic has great advantages and is a product of a complex analytical and selective editing and design process. It is very useful and popular, but its simplicity can fall below the mark of sufficient informativeness or accuracy, and as such, it can be a threat to media professionalism. Radio as a medium is still not exposed to some of the negative consequences of convergence and social media; on the contrary, radio has become even richer. By adding content to YouTube, Vimeo, and similar services, radio goes beyond the auditory and acquires features of television which certainly improve on it.

7. Conclusion

The principle benefit brought to the media industry by convergence and social media has its significant advantages but also its noticeable shortcomings, which could over time and through inadequate consumption damage the media themselves. Growing dissemination through the use of digital media platforms, which convergence, conglomeration, social networks, and online journalism depend upon, is certainly a positive result of the digital media revolution. The growth of audiences, cheaper use of communication infrastructure and free social network services considerably improve the business, organizational, and managing capacities of the media, but their contribution is not as great in the area of quality increase of content and media products. It appears that the multitude of forms and aesthetics open up a problem in the domain of content and ethics, so we have good reasons to ask ourselves where the usefulness of new media technologies ends and dangers for the media themselves begin. The adage that revolution devours its children might prove certain here as the information and
The opportunities and challenges of convergence and social media will move beyond its own reach in the near future. In such an environment, the media might find themselves in the vacuum between the old patterns and long-abandoned forms and new ones, which they have not mastered yet. This is why constant attention and critical evaluation is necessary for every new form of intermixing (convergence), togetherness (conglomeration), dispersivity, and personalization (social networks) in the present-day media practice. Marketing and PR researchers must be interested in this activity just as much as media researchers, because the functional schematics of media activity match the vital functional schematics of public relations, and these two activities should build a common future together. The opportunities and challenges of convergence and social media will remain just as topical for some time, as proven benefits fail to always be guaranteed positive prospects.

8. Reference List

The Opportunities and Challenges of Convergence and the Social Media
Boban Tomić

Communication Management Forum 2015
Reconciling the Traditional and Contemporary: The New Integrated Communication


Internet Sources


TV AND NEW MEDIA LEGISLATION (SOME OF CROATIA’S REGULATORY EXPERIENCES)

Professional Paper

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Summary

The media have long abandoned their primary role of reporting on events. The new media in the information age are also starting to create events. They shape human reality to the extent that makes their normative regulation the last stronghold of the public’s safety. The manner in which the media can influence the public raises the matter of fundamental trust in sound normative regulation of the media. This study will focus on legal regulation of specific segments of the electronic media in the EU public arena and on the experience and practice of Croatia specifically in the past ten years. It will point out specifics in the media which are regulated by media laws and indicate new possible developments in the area of mass media regulation. This study also intends to show that, although all the EU countries are trying to apply numerous regulations and rules, there are always differences in the standardisation of specific media content. For the sake of new research and based on the practice that is still not sufficiently defined in our country, it is also necessary to analyse public television trends in the field of development of new platforms, and to examine the future development of public service in this context.

Keywords: the media, information age, norm, obligation, public service, public television, new media and new platforms.

1. Introduction

The Republic of Croatia is a member of the European Union. In formal and legal terms this means that we were obliged to harmonise our legal norms with the EU acquis. In the media field this included many legal regulations and laws regulating the media scene. The principal goal of this paper is to examine the actual situation in the electronic media currently and to compare it to the values that are present in EU countries. I want to review the current
normative framework pertaining to the electronic media in Europe and to indicate possible difficulties in media standardisation. There are almost 226 specialised TV channels in the EU broadcasting via cable or satellite.

In the European media arena there are approx. 78 public and 80 private television broadcasters with 3500 channels and 4000 regional television stations. This is certainly a good reason for strong legal progress in the standardisation of this area of human activity. As indicated in the abstract preceding the introduction to this paper, lesser or greater legal regulation is possible in each area of social activity.

The tendency of excessive regulation was also pointed out at a symposium on the media and legislation (Panel The Media and Legislation organised by NEM (New Europe Market), where legal matters and issues concerning regulation of the media and channels were discussed, May 2013, Dubrovnik). The global crisis sweeping throughout the world has also reflected on the media. Whereas two decades ago we did not even dream of the extensive developments and changes that would take place in the field of electronic-media marketing alone (from a true marketing renaissance to the catastrophe involving the ruthless chase to get the biggest possible share of the marketing pie from advertisers), today, battles are frequently fought over the funding of the electronic media, mainly radio and television, and ways of maintaining the method of payment through subscription, which is a crucial part of public media financing. But, first I will reflect on the meaning of media, their purpose and their role in the public arena, and the implication of the responsibility they have to the public, which is an integral part of all the media laws in the EU regulating media-related issues.

2. The Media as Creators of Reality

The whole world has become a single great global medium. We are networked from all sides and on all sides, interconnected with information and misinformation, truth and lies. There are magnificent, sublime, but also dangerous possibilities hidden all around us. As a rational being, man is capable of discovering their purpose, perceiving their inner structure, understanding, comparing and evaluating them (Burić, 2009, 531-544). The conceptual bridge between man’s understanding, comparisons, desires, needs and activity represents evaluative conduct which requires specific order. Thus values, as the basic guidelines of order, raise the question: what is right, what is worthy of man’s dedication? The fact is that modern man no
longer views himself within a permanent set of values or set against the background of reality larger than himself. As ethicist Ivan Koprek noted, we are not only experiencing a crisis of metaphysics, but also a crisis of values and of the good. At the end of the modern industrial age the approaching era of the new information and communication culture and civil society raised new questions and seeks new ethical answers.

But, in addition to ethical questions which are the *top issue* of the modern times, man also views the media as a field covered by legal norm which must regulate all matters in the media environment. Indeed, are we satisfied with the way the modern media are operating and how they have been standardised by the regulations we apply for that purpose?

What values and images of man in civil society are implied by the process of informatisation and what does it change? What values and images of man in the media are multiplied? How can we confront these values competently and critically in all areas?

For science theorists in the context of social structures *medium* means money. Technicians associate the term *medium* with material functions between the sender and the recipient. In philosophy it is the mediating instance between language and consciousness.

The word *medium* is a substantive derivative of the neuter form of the Latin adjective *medius*, i.e. being in the middle, mediate; what is in-between. The Latin noun *medium* denotes the middle, central point or centre. It is evident from verbal usage that in Ancient Rome *medium* was actually used to denote a *public street*, audience, public, in other words, what is known or accessible to everyone. Thus the Latin phrase *in medium proferre alquid* translates as: to publish, bring into prominence, say. Or: *aliquid in medium dare* can be translated as: accessible to all, common, publicly usable (Burić, 2009, 531-544).

What information is important for the public and should be available to all? In what way can the media in these public streets of communication take a piece of information that is unimportant for the general public and turn it into a major news event everyone is talking about? What is the nature of the media?

### 3. The Power of the Media and Use of the Media

The media are rightly called a powerful force. Nothing is possible without them anymore. This century is definitely the century of the media. We are witnessing the undreamt-of proportions of their development on a daily basis. What had been unimaginable only ten years
ago is now considered outdated intelligence and technology. The media have an incredible power to develop, adjust and spread their influence to all aspects of society. Whereas once people used to gather on squares in order to hear the news and discuss it, now the mass media bring the news, and often also create it and discuss it for us. We learn all the relevant information pertaining to global events from the media. The media are essentially constructed for the purpose of helping, making man’s life easier. But, their role has changed substantially from the antiquity, the Roman time or the Middle Ages to the present day. The media not only bring news, they also take part in shaping our reality (Burić, 2009, 531-544).

Media theorists Manca Košir, Nada Zgrabljić Rotar and Rajko Ranfl note that the media have the power of weapons; young people trust them because they still have not formed their own opinion about them. The media bring them news and information about their heroes, idols, favourite celebrities, and so their trust in the media is evident (Košir, Zgrabljić Rotar, Ranfl, 1999, 19).

Today information contains perceptions and evaluations in terms and by way of data. Data are images, figures, sounds, events, i.e. everything we perceive through our senses. Persons often become media statistics in the necessary recording of events and measuring of their regularity and frequency in a unit of time. Perceptions become the result of legitimate dependencies or statements according to which data are placed in an accessible, principally comprehensible context, i.e. information. Information conceives (initiates) knowledge on perception and evaluations. But, the transition from knowledge of information on perception and evaluation to perception and evaluation of knowledge on information, this transition from knowledge to perception and evaluation, or we could also say, transition from information to education, cannot be achieved by virtue of the medium itself. Therefore the clearly important task, the transition from the informative to educated society, cannot be achieved through the media either. A subject transforming the society of knowledge into an educated society is a man who evaluates and who is responsible (Košir, Zgrabljić Rotar, Ranfl, 1999, 19). As responsibility is above all an ethical and moral issue, and certainly also a legal one, standardisation has an important role and task in regulating the media, particularly given that Europe is networked through the media more than ever.
4. The Media for the General Interest of the Public and Legislation Prescribing It

We live in the information age and it is not possible to withhold information that is crucial for the public, information of general interest and benefit for everyone, whether its importance and significance for the country is political, cultural, economic or related to development. Ethicist V. Pozaić notes that “every man has his share in the common good” (Pozaić, 1991, 111). The goal of each individual life, as well as the entire community, is to be able to properly relate to the people around us. Responsibility of the media must be an imperative, a common cultural good, the fluid of social communication or communication within the community, as media and media culture theorist T. Bauer (2007, 22) pointed out, voicing a view that the society’s trust in the media is visible in its expectations and demands in relation to them. In other words, competent media are needed that understand the public and its needs, media that do not edit their production based on assumptions and marketability of ideas at any cost, even those that are not defined as “being of general interest to the public” (Bauer, 2007, 22).

Man defines himself within the world through his actions, wherefore the medium itself is part of his self-determination. This anthropological fact qualifies man as a responsible initiator and organiser of his own world, presents him as a cultural subject in the context of the world. This is also the duty of the media which recognise humanum and humanity as something man strives and longs for. Discussion regarding the media today pertains less to man’s principled media culture and more to his treatment of contemporary media. The topicality of this issue cannot be denied, as evident from the example of the electronic media. Everyday journalistic practice is seen as reality defined by normative standards, which is primarily a set of evaluations permeated with numerous causes of actions, written and unwritten orders and bans, tried and tested rules of profession and forms of conduct. In this normative regulation television still holds an important position, which is easy to understand. It is still the dominant source of information, although the Internet is undergoing ground-breaking development.

5. Modern Mass Media

In order to understand the impact of the mass media and the purpose of legislation covering the media, we must recognise the types of media in modern media environment. The mass
media are above all press, radio, television and the Internet and new media related to it. The Internet and new media make new forms of communication possible: interpersonal (e.g., e-mail), access to and use of standard media (e.g., television), following news online and participating in discussion forums. New forms of expression on social networks, such as blogging, provide brand new options of information flow. There are almost 226 specialised TV channels in the EU, broadcasting via cable or satellite. In the European media arena there are almost 78 public and 80 private television broadcasters with 3500 channels and 4000 regional television stations. This is certainly a good reason for strong legal progress in standardisation of this area of human activity.

6. Public and Commercial Media in Croatia

Smaller or greater legal regulation is possible in each area of social activity. The tendency of excessive regulation was also pointed out at the symposium, held in May 2013 in Dubrovnik and organised by NEM (New Europe Market), focused on legal issues and matters concerning regulation of the media and channels (the panellists included: Goran Radman, General Manager of Croatian Radio Television; Ivica Mudrinić, President of the Management Board of T-Hrvatski Telekom; Dražen Mavrić, General Director of Nova TV, and Stefan Sporn, General Manager, International Distribution and Copyright Law, Media Group, RTL Germany). The panellists pointed out the issues regarding excessive regulation: “Sometimes legislation is too complicated and the question arises: is it not easier to produce content, rather than buy it?” said Ivica Mudrinić. The participants discussed how to regulate media content and channels, but also satisfy media users at the same time. As Dražen Mavrić said, “The question of law is one of the most important matters with which a regulator must concern himself” (www.tportal.hr/showtime/tv/261006/Sto-su-o-buducnosti-TV-a-zakljucili-televizijski-profesionalci, 11 May 2013).

The global crisis sweeping throughout the world has also reflected on the media. Whereas two decades ago we did not even dream of the extensive developments and changes that would take place in the field of electronic-media marketing alone (from a true marketing renaissance to the catastrophe involving the ruthless chase to get the biggest possible share of the marketing pie from the advertisers), today battles are frequently fought over the funding of the
electronic media, mainly radio and television, and ways of maintaining the method of payment through subscription, which is a crucial part of public media financing.

But, in addition to subscription, a number of other questions are raised as the result of transformation of state-owned media into public media, which are still controlled by the state, i.e. parliaments of various countries.

Public television has undergone quite a turbulent transformation in Croatia and the process is still continuing today. This journey was extremely pronounced in formal and legal terms. Frequent changes to the *lex specialis*, i.e. the Law on Croatian Radio Television, can be interpreted in two ways. One claims that the changes were necessary and in accordance with the needs of societal development. Therefore their legal definition and integration into a separate law on public television and public radio only follows the course and needs existing in the real world. The other opinion is the one claiming that the laws on public television and public radio change in accordance with political ideas and needs, depending on which party is in power or as political need dictates. In any event, a dozen laws on Croatian Radio Television have been passed in the past 15 years, and as many amendments, which indicates that the ruling elites’ legal interest and activity in that area is exceptional.

Public radio always remains in the shadow of great changes in regulatory standardisation, as television is definitely of more interest to the government, which often reflects favourably on the situation in radio, at least with regard to losses on the economic front.

The year 2000 was a turning point for the position of public media in Croatia. At that time commercial televisions already started to appear in the media arena or were soon to be launched. Today they hold a leading position with their share in viewer ratings and marketing profit. But, despite this fact, the *new media* of today are rapidly increasing their impact in society. For example, since the year 2000, the use of the Internet and online media has grown almost one hundred percent. Online reporting is becoming an important segment of journalism and the prevailing way of obtaining information, particularly among the young.

Very little has been written on this subject in recent years, but the current situation should be analysed by the generations that grew up only on books and television and radio programmes. Although the information revolution affects all ages, it is nevertheless an integral part of life and education for the young, and even pre-school children. The information superhighway, as Bauer noted (Bauer, 2007, 123), quite definitely primarily interconnects the emerging generations. Therefore any expert analysis of this new situation in the media, present in daily
life at this very moment, will be important for understanding media trends and media development in Croatia and globally.

Legislation was quite out of step with the developments in the media, or more precisely, changes in the media were so rapid that legislation had a hard time catching up to them. When the use of the new media on a broad social scale was just starting, when they were just gaining impetus, in early 2000, legal loopholes were present at all levels. The media field had not been defined and neither was its content, obligations and responsibilities, method of buying different programmes characteristic only for the media; for example, definition of what constituted public procurement of television programmes could be very ambiguous. This is why journalists’ representatives and Croatian Journalists’ Association (HND) urged that it was necessary to pass a package of media laws which would cover all the characteristic needs and legislative provisions for all the media.

Today we have the following laws regulating the media in Croatia:


It is also important to note that Croatian laws had to be harmonised with those applied in the EU.

But, the Croatian legislative practice is rather complex and requires a comprehensive interdisciplinary debate between scholars and members of the profession. It is evident that laws are frequently passed under emergency procedure, particularly when this is in fact absolutely unnecessary. There are many problems in the media field that are often the result of inadequate legal norms which prevent effective operation of a given media institution, but also create firm ties between politics and the media. There is nothing unusual about the fact that politics has always had a strong urge to affect the media. But, today we know that a high level of independence from current politics must be provided for the public media in order for them to be of interest for everyone paying for the public media. It is therefore no wonder that members of the relevant profession often appealed to politicians not to pass laws under emergency procedure. For instance, in 2010, in an open letter sent to the Croatian Parliament, the Croatian Journalists’ Association, together with several civil society associations, asked that amendments to the Law on Croatian Radio Television be passed under regular and not
emergency procedure (www.hnd.hr/hr/zakon/, 10 May 2014). This reaction was crucial, because professional journalists held that the laws which were *lex specialis*, which referred to and were passed only for a single, specific institution, should be passed under regular procedure. In formal and legal terms, regular procedure implies more reading and time for a thorough debate which should result in the best possible legal norm. Associations frequently appeal and caution that a public debate must be held before that to discuss the law which is extremely important for promotion of democratic standards and media freedoms in Croatia. the Croatian Journalists’ Association published the following open letter on its website:

“Dear members of Croatian Parliament, officials of Croatian Government and Ministry of Culture,

We are writing to you with reference to the current debate and adoption in Croatian Parliament of the Plan of legislative activities for the completion of negotiations for full membership of the Republic of Croatia in the European Union, in order to indicate the importance of providing an appropriate time frame for harmonisation of the Law on Croatian Radio Television with the EU *acquis* (second quarter instead of the first in 2010), and the necessity of passing this law under regular and not emergency procedure. We would point out that a change in legislation regarding public television is a very sensitive matter from the perspective of further promotion of democratic standards and media freedoms in Croatia, particularly the autonomy of Croatian Radio Television (HRT) which is closely related to the imperative of transparent funding and management of public revenue aimed at providing public services, i.e. numerous HRT public broadcasting programmes. The present participatory and gradual process of drafting the Law, very competently steered by the Ministry of Culture, should continue without omission of the necessary steps and as follows: drafting the law in early March followed by a broad public debate (throughout March), which would result in a Bill that would be sent to the Croatian Parliament for First Reading (in April), and after this during the drafting of the final Bill (throughout May) additional opportunity for public debate would be provided, thereby increasing the likelihood of finding good and feasible solutions that are accepted by the interested public by the end of the second quarter in 2010 (15 June 2010). We believe only this course in drafting the Law is suitable for the sensitive and complex issues involved in regulating the public duty, funding and management of the leading public broadcaster in Croatia” (www.hnd.hr/hr/arhiva/283/, 10 May 2014).
We will now take a look at some practices and normative acts in the EU.

7. Audiovisual Policy of EU Member States

The audiovisual policy of EU member states is created by the member states at national level. The role of the EU is also crucial in establishing the principal fundamental rules and guidelines for protection of common interests, such as open EU markets and fair market competition. Television on Demand is an important service for Internet users. The EU has been successfully regulating transfrontier television broadcasting since 1989. The EU has updated its rules in the meantime in order for them to cover the expanded offer of TV services (including TV on Demand), which have been made possible through various devices, such as mobile phones and tablet computers, as presented in the Audiovisual Media Services Directive.

It is very important to note that under the EU Rules children are formally and legally protected from inappropriate content.

The Directive requires EU member states to coordinate their national legislation to meet the following goals:

- free trade of television programmes and services on demand on the EU market,
- if possible, dedicating half of their air time to European films and programmes and promoting European production through services on demand,
- protection of cultural diversity and other important goals of public interest,
- broad accessibility of events of public importance, such as the Olympic Games or FIFA World Cup, not just via pay television channels,
- protecting children and youth from violent and pornographic content by broadcasting programmes of this type late at night and/or limiting access via a device built into the remote control,
- right to respond for the parties that have been exposed to unfair criticism in a television programme,
- respecting the basic rules of advertising in provision of all audiovisual media services (respect for human dignity, limiting advertising of alcoholic beverages, tobacco, pharmaceuticals etc.).
limiting advertising to 12 minutes per hour (allowed maximum).

8. Public Broadcasting

Under the Treaty of Amsterdam of 1999, EU member states support public broadcasting services, recognising the importance of public broadcasting in fulfilling democratic, social and cultural needs and preventing domination of one or more major sector participants.

Governments may grant funding to public broadcasters, provided that the funding shall be used for public services, does not interfere with regular commercial activities or disrupt market competition among broadcasters.

European Content – Cultural Exception

Fearing that US production might take over an excessive share of the European market, the Audiovisual Media Services Directive requires broadcasters to reserve a minimum amount of their transmission time for European programmes. Although more films are made in the member states than in the US, 75% of the European cinemas’ income comes from films made in the US.

In order to protect its cultural diversity and promote local production, the EU is a signatory of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions, providing an exception from free-trade rules of the World Trade Organisation. Cultural Exception allows member states to limit import of cultural products, e.g. films.

MEDIA Programme

The MEDIA Programme provides funding for fine European films and TV programmes. Its aim is to increase production and distribution in Europe and promote European films, other audiovisual works and new digital technologies. The new MEDIA Mundus Programme (2011 - 2013), providing €15 million of funding, capitalises on the growing interest and opportunities offered by global cooperation within the audiovisual industry. It aims to increase consumer choice by bringing more culturally diverse audiovisual products to
European and international markets as well as creating new business opportunities for audiovisual professionals from Europe and around the globe.

In the 2014 - 2020 period the current Culture and MEDIA programmes will be replaced by the Creative Europe programme which includes:

- €210 million for a financial guarantee facility which would enable small and mid-sized enterprises in the cultural sector to access bank loans,
- more than €900 million in support of the cinema and audiovisual sector (area covered by current MEDIA programme),
- around €500 million for culture.

What does this mean for new jobs or fluctuation of jobs, and therefore also ideas, in the media industry? In terms of employment, audiovisual media (radio broadcasting, television and cinema) provide more than a million jobs in the European Union and constitute the primary source of information and entertainment for Europeans. The objectives in terms of audiovisual matters are promotion of European cultural diversity, protection of minors, promotion of media diversity, as well as increased European film production. In this context, the European Union encourages cooperation between member states and supports their action on the basis of Article 167 of the Treaty on the Functioning of the European Union. The “Audiovisual Media Services” (AMS) Directive and the Media Programme are the two cornerstones of audiovisual policy.

The noted Television without Frontiers project was conceived as a media bridge between member states and continues to encourage further development and ideas in these areas through the following:

- Audiovisual Media Services (AMS) Directive
- “Audiovisual media services without frontiers” Directive
- Television broadcasting activities: “Television without Frontiers” Directive
- The future of European regulatory audiovisual policy
- Provisions on televised advertising
- Media Mundus audiovisual cooperation programme with professionals from third countries
- MEDIA 2007: programme of support for the European audiovisual sector
- MEDIA Plus (2001 - 2006): programme to encourage the development, distribution and
promotion of European works

- MEDIA-Training (2001-2006): training programme for professionals
- Media II (1996 - 2000): programme encouraging the development and distribution of European audiovisual works
- Training programme for professionals in the audiovisual industry (MEDIA II Training) (1996 - 2000)

The following objectives should also be mentioned, such as protection of minors and human dignity in media services:

- Protecting children in the digital world, through all periods,
- Protection of minors and human dignity in audiovisual and information services, through all the relevant periods,
- Protection of minors and human dignity,
- Protection of minors and human dignity in audiovisual and information services.

In the field of protection of rights and interests of youth and family Croatia made evident progress and was in step with the EU regarding normative standards. Between the years 2000 and 2010 a number of symposia and seminars were held in the Republic of Croatia where the position of children in the media was examined at the international symposium *Media and Bioethics* held in 2008 in Opatija, Croatia, particularly when they become headline news in the mass media. Unacceptable media reporting on youth was noted, especially when the media covered juvenile suicides, which, due to great media attention, resulted in new casualties. After experts in the field publicly reacted, urging not to cover these suicides in the mass media sensationalistically and in a manner that is extremely detrimental to the entire community, good progress was made in the media, initiating a different approach to the news and stories relating to children and youth (Burić, 2011). In this reaction by experts Croatia observed the requirements and provisions on ensuring the best interests of the child as prescribed under the international Convention on the Rights of the Child.

Transition to digital broadcasting generates the following tasks and objectives:

- strengthening the internal market for mobile TV,
- legal framework for mobile TV,
transition from analogue to digital broadcasting,
Online access to European cultural heritage.

It should be added that digital library development and protection of video games users has been stimulated since 2010. At its symposia the Republic of Croatia also reacted to the aggressive campaign of marketing organisations selling video games for children through the media and indicated that correction of some of the marketing campaigns was necessary, as a number of issues encroaching upon the fundamental rights of the child were observed. A large portion of the mass media market is focused on children and youth. Content offered to youth in the mass media often caused reactions from experts and professionals in the field. It was noted, for instance, that in almost all the mass media advertising content promoting specific products exceeded, in negative terms, what used to be educational and stimulating textbook examples of educational programmes or magazines for children.

Prevailing in the media was content that was offensive for young people’s dignity and manipulated their needs, encouraging youth to make choices devoid of any values, where all is relative and nothing is certain. The new approach in standardisation and forming of professional and ethical frameworks for the media creates a useful legal framework and provides new possibilities which will not disregard the needs of family, children and youth and their right not to be exposed to aggressive marketing campaigns and inappropriate content. The media in Croatia are no longer free from responsibility, obligation or sanctions as they had been up to that point. Good progress has been made toward a different approach to youth which does not view them merely as good consumers and prisoners of media power and influence. Useful new codes of ethics and mass media rules have also been established for this purpose at lower levels. The Code of Ethics, as implemented by the public television (Croatian Radio Television), for example, prescribes particular ethical considerations toward children and youth.

Rules applicable to state aid imply:
National aid to the film and audiovisual industries,
State aid for public broadcasting,
State aid for public service.
9. Media Legislation – Observed Experiences and the Situation in the EU

The European Union states utilise 174 legal acts to regulate media legislature, normatively defined as a so-called information dissemination space.

In Croatia, all the media-related normative acts in force are being promulgated on the website of the Ministry of Culture, which is the line ministry in charge of all the media related issues. These normative acts regulate the performance of audio and audiovisual media services. A number of rulebooks regulating media issues include the following: protection of minors, content and procedure of public tenders for radio and television concession, liability and the amount of payment of fees, exercising the right to correction in programmes of audiovisual providers, criteria and means of increasing the share of independent European producers, Croatian audiovisual works, means and process of implementation of public tenders for co-financing of audiovisual and radio programmes from the budget of the Fund for the Promotion of Pluralism and Diversity of Electronic Media, etc.

There are also a number of decisions in force. They cover the following issues: the method of evaluation of applications for funding from the Fund for the Promotion of Pluralism and Diversity of Electronic Media; Electronic Media Council members’ remuneration regulation; Decision on Confirmation of the Statute of the Agency for Electronic Media. Media regulation legal acts that Croatia has drawn up are in agreement with the normative regulations and topics covered in the media legislature of the EU member states. There are certain exceptions, e.g. special laws regulating specific matters, prefixed by the legislator as lex specialis. The case in point that particularly stands out in this context is the Law on Croatian Radio Television (HRT) which is a public radio television. This law has undergone an exceptionally high number of changes and amendments in the past twenty years.

It is indisputable that the ruling elites changed the Law on Croatian Radio Television whenever they deemed it necessary. The traditional practice of such frequent interventions into this law is still active.

Academician Vlatko Silobrčić wrote extensively on this subject, relating his own experiences as a member of the HRT Council during the period between 2001- 2004. During that period the Council had the highest number of members in its history (almost 25), including those from civil society areas, as well as from the most prominent state institutions. Academician
Silobrčić was the president of the Council. The task of the Council was, among others, to supervise the implementation of the programme obligations which the HRT as a public radio television had to observe. In an article published on www.rifin.com, Silobrčić recalls:

“I shall begin with the period when the HRT was, at least partly, under the control of the public. This was so because the members of the Programme Council (hereinafter PC) which had the authority over the HRT programme, were mostly representatives of various public and civil society associations. As the PC clearly stated in several instances that it intended to be independent from politics and impervious to political influences, this independence became dangerous, particularly because of the approaching elections in Croatia (the author is referring to the elections in 2002). It is obvious that those in power at the time (six-member coalition) realised that they must try to “discipline” such HRT. For such reasons precisely, it seems to me that the question of functioning of such an important public medium as the HRT is always a current matter, and it shall remain so until a model of operation is established concordant with the principles of a developed and well regulated democratic country. Regardless of how Croatia seems to function now, I am convinced that in time (do not ask me how long) it shall develop into a well regulated and genuinely democratic country. In order to reach that objective, it is never too early to start doing everything possible in order to contribute to this process. The HRT plays its role in it, and this role is extremely important. This is why we need to talk about the HRT, and adjust its functioning accordingly.” (www.rifin.com, 13 September 2014)

Following this period which marked a milestone in creation and implementation of the idea of public television for the future, a new arrangement for the new, still to come transformations, was necessary. The influence of new technologies upon the media environment was significant, and it spelt the necessity to change and adjust the ways that media work had been done in the past. Digitalisation has opened a series of new questions and problems, new tasks and, of course, new expenses. New technologies and digital broadcasting have made their impact. Public televisions throughout Europe, all of them too massive, burdened with a number of problems brought about by inefficient systems employing too many people, started to lag behind.

In the past ten years the digital age has incrementally influenced and changed the approach towards programme creation, and the public television management methods. The new
broadcasting technologies have eventually and inevitably made it easier for all other televisions and all other programmes to be accessed and evaluated by the viewing public.

In their article *From Transmission to the Public Good: Media Policy for the Digital Age in Croatia*, Helena Popović and Zrinjka Peruško observe that the digital television public policy has been significantly delayed in Croatia, neglecting to pay any particular attention to the content of the public service. The core element of the policy, state the authors, regards “transmission”. According to them, the Government does not understand (or is unwilling to tackle) the content issues in the future digital media and the related new platforms. The public policy on new digital media in Croatia appeared late; the first activities started only after 2000, and the first public discussions in 2005. Since then the policy has been developing in the area of digital television and radio, while in the area of telecommunications the public policy is still concentrated on transmission, failing to comprehend the media as such. Furthermore, the authors state, the terrestrial TV networks operating at the state level in Croatia include the public service of the Croatian Radio Television (HRT) which offers two channels (HTV1 and HTV2), and two commercial televisions, RTL Television and Nova TV. The HRT has the highest viewing rates (audience share of 54.2 percent); the second place belongs to RTL Television (24.4 percent), and the third to Nova TV (13.6 percent). Advertising revenues indicate that the television medium is still the most attractive one to the advertisers and therefore the largest revenue generator, with the public television being in the lead position within the TV sector.

Restructuring of advertising-related expenses is currently in progress. Due to the television audience fragmentation, broadcasters’ revenues are falling despite the rise in the advertising revenues. The HRT is broadcasting via terrestrial analogue network, satellites, and the experimental DVB-T network. The HRT completed digitalisation of its equipment in late 2005, whereas the digitalisation of its entire production is still ongoing. The archives digitalisation is pending. The HRT is the only terrestrial television which has announced plans for new digital thematic channels (Popović, Peruško, 2008).

In the matters of technology and content of the public service, Croatian Radio Television is leading in the digitalisation process. This fact has been presented publically in international media when the HRT Director General, Goran Radman, talked about these results. In April 2015, Director General of the Croatian Radio Television, Goran Radman gave an interview to
the prominent British magazine TVB Europe, specialising in television and technology. In it, he said that in the past two years the Croatian Radio Television has gone through numerous changes regarding its technological equipment. In his conversation with the British journalist Philip Stevens, addressing the British and international public, he related everything that has been done in the years leading up to 2015 in order to transform the HRT into a modern European public service. “At the moment, we are broadcasting in 16:9 format, we have introduced the so-called tapeless technology, which was one of the preconditions needed to be able to broadcast in High Resolution, i.e. in HD”, said Radman, adding that after years of financial losses the HRT was finally making a profit, and that he was certain that this trend will hold in the future. While talking about public service transformation, he said that some of the major changes included the restructuring of the HRT, burdened by the traditional media silo communication and excess bureaucracy, into a modern, multimedia organisation. “Major challenges that the HRT is facing right now”, said Radman, “are to cut the operating expenses and to bring the process of technological modernisation to a completion. Operating expenses must not exceed 95 percent of the total revenue. My vision of the HRT is simple: a modern, national and European public service with a high level of programme relevance and reach, supported by high technology and financially stable”, concluded the HRT Director General (www.hrt.hr, 22 April 2015). But, as Peruško and Popović remarked, all this has been preceded by the media policy for the digital age, characterised by the increase in the number of TV channels available in Croatia. Digital TV is present as IPTV (MAX TV, offered by T-Com), and in some regions the viewers can experimentally follow the digital terrestrial broadcast of all the four national TV channels. The IPTV and DTV platforms will continue to develop in order to include new channels and services. At the moment, however, the HTV public television seems to be the only actor seriously engaged in the development of audiovisual digital content in public service.

With the advent of the digital technology, much has changed in the mode, as well as in the understanding of the concept of public television. In 2013 the HRT is prepared for the great transformation into an efficient service. However, prior to that, it is necessary to catch up with the modern technologies as they are indispensable for the HRT to keep growing and developing, to be competitive on the audiovisual market and place its products worldwide. The process of great changes in the public television started in 2012. The HRT public radio television started broadcasting on four channels, HTV1, HTV2, HTV3 and HTV4. As in the
past, the first channel is profiled by the programme objectives to consolidate all the content relevant to the general public interest. The second channel is conceived as predominantly family-oriented, offering entertainment and sports. The third channel should be defined by educational, scientific and cultural content, and the fourth is the news channel. It is indisputable that for such a concept to be become fully operational, a certain time period is necessary in order to generate and develop ideas, and for strategic and production-related conditions to be created. Only then could these channels become viewers preferred choice and serve the purpose for which they have been conceived. As for media legislation, the existing Law on Croatian Radio Television which regulates the operation of the HRT has already undergone certain changes. Judging by the previous experience, it is likely that this area will continually remain subject to new ideas and changes.

10. International Legal Regulations in Media Legislation

The international dimensions of international policy agreements reached and restrictions set for the audiovisual sector play an important role when it comes to the EU member states’ respective developments of their own media policies and frameworks, as well as the possibilities of cooperation with other countries.

11. Conclusion

Media legislation must respond to the demands of the times. Matters that once had not been subjects of media regulation, like e.g. the rights of children in the media or operation modalities and legal obligations of public services, are now a constant in European legislation, present in various media laws aiming to regulate media in all segments of their operation.

The analysis of the matter examined herein indicates that this topic is very broad and normatively extensive. It was not possible to thoroughly explore all the segments of media regulation as this would require extensive research and a huge amount of time, and not even a whole book would suffice to cover it all. I have tried to focus my attention on one segment of the real legal situation concerning media legislation in the EU, but also on its actual implementation adhering (or supposedly adhering) to the legal norm, and to analyse our possibilities and practice in Croatia in particular segments, like the public media. It was by no means an easy task as there are no legal analyses and research in this field. Expertise from the media does not enter the normative field in terms of legistics, making it possible to research this topic only proceeding from the documents which are known and publicly available and based on familiar media practices as exercised in a particular segment.

Before joining the EU, Croatia aligned a series of media laws with the EU standards. However, very frequent changes of laws, such as the Law on the HRT which aspired to include public radio, television and music production, generated new difficulties hindering the proper functioning of that public institution.

Media are changing insuppressibly, as are people’s needs to keep up with the latest trends in growth and development in all areas of their lives. Legislators’ impulse to adjust normative frameworks to regulate the changes is therefore only logical. When it comes to programmes, the EU media environment is dominated by demands calling for responsibility of the media and protection of human dignity, particularly children. With regard to operational and strategic public service administration, efficient and modern management and modernisation of the public media is required.

In EU media legislation, there is also an evident need to protect specific cultural values of the member states and to bolster cooperation in the area of the audiovisual media. This is
implemented through the exchange of audiovisual contents, purchase of TV programmes and, ultimately, a greater number of co-productions involving major television systems.

From the point of view of the professionals following the media and media trends, legislation will never sufficiently meet their needs for regulating operation of specific media segments. This is evident from frequent objections by professional associations demanding regulation of the media industry in accordance with the needs of media, their method of operation and freedom therein.

Whichever way we choose to look at it, media legislation is always subject to redefinition, amendments and changes. A segment of the media environment can be monitored through appropriate legal norms. Whether these norms will seem adequate for all the actors involved in creating, consuming and, ultimately, studying the media, is another matter, one which would require different, comprehensive research.

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Linguistic Patterns in Advertisements as Perceived by High School Students

Branka Barić, Antonija Jurčić

Summary

There has been a lot of research on the impact of advertising on our lives, of which they have become an inseparable part. According to some estimates, the Croatian advertising market is worth between HRK 500 and 900 million. Advertising on Croatian national channels is worth between HRK 41 and 50 million, depending on the time of the year, while around HRK 15 million are spent on advertising in the printed media. The advertising industry is focused on the general population, but special attention is paid to young people. The aim of this paper is to determine the visibility of commercials among high school students in Croatia and the compliance of their linguistic patterns with the rules of the Standard Croatian Language. Assuming that the creators of advertisements adhere to the Code of Advertising and Marketing Communication Practice of HURA, the Croatian Association of Communications Agencies, this paper is based on the hypothesis that mobile telecom adverts published in Croatian media violate the norms of the Standard Croatian Language.

Keywords: adverts, mobile network operators, linguistic norm

1. The Impacts of Advertising

Advertising is an indispensable element of the contemporary way of life. Living in a consumer society, we are surrounded by commercials and, consciously or not, involved in marketing communication. But it has not always been this way. Although the first forms of advertising appeared as early as the era before Christ, considerable development and
systematic work on advertising started as a consequence of the globalization processes that became increasingly intense in the second half of the 20th century. At the time, supported by achievements in technology and, at the end of the century, by the emergence of the Internet, economics obtained new communication channels by which market competitors tried to efficiently convey desired messages to their target markets. According to Phillip Kotler (1999, 44), this is a type of marketing which is “a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others”. Although the terminology is interpreted in different ways from the point of view of economics1, it refers to a type of communication aimed at informing consumers on products and services. From today’s perspective you can say that advertising is multimedia-based and so is its discourse. Advertising on TV, besides the Internet, radio and in printed media, is considered the most profitable form of advertising due to the massive usage of television receivers. Even though TV contents are media contents intended for a broad population, according to some research, advertising has had a special impact on the younger population. According to Žigo (2008), for instance, as much as 84% of the youth in Croatia follow advertising. Ban (2009) claims that 80% of the youth of Dubrovnik aged 14-19 follow TV contents, and 74% do so with full attention. Studies also mention young people’s ignorance of the aim behind marketing philosophy as well as an underdeveloped critical attitude towards advertising. Therefore, young people are seduced by the suggestions of the advertising industry which imposes faddishness and involvement in global trends through products and services. One product which forms an indispensable part of life for young people today is the mobile phone. Mobile telephone operators compete with each other on the market in order to get closer to potential buyers and realize their advertising goal, which is to win over buyers to decide in favour of their product, within a sea of similar products, on the basis of some more or less rational characteristics thereof. Today’s commercials are very sophisticated due to modern technologies and innovations and are more systematically focused on particular target groups of consumers, which is why young people and children have become the most exposed part of the population and subject to the impact of advertising. TV commercials are more noticeable due to the visual code accompanied by a verbal one. Although Harms and Kellner (2004) believe that visual and acoustic codes leave a stronger and more powerful impression

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1Gjuran-Coha and Pavlović (2009) give a detailed etymological and terminological determination of advertising terminology from the point of view of economics, that is, how it is interpreted by economics.
than verbal ones, the latter is not to be neglected. Among numerous products and services offered by the advertising industry, the verbal element is also presented to young people and is perceived as fashionable, easy to remember and as the only correct one since it is broadcasted in the media and the media are rarely brought into question. The advertising practice and all other forms of communication guarantee a minimum standard of ethics and professional ethics which is to be adhered to, and prescribed by the Code of Advertising.

2. The Code of Advertising

Mobile telephone operators in Croatia are subject to the supervision of the Croatian Regulatory Authority for Network Industries (HAKOM) and are obliged to adhere to its provisions as well as all applicable laws of the Republic of Croatia. When advertising, all marketers\(^2\), and thereby all mobile telephone operators, are obliged to adhere to the Code of Advertising and Marketing Communication Practice of the Business Interest Association of Marketing Communication Companies (HURA). The first advertising code of the International Chamber of Commerce (ICC) was published in 1937 as a globally acceptable basis for responsible communication and creativity and has, since then, been regularly amended according to the changes in practice, all the while keeping its role of a guideline source for responsible advertising and marketing communication. The aforementioned Code can be interpreted in a narrower and broader sense, encompassing communication as a whole, depending on the culture it is applied in.

Advertising messages must respect the general principles of the Code and place special emphasis on legal, polite, honest and truthful advertising. Marketing communication must not offend human dignity, encourage or approve of any form of discrimination, including discrimination on the basis of race, nationality and religion, sex, age, disability or sexual orientation. A special feature of all three mobile telephone operators in Croatia is that they use recognition value in their marketing communication regardless of the form of the advertising message or the medium used. The identity of the mobile marketer has to be completely clear during advertising and every consumer needs to have the possibility of easily contacting the mobile marketer, especially if they want to use the service offered by a certain operator.

\(^2\) Marketers are persons or companies acting as economic operators with the aim of producing, providing services or trading, directly or via representatives or mediators and using market communication to promote a product or the impact of a product on consumer behaviour (Code of Advertising and Marketing Communication Practice of the Business Interest Association of Marketing Communication Companies, 2014, 11).
The aforementioned Code was adopted on 16 October 2014 and pays special attention to advertising messages aimed at children and young people, prescribing adherence to the provisions of national laws and regulations referring to this type of communication. In marketing communication emphasis needs to be placed on positive social behaviour, lifestyle and attitudes. Advertising messages must not encourage children or youth to think that owning a certain product or service offered by mobile telephone operators ensures is a guarantee of social or psychological advantage. When advertising, mobile telephone operators, just like any other marketer, must not diminish the authority, responsibility, judgement or taste of the parents and must take into account the applicable social and cultural values of every country they do business in.

Searching the websites can serve as a reminder of few cases when advertising messages “were not to the taste of the Croatian public”. When TELE2, the mobile phone operator, published its Christmas greetings in an advertisement called “TELE2 Božićna i novogodišnja čestitka”, in which Gregor the sheep sings in church, the reaction of the Croatian public was very negative. Due of the insinuations that the company wanted to hurt the feelings of believers, TELE2 issued a press release stating that they had no intention of hurting anyone's religious feelings with their Christmas advert and that, in spite of their respect for the conclusion of the HURA court of honour, such a conclusion was for them impossible to implement.\(^3\)

A similar thing happened to VIP in June 2014 when their advert was perceived as being discriminatory towards retired persons and even provoked a political reaction.\(^4\) The current offer of Hrvatski telekom of a mobile rate for young people between the age of 18 and 28\(^5\), which HAKOM has not yet reacted to, has not provoked any major negative reaction as regards age discrimination so far.

Despite the occasional violations of the Code it is clear that all three mobile telephone operators in Croatia cope well with advertising and respect Croatian regulations.

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3. The Language of Adverts

The primary task of advertising is to adapt to the laws of the market, but by and by advertising has gone through a transformation by changing a number of different types of codes which realise and complement it. This is one of the most widespread discourses of our civilization which has come a long “way from the verbal through the visual to the multimedia-based message” (Gjuranić, Pavlović, 2009, 45). As advertising discourse has been changing visually, it has also undergone changes in a linguistic sense. Communicating ideas about products and services so as to encourage consumer spending has also changed the language of advertising generating its most important feature, freedom. Frančić, Hudeček and Mihaljević (2005) believe that individual freedom in the advertising discourse is the greatest and that it should not be restricted. Precisely because the multimedia-based codes and the linguistic expressions of the advertising discourse intertwine it is impossible to classify advertising under one particular functional style. What all adverts have in common are the linguistic and stylistic procedures as well as the paralanguage which, together, become an accepted model of creating adverts. According to Udier (2008), paralanguage is a separate system based on a combination of signs from different media, their processing and fitting into a new entity. It permeates and complements language and it cannot be translated into language; it rather requires free interpretation. In any case, adverts require interaction with the viewer because “their verbal elements are complex, and they often use the same elements of language as literature does, requiring the subtle interpretation of the reader” (Singer, 2005, 426).

Lots of authors have identified similar phenomena in advertising texts. Kelava (2009, 78) finds “anglicisms, jargon, poetisms, archaisms and neologisms”. According to Hudeček and Mihaljević (2009) adverts can contain characteristics such as neologisms, names and nicknames, interrogative sentences, imperative forms and exclamatory sentences, conditional clauses, antonyms, anglicisms and English words, elements of other foreign languages, metaphors, metonymies, homographs, rhymes, word play, personal pronouns of informal and polite address, personifications, phrasemes, elements of dialect, acronyms and titles.

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6According to Kovačević and Badurina (2001) the multimedia-based discourse comprises of adverts, comics, animated film, hypertext and hyper-medium.

7Advertising is considered a special type of discourse by Kovačević and Badurina (2001) who think that within a broader scope of multimedia-based discourse can also be perceived as one of its genres, recognizable as a certain type of message and as a certain type of a visually and acoustically (para-linguistically) transformed linguistic sign.
Gjuran-Coha and Pavlović (2009) mention eight linguistic and stylistic procedures of adverts, which are question forms, imperative statements, superlatives, repetitions, forms in the first person of the plural, phraseme expressions and their modifications, use of metaphors and paraphrases. Not a single linguistic element of the text of an advert is chosen randomly, quite the opposite. From the point of view of marketing philosophy every text element is chosen on the basis of the knowledge about the habits of existing users and needs of potential customers. In doing so advertisers, and in this case advertisers of mobile telephone operators, in their attempt to get closer to potential users of their products and services, take the liberty of being open to numerous linguistic solutions which are often at odds with the rules of Standard Croatian. Presuming that the advertising discourse is one taking up public space, the use of standard language is expected. However, advertising allows for mixing up varieties which are “completely appropriate for the purposes of their speakers’, but not every variety is appropriate for every purpose of communication of its speakers” (Mićanović, 2006, 73). Standard language offers itself here as a universal variety which solves difficulties in communication avoiding any kind of incomprehension. Nevertheless, it requires certain linguistic competences of the speaker. Mobile telephone operators have recognized non-standard varieties as a potential for achieving their marketing objectives so as to get closer to the greatest possible number of product and service users. Thus, the language of advertising has become a separate discourse mixing language varieties, functional styles and sometimes unintentional linguistic mistakes. The copywriters of mobile telephone operators' advertising messages do not think about the impact of their adverts on the linguistic culture of society, and in particular on the linguistic competences of young people.

In the following chapters the results of a survey carried out to that end shall present which of the aforementioned characteristics are used by mobile telephone operators’ copywriters.

4. Research

The main aim of this research is to show that certain advertising slogans and texts of mobile telephone operators’ adverts do not use Standard Croatian. The authors of this survey are convinced that a great percentage of adverts violate at least one linguistic norm, and anglicisms and local slang have become an indispensable part of adverts displayed in the Croatian public.
The aims of the survey are to:

a) find out how visible the adverts of the three mobile telephone operators are among Croatian high school children.

b) determine whether high school students recognize the linguistic patterns used by mobile operators as non-standard or foreign.

The hypotheses are:

a) Mobile telephone operators in Croatia do not use Standard Croatian in their adverts;

b) Croatian high school children are familiar with the texts and slogans of all three mobile telephone operators;

c) Croatian high school children do not recognize an Anglicism as a foreign element and do not translate it into Standard Croatian;

d) Adverts of mobile telephone operators do not violate the Code of Advertising and Marketing Communication Practice of the Croatian Association of Communications Agencies (HURA), they do, however, make use of stereotypes.

4.1. Sample Description

Five adverts of three mobile operators in Croatia have been randomly selected and transcribed:

4.1.1. Hrvatski telekom

1. SIMPA – 2 SOMA MB – KRATKA; available at: https://youtu.be/mP7_LXqZcEE

“Usudi se uloviti čak dva soma megabajta. Prenesi broj u Simpu jer samo u Simpi dobivaš besplatne megabajte uz svaku nadoplatu punih dvanaest mjeseci. A uz Prejaku imaš i dodatnog kapitalca za surfanje te hrpu minuta i poruka prema svima. Simpa.Štima svima.”

SIMPA – 2 K MB – SHORT

“Dare and snatch as much as two K megabytes. Switch to Simpa because only Simpa gives you free megabytes with every top-up for full twelve months. And Way Big gives you an extra big one for surfing as well as a bunch of minutes and texts to everybody. Simpa. It’s a deal.” (duration: 22 seconds)
2. SIMPA- JESEN – XPERIA; available at: https://youtu.be/-XdqgDVZpIg


SIMPA – FALL – XPERIA

“Join the coolest gang. Activate the Snip option. Snatch a thousand minutes, text limitless and get a giga for surfing. Opt for a Sony Xperia E1 Smartphone for a snip and get a cool gift. For if you join Simpa, you’re sure to profit. Simpa. It’s a deal.” (duration: 17 seconds)

3. SIMPA TJEDNA PORCIJA; available at: https://youtu.be/u1y1OkKcoGg


SIMPA WEEKLY PORTION

“Weekly Portion - makes the week go by faster. Turn Simpa. Activate the Weekly Portion option for 15 kuna per week. You will get 500 minutes, unlimited texting and 500 MB. You can also get a Lumia 535 at the best price. Simpa. It’s a deal.”

4. SIMPA KUNA LIPA; available at: https://youtu.be/GEWWw38UXtE

“Štima onima s kunama, štima onima s lipama.”

“It’s good for the big ones, it’s good for the small ones.” (duration: 6 seconds)

5. SIMPA XMAS; available at: https://youtu.be/iPf-5fzR_W8

“Simpa ...ide dalje. Uz Simpu imaš više razloga za slavlje jer te osim povoljnije cijene poziva prema svim mrežama dodatno čeka tisuću besplatnih poruka prema svima i tisuću besplatnih megabajta svakog mjeseca idućih godinu dana. Svrati u T-centar i prenesi broj u Simpu već sad.Štima? Simpa. Štima svima.”

“Simpa… steps it up. Simpa gives you more reasons to celebrate. You will get more affordable calls, a thousand free text messages and 1000 free MB every month for a whole
year. Come by the T-Center and transfer your cell phone number to Simpa. Deal? Simpa. It’s a deal.” (duration: 24 seconds)

4.1.2. VIPnet d.o.o.

1. TETKA SU NEKAD ZVALI TARZAN; available at: https://youtu.be/gU5zXMvA8oc

“- Di mi je mobitel. Ču, ču, ču. Pusa, pusa.

- Ante?

- O, Krešo moj, uzmi ovaj svoj Tomato i fotkaj tetka. Svi idu utrokat, tetak ide ušestar. He, he, he. Ajmo, ajmo, ajmo.

- Što točno radimo?

- Šaljemo joj za dvajestri godine braka, neka stavi na fejs, neka se vali susjedima.

- Gospođa Darinka ima fejs?

- Ne zna Dara šta ima. Tetka su nekad zvali Tarzan, jel tako Krešo?


“-Where’s my cell phone. Choo choo. Kiss, kiss.

-Ante?

-Oh, my dear Krešo, take this Tomato of yours and take a pic of your uncle. Everyone’s a triangle, but your uncle’s shaped like a compass. Ha, ha, ha. Let’s go, let’s go.

-What exactly are we doing?

-We’re going to send her one for our twenty-third anniversary. She can put it on her Facebook, brag about it to the neighbours.

- Mrs Darinka’s got a Facebook profile?

- She’s got no idea what she’s got. Your uncle used to be called Tarzan. Right, Krešo?
- C’mmon, c’mmon, google it, tag it, get goin’ with it. Like it. Surf it. Speak it. Type it. Babble it. Talk the talk. Walk the walk. The Brutal Tariff, only 49 kuna a month. Tomato. As cheap as it gets.” (duration: 42 seconds)


“- Pa dodaj stoperu, molim te, dodaj stoperu.

- Ante, stigao neki paket za vas. Di je Krešo?

- Gugla ključeve.


- Cigla, tetak.

- Pa s ovim se ne more telefonirat.

- A treba bit uporan.


(duration: 44 seconds)

**TOMATO PACKAGE – THE HOT TARIFF**

“-Pass the ball, will you, just pass it.

-Ante, there’s a package for you. Where’s Krešo?

-He’s googling the keys.

-Googleing? Oh, you’re into the net-speak.

-I know more about the net than babies about toys, mind you. I was born online. I “liked” things before there was Facebook. And they called me Ante the Hacker. And this is a cell I got half price online, for Darinka. Wait, what’s this?
- A brick.
- You can’t make calls with this thing.
- Gotta be persistent.

The Hot tariff will give you the real package. Take the Hot Tariff, no contract cell phone plans. Go full blast on the internet, the calls, the texts, for just 99 kuna a month. Tomato. As cheap as it gets.”


“- Krešo, gledaš tetka u oči i lažeš ga.
- Pa ne lažem, evo piše....
- Onda oni lažu.
- Pa daj tetak, šta bi lagali.
- Aj, molim te, nemoj me ubjeđivat. To je k’o da mi kažeš da Grčka nije dužna, da će Dinamo prezimit u Europi, da je jeftinije bolje od skuplje.
- Pa jest.
- Šta?
- Jef Tina je bolje od skuplje.
- Pa normalno, mislim.


**TOMATO SURE THING**

“- Krešo, you look me in the eye and tell me that’s not a lie.
- But it isn’t. See what it says...
- Well, they’re lying.
-Oh, c’mon, why would they lie.

-Oh, please. Cut it out. It’s like saying Greece doesn’t owe any money, that Dinamo will make it through the winter in Europe, or it’s better to pay less than more.

-But it is.

-What?

-It’s better to pay less than more.

-Of course it is.

We’ve got the winning combination. Two hundred and fifty minutes, 500 text messages, 1000 MB for 29 kuna. It’s a sure thing with the Sure Thing tariff. Tomato. As cheap as it gets.”

(duration: 32 seconds)

4. ANTE I SUSED: ŠTA ĆEMO POPIT?: available at: https://youtu.be/AxBJ-R4luD4

“- I vi ste na Tomato? Samo za pozive, aaa?

- Ne, možeš sve....

- Parking?

- Da.

- Roming?

- Mmmm.

- MMS?

- Sve...samo ne možeš ugasit gnjavatore.

- Eto vidiš. Šta ćemo popit?

Jednostavno sve usluge koje trebate. Tomato. Sve više je previše.”

ANTE AND THE NEIGHBOUR: LET’S GET SOME DRINKS

“-You’re on Tomato too? Just for the calls, eh?
- No, you can have it all…

- Parking?

- Yes.

- Hmmm.

- MMS?

- You name it. Just can’t turn off the nuisances.

- There you go. So, let’s get some drinks!

It’s got all you need. Tomato. Because enough is enough.”

(duration: 20 seconds)

5. **ANTE LAGANJE JANJE** (Ante Lying about the Lambs); available at: [https://youtu.be/Axo2r-DKMIs](https://youtu.be/Axo2r-DKMIs)

“- Pojili smo cijelo janje…al cijelo janje....Ej, evo ga...evo ga.... Sused, sused, sused... baš sad pričam Darinkinoj rodici... naš četvorica pojili smo dva cijela janjeta, popili pedeset litara gemišteka za sto pedeset kuna. I mi da krenemo sused... oni za nama iz kafane.... zamotaju nam još dva janjeta, inčuna nam stave, još pršuta sira... i onda uzmemo još sto ćevapa....Sve to negdje oko osamdeset – devedeset kuna kuna. Bez muljanja. Najefitniji pozivi u Hrvatskoj. Samo 29 lipa. Tomato.

Tomato. Daju nam svega.”

**ANTE LYING ABOUT THE LAMBS**

“- We ate an entire lamb… the whole thing. Hey, there he is. Neighbour, neighbour! I was just telling Darinka’s cousin… the four of us had two whole lambs, drank fifty litres of spritzer for 150 kuna. And as we were about to leave, my dear neighbour, there they are, coming out of the bar with two more lambs wrapped up, some anchovies, prosciutto, cheese… and another 100 ćevapi… All for just 80-90 kuna. No chaser. The cheapest calls in Croatia. For just 29 lipa. Tomato.

Tomato. They give us all kinds of stuff.”
4.1.3. TELE2

1. Tele 2 Hrvatska – Superfrend Tv; available at: https://youtu.be/5AaxsfWEB8

“Pripazi na novu superfrend tarifu. Nakon što sa superfrendom na telefonu provedeš tisuću minuta mjesečno za nula kuna, možda si nećete imati što za reći uživo.

TELE2. Zašto platiti više?”

“Watch out for the new super-friend tariff. If you talk to your super-friend for 1000 minutes a month, there might be nothing left to say.

TELE2. Why pay more?” (duration: 22 seconds)

2. Tele 2 – ovca Gregor (Gregor the Sheep); available at: https://youtu.be/ltwsDQgvviM

“Ej bok…ja sam Gregor, a ovo je ukratko moja priča…. još kao mali bio sam drugačiji…pa sam otišao…morao sam pronaći samoga sebe…isprobao sam sve i svašta, putovao po svijetu i vidio puno toga….završio sam čak i faks….ali se i dalje nekako nisam uklapao….nisam pripadao…a onda samo jednoga dana dobio svoj prvi posao u Tele 2…. Mi nismo kao drugi, mi pružamo više. Mi dajemo i ovce i novce….I napokon sam osjetio to. Da sam kod kuće…”

“Hi there, I’m Gregor, and this is my story… As a kid I was different… so I left… I had to go find myself… I’ve tried it all, travelled the world and seen all kinds of things… I even got a degree… but there, I just couldn’t fit in. I just wasn’t a part of it… and then, one day, I got a job at Tele2… we’re not like the rest of them, we give more. You can have your cake and eat it, too. And I finally knew what it’s like… to feel at home.” (duration: 1 minute)

3. Nikad bolja Revolucija; available at: https://youtu.be/3FyRb7pq0wY

“Pustite ih unutra.

- Da, to je ovaj čupav i dlakav.

- Sigurni ste?”


“-Let them in.

-Yes, that’s him, the hairy, woolly one.

-Are you sure about that?

-Yes. He’s the cheeky one. He’s the one they all go to for Revolution.

Join the new and improved Revolution, with a powerful 3 gigabytes, 1500 minutes of calls to other networks, unlimited calls within the network and texts to all networks. No contract cell phone plan. At an unbelievable 100 kuna a month. Valid until 30th June. Start a revolution.”

(duration: 32 seconds)

4. Tele2 Revolucija bon, available at: https://youtu.be/M0RMAlZFNrg

“- Gregore, stvarno svaka čast za tu vašu revoluciju. Ali ovo sad s tim bonovima je ipak malo pretjerano.

-Pretjerano? Mislite valjda fantastično?

-Ne pretjerujmo.


Stigla je revolucija za bonove. Pričaj za jednu lipu po sekundi sa svima, za svaki iznos bona, bez naknade za uspostavu poziva, bez naknade za aktivaciju.

Jedina kvaka je da nema kvake.”

“-Gregor, you really should be congratulated for that revolution of yours. But the prepaid thing is a bit too much.

-Too much? You mean, fabulous?
-Let’s not exaggerate.

-There’s no catch to it, no exaggeration. You know what, this conversation is pointless. Waiter! Check please, and feel free to exaggerate.

Welcome prepaid revolution. Talk for a lipa a second to all, for any prepaid amount, no charges for establishing calls, no flagfalls, no activation fees.

The only catch is that there’s no catch.” (duration: 41 seconds)

5. Tarifa koja ruši granice - TOTALNA: available at: https://youtu.be/-tNrkQ4BU


“Mankind has always strived towards progress… making things better with time… that’s why the time has come to investigate new territories… where prices drop every month. Just imagine, 49, 46, 43… 40 kuna forever. And for that, you get 1.5 GB, 1000 minutes and 1000 text messages. You’re about to witness the launch of a new tariff with a falling price. Total. For just 40 kuna a month. The tariff that tears down borders. Tele 2.” (duration: 37 seconds)

4.2. Research Method

A survey was conducted among 150 Zagreb high school students attending the 1st and 2nd year of gymnasium. Its aim was to determine whether high school students were able to recognize mobile operators’ marketing slogans and identify the non-standard structures. Of the 150 respondents, 109 were girls and 41 were boys. The survey consisted of two tasks.

The first part of the survey contained 6 excerpts from commercials while their slogans or visibility elements were omitted (e.g. sayings like “Simpa. Štima svima”/ “Simpa, It’s a deal.” or “Samo 29 lipa. Tomato.”/ “Just 29 lipa. Tomato.”) and students were supposed to recognize which mobile telephone operator each excerpt pertained to.
The second part of the survey contained three tasks. In the first one, students were supposed to recognize and replace the non-Croatian words in the given text with Standard Croatian versions of those words. The second task contained 10 non-standard lexemes for which students were supposed to come up with Croatian synonyms (one or more). The third task consisted of three sentences taken from the texts of the fifteen randomly selected commercials, which the students were supposed to rewrite in line with the rules of the Standard Croatian language.

5. Results

5.1. Use of the Standard Croatian Language

a) Linguistic features of advertisements for Hrvatski telekom

All five analysed ads by Hrvatski telekom breached at least one rule of Standard Croatian. The authors of slogans for Hrvatski telekom use slang quite commonly (e.g. som in soma megabajta, kapitalac in dodatni kapitalac or giga in giga za surfanje). Their texts seem to be very prone to the use of anglicisms (e.g. surfanje, cool). The imperative mode was used in four of the five texts analysed (usudi se, prenesi, postani, aktiviraj, zgrabi, odaberi, svrati). The following verbs are repeated in two commercials (ads 1 and 5): postani (in postani dio prejake eike, postani Simpa), prenesi (in prenesi broj u Simpu jer samo u Simpi..., prenesi broj u Simpu već sad). This company's commercials often use the “Simpa. Štima svima.” saying or motto, which is the usual closure in all of their commercials. Attempts at using rhyme in Croatian have been detected in two commercials (e.g. tko u Simpu dođe, najbolje prođe or Tjedna porcija – super dođe da tjedan lakše prođe).

b) Linguistic features of advertisements for VIP

Content analysis has shown that VIP advertisements are most prone to breaking the rules of the Standard Croatian language. It was established earlier that five of their randomly selected commercials are also the most viewed ones (117,553 compared to the 23,571 views of Hrvatski telekom or 34,780 views of TELE2 commercials). All selected commercials contained the imperative mode (uzmi, fotkaj, neka stavi, neka se vali, lajkaj, surfaj, šprehaj, tipkaj, brbljaj, spikaj, šajbaj, dodaj, lajkaj, uzmi, raspali).
Anglicisms are also quite common, e.g. fejs, guglaj, tegaj, lajkaj, surfaj, spikaj, guglaj. VIP advertisements are also full of dialect words (e.g. di, ajmo, vali, telefonirat, bit, ugasit, popit, rodici, pojili, gemištek), and sometimes include Bosnian (kafana) and German (šprehaj) loan words. VIP’s commercials abound in slang (šajbaj, stoper, kužimo, spiku, zicer). Unlike those of Hrvatski telekom, VIP’s commercials are also known for the Bosnian actor Emir Hadžihafizbegović starring as Ante. Furthermore, VIP’s commercials allude to the particular character traits of Croats or to the current socio-political context (susjedski “jal”, muljanje, da će Dinamo prezimit u Europi) and also contain sayings (ja internet razvaljujem k’o beba zvečku, to je ko da mi kažeš da Grčka nije dužna).

c) Linguistic features of advertisements for TELE2

Although the imperative mode (pripazi, pustite, pridruži se, digni, zamislite) and anglicisms (superfrend) are seen quite often in TELE2 commercials, their language is mostly in line with the rules of Standard Croatian. Three of the five randomly selected commercials TELE2 used Gregor the Sheep to build on their visibility.

d) Comparison of advertising language

A comparative analysis of 15 randomly selected commercials has shown that in the 5 randomly selected commercials all three mobile operators used anglicisms, with VIP leading the way. All three operators often use the imperative mode in the 2nd person singular as a way to address their clients in the most straightforward way. When doing so, they use both the Standard Croatian verbs (usudi se, postani, pripazi, pustite) and slang (fotkaj, surfaj, tipkaj, raspali). It has been established that in the selected ads for Hrvatski telekom, the most commonly used verbs in imperatives are prenesi and postani (transfer and become, respectively), both used twice, and uzmi (take) in ads for VIP, also used twice.

Slang is used both in the slogans of Hrvatski telekom (e.g. som in “soma megabajta”), kapitalac in “dodatnom kapitalcu”, giga in “gigu za surfanje”, štima in “štima svima”) and in those of VIP (šajbaj, stopper, kužimo, spiku, zicer) while TELE2 tries to avoid slang in its commercials.

All of Hrvatski telekom's commercials contain the “Simpa. Štima svima” saying. The randomly selected VIP commercials contain sayings like “Ja internet razvaljujem k’o beba zvečku.” or “To je k’o da mi kažeš da Grčka nije dužna.” In two of the five randomly selected
ads for Hrvatski telekom we have detected rhyme (e.g. “Tko u Simpu dođe, najbolje prođe.” or “Tjedna porcija – super dođe da tjedan lakše prođe.”), elements of which have not been recorded in ads for VIP or TELE2.

Dialect words are most common in VIP ads (e.g. di, ajmo, vali, telefonirat, bit, ugasit, popit, rodici, pojili, gemištek). They are also marked with the morphological and phonological traits of the dialect concerned (the diminutive suffix characteristic of the Kajkavian dialect – gemištek; shortening of the infinitive by removing the final -i; Ikavian pronunciation of the yat sound).

Socio-political circumstances are mirrored in VIP commercials (e.g. the famous Croatian envy of their neighbours, the perception that there are “shady deals” in all walks of life, Dinamo football club's attempt to spend the winter in Europe).

In addition to anglicisms, VIP commercials also often contain loan words from Bosnian (kafana) and German (šprehaj) (Table 1).

<table>
<thead>
<tr>
<th>LINGUISTIC FEATURES</th>
<th>HRVATSKI TELEKOM</th>
<th>VIP</th>
<th>TELE 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglicisms</td>
<td>surfanje, cool</td>
<td>fejs, guglaj, tegaj, lajkaj</td>
<td>superfrend</td>
</tr>
<tr>
<td>Use of the imperative</td>
<td>usudi se, prenesi (2x), postani (2x), aktiviraj, zgrabi, odaberi, svrati</td>
<td>uzmi (2x), fotkaj, neka stavi, neka se vali, lajkaj, surfaj, šprehaj, tipkaj, brbljaj, spikaj, šajbaj, dodaj, lajkaj, raspali</td>
<td>pripazi, pustite, pridruži se, digni, zamislite</td>
</tr>
<tr>
<td>Slang</td>
<td>“som” (soma megabajta), “kapitalca” (dodatni kapitalac), “giga” (gigu za surfanje)</td>
<td>šajbaj, stoper, kužimo, spiku, zicer</td>
<td></td>
</tr>
<tr>
<td>Sayings or verbal crutches</td>
<td>Simpa. Štima svima. (5x)</td>
<td>Ja Internet razvaljum’ o beba zvečku. To je k’o da mi kažeš da Grčka nije dužna.</td>
<td></td>
</tr>
</tbody>
</table>
The proposed hypotheses of the early work confirms that:

- More than 91% of high school students tested in these research recognizes advertising all three mobile operators;
- More than 71% of high school students included in these research does not recognize anglicisms as a foreign element in Croatian;
- More than 65% of the investigated high school students do not know to translate anglicizam the Croatian Standard Language;
- Adverts of mobile telephone operators do not violate the Code of Advertising and Marketing Communication Practice of the Croatian Association of Communications Agencies (HURA), but they use some stereotypes like male voice in adverts. In all selected commercials, we noticed that the text is spoken by male actors.

6. Conclusion

The survey looked into the linguistic structures in the commercials of three mobile telephone operators in Croatia (Tele2, VIP and Hrvatski telekom) and how recognizable they are for high school students. The survey confirmed the hypothesis that high school students are extremely well familiarized with adverts and slogans and that a great percentage of them are able to independently reproduce them. The concerning result of the survey is that high school children do not recognize anglicisms as a foreign element in Croatian language and are unable to find a Croatian equivalent for a given anglicism. This result shows that the young generations become one with anglicisms as words equally valuable to Croatian words and do not perceive them to be part of a foreign lexis. In addition, secondary school pupils do not
make a distinction between different levels of communication, linguistic varieties, that is, the mixing together of dialect, slang or any other communication level.

The results indicate that, thanks to the media and commercials, the audience’s linguistic structures are guided by and formed in the exact way in which they have been emitted. Such impact of adverts is especially visible on schoolchildren who are in the process of acquiring linguistic rules. Mobile telephone operators, like other advertisers, primarily want to achieve their marketing objective, to sell a product or service. In doing so, they use all functional styles, mixtures of linguistic varieties and spelling mistakes, whereby the copywriters forget that they unconsciously participate in forming linguistic culture.

Being aware of such an enormous impact of mobile telephone operators advertising and the funding they dispose of, one should think about whether moving away from Standard Croatian in commercials is allowed and whether it is possible for advertising slogans to deviate as little as possible from Standard Croatian. It is clear that all advertisers pursue the objective of attracting consumers, but should all communication levels be really permitted if we consider the power of media in constructing a collective awareness of viewers, and thereby a language that becomes the only correct one because it appears in the media.

7. Reference List


8. Appendices

8.1. Duration of Advertisements

Since radio and television airtime is rather expensive, it has been observed that of the 15 randomly selected commercials, those of Hrvatski telekom last between 6 and 24 seconds, of VIP between 20 and 44 seconds, and TELE2 commercials between 22 and 60 seconds, leading to the conclusion that TELE2 spends the most on advertising if the price range is based on the duration of the advertisement (Appendix 1).

*Table 2: Duration of fifteen randomly selected commercials*

<table>
<thead>
<tr>
<th>Mobile operator</th>
<th>Ad 1 (sec)</th>
<th>Ad 2 (sec)</th>
<th>Ad 3 (sec)</th>
<th>Ad 4 (sec)</th>
<th>Ad 5 (sec)</th>
<th>Overall (sec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hrvatski telekom</td>
<td>22</td>
<td>17</td>
<td>17</td>
<td>6</td>
<td>24</td>
<td>86</td>
</tr>
<tr>
<td>VIP</td>
<td>42</td>
<td>44</td>
<td>32</td>
<td>20</td>
<td>29</td>
<td>167</td>
</tr>
<tr>
<td>TELE2</td>
<td>22</td>
<td>60</td>
<td>32</td>
<td>41</td>
<td>37</td>
<td>192</td>
</tr>
</tbody>
</table>
8.2. Number of Views on YOUTUBE

The above commercials were accessed via www.youtube.com between 10:00 pm and 10:20 pm on May 5, 2015. At that point in time, the number of views differed significantly between the three mobile operators. The five selected Hrvatski telekom commercials had 23,571 views, VIP had 117,553 and TELE2 had 34,780 views (Appendix 2). We are convinced that mobile phone companies should take those data into consideration when designing their future commercials.

Table 3: Number of views on YOUTUBE

<table>
<thead>
<tr>
<th>COMMERCIAL</th>
<th>Hrvatski telekom</th>
<th>VIP</th>
<th>TELE2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad 1</td>
<td>16,945</td>
<td>45,353</td>
<td>750</td>
</tr>
<tr>
<td>Ad 2</td>
<td>2,577</td>
<td>10,716</td>
<td>13,629</td>
</tr>
<tr>
<td>Ad 3</td>
<td>1,474</td>
<td>8,607</td>
<td>13,242</td>
</tr>
<tr>
<td>Ad 4</td>
<td>518</td>
<td>35,928</td>
<td>5,049</td>
</tr>
<tr>
<td>Ad 5</td>
<td>2,057</td>
<td>16,949</td>
<td>2,110</td>
</tr>
<tr>
<td>NO OF TIMES VIEWED</td>
<td>23,571</td>
<td>117,553</td>
<td>34,780</td>
</tr>
</tbody>
</table>

8.3. Adhering to the Code of Advertising and Marketing Communication Practice of HURA, the Croatian Association of Communications Agencies

When transcribing the 15 randomly selected commercials, we noticed that the text is spoken by a male actor in all five commercials for Hrvatski telekom, VIP and TELE2 (Appendix 3).

Table 4: Comparison of 15 randomly selected commercials according to the gender of the speaker (M/F)

<table>
<thead>
<tr>
<th>COMMERCIAL</th>
<th>HRVATSKI TELEKOM</th>
<th>VIP</th>
<th>TELE2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>2</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>3</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>4</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>5</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
</tbody>
</table>

Visual inspection of the fifteen randomly selected commercials showed no violation of the Code of Advertising and Marketing Communication Practice of HURA, the Business Interest Association of Marketing Communication Companies.
HEDGING IN CONCLUSIONS OF AMERICAN AND CROATIAN RESEARCH ARTICLES IN THE HUMANITIES

Original Scientific Paper

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Summary

Objectivity, clarity of language, intertextuality, formality and metadiscourse belong to the most prominent features of academic writing. Hedging as a subcategory of metadiscourse is defined differently by different authors. For the purpose of our analysis, hedges are regarded as rhetorical, semantic and pragmatic devices used to present research results cautiously, tentatively, diplomatically and modestly. Nevertheless, conventions for hedging in academic writing vary from discipline to discipline, as well as from culture to culture.

The goal of our analysis was to investigate hedges in the conclusions of research articles in the humanities written by native speakers of American English and Croatian. The corpus consisted of 80 research articles published in American and Croatian journals. Firstly, the conclusions were analyzed in order to determine types and frequency of hedges. Secondly, the American English and Croatian parts of the corpus were compared and possible explanations were provided for the similarities and differences determined.

Keywords: hedging, research articles, humanities, American English, Croatian, cross-cultural differences

1. Introduction

Academic writing is a specialized form of writing with its own rules and conventions that govern its usage within the academic community. The importance of writing in spreading research, scientific and professional insights, and achievements should be emphasized. Swales
and Feak (2009, 7-43) regard academic writing as a product of many considerations, including audience, purpose, organization, style, flow and presentation. Understanding an audience’s expectations and prior knowledge is closely interrelated with the purpose of writing that can broadly be divided into presenting new insights, instructing, as well as displaying familiarity and expertise. Research articles, as a form of academic writing, are aimed at filling a certain knowledge gap and/or at adding new insights and pieces of information to existing literature and knowledge on a certain topic. The majority of research articles exhibits predictable patterns of organization and consist of an abstract, introduction, methods, results, discussion and conclusion. In addition, research article authors need to be certain that their articles are written in the appropriate style.

Regardless of differences among disciplines and individual members of the academic community, several prominent features of academic writing style in English can be listed (Musa 2014, 2; Swales, Feak 2009, 16-26): objectivity, clarity of language, intertextuality, formality and metadiscourse. Hyland (2000, 109) defined metadiscourse as “the linguistic resources used to organize a discourse or the writer’s stance towards either the content or the reader”. Hyland and Tse (2004, 168-170) distinguish between interactive and interactional resources in academic metadiscourse. The former (Hyland, Tse, 2004, 169-170) refers to features used for setting out an argument in order to explicitly establish the author’s preferred interpretations, whereas the latter includes hedges, boosters, attitude markers, engagement markers and self-mentions, and is used to involve readers by alerting them to the author’s perspective towards propositional information and readers themselves. Hyland and Tse (2004, 168) state that “hedges mark the writer’s reluctance to present propositional information categorically”. Alonso Alonso, Alonso Alonso and Torrado Marinas (2012, 48) claim that one cannot overlook the importance of hedging in academic texts, conceding that such texts additionally contain a whole series of elements needed for texts to be recognized as “scholarly” or “academic”.

Nevertheless, research has shown that conventions for academic writing in general, including hedging, vary from discipline to discipline, as well as from culture to culture. As for differences among disciplines in the usage of hedges, the analysis of 240 L2 postgraduate dissertations from six academic disciplines: Electronic Engineering, Computer Science, Business Studies, Biology, Applied Linguistics and Public Administration, conducted by Hyland and Tse (2004, 172-173), revealed that hedging is more important and more frequently used in the more discursive soft fields, such as Applied Linguistics, Business Studies and Social Studies since
interpretations in these disciplines are typically more explicit and the criteria for establishing proof less reliable. The study conducted by Bonyadi, Gholami and Nasiri (2012, 1188-1191) on the usage of hedges in Environmental Sciences research articles written by three different groups of writers: English writers writing in English, Iranian writers writing in English and Iranian writers writing in Farsi showed a significantly higher frequency of hedges in the texts written in English as compared to the ones written in Farsi, which can be attributed to authors’ different cultural, linguistic and discourse backgrounds.

2. Hedging

The above listed features of academic writing can be viewed as general features; nonetheless, hedging as a subcategory of metadiscourse is viewed differently by different authors. A large number of approaches to hedging has led to a certain level of vagueness in defining and categorizing them. Markkanen and Schröder (1997, 15) wrote that “the concept (of hedges) has lost some of its clarity and sometimes seems to have reached a state of definitional chaos, as it overlaps with several other concepts”, explaining that this is a problem that concerns many other linguistic concepts and their definitions, including the concept of language itself. According to Fraser (2010, 16), the first person to write about hedging in linguistic research literature was Weinreich (1966, 163), who talked about metalinguistic operators, arguing that “metalinguistic operators such as (in English) true, real, so-called, strictly speaking, and the most powerful extrapolator of all, like, function as instructors for the loose or strict interpretation of designata”. The origin of the term “hedge” is most frequently attributed to Lakoff, who argued (Lakoff 1972, 195) that some of the most interesting questions are raised by studying words whose meaning implicitly involves fuzziness, that is, “words whose job is to make things fuzzier or less fuzzy”.

From that time, the meaning and the scope of the term “hedge” have been expanded and altered considerably. Broadly speaking, the existing literature on hedges in academic writing provides two conflicting, yet not necessarily mutually exclusive views on the phenomenon. The first standpoint is related to the conviction that academic writing should be as objective as possible, as well as devoid of personal statements, thus associating the term “hedge” with unscientific imprecision. The proponents of the other standpoint argue that relating hedges solely to vagueness and/or fuzziness can obscure some important functions of hedging, such as being...
more precise in presenting the results or presenting the true state of authors’ understanding of the subject matter.

For the purpose of our analysis, and drawing on Salager-Meyer, Defives and Hamelynck (1996, 163-199), hedges are regarded as rhetorical, semantic and pragmatic devices used in (English) academic discourse among specialists to: a) to express tentativeness and flexibility, b) to reduce levels of certainty of the truth of propositions, c) to avoid personal involvement, d) to project modesty for achievements and politeness within the community, and e) to create vagueness and fuzziness. In other words, hedges are viewed as rhetorical, semantic and pragmatic devices used to present research results cautiously, tentatively, diplomatically and modestly in order to meet the expectations of the academic community.

2.1. Subcategorization of Hedges

Depending on the criteria applied, hedges can be subcategorized in various ways. The taxonomy proposed by Salager-Meyer (1994, 154-155), which is still used and applied nowadays (Bonyadi, Gholami, Nasiri, 2012), is based on both formal and functional criteria since she argues that purely formal identification of hedges would undoubtedly lead to the distortion of the data obtained through analyses. Salager-Meyer (1994, 155) divides hedges into five categories: 1. Shields (including modal verbs expressing possibility, semi-auxiliaries (to appear, to seem), probability adjectives and adverbs (probable and probably) and epistemic verbs (to suggest)), 2. Approximators (adverbs of degree, frequency and time used to express heed and coyness (approximately, roughly, occasionally)), 3. Expressions used to express authors’ personal doubt and involvement (I believe, to our knowledge), 4. Emotionally-charged intensifiers used to project authors’ reactions (dishearteningly weak, of particular importance), and 5. Compound hedges comprising strings of hedges (it could be suggested that).

A polypragmatic model of scientific hedging was devised by Hyland (1998, 156-188) in order to account for the multi-functional nature of the usage of hedges that can cover a whole range of purposes. Hyland (1998, 156) broadly divides hedges in academic discourse into content-

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1 Hedges are considered: (i) rhetorical devices in terms of their role(s) in effective and powerful writing, (ii) semantic devices in terms of their meanings and (iii) pragmatic devices in terms of their communicative use and functions.

2 The word English has been put in brackets since the results of the analysis conducted and presented in this paper have suggested that hedging is less present and common in conclusions of research articles in the humanities written by native speakers of Croatian as compared to those written by native speakers of American English.
oriented and reader-oriented hedges, whereas the former can be further subdivided into accuracy-oriented and writer-oriented hedges. According to Hyland (1998, 162), content-oriented hedges “serve to mitigate the relationship between propositional content and a non-linguistic mental representation of reality; they hedge the correspondence between what the writer says about the world and what the world is thought to be like”. Accuracy-oriented hedges (Hyland, 1998, 162-169) reflect authors’ desire to express propositions with a greater level of precision, while writer-oriented hedges (Hyland, 1998, 170-176) reflect authors’ intention to provide a shield for themselves against any probable falsifications of propositions and are achieved by minimizing authors’ involvement in propositions and/or by maintaining a distance from them. Hyland (1998, 177-184) views reader-oriented hedges as concerned mostly with interpersonal interaction between readers and authors by addressing readers as the ones who respond to and judge the truth value of propositions.

Martin (2003, 66) argues in favor of taking into account the socio-pragmatic context when classifying hedges stating that “it appears that it is virtually impossible to attribute a function to a hedge without considering both the linguistic and situational context”. According to Martin (2003, 57-72), linguistic devices functioning as hedges can be categorized as having the four basic functions or strategies: 1. Indetermination (providing propositions with a certain shade of lesser qualitative and quantitative explicitness, vagueness and uncertainty) 2. Camouflage hedging (metalinguistic operators used to provoke focus displacement of readers’ attention and negative reaction from the proposition), 3. Subjectivization (using first person personal pronouns followed by verbs of cognition to highlight the subjective nature of propositions) and 4. Depersonalization (authors attempting to blur their presence by using a variety of impersonal constructions).

Regardless of the clear classifications presented above, it should be emphasized that hedges, as well as other expressions, can have multiple meanings and serve various functions at the same time, and that the boundaries between subcategories are not as clear-cut as it might appear.

3. Objective, Corpus, and Methodology

The main objective of our analysis was to investigate hedges in research articles in the field of the humanities written by native speakers of American English and Croatian. Since the usage and choice of hedges is partly dictated by the general structure of discourse in research articles,
in which introductions and conclusions are usually general and vague, whereas the body tends to be more particular and precise, included in our analysis were only conclusions of the research articles from our corpus. Taking into account that the usage of hedges varies from one discipline to another, only research articles from the field of the humanities were included. The corpus consisted of 80 research articles published in the period from 2009 to 2014, 40 of them in American and 40 of them in Croatian journals in the field of humanities. Table 1 provides an overview of the corpus by discipline, language, journal and number of articles included.

Table 1: Overview of corpus by discipline, language, journal and number of articles

<table>
<thead>
<tr>
<th>DISCIPLINE(S)</th>
<th>LANGUAGE</th>
<th>JOURNAL(S)</th>
<th>NUMBER OF RESEARCH ARTICLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnology and Anthropology</td>
<td>American English</td>
<td>Sage Open Ethnology</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Croatian</td>
<td>Etnološka tribina Studia ethnologica Croatica</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Croatian</td>
<td>Prilozi Instituta za arheologiju Časopis za suvremenu povijest Hrvatski muzeološki zbornik Portal, Godišnjak Hrvatskog restauratorskog zavoda</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Croatian</td>
<td>Filologija Suvremena lingvistika Jezikoslovije Fluminensia</td>
<td>7</td>
</tr>
<tr>
<td>Literature</td>
<td>American English</td>
<td>American Literature Sage Open American Literary Heritage</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Croatian</td>
<td>Slovo Umjetnost riječi Nova Croatica Sage Open</td>
<td>7</td>
</tr>
</tbody>
</table>
In addition to general structure of discourse, research (Bonyadi, Gholami, Nasiri, 2012, 1186-1193; Alonso Alonso, Alonso Alonso, Torrado Marinas, 2012, 47-64; Martin Martin, 2008, 133-152) has proven that hedging can, to a certain extent, be dependent on authors’ cultural background. For that reason, our approach is cross-cultural, that is, our corpus includes American English and Croatian research articles in order to compare communication practices of the two language groups in the usage of hedges in research articles. It should be noted at this point that the cross-cultural approach differs from the intercultural approach, in which, according to Bowe and Martin (2007, 3), “the focus is on features of the shared communication between speakers from different language/cultural backgrounds”. Our analysis comprises two main steps. Firstly, the conclusions were analyzed in order to determine types and frequency of hedges. Secondly, the American and Croatian parts of the corpus were compared in terms of type and frequency of hedges, and possible explanations were provided for the similarities and differences determined. In determining the type of hedge, applied was the taxonomy proposed by Salager-Meyer (1994, 154-155), however slightly modified in order to accommodate the fourth hedging strategy proposed by Martin (2003, 57-72) and the category of reader-oriented hedges (Hyland, 1998, 177-184). Accordingly, the Salager-Meyer taxonomy was expanded by adding a category named Expressions used to blur authors’ presence, which includes agentless passive constructions and impersonal active constructions (a non-human entity used as subject).

4. Results and Discussion

The results of the analysis are presented and discussed in two steps. Firstly, the distribution and frequency of hedges in general, as well as of various types of hedges in the American English and Croatian parts of the corpus are dealt with and exemplified. Secondly, the results obtained
for the two parts of the corpus are compared and possible explanations are provided for the similarities and differences in the types and frequency of hedges.

4.1. Hedges in the American English Part of the Corpus

The average number of hedges per conclusion in the American English part of the corpus (AEc³) amounts to 4.8, which can be rounded to 5, given that compound hedges were included in the calculation as one single hedge. As presented in Graph 1, the most frequently used type of hedge in the AEc are compound hedges and expressions used to express authors’ personal doubt and direct involvement, followed by shields, whereas emotionally-charged intensifiers, approximators and expressions used to blur authors’ presence belong to rarely used types of hedges.

Graph 1: Distribution of hedges by type in the AEc

Compound hedges are, for the most part, comprised of a shield and an expression used to blur authors’ presence. In the following example, the non-human subject the findings of this study, used to detach the author(s) from the findings, is combined with the epistemic verb suggest. The findings of this study suggest that a distinction ... (AE_H_AH_H_8⁴)

³ The abbreviation AEc will be used when referring to the American English part of the corpus analyzed, while the abbreviation CROc will be used for the Croatian part.
⁴ The examples provided have been designated as follows: the first part of the abbreviation stands for the American English (AE) or Croatian (CRO) part of the corpus, the second part of the abbreviation refers to a discipline or a group of related disciplines within humanities: E_A for ethnology and anthropology, H_AH_A for history, art history and archaeology, L for linguistics, LIT for literature, P for philosophy and T for theology. The last part of the designation is the ordinal number of a conclusion within the respective part of the corpus.
... such methods could dramatically reduce development times of NLG systems ... (AE_L_19)

As opposed to the example AE_H_AH_H_8, a non-human subject, the findings, is used with a verb expressing an absolute degree of certainty (confirm).

The findings confirm that metalinguistic awareness ... (AE_L_20)

Expressions used for stating authors’ personal doubt and direct involvement are the second most frequent type of hedge in the AEc.

... I am very clear that psychiatry blames and scapegoats individuals. (AE_T_36)

Although emotionally-charged intensifiers were viewed as a separate category, the majority of the examples identified could also be interpreted as and counted to the group of expressions used for stating authors’ personal doubt and direct involvement, as is the case with the example below.

... it is encouraging that local people share so much passion over how these fisheries ... (AE_E_A_2)

Shields are the third most frequent type of hedge in the AEc. The prevailing subcategories among hedges are modal verbs and semi-auxiliaries (AE_LIT_21), followed by probability adverbs (AE_E_A_2), probability adjectives and epistemic verbs. Similar to expressions used to blur authors’ presence and to expressions used to state authors’ personal doubt and direct involvement, they are often used as part of compound hedges (AE_LIT_25).

Fuller’s texts appeared to be focused on social justice... (AE_LIT_21)

In addition to cybernetics, cultural theory is also likely useful for understanding conflicts such as this,... (AE_E_A_2)

It seems likely that some readers... (AE_LIT_25)

The qualitative analysis of the AEc has shown that, in almost all conclusions, there are sentences containing two or more different types of hedges not forming a string of hedges and performing various functions within the sentence. For the purpose of our analysis, such sentences are labelled as “multiply-hedged sentences”. The following example comprises three different types of hedges: an expression for stating authors’ personal doubt and direct involvement (we hope), an approximator (with some calibration of the details) and a shield, i.e. a modal auxiliary expressing possibility (can).

We hope that with some calibration of the details, our model can provide a reliable set of plans for describing any proportion... (AE_L_15)
Furthermore, the qualitative analysis has shown that such sentences are, as a rule, part of the last paragraph in conclusions, in which implications of research results are presented. Such paragraphs exhibit the highest level of hedge density within a conclusion. Accordingly, we have labelled them as “heavily-hedged” paragraphs.

We believe that it is possible to push our approach in the open-domain direction. ... Of course, there are many open challenges ahead, but with the proper combination of linguistic, statistical and computational insight, we hope to eventually build systems with both breadth and width. (AE_L_16)

4.2. Hedges in the Croatian Part of the Corpus

The average number of hedges per conclusion in the Croatian part of the corpus (CROc) is 3.3, which, we believe, can be rounded down to 3, taking into account that compound hedges are not particularly frequent in the CROc. The most frequent type of hedge in the CROc is shields (see Graph 2).

The most frequent subcategories of shields in the CROc are semi-auxiliaries and probability adverbs.

Čini se da je ovaj rad … (CRO_L_15)
(It seems that this paper …)5

Vjerojatno je kuhinja unutar kule imala sekundarnu ulogu … (CRO_H_AH_A_8)

Graph 2: Distribution of hedges by type in the CROc

5 In order to facilitate understanding, all the examples from the CROc presented in the paper have been translated into English by the authors.
(The kitchen within the tower probably had a secondary role …)

In the CROc, shields are, in terms of frequency, followed by emotionally-charged intensifiers and expressions used to state authors’ personal doubt and direct involvement. The three types make up over two-thirds of hedges in the CROc.

…izuzetno su važne za razvoj suvremene zaštite … (CRO_H_AH_A_10)

(…are of outstanding importance for the development of contemporary protection…)

Smatramo kako audiovizualna snimka najbliže odgovara načinu prezervacije … (CRO_P_31)

(We believe that an audio-visual recording most closely correlates with the manner of preserving…)

As depicted in Graph 2, compound hedges make up 13% of the CROc. The example below is a double hedge consisting of two shields: a modal verb of probability (mogu) and a probability adverb (možda). The tentativeness is additionally emphasized by placing the probability adverb in parentheses.

…pitanja na koja odgovore (možda) mogu dati tek buduća istraživanja. (CRO_LIT_22)

(…questions to which only future research may (perhaps) provide answers)

Expressions used to blur authors’ presence (CRO_T_35) and approximators are the least frequent types of hedges in the CROc.

Rezultati pokazuju da je upravo zadovoljstvo brakom ključan prediktor u objašnjenju varijance obiteljske kohezije. (CRO_T_35)

(The results show that satisfaction with marriage is the key predictor in explaining the variance in family cohesion.)

The results of the qualitative analysis of the CROc have shown that there is a significant number of direct, strong claims in conclusions, while “multiply-hedged” sentences and “heavily-hedged” paragraphs are rare.

Slab moral, poglavito zbog nepostojanja ratnog cilja, svakako je ključni problem propasti mobilizacije.

(CRO_H_AH_A_9)

(Low morale, due in particular to the non-existence of a war goal, is definitely the key problem for the failure of mobilization.)

Moreover, the qualitative analysis has shown an unequal distribution of hedges per conclusion in the CROc. The majority of the conclusions are either heavily-hedged or extremely-low...
hedged, which indicates that there are no undisputed conventions for the usage of hedges in CROc. Below is the first paragraph of a conclusion that contains no hedges at all and might even, without taking into consideration the context, be confused with some other text type(s).

Činjenica jest da danas svi gledaju filmove. Ako ne u kinodvorani onda na televizoru ili na DVD-playeru. Zbog toga su filozofi i počeli istraživati filmski medij i njegovu snagu. S jedne strane, koristeći ih kako bi ilustrirali svoje teze ili pak analizirali ideološke trendove današnjice. S druge strane, neki filmovi poput Matrixa mogu biti misao vodilja za ispitivanje već postojećih filozofskih ideja. Dakle, film i filozofija imaju mnogo dodirnih točaka i te se međusobno prožimaju. (CRO_P_28)

(It is a fact that nowadays everyone watches films. If not in a cinema, then on TV or a DVD-player. For this reason, philosophers started doing research on the medium of film and its power. On the one hand, by using films to illustrate their theses or to analyze the current ideological trends. On the other hand, some films such as Matrix can be the guiding principle for re-examining existing philosophical ideas. So, film and philosophy have numerous common points and permeate one another).

4.3. Contrastive Analysis of Hedges in the American English and Croatian Parts of the Corpus

The contrastive analysis has shown that there are three significant differences between the AEc and CROc. The first difference lies in the frequency of hedges per conclusion. As described above, the average number of hedges in the AEc is 4.8 as opposed to 3.3 in the CROc. The second difference refers to the frequency of particular types of hedges in the conclusions analyzed. As presented in Graph 3, the greatest differences are in the frequencies of using emotionally-charged intensifiers and compound hedges.
The findings of the analysis have shown that Croatian authors use emotionally-charged intensifiers three times more than their American English colleagues. The situation is almost the opposite when it comes to the usage of compound hedges; they are significantly more frequent in the AEc than in the CROc. Shields, as the most frequent type of hedge in the CROc, are slightly less frequent in the AEc. Expressions used to state authors’ personal doubt and direct involvement are somewhat more common in the AEc than in CROc. Approximators and expressions for blurring authors’ presence are rare in both parts of the corpus; however, they are slightly more frequent in the CROc. The difference in the general tone of conclusions seems to be the most striking difference between the two parts of the corpus. The conclusions from the AEc mostly contain “multiply-hedged” sentences as part of “heavily-hedged” paragraphs, which is not the case in the CROc. Croatian conclusions tend to have more direct claims than the American English ones. Consequently, the results of the qualitative analysis suggest that general claims are more carefully stated in the AEc.

4.4. Discussion

The results of the analysis presented above have revealed that the AEc and CROc exhibit both similarities and differences in terms of using hedges in research article conclusions. Hedging as a rhetorical strategy is used both in American English and Croatian. Shields belong to one
of the three most frequent types of hedges in both parts of the corpus, which is in line with the results of other similar studies conducted on hedging in English and other languages (Bonyadi, Gholami, Nasiri 2012, 1190). Approximators and expressions used to blur authors’ presence are the two least frequent types of hedges in the AEc and CROc. This implies that both the American English and Croatian authors have a similar attitude towards using the mentioned types of hedges in conclusions. The possible explanation is twofold. On the one hand, their low frequency can be explained by the general function of conclusions, in which results are summarized and not presented in detail as in some other sections of research articles such as results, discussion and the like. On the other hand, not all research articles from our corpus, as well as in the field of humanities are based on a quantitative data analysis, which might also diminish the need to use approximators and expressions for blurring authors’ presence.

Regardless of the similarities presented and discussed, the results of the analysis suggest that the differences are more prominent. Broadly speaking, the analysis has shown that hedging is more widely used as a strategy in research article conclusions in the AEc. In addition to a greater number of hedges per conclusion and a significantly higher frequency of compound hedges, the AEc contains “multiply-hedged” sentences and “heavily-hedged” paragraphs. Given the type of content presented in conclusions (Gačić, 2012, 107-108; Oraić Tolić, 2011, 293-295) that, broadly speaking, includes a summary of the main facts and/or results, and a part devoted to implications of the results, it is not surprising that the last paragraphs of the conclusions in the AEc tend to be so heavily-hedged, thus providing conclusions with a generally modest, cautious tone. In terms of content, such “heavily-hedged” paragraphs contain generalizations regarding the importance of research, recommendations and assumptions for further (lines of) research, proposals for re-examining or modifying existing theories, practices and policies and the like.

It may be assumed that the frequency of hedges can also be dependent on the function(s) and context of different parts of individual segments of conclusions in research articles. However, Croatian conclusions from our corpus rarely contain “multiply-hedged” sentences, let alone “heavily-hedged” paragraphs. This, in addition to a large number of direct claims in the CROc, can lead us to the assumption that conventions for using hedges in academic writing differ from American English to Croatian. This assumption can be further supported by the fact that none of the standard works on academic writing and research work in Croatian (Gačić, 2012; Oraić Tolić, 2011; Tkalac Verčić, Sinčić Ćorić, Pološki Vokić, 2011; Žugaj, Dumičić, Dušak, 2006; Zelenika, 2000) mention and discuss hedging as a relevant strategy. Silić (2006, 43-44)
considers the principles of objectivity and abstractness to be the main features of the scientific (academic) functional style of the Croatian language. The principle of objectivity means that science should be free from subjectivity of either the sender or the receiver of the message. Subjective means are allowed only for the purpose of popularizing scientific messages. However, the results of our analysis have shown that the principle of objectivity as understood by Silić is not fully observed in the CROc, where there is a discrepancy between heavily-hedged and extremely-low hedged conclusions, meaning that a relatively small number of conclusions contain the average or approximately the average number of hedges. The unequal distribution of hedges in the CROc might indicate that there are additional factors influencing the usage of hedges in Croatian research article conclusions. It could be assumed that educational background also has an influence on the frequency of hedges. One could assume that the Croatian researchers who completed part of or their entire education in English-speaking countries, thus more often reading, presenting and publishing in English, have in doing so, acquired the hedging strategy and started using it even when writing in Croatian. Moreover, the dominance of English in scientific publication and academic exchange might have influenced researchers who have not been educated in English-speaking countries, thus providing them with strategies that are either non-existing or not that prominent in their mother tongues. Along these lines, we would like to propose two lines of further research. Firstly, diachronic research on the usage of hedges in academic writing in Croatian could be conducted to examine whether the increasing importance of English as the international language of science has, and in which manner, influenced the usage of hedging in Croatian academic writing. Secondly, an intercultural study of hedging in research articles in the humanities written in English by native speakers of Croatian should be conducted in order to investigate whether Croatian authors publishing in English apply that strategy, to which extent and which extra-linguistic factors (age, educational background, discipline of humanities) they are influenced by. The second line of proposed research is, in our opinion, even more important, given the growing need for Croatian researchers in the field of the humanities (Raffaelli, 2008, 312-315) to make their achievements internationally visible, that is, to publish them in English. In order for their research articles in English to be accepted in international journals, they should, among other things, be aware of and able to apply the rules and conventions of academic writing in English, in particular those not present or common in their mother tongue. For the stated reasons, the results of the analysis conducted have, and the proposed lines of research could have, significant
teaching implications both for students and instructors of English for Academic Purposes, as well as for life-long learning programs for researchers aimed at increasing their presence, visibility and recognition at the international level.

5. Conclusion

The results of the analysis conducted suggest that conventions for using hedges in academic writing differ in American English and Croatian academic communities. On the one hand, it seems that American English research article writers in the humanities rely on more careful interpretation of analyses when stating their claims, as well as constructing and representing knowledge using a greater level of tentativeness and hedges in general compared to their Croatian counterparts. On the other hand, Croatian authors have a tendency to write with a higher degree of authors’ presence or importance. Nonetheless, the discrepancy between low-hedged and heavily-hedged conclusions in the Croatian part of the corpus might be interpreted as a sign of on-going changes in the conventions for academic writing in Croatian. For that reason and given the increasing importance of English as lingua franca of the international academic community, it is our view that further research on the usage of hedges by Croatian researchers in the humanities when writing in Croatian and/or English should be carried out. The results of the present analysis, as well as of future diachronically- and/or interculturally-oriented studies on the phenomenon of hedging would, in our opinion, be of great importance for students and instructors of English for Academic Purposes, as well as for active researchers in the field of humanities in Croatia.

6. Reference List

CORPORATE SOCIAL RESPONSIBILITY IN SCANDINAVIAN COUNTRIES AND IN CROATIA

Original Scientific Paper

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Summary

The socioeconomic conditions in the Republic of Croatia differ from those in Scandinavian countries. The two are not differentiated merely by a regulated social policy and developed industry. This paper was prepared with the aim of gaining an understanding of CSR policies in Scandinavian EU Member States, research CSR practices of Carlsberg and Electrolux in their home countries and to compare these to Croatian practices. The method of qualitative content analysis from secondary sources on CSR policies in the Scandinavian countries of Denmark and Sweden was used. Information on Carlsberg and Electrolux practices was collected by researching their secondary sources. In order to gain an understanding of the differences in the companies' CSR practices in Croatia in comparison to practices in their home countries, interviews were conducted with representatives of Croatian subsidiaries. All information was collected in the period from May to November 2010, with an additional review of changes during 2015. It has been established that both countries have developed CSR policies. The practices of these companies in Croatia show room for improvement on all levels.

Keywords: corporate social responsibility (CSR); stakeholders; UN Global Compact; Global Reporting Initiative (GRI); strategy; European Union (EU)

1. Introduction – Research Problem and Aims

This paper examines the theoretical outline of the concept, role and significance of corporate social responsibility (CSR) as well as CSR policies in Scandinavian EU Member States, Denmark and Sweden, whose global companies also operate in Croatia. Special attention is
paid to CSR practices in two global companies of the region, Carlsberg and Electrolux, with an additional examination of CSR practices in their Croatian offices.

The problem studied in this paper is the assumed difference in CSR practices as illustrated by the examples of Carlsberg and Electrolux in their home countries in comparison to the practices in Croatia.

The initial assumption is that there are differences in CSR practices in the home countries in comparison to their offices in Croatia, as the socioeconomic conditions in the Republic of Croatia are vastly different than in the Scandinavian countries. Scandinavian countries are primarily known for their regulated social policies, natural resources and developed industry, enabling a high standard of living. Expert discussions on corporate social responsibility in those countries have a long tradition, with significant steps forward up to the present day.

Croatian companies have only just recently (in the last decade) begun to get acquainted with the actual meaning and benefits offered by CSR not just for their subsistence, but also for environmental sustainability and community progress. As a concept, corporate social responsibility has not been sufficiently acknowledged by Croatian companies, nor have the wider benefits of CSR practices been recognised. There is a low level of familiarity with CSR implementation, reporting and evaluation of business operations to the benefit of the economy, society and environment.

Carlsberg and Electrolux have been specifically selected for this research since they are considered to be of particular interest as good examples of CSR practices globally and in their home countries, making them potential vehicles of positive changes in view of company policies and responsibilities towards business operations, the society and environment in our country.

The research aims are as follows:

1) Gaining an understanding of developed CSR policies in two Scandinavian EU Member States;
2) Researching CSR practices of Carlsberg and Electrolux in their home countries; and
3) Researching the difference in CSR practices of Carlsberg and Electrolux in Croatia compared to the practices in their home countries.
The paper provides answers to questions of how CSR policies in the two Scandinavian countries are organised, what constitutes the CSR policies of Carlsberg and Electrolux, and to what extent the local CSR policies of Carlsberg and Electrolux differ from the ones in the companies' home countries.

2. Research Methods

Data was collected using desk research or archival research (Lamza Posavec, 2003). The methods included analysing secondary information primarily from foreign references as well as domestic references on corporate social responsibility, such as specialised literature from the fields of business ethics, corporate communications and public relations, as well as CSR technical reports and guides. The data was also gathered by reviewing professional journals and via targeted search of Carlsberg and Electrolux websites, thus analysing their CSR practices. Aside from the theoretical foundation on which the concept corporate social responsibility is based, the required data included anything related to CSR policies in Scandinavian EU Member States, CSR practices of the aforementioned companies in their home countries and those of their Croatian subsidiaries. Data was collected in the period from May to November 2010, while additional desk analysis with the aim of gaining insight into possible changes in practices and manner of reporting was performed in April 2015.

With one part of the paper being focused on outlining CSR practices using two Scandinavian companies as examples, companies whose products are globally associated with their respective home countries have been specifically selected. Aside from being globally recognisable, these companies can serve as an excellent example of first-hand implementation of such policies in their business operations due to how developed their CSR policies are in their respective countries of origin.

In order to research potential differences in CSR practices in the Croatian subsidiaries of analysed companies, a unique questionnaire with 19 open and closed questions was used as a base for semi-structured interviews. The questionnaire was adapted on the basis of the original questionnaire constructed by Violeta Colić and Dijana Kobas Dešković for the study titled “Do Citizens Believe in the Corporate Social Responsibility of Companies?” , which was carried out in 2008 using a representative sample of Croatian population. The questions pertaining to the following aspects, which were subsequently established as possible basic
indicators of potential differences in local CSR practices: 1) CSR in general, 2) employees, 3) local community, 4) environment, 5) corporate principles, 6) significance of CSR aspects, 7) reporting, 8) investment into community, 9) success of CSR projects and programmes, 10) role in CSR concept and 11) compliance of local practices with home country practices. Rather than having a theoretical basis, during data gathering and analysis, the aspects listed were established by authors as indicators relevant for providing the answer to one of the study questions. With the aim of gaining a better understanding of individual practice cases and gaining additional information, interviews have been conducted with company representatives.

The research method applied when preparing the paper is that of quantitative analysis of content or available data on the topic in question, with the addition of a semi-structured interview in form of a questionnaire. This method was deemed the most suitable according to the set research aims. The study provides interesting results, which can help to gain an understanding of harmonised application of business concepts, while also providing developed examples of CSR policies and practices.

3. Corporate Social Responsibility (CSR)

3.1. Concept, Role and Significance of CSR

The concept and practices of corporate social responsibility encompass a wide range of company operations and any relationships established by the company as part of such operations. Any company implementing such practices inevitably makes an impact on the society through production, employment, employee training, respect for human and labour rights, investment into the social community and effect on the environment. This type of business surpassing legal regulations is becoming increasingly significant by the day, having become an established business sector practice in developed countries due to its readily apparent long-term benefits for all those included (stakeholders).

“Sustainable responsible business is known in the global business sector under the term 'corporate social responsibility', while a stakeholder is 'anyone contributing to the success and benefiting from a company, including shareholders, employees and those affected by company business, such as suppliers, consumers and local communities.’” (UNDP, 2005)
There are numerous explanations, but since there is no universal definition of corporate social responsibility, what follows are three definitions that may come closest to its meaning:

1) In the EU Strategy for Corporate Social Responsibility (2011, 14), the European Commission defines corporate social responsibility as “the responsibility of enterprises for their impacts on society”.

2) The World Business Council for Sustainable Development (WBCSD, 2010) defines corporate social responsibility as “the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large”.

3) The International Business Leaders Forum (IBLF, 2010) describes corporate social responsibility as “promotion of responsible business practices that help achieve social, economic and environmentally sustainable development, maximising the positive effect of economy on the society, while minimising the negative effects”.

CSR is becoming increasingly acknowledged in the business sector as an efficient framework for running a company. This framework does not merely use legal regulations as basis, but surpasses such regulations by enriching the management course with moral principles of the society where the activities are carried out. This makes the framework closely connected to the concept of sustainable development, that is, development which takes into account the economic, social and environmental influence of a corporation.

CSR serves as a vehicle and manager of issues and demands of all stakeholders involved (employees, shareholders, suppliers, the local community, consumers, decision makers) (Figure 1). They should be used as the basis for defining responsibility and developing strategies for managing these relationships.
Creating and adopting a CSR programme requires compliance with previously established general standards. There are standards for monitoring, evaluating and analysing such programmes, based on: 1) codes of conduct (e.g. ILO fundamental conventions and OECD Guidelines for Multinational Enterprises), 2) management standards (e.g. EMAS), 3) research and reporting (e.g. GRI guidelines), 4) labels (e.g. ISO 14001:2004 and Ecolabel), and 5) socially responsible investing.

4. CSR Policies in Scandinavian EU Member States

4.1. Denmark

Denmark is a country with a business world mostly consisting of small and medium-sized enterprises that are largely involved in CSR activities. Particular attention is paid to social exclusion and environmental protection issues. In the modern age, the country is faced with increased migration and a need for integration of ethnic minorities into the workforce. Due to an imbalance in the traditionally regulated Danish social system, these circumstances call for creation of an integrated labour market plan. This is precisely what makes up the incentive for the Danish CSR plan, with the need of introducing changes into the existing practices and the awareness of social issues necessitating a flexible approach (Morsing, 2005).
Major campaigns for raising CSR awareness in Denmark date back to 1994, when the Danish government appealed to companies for cooperation in the national CSR campaign as part of the initiative “Our Common Concern – The Social Responsibility of the Corporate Sector” (CSR Magazine, 2002). The initiative is based on the concept of social welfare achieved with the help of the public sector, employers and civil society. Although Danish companies are known for their high standards on the global market, CSR was cited as one of six priority issues by the government in their 2005 annual economic development report. Concern for environmental protection is another aspect of the sustainable development strategic approach.

Ecological awareness is becoming increasingly important as an element of corporate policies of companies that take account of their own impact on the environment. A report must be submitted on the evidence of how the environment is being affected in relation to energy consumption and use of raw materials as well as types of hazardous substances that are part of the production processes, products and waste and those released into the air, water and soil.

4.2. Sweden

Swedish CSR policies are formed by a traditionally present close cooperation of different sections of the society, i.e. the government, trade unions and the civil society. Moreover, Sweden is recognisable by its welfare state system providing basic living standards (social safety, social insurance, free education).

The CSR concept is used for developing foreign trade and achieving the pursuit of improved competitiveness in the global market. This is one of the most important goals of the Swedish government, which has not determined specific responsibilities for the policies of implementing this concept, but is involved in numerous orientation and cooperation initiatives.

Although there are no well-defined regulations on the national level, CSR policies in Sweden have found a way to improve. Wishing to contribute to the recognisability of Sweden on an international level, the government aims to expand international standards pertaining to the issue of corporate social responsibility. Steps taken to develop an environment willing to adopt a mode of conduct characterised by concern for the economic, social and environmental development included different structures and cooperation of different participants from equally different sectors.
4. 3. Practical Examples

4.3.1. Carlsberg

The Carlsberg Group relies on the development and adoption of CSR practices to achieve a positive influence on the society and environment. Three CSR aspects are taken into consideration: economic, social and ecological. This can be seen in eight fields that are given priority: 1) environment, 2) responsible consumption, 3) community involvement, 4) consumers, 5) labour and human rights, 6) health and safety, 7) business ethics and 8) responsible supply chain management.

Results of Applying CSR

In order to provide a high-quality work environment for its employees, the Carlsberg Group has been systematically working on the development of its employees by providing them with professional development options through various programmes and initiatives for developing the best practices. Monthly reports on employee health and safety serve as additional proof of concern for work environment quality. Plans are focused on performing in-company safety inspections, inquiring into workplace accidents and minimising such accidents.

As far as community involvement is concerned, the Carlsberg Group encourages local subsidiaries to perform individual evaluation of key fields and integrate them into the local plan for further progress. This approach has resulted in well-defined procedures for dealing with the needs of the community and further investments.

Upholding business ethics standards is of vital importance for the business of the Carlsberg Group, which is why the Group uses local consultant networks to familiarise itself with ethical practices by providing different types of professional development, such as e-learning, workshops and presentations. Aside from being active in further development of these programmes with the goal of creating global e-learning courses, the Group has been developing reporting procedures to improve the understanding of the need of applying business ethics.

A number of activities of responsible treatment of consumers have been implemented. Some include systematic inspection of product and raw material quality, establishing channels of direct communication with consumers and increased integration of responsible consumption
into the marketing plan. Efforts are being made to improve supply chain conditions through coordinated cooperation with suppliers. In the context of environment, the Group publishes an annual report, which became a CSR report in 2010, and is planning to maintain the leading position in the industry as the most efficient global brewery when it comes to decreasing energy consumption, CO₂ emissions and packaging material as well as managing water sources. In 2014, for the first time ever, Carlsberg Group has issued a report on economic contribution to society in terms of economic value, employment, and taxes and government revenues.

4.3.2. Electrolux

The Electrolux Group aims to operate based on ethical, social and ecological responsibility. By implementing a responsible approach to business, the Group creates a path to reducing potential risks, strengthening employee motivation and upholding its reputation, which is based not only on innovative products, but also on the manner of treating consumers, the community, business partners and the environment. By fostering a proactive approach and acceptance of diversity, the Electrolux Group facilitates handling challenges and designing new ways of contributing to social development.

The business strategy of Electrolux is focused on sustainability and characterised by the significance of the economic, social and ecological aspect. The economic part of the strategy is supported by innovative products, a powerful brand and efficiency at an affordable price. Developed codes and policies relating to employee rights, ethics and environment define the company as being socially and ecologically responsible and serve as a good foundation for the relationship fostered by Electrolux with its stakeholders and the community.

The company responds to the needs of the community by means of numerous local initiatives, thus confirming its social responsibility. It demonstrates its community involvement by contributing its own products and humanitarian financial donations (Electrolux, Community Involvements, 2010).

The company pays special attention to the reliability of its own practices in the process of achieving business success and market competitiveness, with such reputation being built by means of an established management system, acceptance of diversity, providing professional development for its employees, safe work environment, predicting risks and monitoring
circumstances. Consumers and suppliers are some of the most important stakeholders. For Electrolux, product safety and quality are top priority, with products being subject to various tests from the design phase all the way to the consumers’ experience with the product. This way, the company can learn for its consumers, which helps in further development of safe, ergonomic and quieter products (Electrolux corporate web page, Consumer, Health and Safety).

Preserving the environment is a great challenge to which special attention is paid in the Electrolux Group. Its three-part climate strategy encompasses efforts pertaining to innovative products, decreased impact on the environment during production and raising awareness on the role of energy-efficient appliances (Hansen, Lehmann, 2009). When developing new products, the company systematically works on ensuring energy efficiency, standardising components and recycling options in order to minimise the impact on the environment during the use of such products. It also seeks to reduce its impact on the environment by regulating energy consumption in production and transport, decreasing the amount of resources used in production, striving to optimise the use of appliances and ensuring control and minimal usage of substances that can potentially endanger human health and the environment. The goals of reducing energy consumption and increasing production safety are monitored through an energy management system (EMS) and any production unit with more than 50 workers must be ISO 14001 certified. Great emphasis is placed on decreasing CO₂ emissions – in this context, Electrolux applies existing technology to raise the awareness of consumers (e.g. online service of measuring saved energy and water when replacing old appliances with new ones) as well as decision makers by providing support to market initiatives such as tax and loan reduction (Hansen, Lehmann, 2009). The aims of the three-part climate strategy overlap with those set out in the Environmental Policy.

**Results of Applying CSR**

In 2008, Electrolux was awarded the Globe Award for integration and transparency of CSR in business operations and reporting. The award is presented by the business network Global Forum, which acts as a centre for sustainable development with the focus related to monitoring trends and sustainable business circumstances between Europe and rapid-growth markets. The award is intended for organisations in the country that stand out in the field of corporate social responsibility and abide by the ten principles of UN Global Compact in their
everyday business operations. The Globe Award is an accolade for responsible business and incentive in further development of products with reduced impact on the environment and raising further consumer awareness of the importance of applying energy-efficient products (Electrolux corporate web page). Electrolux has published the online edition of the Annual Report and the Sustainability Report for 2014. Announcing a new approach to reinforce Electrolux sustainability leadership, the report highlights 10 key themes where Electrolux can make the biggest difference and will aim for consistently high performance. The themes are divided into business differentiators – where Electrolux can drive competitive advantage (product efficiency, material efficiency, eliminating hazardous substances, operational efficiency) and into business enablers – where high performance is a condition of doing business (social investment, ethical business, responsible sourcing, health and safety, middle of the pyramid [water and energy-efficient products for emerging markets], human and labour rights). During 2015, key performance indicators and qualitative and quantitative targets will be set, linked to the 10 themes.

5. The Context of Practices in Croatia

The companies Carlsberg and Electrolux strive for global implementation of corporate social responsibility. The aim of the study carried out on the examples of their Croatian subsidiaries was to determine the presence of potential risks in their practices.

Carlsberg Croatia is compliant with the strategy and practices advocated by the company in Denmark in terms of all established indicators of applying CSR practices. The company's approach, i.e. understanding the levels of social responsibility, is in complete accordance with the policies established in Carlsberg's home country. Relationship with employees is compliant with the practices implemented by Carlsberg on the global level. The activities through which Carlsberg Croatia participates in the community cover all fundamental forms resulting in a positive contribution. By carrying out responsible environmental activities, all basic requirements of company business operations are fulfilled. In fact, the brewery sets an example for business operations according to the highest standards of environmental protection and quality in the production process.

The business ethics practices of the Danish brewery's Croatian subsidiary successfully encompass the field of corporate principles required for responsible and fair treatment of its
business partners and employees. There is a very high level of understanding the significance of each CSR aspect, from complying with legal regulations and prescribed standards all the way to treating employees, environment and the local community. The company informs the general public about socially responsible practices on the local level and, seeing as environmental care is the aspect on which Carlsberg places special emphasis, publishes an environmental protection report on an annual basis.

Aside from sports, environmental protection is the field with the greatest investment from the company in order to improve the quality of life in the community. These activities are encompassed by the Community Engagement Policy and commitment to making a positive contribution. This serves as further proof of an active approach and interest in local needs, with the success of both of these activities and other CSR projects and programmes being based on the level of gained publicity and feedback from employees and the local community. The management of CSR programme and policies on the local level is compliant with the strategy set out by Carlsberg Group. Carlsberg Croatia respects the importance of stakeholders engaged in this field. This is corroborated by research findings, seeing as the local practices are completely harmonised with those in Denmark. The global CSR report includes information from Croatia, which is probably one of the reasons why there is no separate CSR report published exclusively for operations in Croatia, the last one having been published in 2012.

The Croatian subsidiary of Electrolux, Electrolux Croatia, is socially responsible in the fields encompassed by its business operations in Croatia. Here in Croatia, Electrolux is present in the form of a subsidiary and its business operations do not cover all segments encompassed by the CSR concept. Nevertheless, Electrolux Croatia accepts the CSR concept in all its aspects, although donations and sponsorship, i.e. philanthropy, are considered appropriate only if there are funds available.

Relationship with employees is based on the fundamental standards that are a constituent part of the majority of ethical codes, including the one applied by Electrolux. Community involvement activities by Electrolux are based on initiatives and financial aid in the form of donations in response to local needs. In Croatia, this CSR segment includes transparent reporting on company activities through media and website, as well as fostering a responsible relationship to the social environment by raising awareness of the importance of recycling and
saving energy. This approach to the environment, which aims to raise consumer awareness of the role of energy-efficient appliances, constitutes one part of the three-part climate strategy carried out globally by Electrolux. Product innovation and reduced impact on the environment in the production process remain the two climate strategy components not implemented by Electrolux Croatia, since the subsidiary does not include production.

Business operations are compliant with the most significant corporative principles with the aim of maintaining a legitimate relationship with employees, business partners, corporate responsibility and investment. Electrolux Croatia considers the laws and standards stipulated in doing business and business profitability to be extremely important for CSR. It is somewhat of a concern that a good relationship with employees and being respectful of human rights are ranked somewhat lower on the CSR priority scale. Even though Electrolux is globally active in the field of donations and sponsorship, no special attention is paid to this CSR segment in Croatia, despite some activity in such contributions to the community before the financial crisis. It is the opinion of the Croatian subsidiary that the general public should be informed of the efforts undertaken in order to be socially responsible, but there is no separate report published on the local level, merely on the central one. This is due to the fact that the business in Croatia does not include all fields and activities which would be covered by a report of this kind.

Investment into community is not particularly developed and largely depends on the circumstances, but there are some good examples of cooperation with the healthcare sector with the goal of being informed about the importance of maintaining a clean living environment and promoting one’s own offer for this purpose. The success of such projects and programmes on the local level is measured by the level of publicity, which is different from the practices advocated by Electrolux on the global level – communication and collecting feedback from all significant stakeholders.

Initiating programmes and establishing CSR policies in Croatia is founded on the cooperation between the executive director and the marketing department, while the development and implementation of CSR policies are the subject of cooperation between the marketing department and public relations. Consequently, there is no individual or team specifically in charge of social responsibility issues in Croatia, but this is understandable due to the size and workforce capacity of the subsidiary.
The viewpoint of Electrolux Croatia that local CSR practices are moderately harmonised with fundamental corporative principles of the company in its home country supports the research finding that the main difference between the responsibility level of local CSR practices and those in the company's home country is the responsibility towards the local community. It is exactly this type of responsibility within local CSR practices that shows the most room for development in order to come as close as possible to the practices advocated by the company on the global level.

6. Conclusion

As expected, by researching CSR policies of Denmark and Sweden, it has been established that both countries have developed CSR practices. In spite of differences in circumstances and motivation, which has led to considerations on the need and specific steps for developing CSR policies, the countries exhibit a specific model. The Danish approach is based on the partnership between the public and private sector in dealing with social challenges, with a wide range of stakeholders being present. Although the Danish government was motivated by the growth of globalisation to establish CSR as one of the top-priority political issues, country-level CSR policies are regulated by no particular laws, merely in the sense of “soft law”. Practical knowledge is actively disseminated by various organisations and institutions, and there are developed management tools and guidelines for orientation and management when applying the concept in companies.

Similar to Denmark, Sweden also has no well-defined regulation on the national level, although there is still a demand for reporting. Motivated by the development of foreign trade and positioning in the competing global market, the government is involved in a number of orientation and cooperation initiatives, with the goal of expanding international standards. The strategy of sustainable development and business responsibility is supported by numerous state and non-state participants.

Investigating individual practices of Carlsberg and Electrolux in their home countries has pointed to the possibility of drawing common conclusions on the basis of CSR motivation, strategy, practices and reporting. Both companies rely on the development and implementation of ethical, social and ecological responsibility on all business levels, with the aim of making a positive contribution to society and the environment. The strategic approach
to CSR means a structure that deals with monitoring implementation, a systematic relationship with stakeholders, compliance with internationally recognised principles and standards (UN Global Compact, UN Universal Declaration of Human Rights, ILO fundamental convention and OECD guidelines), involvement in shaping climate policies and environmental care. The company practices are primarily built on developed codes and guidelines stipulating the relationship with employees, consumers, suppliers, the local community and environment. The companies place great emphasis on sustainability and environmental protection, incorporating these aspects into their social responsibility approach. Regular annual reporting is implemented, particularly through the following reports: Carlsberg – annual report, economic contribution report; Electrolux – sustainability report. Even though the companies are involved in all CSR issues, each of them exhibits specific features in this matter. Aside from being involved in environmental protection, Carlsberg, in accordance with the product, is active in raising awareness of the negative influence beer abuse has on the individual and the society. Electrolux pays particular attention to preserving the environment and promoting consumer awareness of sustainability and energy efficiency.

Researching CSR practices of the Croatian subsidiaries of Carlsberg and Electrolux has yielded an insight into the implementation and differences in their CSR practices on the local level. According to indicators of CSR implementation applied in the study, and in line with the company's viewpoint, the practices of Carlsberg Croatia are fully compliant with those advocated in Denmark, the company's home country. Electrolux Croatia implements practices that are moderately harmonised with the ones advocated in Sweden. Local practices differ in the relationship with the local community and the environment, investment into community, informing the general public, measuring the success of CSR projects and programmes and the role in the CSR concept. When reaching such a conclusion, it is important to bear in mind that Electrolux is present in Croatia merely as a sales and marketing organisation without production, which employs approximately ten workers, none of whom are specifically tasked with CSR issues. Furthermore, the very fact that there is no production in Croatia calls for different company responsibility towards the community than in a company with production capacities.

However, the strategic approach to reporting in both companies differs on the global and on the local level. While both companies publish global annual CSR reports in line with global guides (GRI, Carlsberg G4, Electrolux G3.1.), in Croatia, only Carlsberg published reports
until 2012, without specifying a reporting system. Reasons for different approaches to reporting can be found in the strategic guidelines of the corporations and most likely the financial crisis.

According to the collected and analysed data, it can be concluded that the significance and role of corporate social responsibility are slowly finding their way in Croatia, most assuredly through good practice examples. The examples of approaching this subject, fostered by Scandinavian countries, point to a wide area in business for developing policies for CSR issues specifically. The policy model based on the cooperation between the public and private sectors serves as an excellent example and motivation for initiating similar initiatives in Croatia. Examples of global practices of companies outlined in this paper, which have made the CSR concept part of their business operations, can serve as examples for Croatian companies both when considering the decision on developing a strategy and as a source of guidelines for developing and implementing the best possible practices. In further research of differences in the practices implemented by Croatian subsidiaries of global companies, further enquiries would be made into the implementation of strategies used by companies from developed countries with developed CSR policies and practices on the local level. Thus, an even better understanding of the options to improve the existing strategy could be gained.

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THE SECONDARY EXPERIENCE OF AN INFORMATION SYSTEM ENABLING SCIENTIFIC COMMUNICATION

Original Scientific Paper

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Summary

Literature discussing scientific communication considers two types of communities that communicate around scientific output: primary and secondary communities. Primary communities encompass scientists, researchers, and scholars. Secondary communities involve practitioners from public, private, and non-governmental organizations. This paper gives an overview of different theoretical models of scientific communication systems starting from the UNISIST model the UN developed in the 1970s up to the most recent models that address scientific communication from the socio-technical or information system perspectives.

Additionally, we extend these theoretical frameworks by integrating recent concepts such as Science 2.0, Research 2.0, and Coordination 2.0, synthesizing them into a new model. The proposed conceptual model is part of our ongoing research concerning communication between scientific communities and public, private, and NGO organizations. The main research inquiry is how to build an information system that can intelligently adapt, according to usage, communication and cooperation activities around published scientific papers.

Keywords: information systems, scientific communication, Science 2.0, Research 2.0, Coordination 2.0, information science
1. Introduction

Scientific knowledge and communication practices associated with the dissemination of research results in the past seventy years went through a radical transformation. The development of the technology resulting in modernization and transformation of communication of scientific knowledge influenced the transformation. Modernization is about the use of new technologies to continue doing the same thing in more cost-effective and efficient ways. Transformation is the use of the new technology to fundamentally change the process. (Lynch, 1993)

A mission for organizations publishing scientific papers is to make them available to the primary and secondary user communities. Primary user communities (scientists and their organizations) are those that use that output the most, but they also have a mission to serve the broader public with information about the results of their findings, so they are responsible for ensuring the availability of the scientific output. Secondary user communities (organizations outside the scientific community, such as public, private, and NGO organizations) also use this published scientific output, but since it is already published, the marginal usage cost in network environment is not worthwhile to assess because such a cost is small (Lynch, 1994). Once a scientific paper appears in digital format and is available to the scientist representing the primary community, it becomes available at almost no cost to all other interested parties (public, private, and NGO organizations) representing secondary communities.

John Dewey draws attention to primary and secondary experiences and the importance of interaction between the two. The primary is one with a “minimum of incidental reflection”, while the secondary is “what is experienced in consequence of continued and regulated reflective inquiry... experienced only because of the intervention of systematic thinking” (Dewey, 1929). Such a differentiation between the primary and secondary experience is the main area of our research inquiry. In our view, scientists can use scientific documents but so can the wider community, or as Lynch put it: the primary and secondary communities. Scientists working at a university create scientific knowledge, or information resources, but they gain reflection with use by outside influences, including public, private, and NGO organizations.
In our ongoing research inquiry, the main research question is how to build an information system artifact that could support exchange and reflection of scientific papers published by a scientist with the wider environment. To build such an information system artifact, we have to extend our research toward the following inquiries. First, develop a set of inquiries based on information resources, media format, and information behavior patterns. In particular, questions raised are:

- What type of information resource (an abstract, a full paper, a press release, etc.) is used the most?
- What type of communication channels (a scientific journal, digital conference proceedings, web sites of an institution, private web sites, or a scientist, etc.) is used the most?
- What are the patterns of information-seeking behavior in the process of accessing information resources?

In our view, all three types of inquiry will provide us with insight into variables related to how information resources produced by the universities affect the environment (public, private, and NGO). Those four sectors together create Quad Model (Wilson, 2012) or Quadruple Helix (Carayannis, 2009) and create a framework for EU Digital Agenda for Europe.

As interaction of those four sectors are the key to the development of the knowledge base in Europe, we extended our research inquiry by asking what type of interventions into the existing system of interaction between universities and their environment (public, private, and NGO) could increase the effectiveness of this interaction. To do so, we also have to acknowledge what the motivation drivers are that result in increased activities related to such interactions and exchange of information resources.

To build adaptive IS that supports as an artifact in scientific knowledge communication, we have to understand patterns, types, and communication channels of information resources, what types of intervention into communication channels can increase the use of scientific knowledge and gain insight into what the interests and motivation of the participants are in this socio-technical system of universities, public and private outlets, and NGOs. One of the aims of our research is to collect data about their behavior (we call them Secondary Objects in IS), store them in the IS, and let them interact with Primary Objects (documents) (Lugovic et
al., 2014). In our research, we used the design science in information system as a methodology (March, Smith, 1995; Peffers et al., 2006; Hevner et al., 2004) for development of adaptive IS supporting scientific communication.

Design science in IS follows three research cycles in parallel (relevance, design, and rigor) (Hevner, 2007), and the aim of this paper is to present findings from research of an existing knowledge base about scientific communication. In section two, the paper gives a brief overview of existing models of scientific communication based on desktop research we conducted. In section three, we will present emerging concepts of Science 2.0, Research 2.0 and, Coordination 2.0 and explore how science can use Crowdsourcing. In the discussion part of the paper, we will synthesize those concepts and present an extended conceptual model that we will use as a basis for information system design.

2. Scientific Communications Models

In this section, we present existing models of scientific knowledge communication in a time sequence, based on literature review and relevance to our ongoing research.

2.1. Bozo Tezak Model

One of the models we would like to start with is the science communication model proposed by Bozho (pronounced Bozho) Tezak, one of the founders of Information Science in Croatia. In 1969, in one of his early papers, he suggested a model of scientific communication based on the relationship between the scientist and his organization with three types of agencies (Tezak, 1969). They are polyvalent institution, specialized institutions (or secondary publications and transmitting institutions), or tertiary organizations. A detailed description of their function is in Table 1.
Table 1: Types of agencies and their functions

<table>
<thead>
<tr>
<th>Types of agencies acting as an individual and/or institutions</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>PST—Polyvalent institution</td>
<td>Provide the means for preparing information sources of a primary, secondary, and tertiary character (PST). It’s represented by a larger university or laboratory, incorporating faculties of a wide spectrum of specialties, large library systems, computing centers, printing-dissemination facilities, special editing boards, and students at various levels of study and research.</td>
</tr>
<tr>
<td>SI—Specialized institutions or secondary publications</td>
<td>Prepare specialized monographs, handbooks, abstracts, and many types of secondary publications</td>
</tr>
<tr>
<td>TI—Transmitting institutions or tertiary publications</td>
<td>Preparing and publishing bibliographies and indexes or communicating by various informative publications and documents</td>
</tr>
</tbody>
</table>

In the same paper, Tezak proposed a model of chains between contact points for information science and services. In the center of the model is the referral center that integrates manuscripts that actually represent author, publisher, librarian, abstractor, and indexer. The outer part of the model represents the world system of the emitter-absorber complex (“the intellectual worker who usually acts both as emitter and absorber”), the publishers (national and international organizations), the libraries (various interconnecting organization), and world systems of documentation centers. He pointed to a) “the information sciences and services, with new reprographic and communication techniques, have to develop so that each part, both old and new, will be closely interconnected, enhancing the function of the whole,” b) to differentiate between “abstracting services (so-called active documentation) and special internal collections of information material (so-called passive documentation),” and c) decentralization of content distribution because of larger numbers of individual articles appearing in journals. He also made the important point to trend, particularly for that time, by which he meant moving the “preparation of primary, secondary and tertiary elements of documentation” toward the author. Today, with the development of social media, advanced technology, and cheap communication tools, a scientist is more active in the process of disseminating his work. There are also proposed structures of actors in information science and their responsibilities and duties. They are in Table 2.
Table 2: Structures acting in information science and their responsibilities and duties (based on Tezak, 1969)

<table>
<thead>
<tr>
<th>Structures</th>
<th>Responsibilities and duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual researcher</td>
<td>“It is necessary to develop social habits and respect of human ideals (four moral principles of scientific worker), and perhaps the additional two types of responsiveness: real-world notion (space responsiveness), and real-time notion (time responsiveness)”</td>
</tr>
<tr>
<td>Universities</td>
<td>“For higher educational bodies, especially universities, it seems essential that they be bearers of the moral principles of openness, freedom, responsibility, and confidence. Through the right type of education these principles should be built into all types of public organizations.”</td>
</tr>
<tr>
<td>Mediators</td>
<td>“The editorial, publishing, library, information, and communication institutions must try to unite creative workers by providing common laboratory spaces, where the preparation of primary, secondary and tertiary publications would be accompanied with immediate referral and exhibiting functions.”</td>
</tr>
<tr>
<td>Internationalization</td>
<td>“Various organs on different organizational levels, such as institutional-local, local-regional (state), regional-national (federal), national-continental, and continental-global levels, have to enter in conscious arrangements to represent the active “contact points” in world—wide networks of something like global “psychosphere” breaking down all the barriers restricting the free flow of information.”</td>
</tr>
<tr>
<td>Information management</td>
<td>“Taking into account new scientific and technological approaches for emitting, transmitting, accumulating, selecting and absorbing of information, it seems necessary to reexamine carefully the positions and functions of traditional institutions, with special emphasis on educational and operational ones, and to try to adapt physical, emotional, and intellectual factors for creating and maintaining a climate for One World.”</td>
</tr>
</tbody>
</table>

2.2. UNISIST Model and Extended and Revised UNISIST Model

One of the early science communications models proposed was the UNISIST model (United Nations information System in Science and Technology) with the aim to improve scientific and technological communications (UNESCO, 1971). This model describes information communications between producers and users of knowledge from the socio-technical system perspective. There are three categories of communications: formal, informal, and tabular communications. Written and oral communications that take place when the producer and the user know each other via conferences, personal correspondence, meetings, lectures, exchange
of bibliographic references, etc. are informal and semiformal communications. Published and unpublished documents, where published documents go from producer to user through publisher and editors and unpublished documents (such as technical reports and theses) can reach users through information centers and clearinghouses are formal communications. The third communications channel is tabular, which consists of numerical data (Hjørland et al., 1995).

With the development of the Internet and impact of ICT in regular scientific communications, the authors in “Documents and the Communication of Scientific and Scholarly Information: Revising and Updating the UNISIST Model” (Søndergaard et al., 2003) presented an extended and revised UNISIST model. This model integrated organizational and documentary units affected by the Internet such as e-mails collaboration, user groups, and online preprint databases. It also includes new types of publications such as e-journals and online journals and different types of online publishing infrastructure such as university Web servers and e-libraries. Other aspects of the extended model are online glossaries and tagging systems, search engines, and the impact of the Internet on the peer review process.

2.3. Socio-Technical Interaction Network (STIN) Model

Kling, McKim, and King (2003) proposed the STIN model of electronic journals based on the development of technology influencing environment where communication is happening. They refer to Scholarly Communication Forums (SCFs) with the purpose of abstracting specific restrictions about the technical form of the forum (i.e., face-to-face meeting, paper journal, linked Web, central server-based repository, etc.) and the communicative role of the forum (i.e., data to be used in designing a study, teaching materials, un-refereed working papers, preprints, post-publication articles).

They developed the STIN model to better understand human behavior in the use of technology-mediated social settings. Such a point is important since it connects this model to our Secondary Experience research, which is anchored in information behavior, defined “as the totality of human behavior in relation to sources and channels of information, including both active and passive information-seeking, and information use” (Wilson, 2000). They based STIN on the term collaboratory, which combines the words “collaboration” and “laboratory, defined as a center without walls or geographical boundaries where users can
perform research, interact with colleagues, share data, access instruments and computational resources, and access digital libraries (Wulf, 2000). Collaboratory is a socio-technical network that brings together people and equipment with the emphasis on the character of interactions between people, between people and equipment, and even between sets of equipment. Some of the main characteristics of the STIN model are in Table 2 (adopted from Kling et al., 2003)

Table 3: Main characteristics of the STIN model

<table>
<thead>
<tr>
<th>Analytical focus</th>
<th>E-forum features, participation, participants’ interactions in the E-forums, and interactions with other socio-technical networks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actors</td>
<td>Heterogeneous roles, scale, and relationships: individual participants and groups and organizations that influence behavior in the E-forum</td>
</tr>
<tr>
<td>Conceptions of actors</td>
<td>Interactors (participating in multiple overlapping social and socio-technical networks and, perhaps, in different social settings)</td>
</tr>
<tr>
<td>Treatment of IT</td>
<td>Configurational—socially and by tech inscription</td>
</tr>
<tr>
<td>IT infrastructure</td>
<td>Variable; sometimes can be problematic</td>
</tr>
<tr>
<td>Social behavior</td>
<td>Influenced strongly by interactions outside the E-forum as well as within; E-forum resources relative to other opportunities elsewhere</td>
</tr>
<tr>
<td>Resource flows and business models</td>
<td>Examined (includes monetary flows, regulatory regimes)</td>
</tr>
<tr>
<td>E-forum legitimacies</td>
<td>Mobilization of support treated as an accomplishment that requires work</td>
</tr>
</tbody>
</table>

The authors define the view on scholarly journals in the STIN model “as the product of a socio-technical production and communications network”, which make it actually a model of scientific communication. Such a communication network has the purpose of supporting communication between authors, editors, reviewers, readers, publishing staffs, and others. There was a proposal of heuristics in the STIN modeling, and they are identification of relevant populations of system interactors, core interactor groups, incentives, excluded actors and undesired interactions, existing communication forums, system architectural choice points and resources flows. As examples, the authors used ArXiv.org and SPIRES-HEP.
2.4. Hurd Model

Based on a model proposed by Garvey and Griffith (Garvey, Griffith, 1972; Garvey, 1979), J. M. Hurd (2004) developed his own model. It presents a process for communication of research results with details describing various stages and integration of scientific knowledge. This new model addresses new information technology development, including the growth of the popularity of the World Wide Web. Some of the major transformations covered in this new model are from print to electronic (all participants in the system), from linear to more complex and interrelated environments, new roles emerging and from disseminating preprints to e-print archives.

Also, this model presents some new features which were not part of the print systems such as authors websites (and blogs), open archives, Web (virtual) conferences, reference linking services building digital collections and sharing access to them and so on. They pointed that Kate Wittenberg (Wittenberg, 2003) said that technology achievements are blurring roles and responsibilities for editors and authors. She also put the need of creation of the models that support collaboration among authors, editors, book designers, technologists, and marketing staff and that builds in formal mechanisms for involvement of scholars, librarians, and educators as well.

2.5. Scientific Communication Life Cycle (SCLC) Model

Bjork (2006) proposed a view of scientific communications as a global distributed information system, comparing it with enterprise resources planning system (ERP). ERP fulfills functions that support transactions (registrations and controlling sales), and it provides management support functions (aggregate information for decision-making purposes from the transactions executed through the system. At the same time, scientific communication (systems) processes fulfill similar functions. They’re supporting communication of scientific results to interested agents. They also provide decision support to research administration in the process of making decisions in releasing research grants. The model aimed to better understand the scientific communications process and how the Internet affects it.

It also should help in a cost and performance analysis or as a roadmap for new systems development. The model may also have a purpose for wider communication systems, but the
primary use is for peer-reviewed journal articles. Stakeholders included in the model are researchers, research funders, publishers, libraries, bibliographic services, readers, and practitioners. The limitations of the model are that its main focus is on the publication of research results in the form of printed publications. Forms of communications such as oral, unstructured use of e-mails, and multimedia are at a high abstraction level. Also, publishing data and models before the paper is actually in print are not included in this model. The central observation unit is a single publication (journal article), how it’s written, edited, printed, distributed, archived, retrieved, and read, and how eventually it may affect practice. The model observes full cycle of the publication and consists of the following four stages, presented in Table 3.

Table 4: Four Stages of SCLC Model

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund R&amp;D</td>
<td>Funding R&amp;D shapes the scientific communication chain. Research contracts and university guidelines have a strong indirect influence on where researchers choose to publish their work. This part of the model depicts the decision to support functions and evaluation of prior research of applicants, evaluate research proposals, and make decisions.</td>
</tr>
<tr>
<td>Perform the research</td>
<td>This stage is the most demanding resources in the system, and it consists of activities related to actual research execution, including studies of existing scientific knowledge, collection data from external sources, performing experiments and observing, analyzing, and drawing conclusions.</td>
</tr>
<tr>
<td>Communicate the results</td>
<td>This stage consists of three steps, and they are communication of results informally, communication of results through publications, and sharing the data. The main difference is that in informal communication, the producer has full control of who the recipients are.</td>
</tr>
<tr>
<td>Apply the knowledge</td>
<td>This stage covers how scientific knowledge can transfer by several parallel mechanisms into better industrial performance, and new products, services, and a better quality of life. Those mechanisms are education and training, commercialization of scientific results into products and services, improvement of citizen behavior and impact on quality of life, including the impact of results on law creation and government policies. The model in this stage consists of the following parts: educate professionals, regulate industry and society, do industrial development, and apply in practice.</td>
</tr>
</tbody>
</table>
2.6. Other Models through History

Drabenstott (1994) gives an overview of previous models not mentioned earlier in this text. Vannevar Bush in 1945 (Bush, 1945) proposed the concept Memex, described as

“a device in which an individual stores all his books, records, and communications, and which is mechanized so that it may be consulted with exceeding speed and flexibility.... It consists of a desk, and while it can presumably be operated from a distance, it is primarily the piece of furniture at which he works. On the top are slanting translucent screens on which material can be projected for convenient reading. There is a keyboard, and sets of buttons and levers. Otherwise it looks like an ordinary desk.... Most of the Memex contents are purchased on microfilm ready for insertion... Business correspondence takes the same path. And there is provision for direct entry....”

Another important and influential project is Intrex. It has two objectives (1) “finding long-term solutions for the operational problems of large libraries” and (2) “developing competence in the emerging field of information transfer engineering in close concert with the MIT libraries” (Overhage, Harman, 1965). In the same year as the Intrex project, Licklider published his monograph entitled “Libraries of the Future” (Licklider, 1965) introducing readers to an advanced system called the Symbiont. This system enables individuals to search databases, browse machine-readable documents, extract or highlight passages of text, annotate documents, compose graphs from numeric data, and perform many other tasks connected with text or data manipulation.

It’s important to mention here the point made by Tezak in 1969 (Tezak, 1969), pointing out that emergence of two type of services, abstracting services (active documentation) and need for special internal collections of information material (passive documentation) lead to institutionalization of such activities in documentation (information) centers. As Tezak put it, “This way Licklider’s library of the future has lost the ground of traditionally important physical configurations, which encompass the whole spectrum of teaching, learning, informing, and decision-making.” There’s a clear point that only the machine won’t perform if we don’t develop social structures supporting the process of information storage, retrieval, distribution, archiving, and so on.

In 1978, Lancaster (Lancaster, 1978) proposed the idea of a paperless society in his book Toward Paperless Information Systems. Lancaster (1985) described a complete paperless communication system in which the hypothetical scientist as the user would use a terminal to
maintain electronic notebooks, compose reports for subsequent electronic publications, access sources of information in the form of a database, index and store information, and communicate with a geographically dispersed network of professionals and colleagues.

Publications would be electronic. The reasons for development of such a system are that it has clear economic benefits and a wider use of computer terminals among scientists. There’s also the issue with the growing number of papers available, there’s a need to support their usage by machines. Such a system would influence speed, selectivity, and accessibility of scientific knowledge dissemination.

Paul Ginsparg (1994) identified concurrent developments in computer software and hardware and a possible impact on scientific communications. The first one was development of a word processor, which standardized the manuscript creation process. Manuscripts, then, are available online in real time for all collaborating participants. The second was development of the Internet and computer terminal connectivity. And the third was an increase of computing power and capacity of media storage. Based on those findings, he wrote software to automate process of paper submission, search, and replacement. It also allowed the user to subscribe to updates from relevant sources from the database.

Wulf (1993) developed the term collaboratory (which is the basis of the already mentioned STIN model). Scientists in a collaboratory exchange data, share computer power, and consult digital library resources, interacting across great distances as easily as if they were sharing a laboratory facility. An example in which such a communication model gives clear benefits is one in which a large data collection is processed, such an experiment relates to DNA, brain research, and so on. We believe that with development of social informatics, when it’s possible to collect lots of raw data, this process will be of extreme importance.

3. Science 2.0, Research 2.0, Coordination 2.0, and Crowdsourcing in Science

In this section, we give a brief overview of the current advanced concepts related to development of Web 2.0. As presented above, conceptual models that directly address scientific communication are extending toward the environment while also looking at how they affect the production of scientific knowledge and its communications.
3.1. Science 2.0

Waldorp (2008) proposed that Science 2.0 is not only more collegial than traditional science but considerably more productive. Its basis is the available tools such as blogging, tagging, and social networks and how these tools changed the way people consume and publish information. It allows easy and streamlined editing and collaboration by large groups of people on one document in real time. The author pointed that “Critiquing, suggesting, sharing ideas, and data—this communication is the heart of science”.

It clearly states that peer review is still important, so dynamic communication and peer review should co-exist, not compared with or contrasted to each another. With use of Web 2.0 tools and services, scientists can share instantly their notes and ideas and reflect on them with colleagues. It also opens up a process of how-to articles, from ideas to hypothesis, to research design. And this process when exposed to colleagues, can lead to comments in the early stages of research, not only when the authors send the paper to a journal.

In a way adding 2.0 to science increases its efficiency, since the researchers gain input much earlier and can correct possible mistakes before they finish the article and send for review. It’s also important that Science 2.0, as a concept, transform different research groups from competitors to collaborators. The Science 2.0 concept is also useful in teaching, when professors invite students to participate and collaborate. So the community grows. In our view, this also is useful when involving the public, private, and NGO sectors in an early research phase.

Dissemination of scientific work is important part in most funding so even before submitting research for funding, the community’s interest is available. Science 2.0 not only supports the researcher’s mobility but also drops geographical barriers in research groups. Since most of the services used for this purpose use a time stamp on published notes, blogs, or data sets, it also eases the management of the published information resources. The same applies to online comments. This is especially important when groups are large and lots of interaction is going on. It’s important to note in Science 2.0 that the scientist is not somebody who just publishes papers, but also teaches and shares ideas and is active in his community. He also expresses his ideas on the Internet without geographical limitations so his reach becomes broader. Two additional contributions to the Open Science and Science 2.0 concepts are in (Friesike et al.,...
3.2. Research 2.0

Koltay, Špiranec and Karvalics (2014) called for a new role in the academic library, one that should adapt to two ongoing changes, one in researcher information behavior and another in the publishing world. The authors define three types of literacy needed in scientific work. The first is information literacy (IL), pointing out that “sense-making, reasoning, adaptive thinking, and problem-solving all depend on information and thereby on IL.” The second is scientific literacy, which includes understanding scientific methods, approaches, attitudes, and skills related to scientific work. Scientific literacy can relate to understanding articles in the popular press also about scientific research and engage in social conversation.

We associate the third, academic literacy, with types of formal learning, systems of thinking, cultural values, and information flow, resulting in the ability to produce, interpret, and read texts valued in academia.

Based on those three types of literacy, and the impact of Web 2.0 or Science 2.0 concepts, the authors proposed the term “Research 2.0.” The term refers to new approaches in research that promote collaborative knowledge construction; rely on providing online access to raw results, theories, and ideas; and focus on the opening up of the research process. It’s also supported by tools and applications available such as blogs and micro blogs (e.g., Twitter), information aggregators, recommender systems, social bookmarking, shared online libraries, open peer review, and social networks such as Facebook and LinkedIn and more science-oriented sites like Academia and Research Gate.

By analyzing literature, the authors proposed two major factors influencing Research 2.0, recognition and trust. Those two factors affect a new environment, creating rules about how agents behave and what types of goals agents assign to themselves in this socio-technical system. This new system at same time opens up possibilities to improve the research process, but it also creates risk of losing academic rigor along the way. There is also a point to request re-intermediation (Herman, Nicholas, 2010). For such a socio-technical system that’s open and vulnerable to noise (based on its openness to untrusted and unreliable signals from agents who could participate), it’s important to implement noise redactors, which build on
authenticity, trustworthiness, authority, and reliability.

Research 2.0 closely positions itself with open access (OA) and information literacy (IL) as all of them have the same ideas, to promote access and share information and knowledge as a public good. So, we could not only see evidence that technology is influencing documents, researchers, communities (and/or groups of researchers), formal organizational and structural entities researchers but also see on a macro level where national and international policies develop. So it’s a clear need for rules for allowing scientific knowledge to emerge in an environment supporting academic rigor. The authors point out the change in focus in IL from finding information to evaluation. Use and communication of research information can provide an essential force in developing Research 2.0 in a trusted and reliable concept that is useful without fear of losing academic rigor.

3.3. Coordination 2.0

An important point made Tellioglu (2010) proposed a document-centered collaboration by which functionality moved from applications to documents. For that purpose, we have to exploit document infrastructure in which “documents get resources like operations on documents such as reading, writing, moving, updating to maintain application integrity”. In terms of code and computing processes development, computation attaches to documents, forcing coordination of a workflow process. Users can implement new layers between application and document repositories as a middleware layer.

Such a design allows users to handle documents in a conventional way, but at the same time with a new infrastructure and active code sitting between documents and application, it’s possible to execute certain codes when accessing documents. Along with documents by themselves and associated communication between users who produce them, there’s also oral communication. Oral communication relates to artifact-based coordination (documents). We coordinate the process of document creation with oral communication by using protocols as communicative patterns.

Those patterns could vary between settings, are role- or actor-specific, and form heterogeneous sets of general and specific norms. Those norms could remain stable over time, but they could change continuously because of transformation in the work environment or in
the technological infrastructure. And by doing so, these norms act as autonomous, concurrent, and heterogeneous guidelines, which are in a complex relationship with the socio-technical system they belong to. They could be written or embedded in work practice and/or communicated explicitly, only if violated. As such, the coordination process of document creation is dependent on roles, actors, work practice, technical environment, and norms as emergent of such a socio-technical system. They’re much more than communication and exchange between people.

Authors proposed the term Coordination 2.0, which “expands the borders of a traditional coordination system by including social and personal environments of persons cooperating to achieve a common goal, no matter whether it’s an enterprise with distributed offices or a (virtual) enterprise consisting of different companies around a common project”. Coordination 2.0 enables the use of multiple media throughout a communication event like instant messaging, shared workspaces, configuration management repositories, tagging, and searching, at the same time, not only during meetings but also in the usual work periods of work.

Instant messaging or micro-blogging support informal communication. For the purpose of our research, the concept of Coordination 2.0 is important as a framework for document production and for how these processes coordinate in the same environment among scientists working on particular research projects. A detailed list of technologies used to support artifact-based and oral coordination in terms of Coordination 2.0 concept is in Table 4.

Table 5: Coordination 2.0-related technologies to support artifact-based and oral coordination

<table>
<thead>
<tr>
<th>Coordination 2.0 support for artifact-based coordination</th>
<th>Coordination 2.0 support for oral coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>static</strong>: artifacts like emails, documents in common information spaces</td>
<td><strong>dynamic</strong>: texting, voicing, (video) conferencing, blogging, micro-blogging, commenting, ranking, tagging</td>
</tr>
<tr>
<td><strong>formal</strong>: to-do lists, workflow systems, emails, specific documents</td>
<td><strong>informal</strong>: VoIP (audio, video), additional personal information, texting, voicing</td>
</tr>
<tr>
<td><strong>predefined</strong>: workflow systems</td>
<td><strong>situated</strong>: customizable CSCW systems/groupware</td>
</tr>
</tbody>
</table>
indirect: common artifacts

direct: texting, computer conferencing, VoIP (audio, video)

implicit: common artifacts

explicit: texting, computer conferencing, VoIP (audio, video)

coupled: common information spaces, groupware

detached: wiki, shared resources, version controlling systems

predefined: groupware, workflow

situated: common information spaces, version controlling systems

individual: single user configuration management systems, personal to-do lists

cooperative: multi-user configuration management systems, social awareness, presence display, availability, double level language

3.4. Crowdsourcing, Open Innovation, and Collective Intelligence in the Scientific Method

According to the authors' literature analysis, scientist groups organize their work according to their individual strengths and skills to reach a common research goal, without a central body of control (Buecheler et al., 2010). Such interactions between individuals and groups can been seen as an instance of Collective Intelligence (CI).

They anchored their research in a broad definition of CI: “groups of individuals doing things collectively that seem intelligent” (Malone et al., 2009) and expanding it with the statement that collective intelligence involves groups of individuals collaborating to create synergy, something greater than the individual parts (Castelluccio, 2006). They use the term CI as an interpretation that’s very close to Crowdsourcing, because it involves action and processes of traditional research collaboration. The reason for going beyond traditional research collaboration by defining the term Crowdsourcing in science is because it describes research collaboration that radically enlarges the pool of (potential) scientific collaborators.

For the purpose of their paper, the authors define “Research Value Chain” in which “Value” is not defined as an economic value but as a social value (as new knowledge available to society is created). The Research Value Chain consists of the following steps: define the questions, develop methodology, develop proposal, obtain funds, identify team of coworkers, set up laboratory/field group, gather information and resources (observe), form hypothesis, perform experiments and collect data, analyze data, interpret data, draw conclusions, publish
results, and secure intellectual property by patenting and retest. Those steps are not exclusive and deterministic.

For the purpose of this paper, aiming to review the different models available in the literature and addressing how scientists communicate and conduct the scientific work, of particular interest is the concept of a CI genome proposed by the authors. Its basis is a design principle called the “three-constituents principle” from “Artificial Intelligence” (Pfeifer, Scheier, 1999). It states that researchers must always take into account when investigating or modeling intelligent behavior the ecological niche (environment), the tasks at hand, and the agents. In our view, based on the authors’ direction, we would like to extend this definition to scientific knowledge creation, by which

a) the environment is understandable as the research institute location, the funding situation and similar items,
b) the agents could understand as the researchers’ tenure, culture, particular characteristics of scientists in terms of skills and competencies, and
c) the tasks are research goals and scientific inquiry in which a collective participates.

The CI genome framework is built on the environment and agents creating collaboration settings and tasks. The CI genome together with collaboration settings gives the input for evaluation of the Crowdsourcing ability of a scientific project. A schematic of the framework is in Figure 1 (adopted from original paper).

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**Figure 1: CI Genome and Crowdsourcing ability of scientific work**
The authors provided three AI principles supporting their model in Table 6.

### Table 6: AI principles supporting CI genome for the purpose of Crowdsourcing of scientific research

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Three Constituents” Principle</strong></td>
<td>Researchers must always take into account when investigating or modeling intelligent behavior the ecological niche (environment), the tasks at hand, and the agents. This implies, for Crowdsourcing, that not only processes or organizational structures (part of the environment) are relevant for success, but also the task (e.g., formulation of the problem) and the socio-technical environment are as well as the variables describing the agent (individual, group, or other organization) in their interplay. The focus is on how problem is defined for the purpose of Crowdsourcing.</td>
</tr>
<tr>
<td><strong>“Redundancy” Principle</strong></td>
<td>Current Artificial Intelligence research shows that partial overlap of functionality is helpful and even necessary to build robust intelligent systems that can cope with the unexpected and new. Insights from AI research may help identify where redundancy is necessary to create robustness when crowdsourcing and where researchers can omit for the sake of efficiency. Address the need for partial overallss (redundancy)</td>
</tr>
<tr>
<td><strong>“Design For Emergence” Principle</strong></td>
<td>This principle specifically aims at Collective Intelligence and states that when analyzing biological systems, the researcher must focus on the local rules of interaction that give rise to the global behavioral pattern of the subject. The focus is on local rules of interaction, shifting the focus from complex abstraction of the crowd to a concrete set of small observation.</td>
</tr>
</tbody>
</table>

With the CI genome, we conclude this section of the paper addressing Web 2.0 concepts relevant to scientific work and communication of that work. Those concepts are important to our research as they define how we execute collective action toward a shared goal, and by understanding such realms of reality we could design an IS system supporting such a reality. In next section of the paper, we synthesize the above different models with some of our previous work.

### 4. Activity Theory and Synthesized Model

Our research is anchored on the activity theory used in the context of information behavior with the aim to produce adaptive IS, which will support scientific communication between primary (scientist) and secondary user communities (private, public, and NGOs).
Engeström (2009) pointed to three generations of activity theory in which “the first generation built on Vygotsky’s notion of mediated action. The second generation builds on Leont’ev’s notion of activity system. The third generation, emerging in the past 15 years or so, builds on the idea of multiple interacting activity systems focused on a partially shared object.”

For our research, the third generation is of particular interest, as in our view, it supports scientific communities organized around particular research projects that can multiply (one scientist can participate in different research projects) and shared objects of interests (scientific knowledge in terms of published papers, data sets, and so on shared among different groups). Multiplied and shared activity systems are also relevant to communication between primary and secondary user communities and published scientific knowledge can add value to both, if communicated effectively.

Engeström (2009) proposed a model of two activity systems and potentially shared objects. It’s put in the context of our research and presented in Figure 2 (adopted from original).

![Figure 2: Two activity systems and potentially shared objects](image-url)

In this model, we can see that two different subjects, along with associated rules, communities, tools, and division of labor access shared objects. (For the purpose of our research, we assume that these shared objects are scientific knowledge.) The left activity system could describe the primary user community (the scientist), and the right is the secondary user communities (public, private, and NGOs) accessing the shared objects.

But what we lack in this model are the functions supporting information behavior. If IB
describes human behavior in relation to sources and channels of information seeking and use, to design IS supporting IB, it’s necessary to define functions supporting IB. Based on the literature review and existing research frameworks (Lugovic, 2014), a matrix for analyzing information behavior literature based on five different research dimensions developed. In our view, each dimension proposed is understandable also as a function influencing IB. Those dimensions are socio-cognitive information experience (including information need), information seeking, information retrieval, recommendation and content consumption, and analysis. In short, a person has some socio-cognitive experience that triggers an information need, followed by information seeking, then information retrieved from the system, and the system should have a recommended subsystem supporting retrieval. Those recommendations are based on analysis of content consumption.

These functions are executable in social or technical domains interchangeably (for example, a colleague could recommend from which technical system you could retrieve information), and they’re interrelated. To overcome this shortcoming of the activity theory model, for the purpose of our research, we inserted mentioned functions between subject and object. By doing so, we still keep the correlation of subject, object, instruments, rules, communities, and division of labor in place, but we also have insight into what is going on between subject and object in a more detailed way, respecting different dimensions or functions impacting information behavior.

In the proposed literature review above, we can clearly state that Science 2.0 is explaining available Web 2.0 tools and how they influence scientific work and communication, Research 2.0 points to the need for rigor in a new environment, while the CI genome concept addresses community involvement and participation in taking action in doing scientific work and communication.

The Coordination 2.0 concept gives us the framework for how actually to coordinate scientific work and communication in a new environment. How our conceptual models differ from previous models of scientific communication proposed in this paper are that SCLC, HURD, and UNISIST models address scientific communication from the process perspectives (with predefined inputs and outputs). The Bozo Težak model addresses structural perspectives, while the STIN model focuses on how technology affects human behavior. Our model approaches the system from a functional perspective. But we have to underline boldly that we
do not have any intention to compare the conceptual model we propose with the above models. The goal of its development is to conceptualize different functions, variables, and correlations in scientific knowledge production and its communication for the purpose of the secondary experience research we’re currently working on. The model is in Figure 3.

Figure 3: Model of primary and secondary experience of subjects and objects acting to produce and communicate scientific knowledge

5. Conclusion

With this paper, we created the groundwork for our research into the theoretical models of scientific communication supporting a rigor cycle in design science in information system methodology. By doing so, we gained extended insight into the development of scientific knowledge theories, which is essential in designing an IS artifact supporting it. Furthermore, this paper provides us with guidelines for design and research contributions in a way that our research is not just the application of existing processes. We synthesized a new model for use
with the purpose of building and evaluating IS artifacts. Finally, this paper contributes to the existing knowledge base related to communication of scientific knowledge.

6. Reference List

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The Secondary Experience of an Information System Enabling Scientific Communication

Sergej Lugović, Ivan Dunder, Marko Horvat


PILOT STUDY ON MACROSTRUCTURE OF CROATIAN AND GERMAN WEB PORTAL ARTICLES ON MEN’S HANDBALL WORLD CHAMPIONSHIP 2015

Original Scientific Paper

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Summary

The main concern of this paper is the text type web portal article. For the purpose of our pilot study, included were twelve articles on the championship final played between the title holders France and the host Qatar on February 1, 2015. The objective of this paper is threefold: firstly, to conduct a qualitative analysis of the articles included in the corpus in terms of macrostructure; secondly, to determine similarities and differences between the Croatian and German parts of the corpus and provide possible explanations; thirdly, to identify other relevant aspects that should be included in a large-scale study on the text type web portal articles on the Men’s Handball World Championship 2015.

Keywords: text variety, text type, macrostructure, web portal articles, handball, Croatian, German

1. Introduction

Over the course of a normal day, people encounter different kinds of texts\(^1\). (Native) speakers of a language are able to distinguish among and acquire many different text varieties without

\(^1\) Drawing on Biber and Conrad (2009, 5), in this paper, the term *text* is used to refer to “natural language used for communication, whether it is realized in speech or writing”. Accordingly, examples of written texts are research papers, newspaper articles, e-mail messages, e-forum postings and so on, whereas political speeches, face-to-face conversations and TV commercials are examples of texts in speech.
explicitly studying them, for instance how to talk to a friend, parent, and shop-assistant. Nonetheless, some other text varieties are, to a large extent, learned with explicit instructions, for example students of study programs in public relations explicitly learn and practice how to structure and write press releases, newsletters and blogs. All these text varieties exhibit different linguistic structures and patterns. Different texts can be described based on their contexts, taking into account situational characteristics and communicative purposes, as well as based on characteristics of people who produce the texts. The term text variety (Biber, Conrad, 2009, 5) refers to “a category of texts that share some social or situational characteristic”.

The main concern of this paper is the text variety web portal article. However, text varieties can be considered at different levels of generality. Given the situational characteristics of web portal articles, such as the channel of communication (writing), the specific medium of communication (electronic communication) and the general topic (sports), they can be considered a text variety. Yet, the topic as an open-ended category, can, in addition to general topical domains, be further subdivided into specific topics. As for web portal articles, they can be further subdivided based on specific topical domains: sports, handball, World Championship 2015 and the like.

In addition to situational characteristics and communicative purposes, text varieties are influenced by cultural expectations. The term culture has a wide range of meanings. Drawing on Bowe and Martin (2007, 2), it is used to refer “to the customs and expectations of a particular group of people, particularly as it affects their language use”. As for cultural differences in writing, some cultures prefer presenting ideas in a linear progression, whereas, in other cultures, the presentation of ideas may be more digressive or have different rhythms.2

Given the importance of speakers’ receptive and productive mastery of text varieties to be able to participate in varying communities, the increasing number of internet users all over the world3 and the role of culture in communication, we have, in this pilot study, focused on Croatian and German web portal articles on the Men’s Handball World Championship 2015.

The paper is structured as follows: Section 2 presents a short theoretical overview of different approaches to text varieties, different labels used (text type, genre, register and style), as well as different elements included in analyses of text varieties; Section 3 is devoted to the objective

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3 For more detailed information on the increase in the number of internet users see http://www.internetworldstats.com/stats.htm.
of the pilot study, to the selected corpus and methodology; in Section 4, the macrostructure of Croatian and German web portal articles on Men’s Handball World Championship 2015 is exemplified and discussed; furthermore, recommendations for further research are provided; in Section 6 conclusions are drawn.

2. Text Varieties

According to Biber and Conrad (2009), variability is inherent in human language, that is, speakers of a language make different linguistic choices in terms of pronunciation, morphology, vocabulary, grammar etc., depending on a range of non-linguistic factors. These factors include social characteristics of speakers, purpose of communication, production circumstances, relations among participants, cultural expectation and the like. As exemplified by Biber and Conrad (2009), linguistic variations can be realized at different levels: at the highest level as different languages, at the lowest level as differences between one speaker compared to another.

As for texts, the general term text variety is used to distinguish between different categories of texts that share some characteristics. The identification of text varieties is deeply rooted in our culture, nonetheless, the labels and concepts vary according to linguists’ orientation, preference or background.

Biber and Conrad (2009) use the terms register, genre and style to refer to three different perspectives on text varieties, that differ in terms of (i) texts considered for the analysis, (ii) linguistic characteristics included in the analysis, (iii) distribution of those linguistic characteristics, and (iv) interpretation of linguistic differences. Biber and Conrad (2009, 6) define a register as “a variety associated with a particular situation of use (including particular communicative purpose)”, whose description and analysis includes: the situational context, the linguistic features, and the functional relationship between the first two components. Biber and Conrad (2009) maintain that, in the genre perspective, the focus is on the linguistic characteristics that are used to structure complete texts and might, for that reason, occur only once in a text, whereas in the register perspective, the focus is on pervasive linguistic features. According to Biber and Conrad (2009), the style perspective is similar to the register perspective in terms of pervasive linguistic features included in the analysis, yet, the two perspectives differ in interpretation; in the register perspective, the linguistic patterns exist
because linguistic variation is functional, on the other hand, in the genre perspective, the differences are associated with aesthetic preferences. However, the distinction between register, genre and style as proposed by Biber and Conrad (2009) is not universally accepted or adopted. When examining and describing the discourse of six speakers over a Thanksgiving dinner conversation, Tannen (2005) used the notion of style as referring to features that make up the speakers’ individual styles, i.e. variations with the broader variety of conversation.

Furthermore, some scholars (Görlach, 2004) use the term text type when referring to instrumental or practical genres, as opposed to literary genres. The term is also used by Wajnryb (2008, 127), who asserts that “a language might be thought of as the sum total of an immense number of text-types, each of which has evolved over time to be appropriate to its situation to meet the needs of its users”, and that text-types have two important distinguishing features: they are “purpose-driven” and “fashioned by culture”.

The term text type is widely used by German-speaking authors (Adamzik, 2008; Brinker, 2005). Brinker (2005, 144) views text types as conventional forms of complex language actions that can be described as typical combinations of contextual (situational), communicative-functional and structural (grammatical and topical) features. The term text type, that is, tekstna vrsta has been adopted in Croatian linguistics (Ivanetić, 2003; Glovacki-Bernardi, 2004; Glovacki-Bernardi, Kovačec, Mihaljević, Halwachs, Sornig, Penzinger, Schrodt, 2007).

In this paper, the term text type is used for two reasons. Firstly, it is adopted in Croatian linguistics. Secondly, it is our view that it includes the aspects of both the register and genre perspectives, and is, therefore, suitable for the purposes of our pilot study.

2.1. Analyzing Text Types

Given different perspectives on, approaches to and concepts of text type, it is understandable that there is no universally accepted analytical framework. However, the majority of analytical models are aimed at investigating and examining how linguistic features, function(s), content and topic, situational characteristics and microstructure are combined to form a meaningful whole. Ivanetić (2003) enumerates five general analytical approaches: the system approach, the

5 The term used in German is (die) Textsorte.
content analysis, the communicative (pragmatic) approach, the didactically-oriented approach and integrative approaches. Linguistic description is central to analyzing text types, regardless from which perspective.

According to Ivanetić (2003), key elements of textual analyses included in theoretical papers and applied in empirical studies include: (i) the interactional-situational context, (ii) function(s), (iii) content and topic(s), (iv) macrostructure (overall organization of a text), and (v) microstructure (lexical and grammatical levels).

In recent years, taking into account the concept of multimodality, a growing number of linguists (Diekmannshenke, Klemm, Stöckl, 2011; Fix, 2008; Buggish, 2008; Kress, van Leuwen, 2006; Stöckl, 2004; Kress, van Leuwen, 2001) have been extending their analytical frameworks to include the levels of images, typography and the like, depending on the specific medium of communication.

Regardless of the approaches presented above, when conducting empirical studies on text types, authors usually adopt an eclectic approach drawing from different models and frameworks those elements which they consider suitable and applicable, depending on the objectives of their studies, as well as on the complexity and structure of text types under examination.

3. Corpus, Objective, and Methodology

As stated in the introductory section, the corpus includes Croatian and German web portal articles on the Men’s Handball World Championship held in Qatar from January 15 to February 1, 2015. For the purpose of our pilot study, included were twelve articles on the championship final played between the title holders France and the host Qatar on February 1, 2015. As presented in Table 1, both the Croatian and the German parts of the corpus include six articles published on twelve different Croatian and German web portals.

<table>
<thead>
<tr>
<th>WEB PORTAL</th>
<th>HEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRO 1</td>
<td>Sportnet.hr: Francuska ponovno zasjela na svjetski rukometni tron</td>
</tr>
<tr>
<td>CRO 2</td>
<td>Vecernji.hr: Francuska peti put svjetski prvak, Katar nije imao snage za senzaciju</td>
</tr>
<tr>
<td>CRO 3</td>
<td>Index.hr: Ništa od nove senzacije: Francuska je novi prvak svijeta</td>
</tr>
</tbody>
</table>

Table 1: Overview of corpus by web portal and headline
The objective of this paper is threefold: firstly, to conduct a qualitative analysis of the articles included in the corpus in terms of macrostructure; secondly, to determine similarities and differences between the Croatian and German parts of the corpus and provide possible explanations; thirdly, to identify other relevant aspects that should be included in a large-scale study on the text type web portal articles on Men’s Handball World Championship 2015.

For the purpose of our study, the articles are regarded as a separate text type encompassing mutually related situational, communicative-functional and structural features. As presented in Section 2.1., there are various methods, approaches and elements for analyzing text types. Due to space limitations and the small-scale scope of our study, the focus is on the macrostructure of the selected articles.

Our study is cross-culturally oriented, meaning that communication practices of the Croatian language group are compared with communication practices of the German language group, however, on a small-scale basis, by determining similarities and differences in the macrostructure of web portal articles on the selected topic.

Given the third aspect of the set objective, a small-scale pilot study was conducted. Broadly speaking, the term piloting is used in applied linguistics to refer to “a dress rehearsal” (Dörney, 2007, 75) of the full data collection procedures. Pilot studies have been used for various purposes: among other things, to test research instruments (Robson, 2002), to evaluate data collection procedures (Mackey, Gass, 2005), and to identify problems and relevant aspects before conducting a large-scale study (Mackey, Gass, 2005).
4. Macrostructure

The macrostructure (Ivanetić, 2003) refers to the global structure of a text and includes a sequence of content-functional elements. These elements can be further subdivided into general and specific macro-structural elements.

This section of the paper is organized as follows; in the first subsection, the macrostructure of the articles from the Croatian part of the corpus is exemplified and presented; the second subsection is devoted to the macrostructure of the articles from the German part of the corpus; in the last section, the results obtained for the two parts of the corpus are compared and possible explanations are provided for the similarities and differences in macrostructure.

4.1. Macrostructure of the Articles from the Croatian Part of the Corpus

Given their global macro-structural elements, the articles from the Croatian part of the corpus can be divided into two large categories.

The first category can be labeled general report on the game since very important elements and facts on the final game are provided. Five of six articles from the CRO belong to the first category and exhibit a regular global macro-structural pattern, as presented in Table 2. Table 2 encompasses two columns: the first one consisting of global macro-structural elements and the second one comprised of specific macro-structural elements within a particular global element. The sign + refers to obligatory and the sign +/- to optional elements.

<table>
<thead>
<tr>
<th>GLOBAL MACRO-STRUCTURAL ELEMENTS</th>
<th>SPECIFIC MACRO-STRUCTURAL ELEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEADLINE (+)</td>
<td>---</td>
</tr>
<tr>
<td>SUB-HEADLINE (+)</td>
<td>short summary (+)</td>
</tr>
<tr>
<td></td>
<td>detailed factual information on the game (+/-)</td>
</tr>
<tr>
<td></td>
<td>significance of France’s success (+/-)</td>
</tr>
<tr>
<td>MAIN BODY (+)</td>
<td>most important events (+)</td>
</tr>
<tr>
<td></td>
<td>best players, top scorers, goalkeepers (+)</td>
</tr>
<tr>
<td></td>
<td>referees (+/-)</td>
</tr>
<tr>
<td></td>
<td>significance of France’s success (+/-)</td>
</tr>
<tr>
<td>CONCLUSION (+/-)</td>
<td>significance of France’s success (+/-)</td>
</tr>
<tr>
<td></td>
<td>other games (+/-)</td>
</tr>
</tbody>
</table>

The abbreviation CRO will be used when referring to the Croatian part of the corpus analyzed, while the abbreviation GER will be used for the German part.
The obligatory global macro-structural elements include a headline, a sub-headline and a main body, whereas a conclusion is an optional global macro-structural element.

All the headlines in the CRO emphasize France’s triumph over Qatar. Their most prominent feature is intertextuality.7

Francuska ponovno zasjela na svjetski rukometni tron (CRO 1)
Ništa od nove senzacije: Francuska je novi prvak svijeta (CRO 3)
Francuzi opet zlatni: Francuzi nisu otpisali najbolje igrače: Karabatić i društvo srušili sve rekorde (CRO 4)

In the first headline, the word ponovno (again) is used to refer to the fact that France won the championship for the fifth time. In the second headline, the expression nova senzacija (new sensation) refers to the unexpected success of Qatar’s national team, i.e., to the games Qatar won although many did not believe it could happen. As opposed to the first two examples, the third headline alludes to the Croatian national team, i.e., to the fact that many experienced handball players were not invited to play for the Croatian national team, for which the coach of the Croatian national team was strongly criticized by Croatian journalists8 and handball enthusiasts. The second part of the headline Francuzi nisu otpisali najbolje igrače (The French Did Not Get Rid of Their Best Players) can be interpreted as an allusion to (potential) reasons why the Croatian national team ranked lower than expected. The above described references are aimed at drawing readers’ attention and adding layers of depth to a text, based on readers’ prior knowledge, i.e., shared background knowledge between the addressor (the person who wrote the article) and the addressees (intended readers).

In the sub-headline, the headline is elaborated on and amplified (CRO 1). A short summary of the main body is an obligatory specific element, whereas detailed point-form factual information on the game is optional (CRO 2).

Nedjelja je bila rezervirana za finale Svjetskog rukometnog prvenstva u Kataru u kojem su snage odmjerili domaćin svjetske smotre, Katar, te rukometna velesila Francuska. Sigurna i iskusna Francuska odvojila se već u prvome dijelu te je u nastavku, unatoč naporima Katara da poravna rezultat, sačuvala vodstvo i ponovno zasjela na svjetski rukometni tron. (CRO 1)

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7 Broadly speaking, the term intertextuality can be defined as shaping of one text’s meaning by another text. Drawing on Janich (2010), in this paper, intertextuality is understood as a concrete provable characteristic of a specific text present in cases when the authors intentionally refer to some other text(s) or text type(s) by quoting them or alluding to them, regardless of whether the source(s) is/are credited or not.

Svjetsko prvenstvo, finale:
DOHA - Dvorana Lusail, Gledatelja: 15137. Suci: Novotny/Horacek
Katar: Šarić (14 obrana), Stojanović (1 obrana); Marković 7, Mabrouk, Roine, Capote 6, Al-Karbi, Memišević 1, Vidal 3, Damjanović, Mallaš 3, Benali 1, Madadi 1, Hamdoon, Hassab Alla, Zakkar. Izbornik: Valero Rivera
Francuska: Dumoulin, Omeyer (9 obrana); Fernandez 1, Barachet 3, Anić, Narcisse 4, Joli, Nyokas 3, Honrubia, N. Karabatić 5, Mahe 1, Accambray, Sorhaindo 1, Guigou 3, L. Karabatić, Porte 4. Izbornik: Claude Onesta
Sedmerci: Katar 3/3; Francuska 2/3
Izključenja: Katar 8 min.; Francuska 4 min. (CRO 2)

Descriptions of the most important events of the game (see CRO 1), best players (see CRO 2), top scorers (see CRO 2) and goalkeepers (see CRO 2) are obligatory specific elements within the global macro-structural element named main body. However, the order of appearance within the macro-structural element is not fixed.

Sredinom drugoga poluvremena Francuska se odvaja na +2 i stečenu prednost čuva i u narednim minutama. (CRO 1)
Francuze je predvodio Nikola Karabatić (5 pogodaka) dok je Omeyer prikupio 9 obrana. (CRO 2)

Referees are an optional specific element, not present in all the articles from the CRO. If included, little attention and space are devoted to them.

U Dohi su ‘Tricolori’ teže od očekivanog svladali domaćine koji su ovoga puta bez pomoći sudaca skoro uspjeli zapapriti Francuzima … (CRO 6)

Conclusions as an optional global macro-structural element are not present in all the articles from the CRO and contain descriptions of the current and former achievements of the French national team (CRO 6) and/or results of the other games played in the final round of the tournament (CRO 3).


Poljski rukometaši osvojili su broncu svladavši u utakmici za treće mjesto Španjolsku nakon produžetka 29:28 (24-24, 13-13). (CRO 3)
It should be emphasized that the outstanding success of the French national team, as well as their former achievements are directly mentioned or at least alluded to as part of all global macro-structural elements of the CRO. Furthermore, when referring to the French national team and their players, the articles from the CRO are abundant in personal evaluations with overt expressions of admiration and approval (rukometna velesila Francuska, uvijek moćnih Francuza, olimpijski i svjetski prvaci su u prvom dijelu pokazali „svemirsku” obranu, Nikola Karabatić doslovno je briljirao). This could be partly attributed to the tradition of intense rivalry between the Croatian and French national handball teams, with France being more successful both in terms of trophies won and in terms of mutual games won. Overall, the stance towards Qatar and its national handball team is neutral, yet with a few expressions of approval (žilavi Katar koji je pružao lavovski otpor, raspoloženi Šarić). Given the result of the final, it is understandable that significantly less space is devoted to Qatar than to France.

Only one article from the CRO belongs to the category labeled reverse chronological overview of the game. In that article, the game is, to a large extent, presented chronologically, however, in reverse order. Nevertheless, the first part of that article exhibits a macro-structural pattern similar to the first category and includes a headline, main body and conclusion (CRO 5).

25. minuta - Novi pogodak Capotea
24. minuta - Capote zabija za nakon dužeg vremena bez pogotka za Katar
23. minuta - Katar sve više tone, Karabatić diže na visokih +6
22. minuta - Gigou zabija sa sedam metara
21. minuta - Capote se diže na deset metara i šalje loptu u mrežu Omeyera
20. minuta - Nyokas zabija novi pogodak za Francuze (CRO 5)

4.2. Macrostructure of the Articles from the German Part of the Corpus

Based on their global macro-structural pattern, the articles from the GER can be divided into two categories. Five articles from the GER belong to the category named extensive report on the game, whereas only one article belongs to the category reverse detailed chronological overview of the game.
As shown in Table 3, there are three obligatory global macro-structural elements within the macro-structural pattern named extensive report on the game. The French triumph over Qatar in the final game is the main topic in all the headlines in the GER. In addition, mentioned in some of them are France’s former achievements (GER 5) and the atmosphere (GER 6).

Frankreich nach Sieg über Katar zum fünften Mal Weltmeister (GER 5)

Intensiv und packend: Katar trumpft auch im Finale auf, doch Frankreich holt den Titel (GER 6)

The sub-headlines in the GER contain information about the “Five W’s” that are covered more thoroughly in the main body.

Frankreich hat zum fünften Mal eine Handball-WM gewonnen, besiegte diesmal im Finale von Doha Gastgeber Katar. Weiter heiß diskutiert wird nach diesem Turnier der Nationenwechsel von Spielern. (GER 2)

The main body of the articles from the GER is comprised of four obligatory and two optional elements. The obligatory elements are the following: (i) most important events of the final game (GER 6), (ii) best players, top scorers and goalkeepers (GER 4), (iii) overall evaluation of the championship, and (iv) other games played in the final round (GER 1).

Auf der Gegenseite gab es aber noch ein absolutes Highlight: Kentin Mahè bediente Valentin Porte per Kempaanspiel, doch die Parade von Danijel Saric war nicht weniger sehenswert. (GER 6)

Nikola Karabatic war mit fünf Treffern bester Werfer für Frankreich. Für Katar traf Zarko Markovic sieben Mal. (GER 4)
Zuvor hatte Polen das Spiel um Platz drei für sich entschieden. Das vom deutschen Trainer Michael Biegler betreute Team gewann am Sonntag in Doha das kleine Finale gegen den entthronten Titelverteidiger Spanien mit 29:28 (24:24, 13:13) nach Verlängerung. (GER 1)

Considerable attention is devoted to the overall evaluation of the championship, which is, to a great extent, focused on three main aspects: foreign-born players in Qatar's team, referees and the All Star team of the championship. Overt expressions of critical tones are particularly visible when elaborating on numerous foreign-born players with Qatari citizenship and were, consequently, part of Qatar’s national team, which achieved an unprecedented success, i.e., became the first non-European nation to win a world championship medal.


In addition to the large number of foreign-born players, strongly criticized in the articles from GER were the referees for being one-sided in favor of Qatar.

Zum einen wurden die Schiedsrichter aus Kroatien (Achtelfinale), Mazedonien (Viertelfinale) und Serbien (Halbfinale) für mindestens diskussionswürdige Spielleitungen bei den Partien der Gastgeber kritisiert. Am deutlichsten wurden die Polen nach der Halbfinal-Niederlage, die dem Gespann Dusan Stoijkovic und Nenad Nikolic höhnisch applaudierten. (GER 5)

Little attention is devoted to the two optional macro-structural elements (significance of France’s success and detailed factual information on the game). The sequence of obligatory and optional elements is relatively loose. Several articles contain titles for each paragraph within the main body.

Diskussion um Katars Einbürgerungspolitik

Auch die von scheinbar unendlichen finanziellen Möglichkeiten beförderte Einbürgerungspolitik stieß vielen Teilnehmern übel auf ...
Weltverband-Präsident in Rage

Die durch die WM in Katar und das Vorgehen des Gastgebers angestoßene Diskussion brachte den Präsidenten des Weltverbandes IHF auf der Abschlusspressekonferenz in Rage...

WM-Organisations-Chef: Nur vier Spieler eingebürgert

Scheich Joaan Bin Hamad Bin Khalifa Al-Thani, Präsident des WM-Organisationskomitees, ließ über den neben ihm sitzenden Moustafa ausrichten, dass nur vier Spieler eingebürgert worden seien. (GER 2)

Similar to the CRO, only one article belongs to the macro-structural pattern called reverse detailed chronological overview of the game. The final game is presented in great detail minute by minute, including the events that preceded the game.

2. Minute (0:0): An die Latte! Dynamisch steigt Nyokas hoch und hämmert die Kugel gegen die Latte. Die Halle tobt.

1. Minute (0:0): Los geht's! Die Stimmung in Doha ist prächtig. Frankreich hat Anwurf. Geleitet wird die Partie von einem tschechischen Schiedsrichtergespann. Der Göppinger Nyokas steht in der Starting-Seven.


4.3. Discussion

The obtained results have shown that there are two general macro-structural patterns in the corpus analyzed. The pattern named report on the game (general report on the game in the CRO and extensive report on the game in the GER) prevails; whereas the pattern named reverse chronological overview of the game (detailed reverse chronological overview of the game in the GER) is less common. The obligatory global macro-structural elements include: a headline,
sub-headline and main body. The conclusion is an optional element in Croatian articles, as opposed to the German articles that lack a classical conclusion.

The analysis has revealed several significant differences between the Croatian and German articles. Firstly, the CRO and the GER differ significantly in terms of length, of depth of descriptions and comments provided, as well as in terms of the number of aspects included; Croatian articles are shorter; accordingly, they do not go into too many details and cover a smaller number of aspects. This might, to a certain extent, be due to the differences in the number of potential readers between Croatian and German web portals; German web portals could reach a much wider target public. Furthermore, this difference could be interpreted as an indication of a higher level of professionalism in German journalists. One might argue that journalism as a profession is more developed and esteemed, and, therefore, taken more seriously in Germany. However, it should be emphasized that additional research is needed to support this assumption.

Secondly, the two parts of the corpus differ in terms of specific macro-structural elements, in particular within the general macro-structural element named main body. The specific element overall evaluation of the championship is not present in the CRO; on the other hand, it is of particular importance in the GER. In the German articles, considerable space is devoted to the fact that Qatar’s national team has many foreign-born players and to the alleged referees’ partiality in favor of Qatar. In the CRO, particular attention is paid to the success of the French national team, which is not the case in the GER.

Related to this is the third difference, namely the difference in stance. Present in the German corpus is a considerable amount of overt expressions of negative stance with regard to Qatar’s foreign-born players and referees’ partiality in favor of Qatar; nonetheless, it should be pointed out that negative tones are, in the majority of cases, supported by arguments and/or factual information. A possible explanation is twofold; on the one hand, this can be viewed as professional, multifaceted reporting indicating a high level of professionalism; on the other hand, it could be argued that German journalists are partly subjective since their national team lost to Qatar in the quarterfinal. The overall stance of the CRO is predominantly neutral, with the exception of positive tones when referring to the French team and their achievements at handball championships, which might be due to a certain level of awe at the French achievements, in particular given the long-term rivalry between Croatian and French men’s handball national teams.
Based on the results obtained, identified were several important aspects and issues that should be taken into consideration when conducting a large-scale comparative study on the text type web portal articles on Men’s Handball World Championship 2015 in Croatian and German. Firstly, articles on the other games played at the Championship, in particular games in which the respective national teams played, should be included in the corpus. By doing so, it would be possible to examine: (i) whether this has an influence on the macro-structural patterns determined in the pilot study and on their distribution in the corpus, (ii) whether additional macro-structural patterns exist, and (iii) whether the length of articles, overall expression of stance, and usage of intertextuality depend on the teams playing in a specific game. Secondly, we believe that it would be advisable to extend the scope of the analysis by adding the microstructural level and investigating which linguistic features (at the levels of grammar and vocabulary) are used to achieve the purpose of global and specific macro-structural elements. Finally, it is our view that the aspect of multimodality should be taken into account by including other sets of signs, i.e. the levels of images, typography and the like.

5. Conclusion

The dominant global macro-structural pattern of the Croatian and German web portal articles on the Men’s Handball World Championship 2015 included in our corpus is structured in the following way: a headline, sub-headline and main body are obligatory elements. The main body as the most extensive element contains the largest number of specific macro-structural sub-elements, including best players, top scorers, goalkeepers, most important events, overall evaluation of the championship etc. Nonetheless, the Croatian and German parts differ in terms of specific elements included, as well as in terms of their length and manner in which they are approached. This could be the result of several extra-linguistic factors at work, including different background knowledge, as well as different values, beliefs and attitudes of Croatian and German addressors and addressees. Moreover, it could be attributed to a different approach to and different state of affairs in journalism as a profession in Croatia and Germany.

The pilot study has revealed the need to extend the corpus in terms of the number of games and number of articles included, as well as the need to extend the scope of analysis to include the microstructural level and the concept of multimodality.
6. Reference List


**Internet Sources**


A COMPARATIVE ANALYSIS OF LANGUAGE-COMMUNICATIONS PERCEPTION IN PUBLIC RELATIONS

Original Scientific Paper

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Summary

The concept of lifelong learning is something which modern society strives for, linguistic competence, especially in the mother tongue. It is considered to be a prerequisite for the acquisition of all other competences, for example, the ability to communicate in foreign languages, have mathematical and digital skills, entrepreneurship, and so on. This is particularly connected to communication with the public. Namely, an expert in public relations must be an excellent and skilled communicator. In order to be one, he/she must have an above average language culture, one that is functional as opposed to a theoretical one, which unfortunately prevails in the Croatian educational system. This communication must have as its main goal, according to James Grunig, the enablement of understanding between people permitting the so-called symmetric concept of public relations, that is, the multidirectional dialogue which is practiced by liberal and organizational societies. In order for this to be put into practice, it is essential to have strong language skills and communication with stakeholders in order to avoid potential conflict situations.

This paper focuses on the context of a bi-directional research: the student population – in order to ascertain if the existing system of higher education, which is centered on the engagement of public relations, trains its students well enough for them to have successful and independent communication with the public. The task of this paper is to reinforce the position of the students’ gained knowledge and skills in communication, as well as the views of agency experts on communication and other necessary skills of the students/newly employed workers, which was ultimately achieved. The survey was conducted during March and April, 2015 in five higher education schools and universities in the Republic of Croatia, and it included a total of 250 respondents. At the same time, 11 public relations agencies were surveyed. The survey results showed that there was a certain discrepancy between the
self-evaluations of the students concerning their language-communication skills and their ability to learn how to apply them in specific situations, along with the assessments of the public relations agencies experts concerning language-communication preparedness of the students/newly employed workers for independent work.

**Keywords:** communication, public relations, linguistic competences, language culture and awareness, student population, public relations agencies

### 1. Introduction

Public relations, in modern times, is seen as a propulsive branch both in the world, as well as in Croatia. There is an increase in the establishment of schools which closely or exclusively deal with public relations or at least partially. Depending on the educational direction or path, they implement courses and bring forth curriculums whose programs are greatly geared toward student education for successful dealings and/or coping with public relations. The professionalization of occupations leads to the implementation of quality standards and learning skills by specialized educational preparations “with which unique knowledge and skills are acquired” (Broom, 2010, 120). If we analyze the various definitions of public relations of various experts and theorists from that field (Cutlip, Center, Broom, 2003; Grunig, Hunt; 1984; Baskin, Arnoff, Lattimore, 1997; Jefkins, 1994; Skoko, 2004), we can notice that in each one of those definitions, the term communications arises as a cohesive element which connects various tasks performed by employees in public relations. “If we review the stated and numerous other definitions of public relations in detail, it is evident that public relations deals with communication”, states Zoran Tomić (2008, 50), a Croatian practitioner and theorist in public relations. “Actually, several hundreds of definitions today which deal with public relations all come down to communication, which is fundamentally the essence of public relations”, concludes Tomić (2008, 50). Referring to different kinds of definitions of public relations, Tomić (2008, 50) summarized them in one sentence: “Public relations is the communication process of an organization within its internal and external line of business in order to achieve mutual understanding, build societal responsibilities, and achieve mutual interests.” According to Damir Jugo (2012, 25), “communication is the core of public relations, which is an element that connects the individuals who make up the public, as well as the formation of public opinions”. Johanna Fawkes (2007, 30) quotes Theodorsen in her paper.
“Public Relations and Communication” and Theodorsen defines communication as a “transfer of information, ideas, views or feelings from one person or group to another, primarily by means of symbols”. J. Fawkes (2007, 30) also refers to Rogers and Kincaid, who in turn, define communication as a “process in which participants create and share information with each other with the goal of attaining mutual understanding”.

In the Hamburg School of Communication Sciences, it is especially emphasized how in each type of communication, there exist reciprocal processes. This means that communication stakeholders send and receive specific content and they mutually attempt to define mutual relationships and views about the content while discovering themselves and influencing others. Looking at communications as a reciprocal process is based on the Grunig-Hunt two-way symmetric model of communications with which the authors link the appearance of modern public relations:

“With the development of a two-way symmetrical model of communications, modern public relations emerged (...) In a two-way symmetrical model, as opposed to a third asymmetrical model, even stronger feedback communications are emphasized. Communication is, therefore, performed in both ways and equally (...). The primary objective is mutual understanding between the public and the institutions or organizations, whereby communication is used more often related to persuasion.” (Tomić, 2008, 120)

Communication is, therefore, considered a two-way process of exchanging information, that is, a multidirectional dialogue which is imminent to liberal societies and organizations, as opposed to persuasion which in its basis implies the act of persuasion or convincing by one person toward the other, hence, one-way communication.

Modern society gave communication a specific meaning and that is why the statement made by Paul Watzlawick, the communication theorist, that it is not possible to not communicate is absolutely irrefutable. In that context, Kunczik (2005, 169) states that “communication is becoming the central strategic game which decides about the success and failure of individuals, social groups, and all of society. The person who cannot break through by way of communication, will find themselves in a hopeless situation.”

As far back as 2004, the European commission published a document “Key competencies for lifelong learning. European reference (recommended) framework”, which defines the skill of communicating in one’s mother language as extremely important. Key competencies of learning are those competencies that are considered essential for the successful participation in a society that is based on knowledge. The framework of competencies was brought forward
through “the perspective of lifelong learning, i.e. those that are acquired by the end of mandatory schooling, but also those that are learned, refreshed and ascertained throughout their lives.” (European Commission - Croatian Education and Teacher Training Agency, 2004). The document positioned communication in one’s native language in first place, i.e. native language was highlighted as a key competence which is a prerequisite for the attainment of all other competencies. Lifelong cultivation of language, as outlined in the document, is important for the creation of

“a positive attitude towards the mother tongue, its acceptance as a potential means of personal and cultural enrichment; the tendency to openly approach another's opinion and arguments and engage in constructive and critical dialogue; self-confidence when speaking in public; the willingness to strive for aesthetic quality in expression beyond the technical correctness of a word/expression; the development of a love of literature and the development of a positive attitude towards intercultural communication.” (European Commission - Croatian Education and Teacher Training Agency, 2004).

2. Communication and Public Relations

Modern society, therefore, demands the two-way process of communication in which both sides are active participants of communication, that is, one in which the “receiver and sender work in the contexts of their own frame of reference, their mutual relationship, and societies situations” (Bloom, 2010, 189). Glen M. Bloom indicated a four-step informing process: “(1) attract attention to communication, (2) achieve the acceptance of a message, (3) achieve interpretation of a message in accordance with the intent of the sender, and (4) achieve that the receiver saves the message for use at a later date. The process of persuasion goes further than just siding with the wishes or views of the senders.” (Bloom, 2010, 189)

“According to Burkart and Probst (1991, 59) public relations which are oriented on agreement come from the assumption that each participant of a certain process of agreement, which is communicatively active, is aware of the validity of the universal demands: demands for intelligibility (that means that each active communications participant must express themselves in accordance with the valid rules of the grammar system); demands for the truth (must talk about something whose existence is recognized by the communications partner); claims to truth (one must express their true intentions which means having the will for self-presentation while not misguiding the interlocutor); demands for accuracy (must choose an expression which seems appropriate from the perspective of both sides of the acknowledged values and norms.” (Kunczik, 2006, 173)
In order to achieve an effective and qualitative dialogue, one which is based on the stated rules, it is necessary to master the communicative techniques well. One of the most fundamental prejudices and misconceptions concerning communication is that which is known by all is, therefore, in and of itself understandable. However, successful communication requires a long-term process of learning and acquisition. The concept of a life-long adoption of education, which modern society strives to achieve, language competencies (which are the foundation of successful communication), especially the ones in the mother tongue, are considered a prerequisite to the adoption of all other competencies - communication in a foreign language, mathematical and digital literacy, and entrepreneurship, are some examples. This especially concerns public relations. Namely, an expert in public relations must be an excellent and skilled communicator. In order to achieve this, he/she must have an above-average language culture, one which is functional and practical as opposed to theoretical language knowledge. Unfortunately, the later prevails in the Croatian educational system. In that context, Bloom (2010, 128) talks about the need for continued education so that “workers would constantly be on top of new developments and its skills (…). An on-going education also bears witness to orientation for life-long learning, which is necessary in order for clients to receive actual and competent services.” Dealing with public relations, therefore, having communication capabilities and activities which give the users of the communication process their own language, writing and speaking, the ability and the skill to negotiate and try to win over the other side for their own interests. At the same time, the power of persuasion, rhetorical and language abilities, general culture, speed of communication, technique and resourcefulness, as well as other creative abilities come to the forefront.

In Edward Bernays’s “The Ideal Public Relations Man” (1952), 1 chapter of the book Public Relations, among other things, he singles out the following characteristics of a public relations expert. For the need of this paper, he singles out the characteristics which are closely related with the language-communication culture and skills: a broad cultural education, power of persuasion (rhetorical capabilities) and the ability to express oneself – is able to convey their thoughts to others (as cited in Tomić, 2008, 17). Referring to other theorists of public relations, Tomić (2008, 17-20) expands Bernays requirements connected to necessary communications skills for public relations experts and singles out the following: eloquence in writing and in giving speeches, instinct for persuasion, capability of creating interesting presentations, skills for effective writing and a convincing speech, preparation of media and media relations
statements, creating a communications program, production of internal publications, preparation of speeches and public performances, as well as a good knowledge of the standard language, spelling and grammar. The Croatian Association for Public Relations conducted a research of what the most important knowledge and skills needed for success in public relations are. Sixty percent of the surveyed considered that good personal communications and public performance are the most important characteristics needed for public relations.

3. Communications/Language Culture and Skills

For an expert of public relations to be a skilled communicator, he/she must be fluent in language culture. Language culture is the basis of every culture, and it manifests itself by the application of standard language norms which we adopt throughout our education, in essence, within the framework of the Croatian language classes in primary and secondary schools. As far as the academic level of education goes, it is within the framework of the language communications group courses, but only in certain universities. Need for language norm mastery, however, should be imminent to each member of a certain societal community as part of its individual identity or cultural etiquette. Thus, it is necessary to create such a societal climate, conditions, and grounds which will enable the creation of positive point of views toward the mother tongue and its nurturing. Life-long learning of the standard language and language cultivation, especially in those fields which deal with the public, is important as well as individual differences in the language system of speakers, that is, the inconsistencies “the language code among communication participants” (Pavličević-Franić, 2005, 19). Namely, in the informative process, the interlocutors use, as is emphasized by Dunja Pavličević-Franić (2005, 19), in her book Komunikacijom do gramatike, “different language resources which belong to different language idioms (dialects, social dialects, and jargon …), individual types of expressions which are poured into communications”. According to linguist Dubravko Škiljan (1994, 119), the language system changes for individuals “depending on the situation, communication needs, and under the influence of the most diverse extra-linguistic determinants”. In order for the standard language to carry out its general communications and public function, it is deliberately determined by specific rules and norms which we acquire and study throughout our entire education. In knowing standard language norms, however, there is no complete restrictive and determining function. The opposite is true. Norms help the individual to more effectively and precisely express his/her thoughts, whether through writing or speech, so that the
communication goal is achieved more successfully and misunderstandings are avoided which could actually be caused by a lack of knowledge of certain language rules.

In the framework of language work, linguist Ferdinand de Saussure differentiates between the language component and the speech component, and defines them differently as well (De Saussure, 2000). Both are components of language work, however, they are dependent upon each other: language is an important prerequisite to speech, and further, speech is a verbal and written part of language. Ultimately, in mutual interaction, language and speech are realized through communication. In order for people to communicate through language, the language system strives to remain unchangeable in its structure. Having a concise system, which is known to all communications participants, is a prerequisite of its efficiency and success (Škiljan, 1994). Unlike a language which is primarily static and conventional, speech is a dynamic category subject to change which is conditioned to change societal structures and relationships, but also “willing individual combinations” (Kovačec, 2001, 85). From the mutual clashes of those two aspirations, static language and speech dynamics, language creativity is formed, that is, “the capability of speech and language to adapt to constant new needs in language practice” (Škiljan, 1994, 12).

Language practice is, therefore, a variable category; it is an open and dynamic system. Many factors influence it, especially in modern times with the globalization process, massive media, various social Medias which have a tendency to use the so-called “new literacy” as well as where an individual goes and the surroundings he/she comes into direct contact with. Communications expert, Mirela Španjol Marković (2009), emphasizes from the book The Power of Persuasion an unfavorable language surrounding as one of the factors which adversely influences on the general language culture of the population:

“As there are less and less educated public speakers, and more and more influence of non-linguists in the media (a so-called ‘big brother’ culture, in which non-professionals become hosts), every day we are forced to listen to numerous mistakes in speech and in incorrect accents. Instant hosts are finding it more difficult to manage their speech in their own language so they make more and more bizarre mistakes and the language becomes poorer, causing sneers from professionals, as well as the vast public.” (Španjol Marković, 2008, 29)

Because of the above mentioned influence, it is important that the public relations experts master the language culture by constantly building upon their knowledge. This is also important for the scope of their work, that is, their work function. Taking into account the mentioned
differences between language and speech, Glenn M. Broom (2010) in Effective Public Relations sets aside direct work of public relations experts who especially deal with writing, that is, speech communications, which require an elevated and arranged language culture. In written communications they are: “writing and arranging of text: writing statements for the media and electronic media, reports, bulletins for workers and external public, letters, website texts, and e-mails, reports for stockholders and yearly reports, speeches, brochures, film texts, slide texts, articles for professional publications, institutional advertisements, as well as supporting texts for products and technical materials” (Broom, 2010, 35). According to Broom (2010, 35), assignments which have to do with speech communications are: “public appearances, training workers for public appearances, teaching others in the organization on how to improve their writing and communications skills, aid in the implementation of changes in culture, politics, structure and work processes of the organization”. “Professional communicators”, which public relations experts are, “will utilize their knowledge and skills and is prescribed by rhetoric, not only speech, but also written rhetoric – text rhetoric. They will exercise their voice and diction, study the psychology of communications, be conscious of their body language, practice their speech and deliverance of their speech, and deal with stage fright. Messages which are communicated to the public through public relations are practically all of a spoken or written nature. (…) Rhetorical-communicative skills are a daily tool in the hands of public relations personnel and that is why it is important to continuously practice and build upon these skills”, considers Mirela Španjol Marković (2008, 31).

4. Research

Research, which is the basis of this paper, has an assignment to affirm the views of the students on the occupations and acquired skills they received from the communications field in their courses and the views of the agencies’ experts about communication and other necessary capabilities of students/newly employed workers for independent work in the scope of public relations. The goal of this research is to improve the study programs, that is, the curriculums on the basis of how the lesson is presented, which are closely related with language culture, both written and spoken. For the purpose of synchronization, improvement, and the need for theory and professional practice, therefore, there is a need for change of the teaching guidelines, that is, “an assessment of knowledge and skills which practitioners need in the technological, multicultural, and global society” (Tomić, 200, 31). As a result, this paper is aimed at a two-way research: for the student population, in order to determine whether the existing system qualifies for higher education dealing with public relations, are students prepared for independent
communication with the public, with an emphasis on linguistic competencies. At the same time, we are researching how profiled and affirmed public relations agencies assess language and communication capabilities of their new workers, as well as students who spend their internships there.

The research was done through a survey during March and April of 2015. Through this survey five higher education institutions were included, three of which were (the Northern University, the University of Zadar, and the University of Dubrovnik), one college (VERN College) and the higher education school of (Edward Bernays College of Communication Management). These institutions were selected because they conduct their teaching based on public relations, which is the primary subject of our research focus. The survey was filled out by 250 respondents – students who major in public relations. Of the 250 respondents, 89 are of graduate-level university studies, 49 are of graduate-level professional studies, and 112 students are of undergraduate-level professional studies (Graph 1).

![Graph 1: Student population included in the research](image)

At the same time, a survey took place amongst a total of 11 public relations agencies and they are: Apriori komunikacije, Abrakadabra, Grayling, Hauska and Partner, Integralni marketing i komunikacije, Madison Consulting, Media val, Millenium promocija, Publico, Studio conex i Teneo. The survey was filled out by upper management employees in agencies (nine directors,
one office/project head manager, as well as one older consultant) who are, at the same time, in direct contact with students, that is, the newly hired workers.

5. Research results

The research questions, both for students and the agencies, were geared toward their perception of necessary knowledge and skills which public relations experts need to have in order to independently and successfully perform their assignments and functions. In this research, they were asked to make a self-assessment of student’s language communication knowledge and skills in their universities, as well as the agencies’ self-assessment of the students or new workers about their language, both written and spoken, knowledge and skills. The results of the research showed that students, that is, the agencies’ experts gave different importance to the offered competencies/skills necessary for dealing with public relations (Graph 2 and 3), however, it should be noted that the gap ranges are expected, and ultimately when the survey mentioned parameters are looked at, the agencies and surveyed students opt for a necessary wide range of knowledge and skills, the same way that various manuals and technical literature of public relations suggests when talking about the functions and assignments of public relations experts.

Which of the listed competencies/skills do you consider the most important for dealing with public relations?:

- Writing and editing text
- Creativity and effectiveness in problem solving
- Organizing and hosting press conferences
- Realizing Media relations
- Eloquence in speech
- Capability in research and planning
- Power of persuasion
- Broad cultural education

Graph 2: Agency hierarchy of importance of competencies and skills necessary for dealing with public relations
If we compare the graph results, we notice that agencies expect at the most (56%) creativity and effectiveness in problem solving and capability in research and planning from their workers. Following that is writing and editing texts, while other assignments such as organization and hosting press conferences, establishing communication with the media, eloquence in speech deliverance, power of persuasion, and a broad cultural education were equally expected. Unlike the agencies experts, the surveyed students evenly opted for the offered competencies and skills giving little importance to creativity and effectiveness in solving problems in relation to other assignments. A much wider gap is noticeable when answering the question if language-communications train students for dealing with public relations during their studies. 82% of the surveyed agencies’ experts believe that universities do not train their students in language and communications well enough (Graph 4).
According to that stance, the agencies’ experts on language-communications assessed the knowledge and skills of students who come into their agencies for internships, that is, new workers, with a grade of good (82%), that is, needs improvement (18%) (Graph 5). The feedback from the agencies’ practitioners to the theorists and lecturers who execute the training program of students dealing with public relations, keeping this paper in mind – improvement of implementation of curriculum and organization of class – it is an important fact to note that not one of the surveyed agencies’ experts in language-communications for knowledge and skills of students gave a grade of very good, or even excellent.

![Graph 5: Agency assessment of language and communication skills of the newly employed/students](image)

Unlike the agencies, the surveyed students show a relatively high satisfaction with the implementation of the curriculum and lecture with the realization of the language-communications group class, so that 69% of the surveyed replied in a positive way to the survey question about their language-communications preparation for dealing with public relations, while 31% of the surveyed still consider that the university does not teach the language and communication well enough (Graph 6).
Do you consider that the school prepares you with language-communications for dealing with public relations well enough?

Graph 6: The position of students about the preparation of linguistic-communications for dealing with public relations

When the students were asked directly whether they considered, upon completion of their higher education studies, if they would be trained well enough to have successful written and spoken communications in the framework of the field’s expectations for which they are educating themselves for, the students actually showed a certain amount of reserve; only 12% of the surveyed were in total agreement with the above statement (Graph 7). Based on the survey answers given to the survey question, it can be concluded that the rest of the students clearly think that there should be an improvement within the school and the execution of the study program for more learning, acquiring, and improving of language-communications skills and knowledge, which are expected of a public relations expert.

Graph 7: After finishing higher education, the student will be trained for successful, independent written and spoken communication

Do you agree that after you finish your higher education program you will be fully trained for successful, independent written and spoken communication?

- Totally agree
- Mostly agree
- Can't decide
- Mostly disagree
- Totally disagree
By using the comparative analysis method, we came up with a conclusion about the importance of the gaps/discrepancies of the students’ evaluations as well as the agencies’ experts for language-communications skills and knowledge which students need to acquire during their studies and be capable to apply them in their practical work. These gaps indicate a need for closer collaborations between the faculty/university and professor along with practical and functional market needs.

In order to determine whether students in public relations have a strong handle on the knowledge and skills, and for me to receive the necessary feedback on possible improvements of individual segments of the study, agencies were asked about the evaluation of specific knowledge and skills relevant to this work, with which the students/newly employed workers come into their agencies with. Despite the relatively low evaluation percentage of language competencies, however, between the offered assignments which each employee of public relations should be familiar with, the agency experts opted for the highest percentage (30%) for the ability to write and edit text. The remaining 70% is almost evenly distributed between the other offered competencies and skills. According to the assessment of agency experts for public relations, students acquire speech skills the least, which indicates the need for practical training and adjustments of speech language culture (Graph 8).

Table 8: Competencies and skills of newly employed/students which come to agencies after completing their studies
Wouldn’t the demands of the profession along with the needs of the market require implementing the curriculum in a practical way as to improve and modernize it? An open question was put forth for the public relations experts about competencies, knowledge, and skills in which the universities, in view of the demands of the profession, should work much harder or put them into their educational process which they noticed that future public relations workers lacked while introducing the students/newly employed to work. We are singling out those recommendations which directly deal with the language-communications fields: (1) broad cultural education, (2) speech skills and power of persuasion, (3) writing different types of papers, texts, and creative writing (brochures, webs, blogs, and such), (4) communication in social media, (5) presentation and negotiation skills, (6) literacy in Croatian and English, (7) language education, (8) knowledge of the Croatian standard language norms in spelling and grammar.

6. Conclusion

The survey, which was conducted amongst students and public relations agency experts dealing with language-communications skills, which the students/newly employed have command of, and which are necessary for successful, independent dealing within the scope of public relations, shows their opposing viewpoints. The majority of students expressed a relatively high satisfaction with what they learned in the fields of language and communications, thereby showing specific language skills, both written and spoken, and self-confidence, which public relations experts - in their work and in their practical application with students/newly employed - do not recognize in the same degree. Based on direct work with students and long-time observations, we can conclude that there is an exceptionally positive student self-assessment of their language competencies, as well as the schools’ implementation programs, which is a result of a distorted picture about language culture which is frequently identified with the ability of writing and speaking and the transmission of information according to the principle of: We understand each other, therefore, we are communicating. In that way, the respondents equate the use of the mother tongue with communication culture, and they directly or indirectly lean toward the so-called language conformity (Katičić, 1986), the opposite from their own organized and systematic work. Problems exist in the communications and language culture (which appear on all levels of education, including the academic one, and subsequently in the practical usage). This was determined by the so-called PISA research, in other words, the PISA
testing which takes place every three years on a global level in which Croatian high school pupils are also included. The research, among other things, checks language competence. In that segment, as in other segments covered by the testing, Croatian examinees show below-average results. Because of this, it is important to pay special attention to language culture, written and spoken, especially in the field of public relations in which communications consolidate all assignments and functions of public relations experts.

The survey results show, without a doubt, that there is a certain gap between the self-assessment of students about their language and communication training and competence. They need to use what they learned in specific situations, as well as the assessments of agency experts for public relations of language and communication readiness of students/new employees to work independently. The research also points to the need for further development of course design, preparation of curricula, and their realization to link them closer to theory and practice as an aim to improve the quality of education and adequate academic support in the context of education of future workers for the needs of the profession and market. In this context, future research should additionally be focused on the teaching syllabus from the communication field, on the final communication competencies of students after the completion of their studies, as well as their coordination with the needs of the markets and the field itself. Such research should encourage more collaboration between theoreticians and practitioners with the goal being higher quality student preparations for dealing with concrete challenges in work and emphasis on communication skills, which are essential parts for public relations work and similar activities.

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1 The PISA research or the PISA testing (Programme for International Student Assessment) is an international research sponsored by the OECD for the assessment of knowledge and skills of fifteen-year-olds, and is implemented by an international consortium of institutions led by the Australian Council for Educational Research. Their aim is to assess the level of education among young people in major industrial countries. The results of the research and testing point to the advantages and disadvantages of educational policies in the countries surveyed. It is a type of innovative concept of “literacy” and it emphasizes the importance of life-long learning with regular testing every three years, which would enable countries to follow progress in achieving key educational goals.

Internet Sources

VISUAL CULTURE AND NEW MEDIA: NEW REALITIES IN NEW IMAGES?

Review paper

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Summary

This paper questions in what way new media influence image and text transformations and their communicative identity. The relation between images and texts in the digital age of new media has been changed due to the process of immersion of virtual reality. Visual culture is now experimenting with different communication channels, using new media manipulation to shape new possibilities of reality or realities. New realities create new visual experiences and produce fragments of digital images. The multiplication of images and texts in images results in a different way of understanding visual culture in general. Understanding new media and the process of intermediality gives us a new perspective of image-text relation. Is it possible to revive the power of images and texts in the age of new media simulation? Moreover, new media constantly re-explore the true meaning of both images and texts, as well as new time-space categories linked to reality. The visual construction of culture now consists of different layers of new media communication which need to be decoded if one wants to comprehend the new visual reality and its symbolic meaning. Images and texts are now significantly different, always in function of media, never revealing what is their logic. Understanding the new communication of visual culture today not only explains the new tools being used in a complex system, but also the way in which communication creates new artificial realities.

Keywords: new media, image, text, communication, visual culture, reality, intermediality
“The very definition of the real becomes: that of which it is possible to give an equivalent reproduction. The real is not only what can be reproduced, but that which is always already reproduced. The hyper real.” Jean Baudrillard (2001, 104)

1. Introduction: What Do Images Tell Us?

When thinking of images of new media in particular, one must ask: what do we see in reality? The second question arises instantly: is there, in the era of virtuality and simulation, any reality at all? This paper will elaborate and raise some important questions and problems regarding new media images, as well as the relation between images and texts.

New media use a different channelling process to define meanings of images as well as texts. However, the question which we must emphasize, lies in the problematic of what is in one image that makes us define our own meaning of that particular image? The problem presented when exploring text and image in relation to media is the construction of both visual and mental meaning. According to Roland Barthes (1977, 32), there are three messages of understanding image which are intentional, and thus commercial images. These images communicate in different channels, but more importantly they communicate intentionally and directly. Furthermore, the main problem of this particular idea lies in the process of fragmentation. Both image and language, when exploring the media’s influence, are being transformed in the process. This means meaning cannot be fully resolved. Or to be specific, meaning has multiplied and can be hard to determine. New media have a plural nature and thus they offer various meaning or to be precise different levels of meaning. Media is always linked to media, and it is needed to discover all the layers in which media images hide true nature and intention.

The problem with understanding new media image also lies in the difficulty to reveal the true meaning in the first place. If we were to agree with Barthes (1977, 42), then revealing true meaning of images lies in the third level of the image, the symbolic message. The symbolic message reveals true meanings. It is a combination of the two previous messages (linguistic and iconic). However, the image of new media is a specific mixture combined of a variety of images as well as various understandings. If we were to place reliance on the symbolic message, we must put into question the relation between different signs which appear in the image. Images of new media are thus noteworthy, not only because they are linked closely to our culture and communicative content, but more importantly because they define our reality.
or the possibility of multiplying realities. Understanding such an image reveals different intentions, meanings and effects but most importantly it discloses a new language, a new system through which we are able to communicate.

When discussing media’s influence and the power which lies within media simulation, there is always a question of what is new in media? How do we, as spectators and consumers of media content, change or how does the content of media influence us? This raises another interesting problem, and that is how does the connection between text, image and subject in new media result in our behaviour towards media content? Furthermore, it is of importance to illustrate another assumption. Media content can differ depending on where and how it has been represented. This has also been an important issue when investigating social networking and interaction. Is there any real content on social networks today? What do images have to say and what do they mean? Firstly, we have to explore text fragmentation and its influence on image construction. Images are not only connected to specific visual patterns, and yet it is the only aspect which makes them appealing. Visual presentation is what makes us look at images without asking questions on meaning. However, image has transformed its content into visual and textual information which does not always have true meaning. Secondly, the nature of text/language needs to be investigated as well, and not only from a semiotic point of view. The nature of text/language issue comes to a difficult way of representation in new media. Although new media in general are connected to text/language, they appear to be a secondary element. Why is this the case? The battle between image and text especially stands out in new media theories but also in art history. What is, or was first, image or text? Where does our communication begin, or how did it begin? Michel Foucault illustrates in his book “Ceci n’est pas une pipe” (“This is not a pipe”) (1973) when researching René Magritte’s work, how language can be involved into image and the other way around which makes an image a common location for both language and image. Magritte, according to Foucault, separates similarity (resemblance) and similitude (similitude), when exploring image. Foucault elaborates that it is about the presence of a text in a painting and vice versa. In a painting, says Foucault (2011, 9), Magritte separates resemblance from similarity. Resemblance as a kind of similarity (similitude), namely, similarity of appearance. Representation of spectacle in digital new media can hardly be avoided as spectacle produces, according to Debord (1999, 37), “unity of the world”. What is similar and how do we detect similar media content in images?
This is also very important when exploring the specific connection between art (art images) and media, as well as their impact on visual culture today. There is no contemporary art without media involvement nor can we discuss its value without exploring media. Simply because we live in a visually organized society and we rely on a specific kind of reality or realities to be precise. Media content can be used in a very small amount. Nevertheless media are crucial for art presentation. Presentation of art material changed drastically in the last twenty years or even more. Instead of art history, it has become crucial to investigate what will happen in art in the future. Of course, the content of visual art can be adapted to everything at the present time, as long as it has media coverage and involvement. What is then the real content of visual culture today? Content and its meaning in visual culture is probably the most complex system yet to be explored. Nevertheless, visual as well as textual content can be found in every layer of visual culture today. Diversity of signs and realities which appear within visual culture hide levels of meaning as well as many misunderstandings. This is why it is important to combine different methods when exploring art images with media. Using semiotics may give one answer for this complex problem, but will not completely resolve the result of art and new media. Contemporary art and its power to visualize media and vice-versa has become a good tool for presenting content, however it is still in question how that content may vary in images.

The construction of visual culture today depends mainly on new media content and the way it communicates with us, and so it is of great significance to detect in what way these actions change texts and images and their behaviour, but moreover how intermediality changes the nature of both texts and images.

2. Spectacle and Media

Images in the era of media spectacle do not only display their internal and external signs. Image must firstly be disjoined from its visual component and reduced to text/language. The transition from text to image, and vice-versa, is not of course an easy assignment. Image consists of good visual and material appearance, while text is so often placed at the background of understanding both image and meaning. However, media are wrongly accused of being a mediator of text/image content. Through media’s nature it is necessary to code or decode not only certain information but all information.
Through the term spectacle elaborated by Guy Debord (1999, 36), who claims that spectacle is a relation in society mediated by images, images are closely connected. Spectacle has become good structure for all media explorations, because it primarily deals with images, and mixes all new media together. Debord (1999, 38) illustrates how spectacle has become a strong construction which paradoxically unites and gives explanation for various phenomena. According to Peter Weibel’s theory “post-media condition is defined by two phases: 1. the equivalence of the media and 2. the mixing of the media” (2008, 15). Mixture of media leads us to impurity of media content, and that is one of the main reasons of misunderstanding meaning. New media image is not a real image nor is it an illusion as it constructs visual and cultural elements. Furthermore, it is imperative to ask what kind of values we are dealing with when exploring media impact. If media give impure information due to the process of fragmentation and mixing, how do we as viewers determine image and text value? Or to be more precise, in what way do we separate significant from insignificant information?

Looking at images creates a new kind of value as looking creates new realities. Without the subject’s involvement there is no chance of producing spectacle events in new media simulation. Through series of actions between subject-image, a meaning is being created. This new meaning leads us to different image experiences as well as new body transformations which we will adhere in the next chapter. Furthermore, experiencing new media content constructs new social interaction. New society, which Baudrillard (2001) also emphasizes has now changed the logic of seeing and comprehending public media content. Social relations and new societies now have the opportunity to change image and text appearance and vice-versa. Visual culture is thus structured, showing different properties of different fragmented images. The function of media, according to Baudrillard (2001, XVI), is in the disability of detecting what is spectacle and what is reality. Media are main creators of spectacle as well as simulation. Why is then spectacle so important? Is spectacle needed to enhance image presentation in digital media? In his book “Suspensions of Perception, Attention, Spectacle and Modern Culture” (2001), Jonathan Crary cities how Hal Foster elaborates “Spectacle is not primarily concerned with a looking at images but rather the construction of conditions that individuate, immobilize, and separate subjects, even within a world in which mobility and circulation are ubiquitous” (as cited in Hal Foster, 1996, 218-220).
2.1. Image Nature

Image which brings into question the nature of image itself is called digital image or simulacrum. The question is whether image, in its new digital environment is still an image? There is no doubt how digital environment effects visual culture. Image nature changed mainly because it has become a manipulated image. This image does not have any reference in reality. Moreover, these kinds of images are mainly pure information. Is there any beauty then in these images? This raises another question, are digital images in new media art images at all? Art has, as a part of visual culture, become very linked to media and its logic. Technical image involves a scientific, technical and technological part, as it has a strong aesthetic visual component. Of course, there is no visual original to compare these images, or how Walter Benjamin would say there is no aura. It has become necessary, when investigating media communication, to detect in what way do these images affect us as viewers and consumers. What is then the true nature of media image which surround us constantly? Nature of images can be explored through their process of coding and decoding, as the problematic with digital images is not only connected to ways of transformation, as well as fragmenting the nature and visual construction. Digital images now have a different way of representing reality, or to be more precise, images now structure media reality. True nature of digital images, and thus texts within images can now be detected in the decoding process, however, there are some issues with resolving what a digital image consists of. It is also important to adhere how images, especially commercials have always given special emphasis on individuality. Today, commercials change their mission, as they try to insure us we are making a good choice, completely unaware we are not the ones making it. Nature of commercial has changed, but the intentional nature remained. Understanding how images communicate is important not only because we are surrounded by them, but because they have a huge impact on our everyday life.

In the era of digitally visual aesthetic, especially in communication related to text-image-subject, there have never been more archives. Information has to be stored “somewhere”. This leads us to another problem regarding this topic, and that is of collective memory. Secondly, apart from memory loss or memory gain, all of the information, whether textual or visual, is always repeating itself. The content never changes its form. The form of media rarely differs, as it is always adapted simulation. Simulation, as Baudrillard (2001, 133) elaborates, simulation is realer than real, always true, always right. Simulation process devours everything.
within the media web, it makes reality more real, but does it make reality truer? Every image, and thus image nature, is surrounded with the influence of simulation. How do we then, resolve what is image nature when talking about digital images? Firstly, the exploration of text and text position has to be clearly elaborated. Semiotics can be very helpful in this case, the sign, signifier and signified, in the context of digital image, change constantly.

Images control our conscious and unconscious state but also transform our whole mental conception. In this way media are linked to our bodies through the operation of immersion. Despite the body immersion into new media, the body disembodies in a symbolical sense, and thus the body is not a subject or the object. Body, like image and text becomes edited, montaged and incorporated into media logic. The body has become plural and spectacular. Contemporary fashion performs in Debord’s total spectacle. The question remains in what way will simulation, spectacle and new media determine the future role of contemporary design and art as well as fashion imaging? Perception and body transformations in new media will continue to change, to grow different elements which will affect our behaviour. It has become clear, especially in everyday life how media is rapidly adapting our bodies without consent.

3. New media and the body: contemporary design and simulation

Contemporary design, especially fashion, is being articulated as a new language when discussing visual culture and digital imaging. New media have offered its own aesthetic and body design representation. What are now the new possibilities of body in new media and in what way does the body gain identity? As media are always plural, the body has to become plural, it necessarily has to multiply. This multiplying process is a result of media influence on both body and fashion. Of course, there has to be a better understanding considering this matter. As images, body has its own code, and using various media tools it can reveal meaning. New media body representation is now being articulated in a new way. And it has to be, as media and contemporary fashion determine body transformations. Every aspect of body representation shifted when media came interfering. It was revolutionary in a way simply because media tools changed the way we perceive the body.

Despite the peculiar amputation, new media form both the body and the perception of body. Body transformations connected to digital media are becoming more vivid, especially when
exploring perception of media. What is being demonstrated and shown in new media’s simulation is neither real nor fake body. The result is that the body is displaying visible consequences of various morphing, fragmentation and immersion actions. If we know that the subject is lost in simulation and its elements, through the fragmentation of identity, then we have to emphasize that substance is failing to appear in actual subject’s forming. This has direct impact on our social integration as well as identity formation.

All the bodies within the system of new media communication become codified. The body disintegrates, it has no ability to act or react. There is of course reaction; the body necessarily has to involve media. The disintegration of the body leads towards the symbolical separation of body in new media and simulation. New media now define what will the body be like, act and perform. However, this is not in McLuhan’s anthropological sense, where media are the extensions of senses. McLuhan (2008) clearly states how media make the subject unaware of its impact, they make us feel numb, intoxicated.

Interestingly, the body issue in contemporary fashion cannot exist without the concept of new media and simulation. Fashion has taken advantage of new media construction and its logic. The body in contemporary fashion design and new media is disintegrated, a union between real and unreal, a reflection of the world image we are living in today. Contemporary fashion theories reveal different perspectives of understanding these problems, especially when exploring fashion photography. Photography has become an interesting field for exploring image-text relation and their impact on the body. Why is this happening? Due to various understanding new images in fashion, as well as in contemporary art, is also linked to mixing. According to Weibel (2008, 16): “This mixing of media has led to extraordinarily major innovations in each of the media and art.” Fashion photography, especially in the last fifteen years, has become an interesting field of visual culture, and by this I mean not only in terms of fashion magazines. How photography changes the body and its garment, how the garment now becomes something “more”, all of these issues arose in fashion. This is not accidental, as photography explains body transformations in a visual way, displays different body possibilities and new body statements. Image-text relation is thus very well represented in fashion photography, which has always been placed in a less influential way when talking about art photography. Now, fashion expanded its field of production and representation, and it has become inevitable not to connect image-text-body.
Only through the exploration of the true meaning of the image, language and body/subject, can we provide a clear path of understanding what is going on with the body/subject matter. Contemporary fashion thus reveals how the body has been created and designed through various levels and intentions of the image(s). It is of great importance to reveal what is the true meaning of images in new media and afterwards to determine true intention of contemporary fashion design and its body. How can today’s body represent itself and gain meaning? When looking at contemporary fashion photography, we clearly see it has shifted its aim. The body does not have to look “beautiful”, “in proportion” and without “mistakes”. It may be, at times, mistaken or wrongly identified for something else. What we are dealing with is a different kind of aesthetics due to a very large influence of media. The problem of body authenticity is now a new question on which we must pay attention to.

As there is no origin, no birthplace of the body, the simulacrum conquers the body, making it its own. New media, on the contrary, do not need authenticity as they create new time-space categories. Of course this makes the body confused and lost in new media. The disability of the body to claim its wright is not considered a problem when exploring new media. New media in this case, do not need an authentic body, as they create their own authenticity and even more important their artificiality. The disability of the body to find its origin is not considered an issue. Thanks to the automatization of perception, new media gain power over the human body. This new way of functioning both body and life, becomes possible in the digital age. Furthermore, it is in question where the identity of the subject is, and if there is a possibility for the construction of identity, can it be fully represented in new media simulation? Due to the influence and change of new media, its content and structure, the body becomes fluid, it can fully adapt to media.

It seems that the body never existed before the exploration of new media impact on human body. Never have there been more body representations. Despite the strong influence of new media on contemporary fashion design, the body releases certain boundaries and begins to transform. The problem is, it transforms constantly, and it has to, due to simulation and its rules. The problematic with the morphing process is that it’s constant, like simulation. Therefore there is no possibility of gaining true meaning and stable structure. It is unquestionable that the body lost certain human aspects as it has taken over many technological properties. However, the body had to adapt to new media because it wouldn’t be able to survive. The fluid, liquid body does not lack identity; on the contrary, it gains
different identities in the era of digital technology. The term “liquid” is related to this very fast influence of new and old media. The main question follows: with what do we determine the body in digital media? How has it become possible that the body adapts to everything in media? Furthermore, the body is now linked with mutation, a different hybrid of new media forms. At the same time, this construction gives different perspective. The body, in simulation especially, can now gain new experiences, new meanings. The result, however, is a disjoined body, a lost body. In relation to these problems, Crary (2001) emphasizes on rethinking and reconstructing perception. Perception of the body in regarding new media communication greatly divides the body’s awareness of what is happening. It is possible to position how has media changed or physical and mental state, however, it is difficult to detect in what degree has that same body transformed and become intoxicated with media and its content.

4. Conclusion: New Images and the Possibility of “Reality”

Digital image and digital text imply two things at once: presence and absence. There is text in image, and image in text. However, the subject has to perceive what it is he/she is looking at. The magic of looking at images surrounds us, and more importantly it reminds us that we live in a visual society and culture. Everything is being produced, multiplied and transformed to gain a spectacular visual and textual element, but also suggests that the world we live in is artificial.

Both technology and culture now make these visual components more visual and textual. Media now are at the same time material and logical, as Lev Manovich (2001, 37) elaborates. Manovich (2001, 39) claims that “new media object may be still a digital image”. This new image requires a new language, a different approach, and of course a new meaning. Visual culture and new media are an interesting concept only if their problem and confusion comes to question. What is visual in culture anyway? Why do we not name our culture textual? Firstly, visual has never been more illustrative, and yet it brings us to another question: where is then the textual content in culture? Both visual and textual need to be explored in regards to social context.

One of the remarkable features an image has to represent is its possibility to be recreated, to be present and absent at the same time, to become recovered whenever we wish. The transformation of spectacle in visual communication has changed the way we communicate
today. Although our communication changed, we as consumers of new media content changed as well. We are all trying to cope with abundant information which circulates in media constantly. However, the repetition of media content never gets boring, as simulation perpetuates its content and makes it spectacular. The subject is not an instrument of media and technology, and media are probably not the final element of human communication. The world is of course now very close and available. The question still remains in the way human communication will encounter other simulative processes, if they appear. How will the image and text relation then change? There has always been a problem when dealing with this issue, in discovering where the reference is in reality. Does reality, or the lack of it, completely reorganize society? The answer might lie in Baudrillard’s concept of simulation and the birth of another simulacrum. Furthermore, digital image does not decline text and language. Language now becomes technical and thus pragmatic. Text is still linear but appears within a different structural organization.

What was then first: image or text? Text in a way decides what the image will look like, but text relies on image representation as well. There is no real separation of image from text and vice-versa. In new media, text has become unfairly secondary and thus irrelevant. However, without the textual component, an image cannot exist in the first place. Language is needed so it can be understood and communicated. However, simulation makes this process a bit hard as it blurs clear meaning. There is also the problem with reality or the possibility of reality in new media today. Can reality be realer that reality itself? Maybe we are living a reflection of reality through images or everything has become more imaginative through media and its power of transformation. There is no true or false reality, however, simulation in a way murders reality and all things linked to it. Simulation represents the exchange of text and image and the transition of signs within. Hyper reality has become a good foundation for new media development because it generates reality. Experimental, imaginative, never ending, that is what simulation brought to us when exploring image-text in new media. But this, of course, becomes more and more difficult to detect, as simulation recreates hyper reality and adapts to new media tools. Simulation is opposed to representation and makes representation more complex to detect but more importantly within simulation there is neither illusion nor reality. What is then being represented and why do we continue to believe we communicate? Hyper reality and simulation might be in a way the only system of communication which works within new media. The paradigm of new media today relies on the text-image nature, and
their structural organization as well as the deconstruction of their elements. Finding out where is their common ground within new media channels is not an easy task.

Text and image in new media are now artificial, and by being so they offer artificial, synthetic communication within new media. Impurity of media has led to various misunderstandings of new media content. There is no control over information, but there is control over us, we who consume information. Our experience has also changed, as now we are looking at images, reading them, exploring their content and yet have problems with resolving their true meaning and intention. Every digital image which communicates has intention, and so it is important to regain meaning. But more importantly it is of significance to detect what has meaning in new media? A lot of information circulating digital space is perpetuating similar elements and thus messages which resemble each another. Nevertheless, the medium and message is always between reality and unreality. This distinction of what makes something real from unreal is the issue of simulation and its power over image and text. Visual culture today is, in a way, manipulated by simulation and the text-image problematic. The influence of technology on both image and text is unquestionably important, moreover, it has become clear that without understanding meaning there is no possibility of truly exploring digital media. Media are without meaning, as it is wrongly assumed. Visual culture requires a different approach, a different definition in relation to media. This new view on visual culture and fashion might be a combination of new media impact on social context. However, we need to approach this presented problem in an interdisciplinary manner simply because contemporary fashion cannot be viewed as a singular form, nor can media. The consequence of new media impact may yet to be detected, nevertheless images surround us, we look at images, and the only difference now is that images are “looking” at us, constantly changing meaning. The question of meaning still remains not clearly tangible due to new media and its powerful influence on fashion and thus visual culture. We might come very close to an answer to the media-culture problematic. It is important to proceed in this exploration of “visual” and “textual” regarding social context, but these categories are changing, making meaning very hard to detect within the media structure.
5. Reference List

SOCIAL RESPONSIBLE COMMUNICATION STRATEGIES OF SUSTAINABLE DEVELOPMENT

Professional Paper

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Summary

The role of communication in socially responsible companies is becoming increasingly important on the dynamic and turbulent market that offers its customers a wide range of products. In the past few years there has been a significant development of ecological awareness in doing business in which the communication with stakeholders plays an important role. Efficient communication demands identifying an adequate business strategy, which will be socially responsible and support sustainable development at the same time. Corporate social responsibility of modern companies reflected in the protection of the environment is an integral part of communication strategies through which clear social responsibility, environment protection and competitive edge is achieved. Strategic management is expected to have a proactive role in the development of corporate social responsibility regarding environment protection in the function of realizing the concept of sustainable development on the one hand, and the increase of competitive advantages on the other.

The task of marketing managers is to identify socially responsible strategies, adapt the right socially responsible communication strategies which will satisfy social and economic needs as well as the needs of end consumers who expect increased ecological awareness implemented in the strategies of socially responsible companies.

Keywords: communication strategies, sustainable development, competitive advantages
1. Introduction

The end of the second and the beginning of the third millennium was marked three intertwined processes: the extremely fast development of science and technology, globalization and a global threat to life on Earth. This global space enables not only the interaction of different civilizations and cultures, but also the clash of civilizations based on cultural differences. All civilizations as well as ‘world society’ share a common problem today – ecological conditions on Earth. The global environmental crisis occurred as a result of the rapid development of science and technology of unseen proportions and has led even the ‘ordinary person’ to dwell upon the future of mankind.

The global environmental crisis is growing at the rate of industrial development of the developed countries and the population growth because the model of ‘excessive consumption’, which is closely connected to the creation of ecological risk, is still applied. The environmental crisis is reflected in the imbalance of conditions and influences in the human environment, in the unity of its natural and social components and is expressed in the threat to the stability of the biosphere and society and is putting at risk the existence of man as a natural and social being in general.

Ecologically clean environment is the result of large scientific and human efforts and large investments (Chamber, Simmons, Wackernagel, 2004, 177). Interdicted pollution is the cause of irreversible damage to the health of human beings; it destroys natural ecosystems and resources necessary for life. Despite the environmental crisis modern society gives priority to market relationships and laws putting human existence on Earth at risk.

The occurrence of the greenhouse effect, global warming, exploitation of non-renewable energy sources as well as the fact that 71 countries are living through water shortages is known as “water stress”. Every year 10 million people die of hunger, 6 million of which are children (IUCN, 2006). Despite the stated facts the human kind has always given priority to economic factors rather than ecological ones (Šimleša, 2010, 59).

However, an undisputed fact is that the global economy depends on how stable the ability of the biosphere is to provide permanent resources such as food, water, energy, and fibres necessary to meet the basic human needs (Lay, 1998). The ecological footprint, despite the criticism and shortcomings, and the necessity of introducing ISO Standards in the process of...
measuring and interpreting results, are still the only measurable results that indicate the human consumption of natural resources, while the analysis of the ecological footprint provides the metrics of comparison of the ecological footprint with the available bio-capacity (Šimleša, 2010, 127).

The ecological footprint is divided into water footprint, carbon dioxide footprint and ecological footprint in the narrow sense of the word. Taking into consideration that the whole world uses natural resources and depends on them, it is possible to measure everyone’s ecological footprint, that of an individual person, a city, region, country or the whole world. Consistent with the development of ecological awareness, in the future the ecological footprint will have to be measured for an individual product, service or process based on their life cycle (Chambers et al., 2004, 59). Such measuring will enable us to manage natural resources much more wisely and will foster socially responsible behaviour of all protagonists of society.

It is impossible to carry out environment protection without a greater participation of the public in the decision making process about environmental protection. Socially responsible communication strategies of sustainable development are the key prerequisites for the adequate implementation of sustainable development concept as well as for the preventive actions on irresponsible behaviour of individuals, businesses and institutions towards the environment (Pearce et al., 2006, 106). According to the stated, it is essential to develop mechanisms of informing the population, i.e. the citizens about the opportunities to participate in the decision making process about the environment, while better and more effective communication between all stakeholders, local communities, the media, business organisations, state institutions, and non-government organisations has a key role in the process of environment protection. The media, as a mediator and a means of public communication, play an exceptionally important role in raising environmental awareness. In this way the media set an excellent example for all other stakeholders in the area of socially responsible business practices.
2. Socially Responsible Communication Strategies and Communicating with Stakeholders

Communication is a developed multi-layered process that nowadays has a key role in forming the public opinion as well as in developing environmental awareness. The appearance of communication science is traditionally associated with the United States although it is a well-known fact that European contributions to it happened at an earlier time and are far more significant. The application of adequate information and communication technology has advanced the forms and means of communication and introduced standards in communication. Information and communication technology encompasses electronic media whose function is transmission of information from the message sender to the message receiver and enables high quality of information transfer. The changes in the ICT field are extremely dynamic. The development of technology and information systems in the past decade have caused a significant change in business practices of all economic subjects as well as in the ways of communicating. Modern information technologies enable fast and efficient communication with related institutions on a global level.

Communication content is part of human consciousness, emotion, and even subconsciousness, dealing with mental processes, which are with the help of communication channels and through various types of symbols, sent to stakeholders in the form of messages. Nowadays, one of the current issues is achieving efficient and effective environmental communication. The media as well as all other stakeholders in the communication process are expected to act in a socially responsible way, which also implies environmental communication. The realization of the concept of sustainable development is the focus of concentrated efforts of all relevant institutions, modern business organizations as well as the states and its institutions. The idea of sustainable development is most commonly connected with the environment and social development planning. Sustainable development connects the care for the environment on Earth and preserving natural resources with social and economic challenges faced not only by business organizations today but also by individuals and society in general (Wackernagel et al., 2002, 9266).

Strategic management of modern and socially responsible businesses needs to create socially responsible strategies that will lead to gaining competitive advantages on the market. Nowadays, environmental responsibility is increasingly present in the consciousness of the
existing as well as the future consumers and the management has to respect it and implement it in strategies of modern business organizations. Socially responsible business practices bring a significant advantage to modern business organizations, as the impact of a business on the environment is actually the primary criteria in making business decisions. The time, space and social dimensions are expanding and projects with the labels of social and environmental responsibility are gaining long-term prospects, unlike traditional projects. In this sense it is important to find the right way to communicate with target audiences by using the appropriate channels of communication where the function of information has a completely different concept. The information sent to a target audience by socially responsible businesses has a direct impact on the direction and intensity of present and future consumers’ attitude formed about a currently relevant issue.

Environmentally aware management perceives its business performance as environmentally sustainable and not only economically acceptable. In line with this, the environment becomes the primary parameter in making business decisions, which consequently means that the focus of decision-making has shifted from maximising the economic value towards the quality of life value and the environment in general. Strategic goals are based on long-term goals of sustainability and not as until now, on goals of profitability. Environmentally aware management considers possible courses of action in terms of whether they will achieve environmental sustainability while realizing a business activity through generating products and services. The issues of socially responsible business practice and the environment were mostly ignored by large business organizations. Hazardous waste and similar issues were considered to be the price of growing economies. Nowadays, society realizes that the preservation of clean air, water and soil is more important than searching for cheaper products and services and is as important as the organisation’s profit. One of the most difficult tasks in practical implementation of sustainable development and modern management will be incorporating holistic principles and worldviews based on the development turned towards respecting the rights of future generations. Sustainable development implies a far broader concept than environment protection. The main objective of sustainable development is the positioning in the relationship of the three fundamental pillars: sustainable development, society and economy. The problem of these three fundamental pillars is putting these

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1 Sustainability was first mentioned in 1712 by Hans Carl von Carlowitz, who defined the concept in forestry and sustainable management of forests.
dimensions in equal and balanced position, which implies socially responsible business practices. The problem arises because the three pillars do not hold equal positions and ratios when the management needs to bring strategic decisions. Sustainable development in its implementation in the environment demands the social dimension of the community, cooperation and working together on resolving numerous problems, which implies effective communication between all stakeholders of society and the social community Lay (2005, 353-377). The social component of sustainable development makes the active application of the sustainable development concept even more difficult because there isn’t one universal concept of communication that can be applied in all countries and societies. Social processes are inseparable from moral principles of society and as such form an integral part of communication between stakeholders. Any business organisation in the world that uses resources unsustainably is doomed to failure and therefore, modern business organizations are motivated to be characterised as ‘green’ and as organizations that respect a number of clauses and conditions that reflect their attitude towards the environment.

3. Corporate Responsibility and Socially Responsible Communication Strategies and Sustainability Reports

When analysing web sites of large business organizations various types of reports on socially responsible behaviour can be found. This type of communication with the organization’s environment brings numerous benefits. Considering the growing environmental awareness and responsibility, there is an increasing interest of the public (the present and potential users) in socially responsible behaviour of organizations whose products they use or will be using in the future. It can be noticed that on their web sites large organizations in Croatia publish special reports on socially responsible business practices and that a lot of attention is given to that. Environmental reports have to be adjusted to all interested parties, i.e. stakeholders and as such they have to be based on accounting records and calculations of expenditures, which consequently creates the need for the development of environmental accounting. For instance, in the EU there are numerous awards for voluntary European corporate environmental reports. Environmental reports can be presented to the public as voluntary reports or as a prescribed standard. For the successful implementation of socially responsible communication strategies of sustainable development in a specific community the following steps should be followed, (ISO 14001: 2004, the Company Management System):
- Establish the situation and its specifics within the environment – establish the impact of people on ecosystems and establish the ability of ecosystems to ‘service’ these needs.
- Research options – develop strategies of sustainable development that will lead to the way out from ‘overshoot’. Evaluate environmental and economic risks for every available strategy of socially responsible behaviour. Determine the need for investments and analyse expenditures and benefits.
- Selection of strategy – include the public in the selection of strategy. Targets will be hard to reach without the participation of the public. After that ensure the legislation, legal framework and deadlines for strategy implementation.
- Implementation of strategy – raise the necessary funds and empower the key social protagonists with the authority for successful strategy implementation of socially responsible business practices and the implementation of the sustainable development concept.
- Process monitoring – strategy implementation monitoring with established targets to ensure timely reactions if necessary.


- Environmental threats;
- Corporate responsibilities;
- A new relationship between the industry/service and the environment;
- The need for measuring the impact;
- Need for timely and accurate reports on the impact.

The first thesis, which modern corporations have to take as a starting point regarding socially responsible communication strategies of sustainable development, is the fact that the environment is in danger. The second thesis is that man, and business organizations especially, i.e. the industry have an extremely strong impact on the environment. Apart from industry, the impact on the environment is produced by all stakeholders who equally, each one of them in their respective fields, bear a certain responsibility. In this way, for instance, the state and its institutions can have an influence on the development of environmentally acceptable projects through various programmes while banks and other financial institutions can back them financially. The media can report about them without excessive popularism,
which brings us to the fourth thesis, the thesis regarding corporate responsibility and a minimum of accepted environmental standards by all stakeholders. Not even one government, state profit or non-profit organization can afford to have no reaction at all or an inadequate reaction. Regardless of numerous documents of global character passed on aims and measures of the environment protection the problems arise in the implementation phase. Because of various interests, predominately the ones of the large capital, the implementation of measures from the documents face resistance. The reason for this is that the implementation of measures would create the path towards balanced growth, i.e. it would disrupt one of the fundamental postulates of neoliberal capitalism – maximising profit. While the global level provides economic and political framework and creates institutionalized preconditions for the realisation of the concept of sustainable development, the implementation, i.e. the practical actions begin at the micro level, in business organizations, primarily the production ones. In this context corporate social responsibility is of utmost importance. The attitude towards people and the environment are included in the core of the discussion about social responsibility and internal company policies but it can also be seen externally, through information published in sustainability reports. Socially responsible business practices of a business organization can be defined in the following points, opposite Injac (2004, 188-217):

- Implements environmental regulations;
- Raises awareness about the need to protect the environment, i.e. education for the environment;
- Has an integral approach to combat pollution (especially air, sea, water and soil pollution);
- Acts towards waste prevention (waste management system);
- Sustainably manages natural heritage and natural resources: soil, water;
- Reduces energy consumption generated from non-renewable sources;
- Enhances the quality of the environment in urban communities.

Socially responsible business requires a serious and radical reorientation of the human relationship with the environment, which primarily requires repairing the damage caused by environmental deterioration, restoring habitat and biodiversity of the environment.

The conventional ways of management commonly used in the past are not acceptable for managing the environment.
With the aim of a real implementation of socially responsible strategies of communication and creating an organization’s environmental image within the strategy, a business has to accept and implement a new environmental accounting system which should measure and disclose a range of corporate influences, which would include monitoring air and water pollution through accounting as well as monitoring the usage of natural resources. Today, business organizations are responsible for the environment. Behind all businesses are people, and although they nominally respect the organization’s aims such as making profit, they are also citizens, parents and members of the wider community (Ostapski, Isaacs, 1992, 231-239). If large corporate responsibility and implementation of socially responsible communication strategies of sustainable development are expected, it is necessary to disclose and report about the impact on the environment.

4. Socially Responsible Strategies and Practice in Croatia

Croatia is the youngest EU member country and it is not characterised by socially responsible business practices, on the contrary, a high rate of corruption, violation of legal and ethical principles, economic instability, and a general lack of competitiveness of Croatian products. A socially responsible business practice is a relatively new concept initiated in the past ten years. An unsatisfactory level of awareness about the need to implement socially responsible strategies and the concept of sustainable development is present among the management of Croatian business organization, and is reflected in little importance given to the development and implementation of socially responsible strategies. Even the management that considers socially responsible business practices to be important for the success of their organization mostly connects social responsible business with various forms of sponsorship since it is the most visible form of communication. In Croatia, socially responsible business practice is generally not given any real importance considering the fact that when social responsibility is discussed minority rights, women’s rights and rights of various interest groups etc. are not mentioned.

Socially responsible business is mostly perceived as a marketing tool or a strategy for building a good reputation on the market. Only some of the large organisations have already implemented environmental management standards (ISO 14001) or the standards are currently in the process of implementation. An exceptionally small number of business
organizations, mostly foreign ones, publish data about the impact of their business on the environment through special information systems. According to the elements of the European Union reports, business organisations in Croatia pay exceptionally little attention to their involvement in the social community. A smaller number of socially aware organizations carry out needs analyses surveys in their local community based on which they create activities and programmes of support, but they are usually one-off and sporadic. Strategic cooperation and the development of socially responsible strategies are rare. In many European Union countries, such as Austria, Belgium, Germany, a whole range of laws and regulations give incentives for the development of socially responsible strategies. Through a consistent enforcement of strict sanctions for breaking laws and regulations, organizations are motivated to take into account the impact of their activities on the social and natural environment. In that sense, an interesting example is “Act on mandatory alignment of business activities with state policies of sustainable development” in force in Belgium since 1997. This law implies the obligation of a business to align its policy on sustainable development with national policies every four years, and every two years they must submit a report on results achieved in six key areas based on 31 criteria (A guide to CSR in Europe, 2009, 7-10).

Key areas of CSR implementation – in the comparative overview of the results for 2008-2010 produced by INDEKS DOP the most and the least developed areas of CSR in Croatia are listed. The results for the given period are presented in the table below.

<table>
<thead>
<tr>
<th>THE MOST DEVELOPED</th>
<th>THE LEAST DEVELOPED</th>
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<tbody>
<tr>
<td>Supplier relations</td>
<td>Shareholder relations and corporate governance</td>
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<tr>
<td>Relations with competitors</td>
<td>Economic sustainability</td>
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<tr>
<td>Employee remuneration</td>
<td>Lobbying and advocating</td>
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<tr>
<td>Investments in employee training</td>
<td>Environmental impact monitoring</td>
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<tr>
<td>Customer and consumer relations</td>
<td>Employment policy</td>
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The largest shift in the past ten years has occurred in the area of business performance transparency. On company web sites businesses post data on their overall performance (financial reports, regulations, targets, strategy etc.). Compared with the past period, a certain

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progress has been made in external stakeholder relations. A growing number of organizations lead in the area of consumer relations, especially in highly competitive industries. All products are clearly labelled with contents, product features and instructions for use. However, some important problems, such as breach of contract and inadequate treatment of employees, still remain.

5. Conclusion

Socially responsible business practices and socially responsible communication strategies in a broader sense have become the subject of more intense media attention, which has forced business organizations to review and in some cases, adjust their policies in the area of CSR. The challenges on the path of implementing socially responsible behaviour are enormous. Putting socially responsible behaviour in the centre of social attention as well as an inter-sectorial approach to partnership in relation to social and economic issues, significant progress has been made and it should continue with the aim of developing a better, fairer and more prosperous society in general. The world can develop according to the needs of people, but at the same time the concept of sustainable development has to be applied as a holistic process that influences social, economic and political aspects of life on all levels of society. Sustainable development on the one hand implies continuous development and growth, but it also means building an environmental image and using an adequate strategy that will enable gaining that same 'environmental image'. In order for businesses to achieve the 'environmental image', they must implement it in their long-term strategies, which will consequently bring them a competitive advantage. All stakeholders of the community have the responsibility to protect the environment, energy efficiency and should foster and accept environmentally responsible projects. Preservation of the environment and fostering growth and development as well as creating balance is a strategic decision of today's management.

6. Reference List


Other Sources


"THE VISUAL GRAMMAR” OF PHOTOGRAPHIC IMAGES PRODUCED BY MEDIA CONVERGENCE

Professional Paper

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Summary

The multimedia method of transferring information enabled the simultaneous use of multiple types of information stimuli. The creation and reception of such contents, thanks to new technologies, have never been more available and they raise the question of visual literacy in general or visual grammar of the photographic image in a communication process which is observed in the technical, semantic and behavioral level of communication. In the creation and interpretation of the photographic image as a default communication process, it is important to reduce the noise source, so that information and its message are complete, unladen with the relationship between redundancy and entropy. Therefore, the question arises whether it is possible to define a set of criteria that could increase the correlation factor of expert opinion and target audience in the selection of high quality photographic works, or a better creation or interpretation. On a sample of the student population, the authors research methods of interpreting photojournalism and the correlation factor with the selection jury.

Since today the user of messages in convergent media is also their creator, the level of visual literacy should be higher than the user of traditional media. This generation of “digital natives” intuitively use new technologies, but that does not mean that they understand, encode and decode information in its polylinear system of possible interpretations.

Keywords: photography, visual literacy, convergent media, picture
1. Introduction

This paper attempts to answer the questions that are present in the modern understanding and interpretation of the photographic image. What are the key parameters that define the selection of photos for publication in the media or the choice in different photo contests? How technology records and how the presentation of content affects the perception of the picture? What causes a particular outcome, for example, photos in competition contest, or the clarity of the message interpreted from images?

What are the key variable contents in the picture, or what are the key competencies related to the judgment of the picture?

Visual communication is only one segment of communications, subject to context of understanding of overall information broadcasted in the community. Therefore, the user of the content in both a creative and interpretive sense needs an understanding of the principles of semantics and syntax of visual contents (Mikota, 2008), photographic code, and in general, visual literacy and cognitive processes of our mind in the creation and interpretation of such contents.

Johan Dabs, originator of the term visual literacy, claimed that visual literacy includes a group of visual skills that man develops by watching and at the same time, developing and connecting other sensory experiences (Dabs, 1968).

The concepts of visual literacy, the concept of media literacy and digital and information literacy are closely related as they are observed at the level of interpretation of visual content. The concept of media literacy represents the creation and editing one’s own messages and not just the interpretation of others (Hadžiselimović, 2008). We are constantly exposed to visual information, but that does not mean people experience it on a conscious level. At the same time, awareness of visual culture does not imply the ability to analyze visual content (Avgerinau, 2009, 28).

Understanding general visual literacy can be best learned through the picture, applicable through photographic image, which is in concordance with the technologies that form visual communication, which is supported in the converging media, with moving images and audio.

Building on Marshall McLuhan’s idea that each new technology changes culture, but also the relationship towards culture and its contents, therefore, we can postulate that a new culture
created by new technology represents the assessment of today's values and understanding of visual literacy or understanding of themselves in the desire to communicate with itself and its surroundings (Periša, 2014).

In the virtual world, new media, together with other cultural forms, establish new, more original and different forms of communication. A causal relationship, i.e. the dominant circles of the detrimental effect between the virtual world of the Internet technologies, general quality of life, the state of negative tendencies in society, virtuality and the state of technological development has been found (Munitić, 2008).

The constant development of technological change requires from the user the adjustment and improvement of knowledge of the possibilities of using products. This incidence has a two-fold character. Although the products are increasingly user friendly, as novelties they have expanded capabilities, which are sometimes difficult to try in every aspect and especially to be used successfully. Another aspect of technological progress, especially in the field of visual communication, as well as in general audio-visual technology, allows users independent production and the transversal from amateur in photography in the semi-professional work, or to legibly write blogs on social networks "shared" for media. These two aspects result in the user's exposure to a larger number of non-selective content and creating a general picture that professional and amateur opinions are equally important, such as a variety of television programs in which members with expert opinions have an equal role as the audience.

But the question is whether the “all-powerful” technology is sufficient to fully meet the production and essential quality content that is created.

The digital age has opened up immense possibilities for transferring information, the impact on the perception and the attitude towards the understanding and interpretation of information. Partitive elements in media text and image (photograph) content acquire new properties and formatting rules, depending on the properties of the media channels. So we are talking about the need for a separate design for tablet newspaper, for smartphones, etc. (Čerepinko, 2014).

New media technologies bring changes to the media, arts and copyrights plan of creation of a photographic image. In terms of media, we are talking about the new technical possibilities of displaying content, quality of the visual presentation as capabilities of HDR images, virtual tours and the like.
The characteristics of media channels, possibilities of displaying content of convergent media systems, dictate the visual characteristics and affect the multiple levels of formation of content, as in the case of the photographic on the ways of notch photography, framing, which affects the very creation of the composition of elements in the picture, their experience as well as other forms of impacts on a creation and interpretation of the content.

New media technologies bring changes in the media as well as on the artistic level.

1.1. Opening Thoughts on Photography

If we do not understand photograph only as a medium, agent of communication, but also as a medium of artistic expression, we discover her role and significance in a much broader spectrum than the conventional view in which we look at it. The findings, classification, genres, needs, trends, market opportunities ... distort clearer perception and reduce insight on the more complete cognitive capacity of its nature, interactivity and creativity of interpretation created in photographic processes and gestures.

The structure of the content is almost impossible to fulfill with all the values and facts, which in its short period of time and as the product: built, gave birth to and created new opportunities in the evolutionary cycle of civilization and cultural heritage. Photographic processes are always a reflection of technical and technological achievements, and the application is compatible in all spheres of human life. Photography is pervaded, well researched and created from the perspective of interdisciplinary fields of human knowledge, it is the scene of mutual relations of Arts and Sciences.

Since the invention of photography, there was such a charge of the Polytechnic engagement of arts and crafts, all conditions were fulfilled to satisfy the social needs of the media, which in itself summarizes all the previous efforts of civilization (Koščević, 2000). Product of unimaginable possibilities that the population eagerly accepted and creative minds gave it the properties of applicability, benefits and all that which is created with love and high aesthetic form which mainly we call Art.

To such art joined the photograph, which does not mean that every picture taken is also something of artistic value, in fact, in a number of applications of the photographic image and
its characteristics become garbage, material or virtual matter that occupies space, memory and time especially in the digital age.

2. Theoretical Review

2.1. Science of the Image

Despite the long existence of scientific approaches to the interpretation of the image, a need has arisen for a single, integrated approach to the interpretation of the image, but not only for its interpretation but also creation. The term “science of the image” in the colloquium Bildwissenschaftliches Kolloquium Magdeburg quickly spread in the mid-nineties and became a self-explanatory. This term does not mean a new scientific discipline, but represents a common framework that allows for a variety of scientific discipline integrative research program (Sachs-Hombach, 2003).

The theoretical framework needs to connect different theories and disciplines. It represents a conceptual clarification that would be understandable for different interdisciplinary interpretation of images and the exact concrete practice. The fundamental discipline dealing with the concept of the image is: philosophy that assumes a special role, as a conceptual-reflexive discipline is also included in each science. Math and logic, scientific research mean logical reasoning and often mathematical models, and an important aspect of the research of image presents descriptive geometry and statistical data processing. Psychology and the related areas of cognitive science and neurology are unavoidable fundamental disciplines, because the meaning of the image appears always at the level of perception and cognitive processes. Semiotics - deals with the definition of the general concept of the signs and meaning in the image. Communicology - deals with the communication aspect of the sign and his transfer to a medium. History of art - discipline dealing with different types of images, their form and content. Here we also include various disciplines of social sciences that study the relationship with the community, such as cultural studies, law, education, sociology and alike.

In the area of applied disciplines and practical modulating - represents the concrete practices in the creation of the image. Here we primary apostrophized photo. Pictures are the media of perception; this means that an appropriate interpretation of the image in any case shall include interpretation of the concept of perception (Sachs-Hombach, 2003). The perception of a scene,
character and work is not only a projection of the image on the retina, but a much more complex process of the complete visual system. The components of the visual system are the eyes, head, body, surroundings and interface. The pictures as well as the other visual stimuli from the psychological environment are experienced by the visual cortex. (Bettina Berentd, 17).

Cognitive science deals with the interaction between man and machine, which represents a cognitive ergonomics (Strube, 1996).

The question remains: what actually makes a picture? (Relation of semantics and syntax, the combination of text and images, techniques and motifs ... as in any pictorial content as well as in photography).

So, there may be multiple approaches to the understanding and interpretation and application of media and visual content in this case creation and placement and interpretation of photographic images.

2.2. Photography and Convergent Media

Since the presentation of “invention of permanently fixed photographic images” once in salons today on the forums, there are discussions/debates on the nature of photography (primarily, to what extent “technical procedures” can be considered art), about the technique, art, genre... about its role and significance for society and civilizational progress (Liz Wells, 2007). What discourse has in contemplating photographs, in which context is to be understandable, it's not just a matter of personal choice or mere stimuli image on the retina, as well as our cognitive ability to interpret its code, of all social and cultural phenomena with which we are in close communication and sociological bond whether we like it or not. About the photograph has been thought as a maid of Arts and Sciences as considered by Baudelaire, through the discourse of the media: photography is a medium which transmits and which conveys the message - “The medium is the message” (McLuhan, 1968), and the conceptual aspect, the Philosophy of photos (Flusser, 2008).

There are two fundamental turnovers in human civilization: the invention of linear letters and the invention of photography. While the leader removes the cataracts of magical rituals, photographs brings him back his power of imagination, the alchemy of transformation of space and time (four dimensions), compressed into two dimensions of the surface of the photographic
image (Flusser, 2008). At the same time they are both carriers of the invention of modern information media. Various genres, forms and types of media in the timeline of historical views both of them have positioned the different dynamics of meaning; from the golden age of the media, the golden age of photojournalism, the crisis, the media, the convergence of media content, some new media etc.

The principle of orthogonal projections described by Aristotle, camera obscura used by the Chinese before new era, and later by the Arabs, in the Renaissance makes its widespread use. However, the process of screening of photographic images was known, but possible only when the conditions were met for it, at the time of the Industrial Revolution. Specifically, publicly recognized in 1839 as a process of “Daguerreotype”. Soon procedures are being improved, the curious became artisans, practitioners, documentaries and imitators of painting techniques called pictorialists, who glorified the ability of the illusoriness of photographic images versus mere realism and objectification in the projection of phenomena in the world environment, practiced by the so-called real street photographers. In any case, for the management of photographic processes, knowledge and craft skills were needed. Because of analog technology production facilities was still more limited than in the case of today overproduction of digital recording.

Some identify the start of the digital revolution with the beginning of the information age and the invention of the microprocessor, while others believe that it started in the 1990s with wide use of the Internet. The development of ICT is inextricably linked with the process of digitization of everyday communication processes. The digitization of analog devices used for transmitting messages or in the mass media has enabled the creation of a single digital network, which is also a prerequisite for the process which is recently called with a favorite term – convergence (Krajina, 2008).

Jankins (2004, 3) defines media convergence as a flow of content across multiple media platforms, the cooperation between multiple media industries and the behavior of media audiences. Convergence is a word that describes technological, industrial, cultural and social changes.

The authors (Garcia et al., 2008; Knox, 2009; Thurman, Lupton, 2008) point out that the technological convergence of the media is not reflected in the turn information into a new distribution medium, but in the creation of information from multiple sources and their
presentation. Creator of information shall decide on the graphical presentation of messages about it depends decoding messages itself. Consequently, there is the term virtual environment, which speaks of the pollution of digital storage with diverse and unusable content.

New media create a new market and the need for new content, so we can talk about inflation of photographic content in the media, and the reduction of high-quality professional structural content and techniques of performance.

In the context of media content, according to the principles of a number of clicks with simple news are represented with the galleries of photographs, which often indiscriminate displays a lot of information, and with the quantity, the quality is in the question. The general aesthetic impression is being wasted, the recipients are accustomed to bad content of amateur works, or so-called stock content, from large databases of archived content, recorded on the principle of general application, the impersonal nature and possible context avoiding the standard authentic, documentary news photography. Another problem and context are the creation of content by unprofessional and unethical authors - readers. The question is whether it is useful to have non-exclusive content, and what are the long term effects on the recipients. Photography in the media is only a specific form of journalism; a photojournalist should first of all be a journalist, using the basic principles of the journalistic profession.

Photo reporters use the public. The primary role is the visual reporting of significant events and from different points of view in the world. The main goal is to faithfully and completely visual display actuality. Photo reporters are responsible for documenting the society and preserve its history through images. Photos and video images can reveal great truths, reveal errors and neglect, foster hope and understanding and connect people around the world with the language of visual understanding. In addition, photo reporters can cause great damage if they don't respect privacy or they are manipulated. National Association of Photo reporters published a code of ethics (NPPA Code of Ethics) with the purpose of promoting the highest quality in all forms of photojournalism and to strengthen public confidence in the profession. It is also intended to serve as an educational tool for those engaged in this profession or for those who respect it.

Photo reporters and those who manage visual news productions are accountable for upholding the following standards in their daily work:

1. Be accurate and comprehensive in the representation of subjects.
2. Resist being manipulated by staged photo opportunities.
3. Be complete and provide context when photographing or recording subjects. Avoid stereotyping individuals and groups. Recognize and work to avoid presenting one's own biases in the work.
4. Treat all subjects with respect and dignity. Give special consideration to vulnerable subjects and compassion to victims of crime or tragedy. Intrude on private moments of grief only when the public has an overriding and justifiable need to see.
5. While photographing subjects do not intentionally contribute to, alter, or seek to alter or influence events.
6. Editing should maintain the integrity of the photographic images' content and context. Do not manipulate images or add or alter sound in any way that can mislead viewers or misrepresent subjects.
7. Do not pay sources or subjects or reward them materially for information or participation.
8. Do not accept gifts, favors, or compensation from those who might seek to influence coverage.
9. Do not intentionally sabotage the efforts of other journalists.

The first permanent communication that had been established was through paintings, drawings, first letter was a picture later, so in human nature is active this principle. Today, the convergence of media content enables the smooth use of the pictorial aspect of information. On the significance of photographic content in the media in a survey from 2007, Stark Adam et al. (40) concluded:

1) photographs draw the attention of the audience, both in color and in black and white, color photographs particularly attract attention at opposite sides;
2) eyes follow the usual way of navigating the website: most readers go to all the sites throughout dominant photograph or image, then move to the dominant headline, then for the grips of attention (separate parts of the text, frames, etc.) and only then the text;
6) pictures (photos and graphs) are being looked at more than the text itself: in the first place we have photos and art prints, followed by headlines and advertising listings, then summaries of articles and forums, and at the end of all the text.
7) large photographs or documentary photography (unfurnished, recorded on the ground, natural) attracts more attention than staged, including the profile photographs of the author and
columnist; maps and infographics (especially weather map) attracted more attention than regular graphs.

Design of graphic surface, or manner of presentation of information in a visual sense, according to Van Dijk, creates a framework for interpretation of the content itself. The images, text, illustrations and other contents the reader watches as if they were a single entity, and that entity at first sight must have some sense to keep the reader's attention. The position of articles on the website and pictures related to these articles has a major impact on how the reader looks at the “complete picture” (Periša, 2014).

One picture can be interpreted in diverse and multi-dimensional ways. Which is the right way?

3. Experiment

3.1. Description and Methodology

For the purposes of this study, we analyzed the selection of photographs Croatian competition of photojournalism in 2014, organized by the Assembly of Croatian photojournalists, who for twelve years conduct a selection for the best photographs, selecting the photograph of the year. In current practice, the jury is made up of 3 to 5 members, which were confirmed in their previous work as photo reporters. All photos submitted to the HNF contest, which send the authors - professional photographers, engaged in media companies, or work as freelance photographers, assessed the jury members, for a period of 2 days, with shared counsel, voting or revoting. The jury selects from the total number of submitted photos the best 100, or in three reports 15-18 photographs plus eighty others.

And among them, the three finalists in seven categories, the winners in the category and the second and third place. A total of 21 works, including Photograph of the Year.

Another group of respondents are students of North University studying Multimedia, Design and Application. The control group consists of five experts, three photographers and two designers, whose work and formal education, which covers an area of visual communication confirm their status.
3.2. The Professional Jury for the HNF2014 Contest

The task of an international five-member expert jury, with a rich experience of photo reporters was, choose from the 1,390 submitted works 100 best photos, which will be part of a traveling exhibition and an accompanying photo monograph, and the winners from this year's competition. In the seven categories of the competition jury chose the seven winners, second and the third place. Among those photos was selected Photograph of the year 2014.

Although it is not directly related to photography or interaction design, the applicable criteria for the evaluation of a successful graphic design give Tomiša and Milković (23, 109) defining a minimum set of qualitative criteria for the evaluation of graphic design: 1) the relevance of graphic design; 2) originality of graphic design and 3) execution.

A common analogy can be applied in the analysis of the photographic content so the jury's score relevant content of media interest, original solutions, and quality of execution.

The following is a statement of the jury from the catalog Croatian newspaper photography 2014, read at the awards ceremony in the Novinarski dom in Zagreb, April 7 2015:

“In the process of judging the works submitted, the jury led by general ethical and aesthetic principles, as well as knowledge and practices of journalism and photographic profession, allowing different interdisciplinary interpretation of the photographic image.

In the selection of works, the jury took into consideration the information, significance and complexity of photographic task; conduct photographic techniques, thinking and shaping news themes in the picture; semantics and syntax of the photographic image, as well as narration itself in the category of multimedia.

Jury members harmoniously and in accordance allocated the works that dominated by information, innovation and creative thinking of occurrence or event.

The jury was not aware of any of author’s names in the selection of the best works. A selection of 100 most successful works and nomination finalists is an important recognition of the profession, satisfaction and incentive for photographers for successful and creative work.”

PORTRAIT - NEJA MARKIĆEVIĆ - portrait of Oto Reisinger, using the chiaroscuro technique the author of photograph preserved the intimacy of the artist's home, the author gave the opportunity to the observer to feel the creative atmosphere in which the artist works and
creates. Alter ego shadows on the wall behind the table where the cartoonist works, makes the process of creating stronger and more dynamic work, and provides an indication of inner contemplation of artist with himself during operation.

CULTURE AND ART - MATKO BILJAK - Dancers - transcendental omega symbol - a symbol of the god in the Christian religion, from which everything begins and ends, the energy that runs in this formation made by the dancers' bodies in the moment of tension in rehearsal performances, the celebration of movement, smile, satisfaction, the happiness that emanates from every cell of dancers, and a small, everyday, theatrical situation make this picture worth allocations and awards.

DAILY LIFE: SANDRA ŠIMUNOVIĆ - patient in a hospital bed - heavy, chamber, hospital sterile, personal drama of girl convicted of misdiagnosis on several square rooms leaves spectators without comment and breath, almost as an accidental blow to the plexus. Author of the photograph by using diffuse light, Flemish light, using an extremely wide optics, almost reaches the work impression phantasmagoria that exists in a painting of Frida Kahlo.

EVENT: RONALD GORŠIĆ - Arrested Bandić - the absurdity of the moment and the situation, the effect of shadows that the wired window is created on the face of Mayor Milan Bandić in a vehicle of the Judicial Police, and smile as the last line of defense of dignity for senior officials, makes this harsh and raw reportage photography special, not only as a factual document, but also as a harsh testimony of intimate tragedy and the end of an era.

NATURE AND ENVIRONMENT - FILIP BRALA - Storm - baroque atmosphere of dark tones, naturally created disappearance sunlight, desaturated color photos inexorable and inevitable event of natural elements. Only a tiny slit of light reveals a number of observers in the moment of understanding and humility in front of the almost supernatural power of nature.

SPORT - SRDAN VRANČIĆ - Fans - unfortunately the usual scene on the football fields in the last decade, just by looking carefully, we observe a moment that captured the attention of the author of this photo. Photography is not about events on the ground, for example by glorifying sport and its stakeholders, but shows the primeval, instinctive desire of mothers to protect her child. Tear gas used not selectively, but against all the fans, makes this child and his mother hostages of sports arena.
REPORT - GORAN MEHKEK - Floods Gunja - geometric forms recorded from the air leaving at the first glance impression of children's playfulness, disinterested glance and a superficial observer can make the desire of the author to show the graphic quality in nature. Only dramatic photographs with a reflection flood zone on the flight helmet reveals the harsh reality aquatic monsters that hit the region of the Sava river basin. Then the less concentrated observer stops, dents and realize the gravity of the images and what they represent - the fact of sudden and unexpected loss of property and livelihood for hundreds of families in Croatian Posavina.

PHOTO OF THE YEAR - GORAN MEHKEK- The eye of helicopter pilot becomes a lens in the arms of the photographer which is and is not an actor of dramatic testimony. A two-dimensional medium of photography copyright procedure becomes more dimensional cataclysmic moment that marked the past year. The seriousness and emotion on the face of the pilot at the forefront, the eye of the pilot - the lens of photographers in the background and the idyll on a sunny day with a post-apocalyptic scene horizon, which is reflected in the visor of a pilot helmet in the third level, make the photograph an amazing document worthy of the title of best Croatian newspaper photograph of 2014.

Image 1: Photograph of the Year, the HNF 2014; Flood in Gunja. Author: Goran Mehkek
3.4. Students’ Jury

In order to establish the possible compatibility of selected photos chosen by jury and other groups of recipients, in this case the students of the University North, Study of Multimedia, design and implementation, which only on the course of Photography formally meet with the basic principles of the photographic profession, but of which some individuals already have experience and knowledge, as well as throughout other courses of study have had the opportunity to acquaint themselves with certain issues of visualization of content in multimedia. From 43 students, 22 are male and 21 are female.

Divided into 5 groups, their first task was to choose finalists in each category from 83 photographs.

The way of selection was to nominate different photographs or vote if several photos were nominated. In each group 3 photographs in each category could be chosen. In the final selection of 18 photographs, plus 3 already nominated photo reports, students nominated 37 different photographs, which represents 44.5% of the total number of photographs in selection. From that 37 photographs, 13 coincides with the selection of the jury, which represents 35.1% of students’ selection or 15.6% from the total number of photographs for possible selection.

The largest number of coincidences was within the students’ selection and the most common category which students referred to as the one they like best are the photographs in the category of portrait, a total of 49% of students from the category of portrait photography indicates as the photograph of the year.

![Graph 1: Comparison of the selection of photograph results of the jury and student group from the total number of photographs.](image-url)
Graph 1 shows that of the 83 photographs from which the final photographs were selected, the student group selected and proposed 37 of them for the final category selected. Only 13 photographs selected by student group coincide with the selection of the jury.

The second task for student groups was to, from the 18 nominated photographs and 3 reports chosen by members of the professional jury, choose first top-ranked, second and third place photograph and choose a photograph of the year, as well as rank the three reports.

The coincidence of electing student judging and selection of the jury was low, as evident from the table. The largest number of coincidences and the most common categories which students referred to as the one they like the best are photographs in the category of portrait, a total of 49% of students in the category of portrait designated as a photograph of the year.

Table 1: Comparison of the results of jury and students of second year of Multimedia, Design and Application 2014, North University

<table>
<thead>
<tr>
<th>Event</th>
<th>Everyday life</th>
<th>Report</th>
<th>Culture and Art</th>
<th>Students</th>
<th>Sport</th>
<th>Nature and environment</th>
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</tbody>
</table>

Above all the data in Table 1 was made common correlation analysis between the score that all the photos from all groups of students assigned in relation to the expert jury.

Spearman's rank correlation ρ for two rank obtained using the expression:

\[ \rho = 1 - \left[ \frac{6 \sum D^2}{N (N^2 - 1)} \right] \]

where N is the number of last-ranking work and D the difference between the ranking.

Correlation coefficients are always in the range between -1 (complete disagreement) and +1 (total agreement), and in the literature is defined:
In our example, Sperman's correlation coefficient is $r = 0.357$, where the $p$-value reflects $p = 0.112$.

According to this indicator must be concluded that there is a weak positive correlation between student grades and the jury grades. Also, the $p$-value is at the border of the level of significance of $p=0.10$, so it is to conclude (conditionally) that the correlation is statistically significant.

Sperman's correlation coefficient for the control group is $r=0.885$, which means a high correlation with the members of the jury.

### 3.6 Discussion of Results

When analyzing the grades, student groups were not given strict criteria like no other principles and parameters which would lead to choices and ranking images by category, apart from the personal insights and observations that can be explained by the term "like".

Students were guided by other aspects of the evaluation and consideration of the photographic image. Visible from the analysis of the selected photos in a wider choice, as well as analysis of the final ranking of photos, students neglected circumstances in which photography was created, its informativeness, categorized by genre, news principles marking the journalistic photography.

Students, primarily observed effectiveness of the technique of execution, photos which are awarded individually the most votes, and that type of photography is the least represented in the newspaper report, while such photographs can compete in the advertising content, and with the content and technique of performance correspond stock photographs, for various purpose genre unqualified.

### 4. Conclusion

The concept of visual literacy in terms of photography does not only include knowledge of techniques of performance semantics and syntax of the image, but also the wider context of the interpretation of the communication possibilities of the image content. Photographic images are not only denotative sets of symbols, but connotative - ambiguous, allowing diversity in the interpretation of the information transmitted by the photograph. In a
multimedia environment, it can lead to placement of non-selective content that is created in modern hyperproduction, resulting in noise in communication and the creation of undefined criteria, which form the structure of the content, as well as genre divisions. As a consequence, it brings into question the clarity of the message. These are primarily the clarity of message, availability of information, which also results in a clearer understanding of space and time, the interpretation of symbols and philosophical interpretation of the world in which we live in.

Given that a photo contains a set of parameters, this makes the universal code readable and self-evident. The credibility of copying scenes from the environment techniques of performance is primarily manifested through the notion of copies. Another aspect is the ability to induce emotions or psycho-physical stimuli through color, shape, proportion, harmony, rhythm, suggestive symbolic display. These aspects include artistic characteristics but their role is clearly expressed in media production. The third aspect is the ability to create media for themselves, independent of the purpose, a kind of experimentation with media itself, as in the example of Man Ray, directing photo in the artistic sphere and such a role is reduced primarily to the interpersonal level of communication. The conceptualization of content and the questioning of content within the media returns photographs into media channels and explores its new communication possibilities.

These four levels of production of the photographic image can be seen on HNF photo of the year. From a clear and technically correct copies through arousing emotion by content, sort of experimentation with recording techniques as well as conceptualization of the content of these photos integrated on multi-level communication with the recipient.

Despite the usual ease of readability of the photographic image that is, in the media, most often at the level of mere copies, from the comparison of the results of the experiment, it is evident that the level of compatibility of verification of the works is statistically weak, which requires the necessity of further education in visual literacy, for specific areas of vocational defined, as in the case of photojournalism, or a clear definition of the parameters for judging works. Therefore, an integrated approach, a common theoretical framework arising from the concept of "science of image" can help form a clearer and more relevant interpretation in the field of creation and interpretation of photographic images.
5. Reference List


VISUAL LITERACY: MODES AND MEDIA

Professional Paper

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Summary

When we question the traditional notion of what constitutes a text, some authors claim that image is text. In this respect the analytical approach based on social semiotics, and the works of Kress and van Leeuwen (1996), Burn (2014) and Burn and Parker (2003) need to be taken in consideration. This calls for a multimodal approach to text analysis which is applicable to media narrative. The aim of this paper is to discuss Burn’s multimodal theory of kineikonic analysis (2014, 5-8) which ascribes the meaning of making of film to the transcription of modes. In this respect, one should bear in mind the importance of a viewer’s perception when looking into a cultural content within a realm of media narrative. Secondly, it emphasizes the importance of keeping the educational role clearly in mind while setting an example on a pragmatic level of second language acquisition.

Keywords: modes, multimodality, film, education, language

1. Introduction

Many contemporary scientists do not consider text as merely a linguistic phenomenon but rather start from the idea that various interpretations of language exist apart from the language as such. The fact is that many discussions have been raised on the topic whereupon some of the authors analyze the principles of it with a multimodal approach. Therefore, in questioning a traditional notion of text, the starting point would be that similar understandings can be derived from the communication system different from the language itself.

When we say *image is text* (Burn, Parker, 2003), we actually deal with the question of how meaning is created by media. For this, we need insight into how technology mediates and thus influences an image or a medium by shaping and reshaping various modes. Modes are semiotic
resources whose arrangement and choice contribute to the meaning-making function of media and as a result can be transcribed and described in a media narrative. This means that such an approach includes the analysis of modes which are used to represent information and are defined by Burn (2014) as a set of socially and culturally shaped resources for making meaning. This can be seen in various media examples from email or image on a page to even fashion and design. It expands to moving images and sounds on the screen, and speech, gesture, gaze and posture in embodied communication and interaction.

As for film and the overall process of multimodal semiotic analysis of this medium, a multidisciplinary approach is necessary in order to understand the social, cognitive, cultural, communicative and linguistic variables included in the process. On the whole when we discuss the analytical approach it is important to take into consideration the works of Kress and van Leeuwen (1996) and Burn and Parker (2003). In their work they tackle the question of how moving image and multimodality could contribute to the image and how to get in analyzing the modes of the narrative. In their approach they were inspired by some of the most important film theory authors such as Eisenstein (1968) and Metz (1974a, 1974b). Although those authors did not use the term “multimodality” explicitly, it is precisely Eisenstein's theory of montage and Metz's “grammar” (cinematic grammar) that initiated an aspect of this approach to film study (as cited in Burn, 2014).

Clearly this approach offers the possibility to take a step further; not only does it question a structure of modes but also offers an explanation of their choice in a sense of meaning-making.

As a result the term visual literacy stands as a metaphor for both pragmatic action and a research principle that guides us: the structure of modes in a multimodal text creates different meanings which could be transcribed and described according to a viewer's perception. Thus, in order to keep the educational role in our mind clear, interpretation is used in the function of explaining the media narrative. A direct link between multimodality and language acquisition is noticed and implemented in the process of visual literacy on the level of media narrative. It is supported by the works of Buckingham (1996) and Sefton-Green (1994). Those authors argue that film assists in the mental process of a learner whereas Schnotz (2002) and Mayer (2001) describe how media texts presented visually (images) influence the cognitive processes of second language acquisition. Consequently, the language-learning process is discussed according to a multimodal film analysis without discrediting the classroom but rather accepting it as a setting for real life experiences (Lewis, 1993, 16-17).
2. Multimodal Semiotic Approach

This paper tackles the question of meaning-making via the multimodal theory. Its core element is a definition of image as text. We should perceive it as such because meaning is created and perceived within images, especially the moving images of film. Moreover, a multimodal text is defined as an engaging sign system which draws attention to the realization of closely integrated meanings using a range of modes such as writing, image, video, color, etc. What is of our interest is how multimodality contributes to the image in the aspect of communication and cultural interpretation. The answer is that it offers a system of analysis which aims to integrate various aspects of communication via the modes.

As for the modes, they are defined as semiotic resources used in order to represent information (Kress, van Leeuwen, 1996). Those authors further explain that modes are socially and culturally shaped in order to make meaning whereas media refers to the cultural technologies for the dissemination of text (e.g. book, portable and mobile technologies, etc.). Thus modes are semiotic channels that are used to compose such multimodal texts. They convey the ways of representing information and are socially shaped and culturally available. Examples of modes include writing and images on the page, or speech, gesture, gaze and posture in embodied interaction (Kress, van Leeuwen, 1996).

Subsequently the authors have provided examples to explain the mode of speech. Communication is realized in a rather distinct way depending on a choice of modes and by making them a central aspect of interaction. People have developed speech as a means of communicating in different social circumstances. Those authors suggest we call those spoken forms “genres” which further consist of interview, conversation, discussion, recount, etc. Each of these genres shapes the social environment in a specific way and puts the speaker as participant in a particular position. In other words, they might put a participant in a different situation regarding social or cultural consequences. In this respect our attention is drawn to diverse cultural contents brought to meaning via the sets of semiotic resources or organized in a way to establish the mode which becomes a common cultural sense within a certain cultural framework. This is where viewers play an important part in decoding a media narrative since it is dependent on their reception.
1.1. Image – Multimodal Text

As explained in the Introduction, media text communicates the message using more than one semiotic mode. Therefore we could state that multimodal language is communicative too. In human communication we rarely speak, read, write, receive or send messages in a single mode. As we purposefully engage in the process of interpretation all sorts of modes emerge and shape our perception. Illustrated by Kress and van Leeuwen (1996), even a solid written text with no pictures can be said to convey the visual message via the layout or the font. There are several more examples such as an email message which may be perceived as both a written text carrying “speech-like” quality (Kress, van Leeuwen, 1996) through its modes such as punctuation or emoticons which may contain representations of the sender’s mood, etc.

First, examples of multimodal text may also include magazine articles, websites and blogging platforms which use words and pictures, or could be supplemented by audio visual clips. Film too makes a rich multimodal text that is packed with media references alongside the words such as music, color, sound effects, design and many others. In short, a multimodal text is basically an engaging sign system in which meanings are closely integrated using a range of modes. Most importantly, components of multimodal texts often take on new meanings, or connotations, when they interact in a complete text. So if a striking photograph is placed next to a piece of writing in a newspaper story, it could convey a completely different meaning in order to emphasize the story in both positive or negative contexts. Then in film, black and white photography could contribute to deliberately creating a sense of the past or as to produce a certain artistic effect. One of the most prominent examples would be human embodiment. Speakers may gesture in order to reinforce what they are saying in the class or during the presentation.

Second, multimodal texts could be representations of social positioning. As stated earlier, multimodal texts includes any kind of media. However, due to the expanding reach of the internet and the impact it has on designing and re-designing our lives, attention has been given to multimodal text of the digital realm. Such platforms have significant impact in shaping reality in a sense of interface being a go-between in the interaction between physical and digital. Specifically, some of the most attention-seeking platforms are the blogging ones. Such platforms provide bloggers with a range of modal resources to design new meanings. There are an array of ways in which the blogger can customize his/her blog: “How the blogger has customized the blog templates and then uses the range of possibilities of layouts, fonts, colors,
frames, images (…) is reflective of the differing imagined social contexts in which and for which it was designed” (Domingo, Kress, 2014, 11-14). All of those factors point to the idea of how an identity could be formed via mode supplementation and thus create a representation of a certain social positioning. In other words, what one blogger would consider the most prominent aspects to emphasize in order to create an individual project, another would find redundant. Even the apparently same blogs are actually reflecting each blogger’s social purpose and could be identified as designed for different social purposes. Equally, some social networks such as Facebook and Twitter provide even more help for their participants to use different mode selections in order to create not one but several identities, and not only to create but also to move between those identities with the help of mode affordance. All incorporated elements of such platforms, ranging from pictures, fonts, writing, the selection of templates, are suggestive and determent in the sense of a certain “politics of choice” (Domingo, Kress, 2014, 11-15), or as in the notion of style. Here, the choice-as-design offers insight into the relationship between technical affordance, or the mode-affordance, and social positioning.

Third, the idea of what Domingo and Kress (2014) call the choice-as-design may be similarly discussed as the notion of design as such. More precisely, choosing is a form of fashion design. In his work Dress Code Toby Fischer-Mirkin (1995) asserts that fashion is language and therefore a way of communicating, so clothing is the medium through which we send messages to other people. In addition, Bernard (2002) also argues that clothing and fashion, as communication, are cultural phenomena and that clothing too is the way of meaning representation. Comparably, we could state that fashion and design are also liable to observation in the same way as language or text. So just like any other language, they have their own rules of appropriateness and their own grammar. When we talk about fashion, it has been believed that it is also a statement and a message. This can be seen in film costumes which carry significance for visual identity of characters and a sense of time and place. Moreover, there are certain dress codes and protocols which carry a social and cultural content emphasizing beliefs, attitudes, urges, needs or simply mannerisms. Sometimes these messages work, sometimes they do not. In sum, if we choose some of the visual modes to compare and/or contrast them, different realizations and descriptions may emerge on various levels since there are numerous aspects which a viewer could look into in order to interpret the meaning from his/her point of view.
3. **Semiotic Approach to Film**

In order to take this approach further and to explore the meaning of the image as the text, the main consideration would be to re-conceptualize the image as a digital document through the notion of encounter and see patterns narrated through the film, as suggested by Kress and van Leeuwen (1996).

There is a great variety of modes used to create an illusion in film. Through the use of available semiotic resources, some things which cannot be literally produced are conjured. According to the authors in question, this language is communicative and it is hard to separate modes from one another as we engage in the process of interpretation. To prove their statement, Kress and van Leeuwen (1996) further explain that similar examples of creating such an illusion can be found in descriptive writing in literature, or in visual arts where either a metaphorical or optical illusion is created by somehow deceiving the eye.

Furthermore, multimodality in moving image is not new. It has been discussed by the earliest theorists and practitioners of moving image. The montage theory of Eisenstein (1968) for example, theorized the relationships between filming, editing, dramatic movement, music and sound. Eisenstein himself is well-known for his violent juxtapositions of images. Accordingly, what is taken into consideration in the work of Burn and Parker (2003) is a viewer’s reception of the film. Further supported by Goffman's theory of frames (1974), Burn ascribes the meaning making of film to the modes (2003). This aspect is reached by unlocking modes in the production. As for the film, the emphasis is on the interplay of all the modes which contribute to the moving image. This has been derived from the work of Metz (1974a) and Eisenstein (1968) who first discussed the phenomenon of multimodality without actually referring to the word itself (Burn, 2003, 3).

Moreover, according to Burn (2014, 3-10) the montage theory of Eisenstein shows that two images in juxtaposition produce a third meaning and therefore illustrate the multimodal theory. The complementary influence of all the modes is further linked and the modes as semiotic resources are divided into the orchestrating and contributory ones (see Figure 1). Many other contributory modes are possible. As Burn asserts (2014), this diagram is partial and indicates only commonly found modes in narrative film.
Moreover, the modes in question and forms of dramatic movement integrated with them are orchestrated by the filming and editing process to produce meaning. As a follow up Burn proposes a multimodal theory of the moving image named the kineikonic mode, “which is a portmanteau of the Greek words for to move (kenein) and the image (eikon)” (2014, 3-8). The emphasis is on the interplay of modes which contribute to the moving image: what Metz saw as an implication of a word “film”. As a result related modes of filming and editing are seen as the orchestrating modes of whatever the moving image contains and their orchestration occurs in both spatial and temporal dimensions (Burn, 2014, 5-9). All other modes included in the analysis are identified by the authors as contributory ones and represent the further breaking down of the modes (see Figure 2). This diagram represents an indicative model of modal ensembles according to the kineikonic analysis. In this respect Figure 1 can be extended as many more semiotic resources are possible.

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Finally, contrasting makes things easier in order to analyze and understand how two modes could be combined together in order to produce a certain meaning. For example, sound and light, as two modes, or soundtrack and text could be observed in terms of what they could or could not achieve in a film. In other words, by choosing two or more modes for comparison and contrast we look into their juxtaposed setting in a film narrative – two images in juxtaposition produce the new meaning, and modes do the same. Thereupon Burn’s diagram (see Figure 2) illustrates how such study could encompass a whole range of mode collections within a film. This author provides an example of how mode selection may be further explored in the sense of breaking down the contributory modes to even more detailed ones. Thus, the kineikonic method serves as a metaphor for practical usage, research and the main principle that guides us in our approach to understand visual literacy as a participatory process rather than as a piece of information that is acquired and stored by a passive observation of media text. In this way we are able to investigate film as (1) a teaching tool by using filmic material for empirically-grounded language investigation (e. g. a word acquisition method.). Further, we

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can observe film’s spatial axis and temporal axis as (2) an art form, i.e. not source or a tool but a synchronic and diachronic syntagms liable to comprehension and interpretation (Bordwell, 1989, 8-9). According to Bordwell (Bateman and Schmidt, 2011, 1 – 3), the intention is to reveal more abstract, “implicitly made meanings” (i.e. semiotic connotations) from the work analyzed in some sense “explicitly” (i.e. via modes). One approach does not exclude the other but reasonably contribute in viewer’s engagement with films on more than just one level.

4. Visual Literacy: The Role of Education

The focus of this paper hereby shifts from multimodal arrangement of modes in a film to its narrative content. The interest is seen in the analysis of the interaction between film authors and the audience. The close relation between the media narrative and multimodality relies on the account of Metz’s shot-by-shot narrative development of film (Bateman, 650), and van Leeuwen’s socio-semiotic approach. As explained earlier, juxtaposition of modes applies to two or more modes being close together or side by side, or simultaneous, especially for comparison and/or contrast. They produce a new meaning and that is the essence of the multimodal approach. In this respect there are many interpretative roads we could take in order to establish analytic tool for further empirical investigations. The background thesis for such analytical approach is explained in the work of Allen (2007) who argues that the meaning-making and interpretation overlap and are somehow inseparable. On the other hand, description of modes in order to take a step towards realization of meaning - making from the semiotic point of view is important in order to grasp that interpretation is not a separate category but is sometimes important for the understanding of film as such.

Indeed, film is filled with media reference and elements that compose and structure the viewer’s perception of what the author wanted to convey. That is why film is a form which is equally liable to description and interpretation. Bordwell claimed that almost anything can be turned into a story; according to a tradition, a narrative “was a story told”, whereas a story that “was enacted was considered drama” (2014). However, as he further explains, “the rise of film…. encouraged theorists to rethink things. Now narrative is usually considered a transmedium phenomenon.” That explains how a film narrative is linked with multimodality - in Borwell’s words (2014, 2), a narrative “involves distinct activities, and is perhaps like grammar in natural language, or perhaps it’s a sign system”. Due to that it is necessary to question the importance of the role modes have in a context of meaning–making, as semiotic theories suggest. Such
questioning inspires the analysis of interpretative issues. Therefore we could start by simply asking: What is the meaning of Laurence Olivier's eyebrows in Hamlet (1948) or: Why are colors in Hitchcock's film Marnie (1964) surreal in a context of visual representation of the flashback memory? What needs to be taken in consideration, and should be a starting point, is the viewer’s reception and perception. Discussing the ways in which the modes are constructed together in the narration belong to both the field of transcription and description. What exactly they mean and what they produce in the sense of the particular viewer's perception belongs to the field of interpretation. The concluding thought would be that there is a direct link between the descriptive practice and the poetics of film. This analytical approach refers to visual literacy in a sense of acquiring knowledge which is constructed through sense-making activities. However, the role of such analysis moves beyond filming and editing and embraces the multimodal variety allowing scholars and students to use any multimodal text for this analytical approach. Thus the role of such analysis is both cultural and educational in terms of practical discussion of findings, data analysis, development of method etc. All in all, one of the great things about embracing multimodality is its variety: It allows students, scholars, and teachers to use any number of media to understand, evaluate, and create rich, rhetorical texts.

3.1. Second Language Acquisition

As mentioned earlier, we have questioned our traditional comprehension of text and turned to a broader look at media as resources for educational approaches due to mode investigation and media narrative interpretation. What is consequently noticeable is the immediate connection between multimodality and language acquisition. Parts of my statements are taken from Buckingham (1996) and Sefton-Green (1994) who argue that film assists in the achievement of both direct and indirect factors that influence the mental process of a learner. Furthermore, Schnottz (2002, 2005) and Mayer (2001) established that alternate media texts, presented in the right way, encourages the cognitive processes necessary for the second language acquisition and is even more successful if presented visually i.e. through images. Accordingly, a need for a wider pedagogical knowledge has been recognized. If we use film as a medium to assist along with a teaching method to create a sense of reality, it is possible for film to become a valuable source for language acquisition in the pseudo-neutral environment because it reconstructs real events, and hence imitates the context of the immediate communication (real world experience). Then, the overall interaction should stimulate overall
language learning process. In the light of this, there is a whole new perspective for film analysis in which the classroom would not necessarily be dismissed and discredited (Lewis, 1993, 16-17). If we accept its rules and conventions, the language acquisition becomes more efficient. Such metaphorical notions of the classroom are not new. On the other hand, what is innovative is introducing film that would provide the communicative context of *being there*.

In this respect we speak of film as a medium which also motivates on the receptive level. With special didactic treatment, learning languages via film analysis would combine the two essential components for the second language acquisition: collocational competence and sociolinguistic competence on the level of the classroom - rules of appropriateness. Therefore the greatest value of multimodal film analysis applied to interactive language learning lies in its educational and cultural role.

While keeping the role of the viewer’s perception in mind, deeper analysis is based on looking into mode affordance in a film. As for the mode selection, relevant literature should be examined in order to choose the proper contributory semiotic resources relevant for a particular film and its author. For example, in his book *Hitchcock's Romantic Irony* (2007), Allen pointed out the visual aspect as the most prominent technique in Hitchcock's films. Therefore, it is necessary for the sake of transcription to choose visual modes which could be developed into further contributory semiotic sources (Burn, 2014, 5-8, Figures 2 and 3). The structure of all the modes creates something that cannot be literally produced, a kind of *trompe l’oeil*. In Hitchcock, it is the creation of an illusion, of - suspense. Hereby, visual modes have been selected for dissemination purposes in a meaning making process, i.e. in a function of suspense (the vertical aspect). Their juxtaposition in film narration is observed and it is described (the horizontal aspect). Afterwards it is further subjected to interpretation necessary for the understanding of film poetics.

Earlier in this paper it was explained how description and interpretation are closely related. The position of a viewer, i.e. viewer's perception as the starting point of this analysis has been emphasized as well. Interpretation, in the end, is completely in the hands of the viewer, not the creator. In the end it is the audience that decides what the images, sounds and total film mean. Every individual in the audience is an interpreter of meaning and thus each is a separate creator within the overall category of interpretation. An example is provided by LaRue (2015) during discussions on film semiotics with this author:

“Here is the movie Forrest Gump. Most Americans mistakenly understood the film to be a story about how an underdog disabled boy overcame his challenges to lead a full life. That interpretation infuriated the
author of the book and even the director (…) as the deeper meaning of the film concerned the evils of blindly following orders and ignoring the consequences to society. The audience was ‘wrong’ in that most of them were unable to decode the symbols, or even the most blatant, transgressions in the narrative. The audience was ‘correct’ in that the writer/director failed to adequately load the multimodes with sufficient information to lead to a more accurate understanding.”

3.2. Methodological Concerns

In this respect, there are two methodological concerns. Firstly, this approach somehow raises the bordwellian suspicion of a biased perspective (Allen, 2007) in respect of only looking for those modes that prove our point. The individual audience members have independent interpretations – based on their personal biases. More precisely, since various interpretations depend on a viewer's perception, they could be rendered as – numerous. This analytical path has been chosen because it is primarily analytical and starts with the interpretative claim: This is how I see it. A whole new perspective opens for a viewer so it is possible to conclude that there is no specific product or result of such research but its core value lies in the process as such. On the other hand, description as the explanatory means is essential from the semiotic point of view so that we could realize the importance of the interpretation as the intrinsic component of a film understanding.

Secondly, students first need education about the very basics of visual language. As consumers of media, students might have a vague awareness of the grammar, but they have not received instruction in the language of film in the way they have received instruction in the language of language. The chapters in Metz (1974a, 1974b) that cover the most basic aspects of film grammar are sometimes unknown to students as should be pre-taught. Very specific film grammar elements can be taught very precisely. The combination of those elements can be used or manipulated by the director/editor/writer/producer in distinct ways. Knowing the basics can help lead to a more nuanced understanding of the final product (LaRue, Tuksar Radumilo, 2015).

5. Conclusion

Burn and Parker (2003) suggest that one of the possible answers to the question of the multimodal approach would be moving beyond films and editing. What they have in mind is reading across cognate forms and their histories. Burn further explains this by “exploring the
promiscuity of the moving image (promiscuity meaning that film is not a pure art from but has lots of semiotic connotations written into it)” (2014, 16). This paper draws from this idea and explores the text and context as well as links the interpretation of modes to the idea of the film production as a component of twenty-first century visual literacy. Film is not seen merely as an art form or a matter of filming and editing, but is identified on various cultural levels – modes - that are metamodal and work within, beyond and next to each other. As mentioned earlier, the role of such analysis is both cultural and educational. This article aims to point out the importance of film analysis from a more general level, with reference to other art forms and media, and to move beyond the temporal axis and spatial axis, as suggested in early kineikonic work towards the conceptions of visual literacy.

It is clear that multimodality is the norm in most forms of communication. It is not new, nor has it suddenly become relevant to education. However, what is new is an urgent need for a serious consideration of modes other than speaking, reading and writing in the classroom. This need derives from children’s – and adults’– increasing exposure to new forms and uses of technology. Thus the teachers no longer have to only use printed text as the source of material for analysis. One of the great things about embracing multimodality is its variety: It allows students and scholars to use any number of media to understand, evaluate and create rich, rhetorical texts. It typically includes observation, real life experience, simulations of real world experiences through film or any other media.

To conclude, the strength of this article is also its weakness as it tackles a range of theoretical principles whereas there is still a need for further empirical examinations in the field of film multimodality. It would be advisable for future reference to establish a set of research methods that move from general semiotic interpretation towards the particular usage of filmic material (e.g. for visual literacy and language acquisition). As for the methodological concerns, there are aspects of the method to be thought about, and accounted for. Those aspects do not discount the method, nor do they stop it. We just have to be aware of some systemic weaknesses that need to be addressed by another method or by adaptations to the methods proposed by others (LaRue, Tuksar Radumilo, 2015). In this respect this paper could be viewed as an inspiration for teachers, researches and students to move beyond this analysis and recognize demands for openness regarding the redesign of traditional assessments or principled valuations.
6. References


SOCIAL SENTIMENT ANALYSIS AND ITS USE IN COMMUNICATION CAMPAIGNS

Professional Paper

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Summary

With the development of the Internet and especially social media, companies are able to find an unlimited number of discussions on almost any subject, with opinions containing subjective statements and emotions of users. This paper is focused on automatic social sentiment analysis and how it can be used to support marketers’ efforts to determine if communication campaigns are delivering the planned results, while also giving indications on how to adapt the communication strategy, as well as the challenges it poses. The paper defines the most important characteristics of the social sentiment analysis and evaluates three free online sentiment analysis tools: Topsy, Sentiment140 and Social Mention. In order to demonstrate the use of social sentiment analysis tools, a sentiment analysis will be conducted on messages related to the Super Bowl 2015 commercials as well as the evaluation of how effective the selected tools are when it comes to tracking and analysing the number of published messages and the prevailing sentiment.

Keywords: marketing research, social media, social media analyses, data-mining, sentiment analyses, Super Bowl commercials

1. Introduction

The Internet and social media are becoming increasingly important information resources for marketers and advertisers to understand what consumers are thinking and saying about their brands, products and campaigns. Before the advent of the Internet, when looking for the opinion of the consumers, companies had to rely on surveys, polls and focus groups. With the development of the Internet, and especially social media, companies are able to find an
unlimited number of discussions on almost any subject, with statements containing subjective opinions and emotions of users.

This paper is focused on automatic social sentiment analysis and how it can be used to support marketers’ efforts to determine if communication campaigns are delivering the planned results, while also providing indications on how to adapt the communication strategy, as well as the challenges it poses. The paper defines the most important characteristics of the social sentiment analysis and evaluates three free online sentiment analysis tools: Topsy, Sentiment140 and Social Mention.

In order to demonstrate the use of social sentiment analysis tools, a sentiment analysis was conducted on messages related to Super Bowl 2015 commercials as well as the evaluation of how effective the selected tools are when it comes to tracking and analysing the number of published messages and the prevailing sentiment.

An evaluation of these free tools revealed that the selected tools, despite all the challenges that measuring social media poses to research, can produce consistent and compatible results regarding the number of published messages and the prevailing sentiment, which affirm them as a valid research method for marketers.

This paper builds on a relatively small quantity of relevant literature on the use of real-time automatic sentiment analysis tools for marketing research. Authors Züll and Mikelić Preradović (2013) tested sentiment analysis tools (Sentiment140, TweetFeel and Tweettome, Topsy and Social Mention) to find out if they depict an audience response to the broadcast of a TV program (Oscars - Academy Award Ceremony 2013, the American TV series “American Dad” and the quiz show “Who Wants to Be a Millionaire”) and which sentiment was shown towards it. The authors Jakopović and Mikelić Preradović (2013) focused on evaluation in public relations and the use of sentiment analysis tools. The authors applied the sentiment analysis programs SentiStrength and Social Mention for the measurement of perception of the airline company Croatia Airlines by passengers.

The majority of the relevant literature, as that cited in this paper, focuses primarily on analysing a single phenomenon with one sentiment analysis tool. Authors Shin, Byun and Lee (2015) examined Twitter usage during the 2014 Super Bowl and authors Oh, Sasser and Almahmoud (2015) studied social media word-of-mouth surrounding the 2014 Super Bowl TV advertisement. The author is not aware of similar research that compares the results of
more freely available tools for real-time sentiment analysis for the research of advertisement performance.

2. Social Media

In its beginnings, the Internet was primarily a one-way medium intended for reading, in which the majority of users could only browse the websites without the possibility of a two-way communication. There were relatively few content creators compared to the vast majority of users who acted merely as consumers of the content (Cormode, 2008).

The progress of technology and the development of applications that allow two-way communication with the users, which started in early 2000, also led to the transformation of the user’s role, who turned from a passive viewer into an active participant. This period is known as Web 2.0. Defined by Tim O’Reilly (O’Reilly, 2005) as “the network as platform, spanning all connected devices; Web 2.0 applications are those that make the most of the intrinsic advantages of that platform: delivering software as a continually-updated service that gets better the more people use it, consuming and remixing data from multiple sources, including individual users, while providing their own data and services in a form that allows remixing by others, creating network effects through an ‘architecture of participation’, and going beyond the page metaphor of Web 1.0 to deliver rich user experiences”.

Technologies brought about by Web 2.0 enabled the development of social media. Although the two terms are often equated, they are not synonymous. Social media can be considered a product of Web 2.0, but equating the Web 2.0 with social media is not proper (Beattie, 2011).

In his e-book, “What is Social Media”, Mayfield (2013) lists basic forms of social media: social networks, blogs, Wikis, Podcasts, Forums, with the main characteristics including: participation, openness, conversation, community and connectedness.

It was the social networks such as Facebook, Twitter, LinkedIn and MySpace that mainly changed the way people communicate with one another, not only online but in real life as well. They have facilitated sharing of the information, news, views and opinions in real-time without the limitations of physical space. Users generate huge amounts of posts that are in digital form, publicly and globally available.

Collection and analysis of posts on social media open up endless possibilities for many professionals, from politicians, journalists through to business analysts. Before the emergence of the Internet, when looking for the opinion of certain groups, journalists, scientists,
marketing experts, business or political analysts had to rely on research, surveys, reports of competent experts and other persons who represent the opinion of the group which was in the focus of interest. With the development of the Internet, especially social media, experts from different areas and organizations are able to find any number of discussions on almost any topic and thus get the statements directly from the users, as well as attitudes and emotions on a topic.

In this paper, we want to address the possible ways of using the collected and analysed user posts from social networks in more detail in the field of marketing, more precisely in the field of advertising.

3. Analysis of Social Media and Marketing Research

With the emergence of the Internet, especially social media, a new field has opened up in which potential buyers and companies can find an enormous amount of opinions and user recommendations in the posts that contain information about the product/service/campaign but also their subjective attitudes and emotions. Modern customers post and share their opinions, recommendations and criticisms on the commercial websites and on their personal profiles on social media.

This leads to a transfer of control of the brand from the hands of the company to the hands of consumers (Oh, Sasser, Almahmoud, 2015), which is why monitoring and analysing user posts on social media is becoming one of the priorities of companies and marketing professionals. An increasing number of companies are realizing how important it is to build brand value in partnership with its customers via social media and the benefits of using the mechanisms to measure investments in advertising and promotion that social media allows (Peltier, 2013).

Ever since the first marketing research studies by Daniel Starch1 (Vasquez, 2011), marketing experts have been using different research methods to gain a better understanding of

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1 Vasquez (2011) reports that “during the early 1930s Daniel Starch developed the theory that effective advertising must be seen, read, believed, remembered and then acted upon. Soon after, he developed a research company that would interview people in the streets, asking them if they read certain publications. If they did, his researchers would show them the magazines and ask if they recognized or remembered any of the ads found in them. After collecting the data, he then compared the number of people he interviewed with the circulation of the magazine to figure out how effective those ads were in reaching their readers. Thus surveying or marketing research was born.”
consumers, developed messages that communicate with target groups and evaluated the effectiveness of these messages.

Marketing experts do not just follow criticism and opinions on various products and services, but rather follow the attitudes of customers about promotional and advertising activities of the company in order to evaluate their efficiency.

Prior to the development of communication campaigns, market research is used to optimize communication for the target audience and the media, creative solutions are tested to determine their effectiveness. At the end of the campaign tests are conducted that measure the results of the campaign, whether the goal was to increase brand awareness, encourage consumption, etc.

The biggest novelty that social media bring to this process is the possibility of obtaining results in real-time, enabling the companies to make decisions in real-time as well.

Analysis of data from social media can provide interesting information for the understanding of individual and human behaviour, detecting hot topics, as well as identifying influential individuals, groups or communities. However, it is difficult to discover useful information from social data without automatic data processing due to the three main features of data obtained from social networks that are, as described by Oh, Sasser and Almahmoud (2015) “large, noisy and dynamic”.

In order to overcome these social media challenges, in-depth techniques may be used to research the data and their analysis in order to collect and process large amounts of data generated on social networks.

Modern tools allow us to follow posts in real-time and perform analyses that indicate the prevailing sentiments. Automatic sentiment analysis of posted opinions, criticisms, recommendations and discussions becomes one of the basic tools for marketing experts because it allows the retrieval and processing of large amounts of posts, which would take a lot of time if using manual processing.

3.1. Automatic Sentiment Analysis

Sentiment analysis uses complex algorithms for natural language processing to analyse texts that determine the views of the authors and the emotional content of the text. Since 2000,
sentiment analysis has developed into one of the most active areas of research in natural language processing thanks to the development of the Internet and social media that allow access to a large amount of data in digital form and contain the opinions and emotions of the authors. Given the wide range of applications, the interest for sentiment analysis spread from computer science to other scientific areas (primarily economics and management) (Liu, Sentiment Analysis and Opinion Mining, 2012) and among the professional public that recognized the great value of sentiment analysis in practical use.

However, finding and monitoring opinions and views on the Internet is a major challenge given the large number of different sources and posts that contain opinions and views. Often the opinions and views are hidden inside long posts on forums or blogs with a form that makes recognition and retrieval very difficult, while the amount of posts in the form suitable for further use makes non-automatic searches, analysis, summarizing and organization of posts extremely difficult (Liu, 2010).

The automated sentiment analysis developed from the need for a system that will automate the detection and compression of opinions and views. Due to the complexity and ambiguity of natural language, text analysis is a complex task that relies on methods from natural language processing and machine learning.

Author Bing Liu in his paper “Sentiment Analysis and Opinion Mining” highlights several challenges associated with the automatic sentiment analysis:

- different levels of analysis, i.e., whether the whole to be analysed is a document, sentence, word, aspect;
- different types of opinions: conventional opinion and comparative opinion;
- different word sentiments: depending on the domain of use the same word can have two different polarities; a sentence does not have to express feelings even though it contains words with that sentiment; a sentence can express a view or opinion even though it does not contain words with that sentiment; it is difficult to distinguish sarcasm with or without an expressed sentiment; understanding slang, etc.
- problems of natural language processing where one should pay attention to the fact that the automatic sentiment analysis uses limited functionality of natural language processing because it is not necessary to fully understand the semantics of each sentence, just to recognize positive and negative sentiments of related terms and sentence conditionalities;
• detection of false reviews (Liu, 2012)

3.2. Tools for Automatic Sentiment Search

Tools for automatic monitoring and analysis of posts on the Internet and social networks allow us to search and process relevant communication with the aim of obtaining data suitable for further use.

As the interest of scientific and professional community for sentiment analysis grew, so did the interest in developing tools that allow automatic analysis. The market has a large number of tools developed by small start-ups, while lots of large companies are developing their own internal solutions as well (SAP, IBM, Adobe) or have taken over the existing solution (e.g., in December 2013 Apple bought TopsyLab that develops a social network search engine Topsy) (Wakabayashi, MacMillan, 2013).

In this study, we used three freely available tools for analysing sentiment: Topsy.com, Sentiment140 and Social Mentioning. After reviewing a number of freely available tools for sentiment analysis, we decided to focus on the three mentioned above due to the specific characteristics each of them has that make them distinctive: Topsy – a comparison of multiple keywords; Sentiment140 – simplicity of functionality; Social mention – filters.

The following table provides an overview of the most important features of the selected tools:

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<thead>
<tr>
<th>FEATURE</th>
<th>TOPSY</th>
<th>SENTIMENT140</th>
<th>SOCIAL MENTION</th>
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<tr>
<td>Source</td>
<td>Twitter</td>
<td>Twitter</td>
<td>over one hundred social media sites</td>
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<tr>
<td>Historical analyses</td>
<td>all posts on Twitter from 2006 to today</td>
<td>One hour</td>
<td>Anytime; Last hour/day/week/month</td>
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<td>Real-time</td>
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<td>Sentiment analysis</td>
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<td>Identification of influential authors</td>
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<td>Multiple keywords</td>
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### 3.2.1. Short Overview of Topsy.com

Topsy.com\(^2\) is a search engine for social networks and socially shared content in real-time and it stands out because of the possibility to search all posts on Twitter in the time span from 2006 to today. Topsy.com provides quantitative and qualitative analysis of posts. Analyses can be done in real-time while Topsy.com offers the possibility of searching in a certain period of time as well as comparing the number of posts for up to three different terms.

Topsy.com gives insight into the number of posts, sentiment analysis, identification of influential authors and a comparison of the number of posts for longer terms.

Topsy.com analyses trends and allows identification of authors with an extensive online influence on Twitter and other networks. The influence is determined by measuring the number of responses and sharings of certain posts. The sentiment is determined on a scale of 1 to 100, but Topsy.com does not give insight into sentiment classification of individual posts so we have no way of checking how accurate the classification is. Also, we could not find information on the methodology used to determine sentiment. Topsy.com supports searches in 10 languages. The professional version Topsy Pro offers advanced analyses with additional payment, at the time of writing this paper there was no the possibility of using the demo version.

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\(^2\) [http://about.topsy.com/support/search/](http://about.topsy.com/support/search/)
3.2.2. Short Overview of Sentiment140

Sentiment140\(^3\) is a free tool to analyse sentiment posts on a specific topic on Twitter in real-time with very simple functionality. It is possible to search and analyse in English and Spanish. It shows the general sentiment as a percentage and the number of positive and negative posts for the searched term.

Posts are classified into three possible sentiments and are marked in appropriate colour: positive - green, negative - red, neutral - white. Sentiment140 gives insight into the classification of sentiment which allows you to check how accurate the sentiment analysis is.

Sentiment140 only gives the results for the latest posts in a range of one hour and there is no possibility to view the results in another period or to identify influential authors.

3.3.3. Short Overview of Social Mention

Social Mention\(^4\) is defined as a platform for searching and analysing social media that collects content created by users on the Internet and combines them into a single sequence of information. It is a tool for monitoring and collecting relevant results on social networks, blogs, microblogs, forums, news, networks for video and audio content. It allows you to search by date and source.

After the analysis, Social Mention delivers measurable results for the following characteristics:

1. Strength: the likelihood of mentioning a searched term. It is calculated by dividing the number of mentions of a specific term by the number of all possible mentions;
2. Sentiment: the relationship between generally positive mentions and mostly negative mentions;
3. Passion: the likelihood that those who mention the searched term will mention it several times;
4. Reach: the reach of the impact is calculated by dividing the number of unique posts that mention the searched term by the total number of posts.

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\(^3\) [http://help.sentiment140.com/](http://help.sentiment140.com/)
\(^4\) [http://socialmention.com/about/](http://socialmention.com/about/)
In addition to the above features, Social Mention allows filtering by the following characteristics:

1. classification of posts by sentiment in three categories: positive, negative, neutral. Marking each category with a certain colour allows easy detection of the post with a certain sentiment as well as the accuracy analysis and classification of sentiment for each post. It also allows analysis by sentiment and thus only filtering the posts with predominantly negative sentiments offers insight into potential sources of customer dissatisfaction;
2. a list of the most frequently used keywords with the number of mentioning. This list gives a very useful insight into the associated search which facilitates the planning and implementation of further, more detailed analyses;
3. top users, i.e., authors that most commonly use the searched term. Identifying influential authors is very useful for businesses, but the author makes it easy to analyse and identify the so-called “opinion spammers” or authors who publish commercial posts shaped like user posts (equivalent to covert advertising);
4. top hashtags i.e., most used hashtags and the number of uses thereof;
5. sources included in the search and the number of results per each source.

The last two filters provide marketing experts with insight into the sources and content which are worth investing into so that their campaigns are more successful.

4. Sentiment Analysis for Ads Aired During Super Bowl 2015

In order to test the selected tools for analysing sentiment, we have conducted an analysis of messages on social media related to the advertisements aired during the Super Bowl game in 2015. The effectiveness of the selected tools in finding and collecting the published posts and the prevailing sentiment analysis was tested. The reports provide information on the number of posts and the prevailing sentiments in the period during and after the event.

4.1. Super Bowl

The Super Bowl is the NFL playoffs final football game, an event that has historically been among the most popular TV programmes in the U.S. and the world. Since 2010 Super Bowl has officially become the most watched TV programme in the U.S. In 2015, Super Bowl
XLIX became the most watched TV programme in the history of U.S. television with an average number of viewers of 114.4 million (NFL Communications, 2015).

Thanks to the record viewership, advertising during the game is the most expensive time of the year, resulting in companies investing big budgets in the production of top quality commercials, which has led to the incredible popularity of these commercials. Watching and commenting on the commercials aired during the Super Bowl has become an integral part of the event.

Authors Shin, Byun and Lee (2015), while examining Twitter usage during the 2014 Super Bowl Game, found that more than half of the 25.3 million tweets posted during the game mentioned one specific advertisement aired at the time and concluded that “users of Twitter post tweets about current active topics or events, as well as they tend to reflect their opinion on the subject”.

Simultaneously, in their study of social media word-of-mouth surrounding the 2014 Super Bowl TV advertisement, authors Oh, Sasser and Almahmoud (2015) demonstrated that social media measures can be a supplementary indicator of ad performance even if advertisers still face “immense challenges in attempt to measure social initiative”.

The complexity of the social media measurement are well demonstrated in the article “Which Ads Won the Super Bowl?” published just few hours after the SuperBowl 2015 where 11 different ways to rank “Top Ads” are listed (McMains, 2015).

For the purpose of this paper, we decided to analyse the performance of 3 advertisements that took top positions among several most notable rankings and are “The Top 3” according to Talkwalker, one of the world’s leading social data intelligence companies (Sunley, 2015):

4.2. Commercials Selected for Analysis

4.2.1. Always: Like a Girl

Always: Like a Girl, aired after halftime (8:24 EST), first seen online 06/26/2014

This girl-empowering ad shows perceptions of the phrase “like a girl” and seeks to redefine it as something strong and powerful instead of an insult. The ad features teenagers and adults, both male and female, who were asked to run, hit or throw “like a girl” and they do it intentionally mildly confirming that phrase “like a girl” is often perceived as an insult. But when a group of pre-puberty girls is asked to do the same things they do it in a strong and confident way.

According to Talkwalker (Sunley, 2015), this ad was the most mentioned on the afternoon/evening of February 1st, generating over 450000 online mentions.

Emotion words that were used to discuss the ad: “important”, “amazing” and “powerful”.

According to Adobe Digital Index\(^5\) (Adobe, 2015), P&G ranked 1\(^{st}\) on the list of “Top 10 Second Screen Winners” while the advert “Like a Girl” saw the most mentions, over 400 000 and 84% of those mentions were extremely positive.

According to the iSpot.tv (iSpot.tv, 2015) Super Bowl scorecard\(^6\) “Super Bowl Top 10 Ads”, advert “Like a Girl” ranked 1\(^{st}\) on Game Day by Digital Activity, with the following result on game day: digital SOV\(^7\) of 9.03%; Social Actions: 415 144; Online Plays: 2 242 166; Engagement: 36% male / 64% female and Sentiment: 89% Liked it.

In the iSpot.tv Final Report (ranking Super Bowl Ads Overall based on data collected between 01/18/2015 to 02/14/2015), the advert “Like a Girl” ranked 5\(^{th}\), with the following result overall: digital SOV of 5.40%; Social Actions: 632 421; Online Plays: 5 387 372; Engagement: 36% male / 64% female and Sentiment: 85% liked it.

\(^5\) To determine second-screen winners, Adobe Social analysed over 4 million social mentions on desktops, tablets, apps and smartphones across Twitter, Instagram, Facebook, YouTube, Tumblr and more during the game. Adobe then applied an algorithm consisting of five key factors: 1) total mentions, 2) big game buzz growth over an average day, 3) sentiment, 4) spend efficiency and 5) international reach. The top 10 ads had the highest combined score (Adobe, 2015)

\(^6\) The Super Bowl scorecard, calculated by iSpot, tracks and weights activity across YouTube, Facebook, Twitter and search that is explicitly related to the commercials (iSpot.tv, 2015)

\(^7\) Digital SOV - The digital share of voice (SOV) or percentage of earned digital activity generated by the spot compared to all others from the game.
4.2.2. Nationwide Insurance: Make Safe Happen

Nationwide Insurance: Make Safe Happen aired during 2nd Quarter (7:25 PM EST), first seen online 02/01/2015. The advertisement tells the story of a boy who is unable to follow his dreams because he has died in a preventable accident. The ad generated lots of mention, but the majority of them were negative.

According to Talkwalker (Sunley, 2015), this ad was among the most mentioned over the afternoon/evening of February 1st, generating over 350 000 online mentions, but “a fair amount of that reaction was negative”.

Emotion words that were used to discuss the ad: “ruined”, “horrible” “awful” “terrible” and “depressed”.

According to the Adobe Digital Index (Adobe, 2015), the advert “Make Safe Happen” did not rank among the “Top 10 Second Screen Winners”.

According to the iSpot.tv (iSpot.tv, 2015) Super Bowl scorecard “Super Bowl Top 10 Ads”, the advert “Make Safe Happen” ranked 8th on Game Day by Digital Activity, with the following result on game day: digital SOV of 2.48%; Social Actions: 67 613; Online Plays: 1 832 635; Engagement: 61% male / 39% female and Sentiment: 27% liked it.

In the iSpot.tv Final Report (ranking Super Bowl Ads Overall based on data collected between 01/18/2015 and 02/14/2015), the advert “Make Safe Happen” ranked 13th, with the following result overall: digital SOV of 1.74%; Social Actions: 121 341; Online Plays: 6 990 587; Engagement: 62% male / 38% female and Sentiment: 33% liked it.

4.2.3. Budweiser: Lost Dog

Budweiser: Lost Dog, aired during the 2nd quarter (7:03 PM EST), first seen online on 01/28/2015

The minute-long ad is a sequel to Budweiser last year’s ad and tells the story of a puppy that gets lost but with a help of his horse friend eventually finds its way home. The ad generated a large amount of mainly positive mention.

According to Talkwalker (Sunley, 2015), this ad was among the most mentioned over the afternoon/evening of February 1st, generating just over 350 000 online mentions and “a very
positive reaction from the public”. Emotion words that were used to discuss the ad: “awesome”, “amazing” and “perfect”.

According to the Adobe Digital Index (Adobe, 2015), Budweiser’s company Anheuser-Busch ranked 10th on the list of “Top 10 Second Screen Winners”.

According to the iSpot.tv (iSpot.tv, 2015) Super Bowl scorecard “Super Bowl Top 10 Ads”, “Lost Dog” ranked 2nd on Game Day by Digital Activity, with the following result on game day: digital SOV of 8.90%; Social Actions: 360 620; Online Plays: 5 821 996; Engagement: 48% male / 52% female and Sentiment: 95% liked it.

In the iSpot.tv Final Report (ranking Super Bowl Ads Overall based on data collected between 01/18/2015 and 02/14/2015), the advert “Lost Dog” ranked 1st, with the following result overall: digital SOV of 11.97%; Social Actions: 2 592 902; Online Plays: 55 648 217; Engagement: 48% male / 52% female and Sentiment: 95% liked it.

4.3. Results of Analyses with Selected Tools

On all the selected tools, we conducted analysis in two waves in order to gain insight into immediate reaction, as well as the longevity of the buzz. The first wave was conducted during the airtime and captured data from the last hour. The second wave was conducted 16 hours after airtime and captured data from last day (24h range).

In order to filter only the mentions associated with Super Bowl, we decided to search by the brand name together with the keyword “super bowl”. We also conducted research with hashtags #likeagirl, #makesafehappen and #bestbuds as keywords in order to research mentioning related strictly to the particular advertisement and to use it for control benchmarking. Advertisers use hashtags to drive the conversation online. Hashtags enable tracking all posts that use the specific hashtag in real time and help identify relevant posts.

Research based on hashtags was very important for Always since it is a brand name as well as a generic word that could generate a larger amount of captured data, including data not related to our research, and thus influence the results. Also, it should be noted that both Budweiser and Nationwide aired two commercials during the Super Bowl 2015, while Always aired only one commercial, which makes research based on hashtags relating to particular advertisement and not only brand name even more important.
4.3.1. Analysis with Topsy.com

Analysis of selected commercials conducted on Topsy.com showed that the keywords “Nationwide Super Bowl” generated the highest number on tweets during the airtime (4,852), but also in the following period after the airtime (18,362), while the keywords “Always Super Bowl” during airtime generated less mentions (2,202) than “Budweiser Super Bowl” (3,263) but the during period after the airtime “Always Super Bowl” generated almost 70% (16,044) more mentions than “Budweiser Super Bowl” (9,359).

Taking into account that Always aired only one commercial, while Nationwide and Budweiser aired two each, these results can confirm that the impact of that single ad can be considerable. The control research by hashtags confirms this conclusion by showing the much larger number of tweets generated by the hashtag #likeagirl (during airtime: 106,013; after airtime: 269,208) both during the air time and during period after the airtime, compared to #bestbuds (during airtime: 31,063; after airtime: 44,128) and #makesafehappen (during airtime: 1,001; after airtime: 7,006).

Topsy.com allowed us to perform historical trends analysis of the number of tweets and see how three ads preformed over the period of 30 days that shows that in that period the keywords “Nationwide Super Bowl” (orange: 30,886) and “Always Super Bowl” (green: 30,103) generated similar number of tweets while the keyword “Budweiser Super Bowl” (blue: 43,301) gained almost 50% more.
Historical trends analysis of the hashtags shows the dominance of #likeagirl (blue: 351 908) compared with #bestbuds (green: 130 999) and especial #makesafehappen (orange: 7 006)

In the sentiment score, the Topsy.com report for keywords is consistent with the hashtag report regarding low sentiment score results for Nationwide’s advert, but for Always and Budweiser’s adverts there is a slight difference. While the keywords results show higher sentiment score results for the Always ad, in both during and after the airtime period, the hashtag report shows higher sentiment score results for #bestbuds compared to #likeagirl during and after airtime, as shown in Figures 5 and 6.
While analysing the results, it was difficult to determine the cause of the variances in the value of the sentiment score since Topsy.com gives no insight into the classification of sentiment releases (such as offered by Sentiment140 and Social Mention) or into the associated most commonly used terms (as in Social Mention).

4.3.2. Analysis with Sentiment140

Analysis with Sentiment140 does clearly show the lower percentage of positive sentiment for Nationwide’s advert and the very high positive sentiment for Always advert and Budweiser’s advert, during and after airtime. Control research with hashtags confirms these results.

Analysis of a number of tweets shows quite a low number of tweets for keywords during the airtime, which could be a consequence of a problem with server since we did get a “Server error” notice several times during the airtime research. The results of control research with the
hashtags differ from the results from Topsy.com and show a higher number of tweets for the hashtag #bestbuds (during airtime: 44; after airtime: 63) compared to the hashtag #likeagirl (during airtime: 53; after airtime: 47)

Sentiment140 gives insight into the classification of the sentiment for a particular tweet that allows us to check how accurate the analysis of sentiment is.

In order to determine the accuracy of the Sentiment140 results, we reviewed the results of the automatic sentiment analysis from the second wave of the analysis that was conducted 16 hours after airtime for Budweiser’s advert. We reviewed the results with the hashtag #BestBuds in order to focus on the most relevant mentions. The analysis gave results for the time period of one hour and there were 63 posts mentioning #BestBuds. Of those, 43 were marked with a positive sentiment, 10 were marked with a negative sentiment and 10 were marked with a neutral sentiment.

After reading the posts and conducting our own analysis of the expressed sentiments, we confirmed that 44 posts were correctly classified while 19 were not classified correctly.

Nine out of ten posts that were originally marked as Negative turned out to be Positive. Out of ten posts that were originally marked as Neutral, four turned out to be Positive, six posts that were originally marked as Positive turned out to be Neutral.

Our analysis of expressed sentiments reveals that the posts marked as Positive were much more likely to be marked correctly than the posts marked as Negative. Dominant reason for this is not recognizing a positive sentiment due to words with negative meaning.
Other observed mistakes (from all Sentiment140 results, not only from the reviewed report described above):

- not recognizing sentiment due to the negation: tweet classified as negative sentiment, but is actually positive

- not recognizing slang: tweet classified as negative sentiment, but is actually positive

- not recognizing sarcasm: tweet classified as neutral sentiment, but is actually negative

- not recognizing sarcasm: tweet classified as positive sentiment, but is actually negative

- not recognizing positive sentiment

### 4.3.3. Analysis with Social Mention

Unlike Topsy.com and Sentiment140, which gather and analyse data only from Twitter, Social Mention monitors and collects relevant results on social networks, blogs, microblogs, forums, news, networks for video and audio content. Consequently, the results from Social Mention cannot be completely comparable with those gained through Topsy.com and Sentiment140.
Analysis shows that during airtime, the highest percent of strength was shown by the keyword “Budweiser Super Bowl” (92%), followed by “Always Super Bowl” (77%) and “Nationwide Super Bowl” (69%).

As for the sentiment, analyses clearly confirm the lower level of positive sentiment for Nationwide’s ad (28 / 24), the higher positive sentiment for the Always ad (32/42) and very high for Budweiser’s ad (69/74), during and after airtime.

The results for passion (See definition on page 8) show small differences between the three ads, during and after airtime, but it is interesting to notice that the results for passion are significantly higher for the period after the airtime for all three ads.

As for the reach, the keywords “Budweiser Super Bowl” show the highest reach (60%/18%), while “Always Super Bowl” (51%/16%) and “Nationwide Super Bowl” (46%/25%) follow with small difference between them.

Graph 12: Strength, sentiment, passion and reach reported by Social Mention based on brand name
Control research with hashtags reveals different results with the highest strength, passion and reach percentage for #makesafehappen (100%/15%/102%) during airtime, followed by #likeagirl (68%/0%/63%) and the lowest for #bestbuds (18%/0%/18%).

The results for period after airtime follow the same pattern as those during the airtime, with only one difference in research with hashtags where #likeagirl has the lowest strength (19%) and reach (10%) percentage.

Even if Social Mention has filters that allow deepening analysis, which proved to be very useful in some of our earlier research, for this research they did not demonstrate any significant benefit since both the filters “Top Keywords” and “Top Hashtags” were largely determinate by the campaign:
Nevertheless filters by Top Users and Sources did reveal some influencers and that Twitter and Facebook are the most active social media for Super Bowl.

**5. Conclusion**

None of the tools used managed to give a detailed analysis like that given using commercial tools, but considering that these are freely available tools, we believe that we managed to acquire some useful data. Even if the tools do not show completely comparable results on the
number of posts and the prevailing sentiment, they still confirm the mostly negative sentiment towards Nationwide’s ad and very positive towards Always and Budweiser’s adverts.

Considering that results differ significantly even among different commercial tools as well, this research confirmed how challenging ensuring social media is.

The possibility of viewing sentiment classification proved a major advantage because the automatic classification still has many drawbacks so a check is necessary in order to gain insight into the accuracy of the classification and therefore into the credibility of the obtained data.

Nevertheless, sentiment analysis on social networks provides an important and good insight into the movement of customer opinions and offers an excellent upgrade to traditional forms of marketing research. However, what makes automatic sentiment analysis seem far superior to traditional forms of marketing research is the ability to monitor and analyse the opinions of customers in real-time and in conversations in which greater honesty and openness can be assumed when it comes to opinions and views than is the case with traditional forms of marketing research.

This study did not have the ambition to provide a detailed analysis of the selected adverts or a comprehensive insight into the area of sentiment analysis; what we have been shown by this research is that the skilful use of free tools can provide very useful insight into the analysis of selected terms.

Each of the selected tools has its advantages and disadvantages, so it is crucial to know the possibilities of each tool and to select the tool depending on the research objective. Using multiple tools at the same time can also improve the end result, but one must be aware of differences in the methodology of each tool in order to be able to read and compare the results.

From our research, we are inclined to conclude that we were given the most beneficial results by the Social Mention browser, which despite some flaws (such as the lack of a historical presentation of the results), thanks to other functionalities (such as insight into post classification and filters for various criteria) allowed further analyses that provided us with a detailed understanding of the basic results obtained through sentiment analysis.
6. Acknowledgments

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BIographies

Iva Ančić
Iva Ančić received her degree in ‘Management in Tourism’ at the Rochester Institute of Technology, Croatia. She spent six years working in the tourism industry, mainly in the USA and Ireland. After returning to Croatia, she started her career in marketing working on projects varying from campaign and event management, market research to rebranding. In 2012 she received her master’s degree in ‘Marketing Communications’ at the Faculty of Economics and Business, University of Zagreb and is currently enrolled in the ‘International Relations’ Ph.D. program at the University of Zadar and DIU International University. She is an external associate in the ‘Tourism Destination Management’ course at the Edward Bernays College, and her points of interest include communication, marketing and tourism.

Marin Aničić
He finished the Psychology study program at the Faculty of Philosophy, Zagreb. He completed the PDS Organization and Management program at the Faculty of Economics and Business, Zagreb. He holds a Six Sigma Green Belt. He finished the IMMSP - International Marketing Management Study Program in New York. He is an expert with over 20 years of experience in human resources and business education. In the beginning of his career, he spent two years working in direct sales, where he achieved excellent results. Then he worked as an expert in the business practices in all areas of human resource management (selection, labor relations, organization, remuneration management, education). In late 2005, he founded the International Center for Professional Education that became the leading Croatian company in organizing business conferences with leading global experts. To date, his seminars in the field of business communications, customer relationship management, management and personal effectiveness were attended by over 5000 participants from Croatian and Bosnian companies. He is a guest lecturer at the Zagreb School of Economics and Management and at the Edward Bernays College of Communication Management.

Mario Aunedi Medek
For almost 13 years, Mario Aunedi Medek has been a partner and managing director of the agency Media Val and as of 2010, he also manages Alpheus Public Affairs. He began his career in 2001 at McCann-Erickson Croatia after graduating at the Faculty of Economics and Business in Zagreb. In 2011, he acquired the MCIPR title from UK’s Chartered Institute of Public Relations. Experienced in working with both private and public sector, in 2013, he extended his work to politics as well (election campaigns, policies). For over 10 years, Media Val has been a communication consultancy to major companies such as Vipnet, Coca-Cola, LG Electronics, Germanwings and currently is advising over 30 private companies (Nestlé, ZAIC, Dukat, INA…) and public institutions. He is a member of numerous professional and business associations such as the Croatian Public Relations Association, Croatian Society of Lobbyists, US Chamber of Commerce, the British-Croatian Chamber of Commerce, the French Business Club, the Academy for Political Development, and is current the President of the Croatian Association of Communications Agencies.
Maja Banovac Barić

Maja Banovac Barić was born in Zagreb. In 2008, she received her degree in Political Science from the Faculty of Political Science, University of Zagreb. The following year, she began working as a research assistant at the Faculty in the Department for International Politics and Diplomacy. In 2010, she enrolled in the Comparative Politics Ph.D. program, and her primary interest is the field of crisis management, in which she intends to defend her Ph.D. thesis. Since 2014, she is employed full-time at the Edward Bernays College of Communication Management as lecturer and Head of Center for Career Development and Market Cooperation.

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Branka was born on 12 June 1975 in Zagreb, where she attended elementary and secondary school. In 1994 she enrolled in Croatology and Sociology at the Center for Croatian Studies, University of Zagreb, and in 1999 acquired the professional title of Professor of Croatology and Sociology. Since autumn 1999, she has been working as a Croatian Language and Politics and Economics high school teacher. Because of her interest in contemporary Croatian sociolinguistic issues, in 2005, she enrolled in the interdisciplinary doctoral program Croatology at the Center for Croatian Studies, University of Zagreb. Her research involved two scientific questions: a) Scientific workshop: Standard Croatian language and sociolinguistic facts: evidence and challenges; and b) Intelligibility as a criterion in determining linguistic identity - research among Croatian students. Her scientific areas of interest are lexicology, lexicography and sociolinguistics. She has published two original scientific papers and participated in the 2nd Days of Educational Sciences: The Role of Research in Educational Change.

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Adrian Beljo is a Lecturer at the Edward Bernays College of Communication Management in Zagreb. He obtained a degree in Information Science and English Language and Literature from the Faculty of Social Sciences and Humanities at the University of Zagreb. He has been teaching English for over ten years, for the last five years at the tertiary level. His main interests are English for Specific Purposes, Teaching Vocabulary, as well as Cross-Cultural and Intercultural Communication. He has presented at conferences and has co-authored numerous articles and teaching materials. He is currently enrolled in the Ph.D. study program in Communication Sciences at the J.J. Strossmayer University of Osijek.
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Jasna Burić, a graduate lawyer with a degree in philosophy from the Faculty of Philosophy of the Society of Jesus (FFDI), University of Zagreb, has been an editor, presenter and journalist-mentor at the Science Program of Croatian Radio Television (HRT). She served as the Editor-in-Chief of Croatian Television and Croatian Television Program Director. She is a frequent course lecturer at higher education institutions in Zagreb. She taught the courses Crisis Communication and Ethics and Crises at the University of Zagreb, and Cultural Values and the Media and Media Culture at the University of Dubrovnik. She has presented her works at symposia in Croatia and abroad. She published a number of scholarly articles and research papers in Croatian and international journals and proceedings, and two books of scholarly dialogues with eminent Croatian and international scholars.

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Lana Ciboci is a Ph.D. candidate at the Faculty of Humanities and Social Sciences, University of Zagreb. Since 2014 she is employed at the Edward Bernays College of Communication Management. Lana is also a lecturer at the Faculty of Teacher Education and at the Centre for Croatian Studies, University of Zagreb. She is one of the authors of the first public opinion study on Media Literacy in Croatia. She is a member of the Croatian team of the EU Kids Online Project and The Digital International Media Literacy eBook Project (DIMLE). She is a Vice President of the Association for Communication and Media Culture, within which the Children of the Media project was implemented.

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Violeta Colić graduated in mathematics from the Faculty of Natural Science in Zagreb, but began her professional career in the media and continued in the field of communication management, first in the corporate and then in the agency sector. She has participated in many complex communication projects and has a rich experience in issue and crisis communication management, corporate communications and reputation management. She is actively involved in the educational aspect of public relations, holds a CIPR degree and is a certified CIPR lecturer. Currently she acts as a director / partner at the Communications Office Colić, Laco & Partners.
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Ita Ćirović Donev received her master’s degree in Statistics from Rice University, focusing on hyperbolic distributions for financial time series data. Teaching undergraduate applied courses in mathematics and statistics enabled further interaction with data analytics, which she later made full use of upon assuming a position in the Risk Management Department in a commercial bank. Starting as a quantitative research analyst responsible, primarily, for credit risk, within four years, she took over the position of Credit Risk Director and, within a year, the position of Executive Director of Risk Control. Currently, she acts as Director at FinanceMetrics, a Risk Management and Data Analytics consulting company in Zagreb, Croatia.

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Mila Ćosić was born on 10 May 1983 in Zagreb, Croatia. Mila is a communication science student at the Doctoral School of Josip Juraj Strossmayer University of Osijek. She holds a Bachelor of Arts degree in Macroeconomics from the Faculty of Economics and Business, University of Zagreb, and a Master’s degree in European Studies from the Faculty of Political Science, University of Zagreb. Mila has nine years of experience in the public sector, with focused operations in international relations. She is employed in the Croatian Agency for SMEs, Innovations and Investments. Prior to the Agency, her employer was the Ministry of Foreign and European Affairs. Mila attended the Harvard Kennedy School of Governance ExEd Program.

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Anemarija Dijanić was born on 26 February 1987 in Zagreb, Republic of Croatia. After graduating from the “administrative law” high school in the town Zlatar, she enrolled in the Police Academy in Zagreb, where she received the title of ”police officer” after the academy graduation. As a police officer, she started working in the Zagreb Police Department, while at the same time attending college. She graduated from Kairos College, Public Relations program in 2013., where she obtained the academic title “Professional bachelor of public relations“, defending her dissertation on the topic ”Stereotypes of women in dangerous occupations“, in the course “ Communicating Humanely “. In 2014, she enrolled in the Public Relations program, University North.

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Ivana Gažić
Graduated in Finance from the Faculty of Economics and Business at the University of Zagreb and gained the Executive MBA degree from the International Executive Development Center Bled (Slovenia). She also holds the investment advisor license. In 2012 she started her PhD studies in field of Communicology at Josip Juraj Strossmayer University in Osijek. She gained wide professional experience working for leading Croatian companies and financial institutions. Since May 2010 Ivana is the President of the Management Board of Zagreb Stock Exchange. Over the years she improved her knowledge through various professional seminars on banking and capital markets. She was a speaker, lecturer and participant in numerous conferences and professional gatherings on the subject of banking, investor relations, finance and capital markets.

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Dejan Gluvačević is a university specialist in public relations and Ph.D. candidate in communication sciences. He graduated on issue of branding and image management of destinations. In theory and practice he deals with public relations, identity and image of the countries in international relations, destination branding and tourism communication. Recently, the main focus of his work is tourism communication. Professional experience gained working as a journalist and practitioner in marketing and PR agencies. In last three years he took a part in several international scientific conferences and he is the author of four scientific paper.

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**Zlatko Hodak**

Zlatko Hodak, Ph.D., has been the director of the cluster of producers of auto parts (AD Cluster) based in Zagreb since 2010. He has thirty years of business experience, of which more than twenty-five in leading positions (Enim d.d., Zagreb - Director, Zagreb Airport – Financial Director, Elcon d.d., Zlatar Bistrica, Marketing and Financial Director). He spent a significant part of his working life in the automotive industry in Elcon d.d. – the company that manufactures components for world famous automobile manufacturers (Renault, Citroen and Peugeot). He earned his doctor's degree in economics and has the status of senior lecturer at the Zagreb School of Business in Croatia. He is the author of more than twenty professional and scientific papers in the fields of management, marketing and finance. He has participated and presented at a dozen professional and scientific international conferences related to the issues of entrepreneurship, management marketing and clusters.

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Dr. Anica Hunje was born on 21 March 1964 in Ivanec, Croatia. In 2006, at the Faculty of Textile Technology, University of Zagreb, she successfully defended her doctoral thesis entitled “The impact of environment on the experience of color”. In 2012, she was elected to the scientific title of Research Associate, in 2013 to the academic title of Assistant Professor, and in 2014 to the scientific title Senior Research Associate. As of 22 January 2014, she is Head of the Department of Business, University North. She has 40 published scientific papers and has exhibited at 20 scientific conferences. She has participated in the realization of three scientific projects. Along with co-workers, she is the author of two scientific books “Fundamentals of Entrepreneurship” and “Entrepreneurship”.

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**Ivana Jeleč**

Ivana Jeleč works as the Head of the Center for Public Relations and an assistant at the Edward Bernays College of Communication Management on courses related to corporate communications and Spanish language. She graduated in Public Relations and Political Communication at the Faculty of Political Science, and she is also currently finishing the Spanish Language and Literature and Italian Language and Literature graduate study program at the Faculty of Humanities and Social Sciences, University of Zagreb. She started her career in Millenium promocija, Croatia’s leading agency for integrated communication, where she had the opportunity to work on numerous projects in various fields such as education, tourism, banking and pharmacy for clients such as the Importanne Group, Hypo Group, Partner Bank, Johnson & Johnson and L’Oréal.

**Damir Jugo**

Damir is the Dean of the Edward Bernays College of Communication Management. For over ten years, he successfully combined PR theory and practice, working as a consultant and executive director in Millenium Promocija, one of the leading regional public relations agencies, and as a lecturer at the Faculty of Political Science, University of Zagreb. He received his master’s and doctoral degree in the field of public relations; strategic and crisis communications, and in addition to teaching at the undergraduate, graduate and postgraduate level as a lecturer, he is engaged in numerous professional and lifelong learning programs for institutions in Croatia and abroad. He is the author of several professional and academic papers on strategic communications, public relations, management of image and international communications, as well as of *Public Relations Strategies*, the first textbook on strategic communications in Croatia and the region. He has held the positions of member of the Governing Board and of the Supervisory Board of the Croatian Association of Communications Agencies (HUKA), and member of the Supervisory Board of the Croatian Communication Association (HKD). Furthermore, he is a long-standing member of the Croatian Public Relations Association (HUOJ), of the Croatian Political Science Association (HPD) and the European Public Relations Education and Research Association (EUPRERA).

**Antonija Jurčić**

Antonija was born on 7 July 1981 in Zagreb, where she completed primary school and graduated from secondary school. In 1999 she enrolled at the University of Zagreb, Faculty of Humanities and Social Sciences where she studied Croatian and Russian Language and Literature and graduated in 2005, acquiring the academic title of Teacher of Croatian Language and Literature and Russian Language and Literature. She has been working as a high school teacher since 2006. Following her interest in students’ communication competences, she enrolled in the Postgraduate Doctoral Study of Information and Communication Sciences at the University of Zagreb, Faculty of Humanities and Social Sciences. So far she has published two original scientific papers and participated in two scientific conferences.

**Boris Jurič**

Boris Jurič was born in 1969 in Zagreb, Croatia. He graduated and obtained his master's degree in marketing at the Faculty of Economics and Business in Zagreb. He was employed at several senior marketing positions in the media, automobile, and publishing industries. He was
employed in the PR Department as an advisor for promotion in the Ministry of Science and Technology from 1997 to 2001 and was one of the creators of the student ID card, popularly called “iksica”. He has been a senior lecturer in the Department of Economics and Marketing at the University of Applied Sciences VERN for 14 years. He teaches the following courses: Fundamentals of Marketing, Consumer Behavior, Marketing Plan and Promotion. He has published several scientific papers (12) on the topic of marketing and consumer behavior.

**Ivan Juričić**

Ivan Juričić has graduated Journalism from the Center of Croatian Studies, University of Zagreb. His professional experience is related to web journalism and PR in the corporate sector and public administration as well. Given his relevant professional experience, he is interested in the PR industry and modern trends in journalism, especially those relying on IT infrastructure. He has also extended his knowledge and understanding of the ICT sector through various educational courses, such as those on social media management, web and graphic design, content management and many others.

**Anita Klapan**

Anita Klapan completed her M.A. in psychology and a postgraduate specialist program in integrated marketing communications at the University of Zagreb. She also completed education programs in psychotherapy. She has gained professional communication-related experience by working for various non-governmental organizations and civil service, as well as in a communications agency for the past ten or so years. Currently she acts as a senior consultant / partner in the Communications Office Colić, Laco & Partners.

**Dijana Kobas Dešković**

Dijana Kobas Dešković is a communications and human resources consultant and lecturer at the Center for Croatian Studies, University of Zagreb and at the Edward Bernays College of Communication Management. She has a Master’s degree in psychology (University of Zagreb) and an MBA degree (IE Business School, Madrid). Her professional interest focuses on corporate social responsibility, change management, internal communications, and leadership development. She initiated the establishment of the Croatian Association of Communication Agencies (HUKA) and served as its President for two consecutive terms. She also served as Chairperson of the Ethical Committee within the Croatian Public Relations Association and, inter alia, as a Board Member of the International Communications Consultancies Organization (ICCO). She was Corporate Communications Director of PLIVA – pharmaceutical company and she co-founded communications consultancy Spona communications. Also, she established the Working Mother Institute which certifies companies for corporate family responsibility and gender equality.

**Petra Krpan**

Petra Krpan was born in Zagreb in 1985. She completed her education at the Faculty of Textile Technology, B.A. in Fashion Design and M.A. in Fashion Theory in Zagreb and at the University of London, London College of Fashion, majoring in Fashion Journalism and Fashion Media Business. She is currently working as an assistant at the University of Zagreb, Faculty of Textile Technology, Department for Fashion Design, teaching Fashion and New Media.
Biographies

Performance and Fashion, Fashion Theory I and II. She is finishing a Ph.D. program at the Faculty of Humanities and Social Sciences in Zagreb. Her work is mainly related to contemporary fashion theories, as well as new media, cinema and performance studies.

Živko Krstić

Živko Krstić, M.A. in IT Management, is a data scientist at Crossing Technologies LTD. His main scientific interests are machine learning, statistics, big data, business intelligence and data visualization. His key area of interest is text analysis. Krstić is also a member of the 3psplit association. He published a paper on text analysis and big data at the MIPRO International ICT Convention.

Tihana Ela Kružić

Tihana Ela Kružić graduated from the Faculty of Political Science, University of Zagreb. Currently she holds the position of Head of Media Analysis Department at Press Clipping in Zagreb. Together with her team of experts, she is dedicated to the development of efficient methodologies for media analyses and PR evaluations, as well as pinpointing the importance of the overall evaluation process. The quest for the best measure is a mission she and her team take very seriously. Before her full commitment to analytics, she served as an Assistant Director at Press Clipping. Her love and interest for the media came long time ago while working with the National Democratic Institute for International Affairs on the development of democratic institutions, political programs, political communication and freedom of the media. Among the certificates and recognitions she has been awarded, the ones that are closest to her heart are from the London School of Public Relations and her B2 certificate in French.

Danijel Labaš

Danijel Labaš studied philosophy and theology in Zagreb and Rome (Pontificia Università Gregoriana). In 1996, he obtained his Ph.D. in Communication Sciences at Università Pontificia Salesiana in Rome. He honed his professional skills at Radiotelevisione Italiana in Rome and Westdeutscher Rundfunk in Cologne. As of 2007, he is employed full-time at the Center for Croatian Studies of the University of Zagreb, where he was appointed Associate Professor in 2011. His main research interests are media semiotics, media pedagogy, film and the media, ethics in journalism, the media and violence, as well as children and the media. He has presented at numerous domestic and international conferences. He authored and co-authored several books and conference proceedings, as well as published numerous research and professional articles.

Tomislav Levak

Tomislav Levak is a teaching and research assistant at the Department of Cultural Studies, University of Osijek. He acquired a double M.A. – in Media Culture and Cultural Management. He received an award as the valedictorian at the undergraduate and graduate levels, and the Dean’s Award for Outstanding Success. He worked as a journalist for a number of print media since 1996 – Slobodna Dalmacija, Jutarnji list, Slavonski dom and Glas Slavonije. He is currently enrolled in the postgraduate interdisciplinary doctoral program "Communication studies" at the University of Osijek. He has participated in several national and international
scientific and professional conferences, and has prepared and edited several books and anthologies. Besides Croatian, he also speaks English and German.

Sergej Lugović

Sergej Lugović is a senior lecturer teaching Information Economy, Technology Entrepreneurship and e-business at the Polytechnic of Zagreb, Croatia. He is also a Ph.D. candidate at the Information Science Department of the Faculty of Humanities and Social Sciences, University of Zagreb. His research interests are information behavior and needs in intelligent socio-technical systems. He holds a Master of Science degree from Plekhanov Russian University of Economics and an MBA from The London College UCK. Along with his academic career, he had a business career in Moscow, London, and Zagreb, working for blue chip companies, for the government of the Republic of Croatia, in technology ventures, and in the fashion and the music industries.

Filipa Marušić

Filipa Marušić has a master's degree in business economics, with a major in marketing and tourism. Her main field of interest is implementing the marketing mix in tourism services and the importance of new media and PR in the marketing process. A recent graduate and entrepreneur, she has experience in various jobs related to marketing, journalism, communication and PR. She manages her own company that specializes in providing tourism and marketing services.

Lovorka Mihanović

Lovorka Mihanović was born in 1985 in Zagreb, Croatia. She graduated as a Bachelor of Entrepreneurship of Economics and a Specialist graduate of Managing Business Communications on the University of Applied Sciences Vern in Zagreb. She has worked as the Head of Sales, Promotion and Public Relations for Opera in the Croatian National Theater in Zagreb for over six years and participated in Opera Europa seminars and workshops on subjects such as corporate communications, public relations and marketing in cultural institutions. Currently she is working as Marketing Manager in Intercorona d.o.o. in Zagreb, a company that is specialized in the development of computer games and associated tools.

Dubravko Miholić

Dubravko is one of the leading experts in lobbying and public relations in Croatia. He specializes in crisis communication, political consulting and political marketing, as well as public affairs and lobbying. Since 1998, Dubravko has consulted over a hundred members of boards and supervisory boards of large multinational companies and organizations, along with the Croatian Government and its members, and has managed numerous campaigns and EU projects. He has successfully managed lobbying projects in Croatia, Brussels and the SEE region. Dubravko is one of the first lobbyists accredited with the European Parliament from Croatia. Graduating in Economy - Finance (Zagreb), Dubravko has also obtained an MBA from IEDC Bled and is a CIPR diploma holder. He is the President of the European Movement Croatia and Europe House Zagreb, board member of the Croatian Exporters’ Association and member of the Supervisory Committee of the Croatian Lobbyist Association.
Lucia Miškulin Saletović
Lucia Miškulin Saletović holds a Ph.D. in Linguistics from the University of Zagreb. She is a Senior Lecturer at the Center for Croatian Studies of the University of Zagreb. She has been involved in foreign language teaching at the tertiary level for over ten years. In addition, she teaches courses on general linguistics and sociolinguistics. She has presented at numerous domestic and international conferences, as well as published articles and teaching materials. Her main interests are text linguistics, sociolinguistics, advertising discourse, onomastic and English for Academic Purposes.

Miroslav Mikota
Miroslav Mikota was born on 4 March 1967 in Zagreb. He is an Assistant Professor at the University of Zagreb, Faculty of Graphic Arts, and teaches courses related to the field of photography. He is the author of the book Creation by Photography, more than 70 scientific papers, 18 professional papers and more than 400 lexicographical articles. Miroslav Mikota is editor of profession in General Encyclopedia, Lexicon of Arts and Technical Lexicon of Croatian Institute of Lexicography, two scientific books, 7 proceedings of scientific conferences and one scientific journal. He exhibited photographs at 29 exhibitions.

Nikola Mrvac
Nikola Mrvac was born on 28 May 1969 in Desno Sredičko. He is Vice Dean and Full Professor at the University of Zagreb, Faculty of Graphic Arts, and teaches courses related to the field of printing, multimedia and education, which are his fields of interest in his scientific work. The application of the results of his research and presented innovations can serve graphic arts’ businesses as a guide to develop systems that will result in an optimal quality of printed and multimedia products.

Ana Mulović
Ana is a Senior Lecturer at University North, Business and Management in Media and PhD student of Communicology. Also, she is lecturer at the Edward Bernays College of Communication in Zagreb and at the Institute of Management, Zagreb. She obtained the Master of Business Administration in the field of Brand Management. Ana has been developing her professional career and experience in market research, media, managing local and world famous brands in CEE markets and for the last four years she put her effort in educating young generations.

Stana Odak Krasić
Stana Odak Krasić was born on 10 March 1983, in Mostar, Bosnia and Herzegovina. In 2006, she graduated from the Faculty of Political Science in Zagreb, and obtained a master's degree in journalism. Currently, she is a doctoral student in the Languages and Cultures study program at the Faculty of Philosophy, University of Mostar. She worked as an associate at the Zagreb School of Business, and as a lecturer and coordinator for education, employed full-time, at the Kairos College for Public Relations and Media Studies. Since December 2013, she is employed at VERN as head of the Public Relations and Media Studies study program. She is lecturer in charge for the courses Introduction to Communication, Internal Communication, Crisis Management and Ethics in Communication.
Biographies

Communication, Ethics, Communication and Corporate Social Responsibility, Spokesperson and Public Appearances, Public Relations in Sport and Public relations in Tourism. She has participated in many conferences, symposia, round tables, conferences and professional training programs.

Ivan Pakozdi
Ivan Pakozdi is executive director and senior consultant in Millenium promocija, the leading Croatian integrated communication agency and lecturer at the Edward Bernays College of Communication Management. Ivan graduated journalism in 2009 from the Faculty of Political Science in Zagreb. His thesis was on the role of public relations in the process of creating and positioning brands on the market. During his studies he majored in public relations and print media. He was a member of the first generation of graduates of Matrix Croatica’s Communication Sciences School. He has been a member of the Croatian Public Relations Association since 2007.

Mihaela Pavičić
Mihaela Pavičić was born in Zagreb. She graduated sociology (2008) and earned her Master’s degree in Communications (2011) at the Center for Croatian Studies, University of Zagreb. She worked as an intern in public relations for several agencies (Media Val, McCann Erickson, Hauska & Partner, Studio Conex), and for Deloitte consulting. She graduated at the London School of Public Relations (LSPR), and earned a degree in marketing at the Institute for Management. Since 2012, she has been working in Doking as a sales specialist.

Mario Periša
Mario Periša was born in 1972 in Livno. He graduated from the Faculty of Graphic Arts, University of Zagreb, where he is attending doctoral studies. The focus of his interest is directed towards the study of visual communication and photographic processes; therefore, his scientific work is present alongside his artistic work. He is the author of hundreds of photographs from different areas, published in the media in Croatia and the region, including the leading Croatian daily newspapers and magazines. At independent exhibitions, alongside the medium of photography, he has successfully tried his skill at the medium of video and installations. He is a Senior Lecturer at University North and an external associate at the Edward Bernays College of Communication Management in Zagreb.

Sanja Rocco
Sanja Rocco, M.Sc., is a senior lecturer at the Zagreb School of Business, and Head of Marketing Department, teaching several courses: Promotion, Product Development and Design, Marketing for Nonprofit Organizations and Marketing Management. She also gives lectures on Design Management in Tourism, as part of the graduate study program ”Managing Sustainable Tourism Development” at VERN University of Applied Sciences. She has professional experience as a manager and as an art director. She earned her diploma at the Faculty of Architecture and her Master of Science degree at the Faculty of Economics and Business, University of Zagreb, and is currently a doctoral candidate.
Kristian Saletović

Kristian Saletović was born in Zagreb in 1977. He obtained his Master of Science degree at the Faculty of Organization and Informatics in Varaždin, University of Zagreb. He has worked for renowned global companies on professional tasks in the telecommunications industry. In 2010, he was appointed Senior Lecturer. He is Lecturer in Charge for the courses Modeling Business Processes and Security of Business Information Systems in the graduate study program in IT Management at the VERN' University of Applied Sciences. He is currently employed in the IT industry as Director of Informatics and Information Security Manager, and has obtained several professional certificates.

Maja Samardžić Gašpar

Maja Samardžić Gašpar works as a consultant in Millenium promocija, leading agency for integrated communication in Croatia and as an assistant on Edward Bernays College of Communication Management on courses related to strategic public relations and management in public relations. Samardžić Gašpar graduated in Public Relations and Political Communication on the Faculty of Political Science in Zagreb and began her career as a general sales representative for Nike. During her career in the field of communication management, she had the opportunity to work on numerous communication projects in the fields of tourism, banking, insurance, pharmacy, and telecommunications, like the Hypo Group, Partner Bank, Croatia osiguranje, Pliva, Vipnet, and Jadranka Grupa.

Kristijan Sedak

Kristijan Sedak has an M.A. in communicology and is a Ph.D. candidate in the Information and Communication Sciences Department of the Faculty of Humanities and Social Sciences Zagreb and a teaching assistant at the VERN' University of Applied Sciences and Supera Business School. He works as an advisor and expert associate on political education and international relationship projects to the Croatian Statehood Foundation. He is an alumni scholarship holder of the Konrad Adenauer Foundation, Founder of the School for Public Appearance and Presentation Skills of the University of Zagreb and author of several scientific papers on PR and communication.

Božo Skoko

Bozo Skoko is an associate professor at the Faculty of Political Science of the University of Zagreb, where he holds public relations courses. He is the founder and head of the first postgraduate public relations study program at the University of Zagreb. Furthermore, he is the co-founder and a partner of the leading Croatian public relations agency Millenium promocija. He is the author of numerous books and scientific papers on public relations, communications, media and country image management. Božo received his doctorate and master's degree in international public relations at the Faculty of Political Science, University of Zagreb. As director and, later, consultant to the public relations company Millenium promocija, he has led numerous projects and public relations campaigns, and has advised managers, political officials, corporations and institutions in Croatia and neighboring countries, including the Delegation of the European Commission in Croatia. Prior to entering the world of science and public relations (2000), he worked as a journalist. Among others things, he worked as a journalist and editor with Croatian Television (HRT), as well as a correspondent for Federal
Television (FTV) in Sarajevo and the Croatian radio program from New York. He has published the following books: Croatia and Its Neighbors - How Croatia Is Perceived in Bosnia and Herzegovina, Montenegro, Macedonia, Slovenia and Serbia (AGM, Zagreb, 2010); The State as a Brand – Management of National Identity (Matica hrvatska, Zagreb, 2009); Croatia – Identity, Image, Promotion (Školska knjiga, Zagreb, 2004 and 2005), as well as Handbook for Understanding Public Relations (Millenium promocija, Zagreb, 2006). In 2011, he was presented the Croatian Public Relations Association’s Grand PRix Award for his contribution to the development of PR in Croatia.

**Ana Smoljo Josić**

Ana joined Hauska & Partner in 2001, after a short career as a journalist. She advises the Management Boards of top clients from IT, food, energy sector, infrastructure & construction, pharmaceutical industry and tourism. She is specialized in reputation management, risk issues and crisis communications, investor relations, media relations, corporate social responsibility and reporting, and education. Ana is a member of the Croatian Public Relations Association’s Management Board and Founder of the Corporate Social Responsibility Section. She graduated Journalism at the Faculty of Political Science in Zagreb.

**Sandro Stojaković**

Sandro Stojaković completed the graduate study program and obtained a degree in Communication Sciences at the Center for Croatian Studies, University of Zagreb. He is currently employed at Hauska & Partner Corporate Relations as part of the consulting team. His main fields of interest are public relations, in particular corporate relations, as well as sports discourse.

**Neven Šerić**

Neven Šerić, Ph.D. is an assistant professor at the University of Split in the field of marketing. He is also a consultant and advisor in marketing management with an emphasis on marketing in tourism, business intelligence, business logistic, market research, branding, marketing strategy, product development and product management. He was member of the board of directors of various companies and project manager for different projects. In addition, he published more than 40 scientific papers and was a participant in more than 40 conferences and a reviewer of several scientific books and papers.

**Gordan Ivan Šojat**

Gordan Ivan Šojat is founder and owner of Top 5 MultiMedia and an assistant at the Edward Bernays College of Communication Management, Department of Media and Journalism. He has been a freelance journalist and editor throughout his career, while during his studies at the Faculty of Political Science, he was president of the student council and chief editor of various student newspapers. He possesses journalistic and media expertise and is active in international relations, having worked for the UN, UNHCR, ASB and on various EU projects. He is also fluent in English, Italian and can cope in German, French and Spanish.
Marta Takahashi

Marta Takahashi was born in Zagreb. In 2014, she completed the undergraduate “Public Relations and Media Studies” program at VERN’ University of Applied Sciences with the highest grade point average in the class. She is currently a graduate student at the Edward Bernays College of Communication Management. Since 2009, she has been volunteering at Caritas’ Home for Children without Parental Care. In 2012, the Caritas of the Archdiocese of Zagreb proclaimed her Volunteer of the Year. She won the IFIA Lady Prize, the International Federation of Inventors’ Associations, for the best work of female innovators in Arca 2010. She is fluent in English and has basic knowledge of Japanese, French and German.

Mateja Terek

Mateja joined Hauska & Partner in 2009 following a short career in market research. With over six years of experience in a communication consultancy, Mateja is mostly focused on online communications, public affairs, media relations and analytics, consulting clients from the pharmaceutical, finance, tobacco, IT and energy industries, while being responsible for various projects in terms of creative concept development, online communication strategies, risk issues management, CSR and reporting, and event management. She graduated Political Science at the Faculty of Political Science in Zagreb and is a member of the CPRA.

Marijana Togonal

Marijana Togonal was born on 15 September 1971 in Zagreb. She graduated in 1998 from the University of Zagreb – Faculty of Philosophy where she became a professor of Croatian and Literature. In 2014, at the same university, she received her Ph.D. under the mentorship of Academician Boris Senker. The theme of her doctoral dissertation was the “Scenic Staging of Krleža’s Kings”. She is employed at the Edward Bernays College of Communication Management. She teaches: Croatian and Stylistics; Writing in Public Relations; Foundations of Rhetoric; Croatian Literature; Democracy and Human Rights, as well as Culture of Organization. She works as an adjunct professor at Vern University of Applied Sciences, where she teaches two courses: Croatian Business Language and Writing in Public Relations. Marijana Togonal wrote two course books and several scientific and professional papers. She participated in national and international scientific and professional meetings and conferences.

Boban Tomić

Dr. Tomić graduated from the Faculty of Philology, University of Belgrade, in the Department of South-Slavonic Literatures and the Serbian Language, where he obtained his M.A. degree in Literature Studies. He defended his Ph.D. in the Department of Communication Sciences at the Faculty of Political Science, University of Belgrade. He worked as a literature and language teacher, editor of local media, and social activist in the field of media freedoms and human rights. He took up the post of assistant professor at the Faculty of Media and Communications in Belgrade in 2008, where he has taught the following courses: Introduction to Media Studies, Media Genres, Stylistics for Journalists, Media Ethics, and Media Literacy.

Boška Trbojević

Boška Trbojević is a Director of Public Affairs and Communications Department Croatia and BiH, Coca-Cola HBC Croatia. She was born in Zagreb in 1974, where she obtained a degree in
Biographies

Davor Trbušić

Davor Trbušić was born on 23 October 1988 in Zagreb. After graduating Communication Science at the University of Zagreb, he started his Ph.D. studies at the Faculty of Humanities and Social Sciences, University of Zagreb. He is currently employed as Communication Officer in the Press Office of the Archdiocese of Zagreb, where he is responsible for public relations of the Archdiocese of Zagreb and its bodies and institutions - from planning communication, its implementation, monitoring and evaluation. Previous experience includes public relations, media relations, internal communications, community management, editorial and journalistic work. His areas of interest are ecclesiastic communication, corporate communication, journalism ethics and scientific research.

Sunčana Tuksar Radumilo

Sunčana Tuksar Radumilo was born in 1972 in Čakovec. She comes from Zagreb and currently works as a full-time lecturer of English at Juraj Dobrila University of Pula. Presently, she is enrolled in the Doctoral School of Social Sciences and Humanities, Interdisciplinary Doctoral Study of Communication, J.J. Strossmayer University of Osijek. Her research interests lie in exploring the principles of multimodal film analysis, visual and verbal communication studies and visual literacy in relation to second language acquisition. Her recent publications include several relevant scientific papers as well as publications in the field of literature and film. She writes prose and has been attending international conferences and giving lectures since 2005.

Dejan Verčič

Dejan Verčič (Ph.D. London School of Economics and Political Science, 2000) is Professor and Head of Centre for Marketing and Public Relations at the University of Ljubljana. In 2014 he was a Fulbright Scholar at the Sand Diego State University, USA. His most recent books are journalism at the Faculty of Political Sciences in 2000, eight years later she completed the Executive MBA program at Cotrugli Business School. Although she began her career at Večernji list, her professional development took place in Coca-Cola HBC Croatia, where she developed and advanced over the past ten years to the position of director of the Public Affairs and Communication Department and member of the company’s management board. At Coca-Cola HBC Croatia she is responsible for lobbying and representation between key interest groups, the Government, non-governmental organizations and associations and for managing communication and public relations. She has gained vast experience in improving internal communication processes at Coca-Cola HBC Croatia and in crisis communication. Under her guidance, the Public Affairs and Communication Department has achieved its best results and has come up with the most successful projects, including numerous internationally awarded projects, while the company has affirmed itself as one of the leaders in corporate social responsibility in Croatia. From 2008, while she is heading the department, the company received top ratings for non-financial reporting, it has initiated the first socially responsible projects in public-private partnerships, and it influenced with its work the development of understanding of corporate social responsibility in Croatia in general. She is a member of numerous professional associations and the company’s representative in the American Chamber of Commerce, the Socio-Economic Council of the City of Zagreb, the Croatian Business Council for Sustainable Development and others.
Sanja Vladović
Sanja Vladović graduated from the Faculty of Humanities and Social Sciences, University of Zagreb. She is currently a Ph.D. candidate at the same faculty in the Department of Information and Communication Sciences. She is working as a marketing director at the Arena Centar Shopping Center – Zagreb. Her research is focused on advertising as a form of communication in contemporary society.

Igor Vukasović
In 2011, Igor Vukasović took over the role of Corporate Communications Director for Hypo Alpe-Adria-Bank in Croatia, before which he gathered extensive experience in the field, working for two PR agencies. He received a degree in ‘Journalism’ from the Faculty of Political Science (FPZ), University of Zagreb, and is currently enrolled in the Ph.D. program in ‘Information and Communication’ at the Faculty of Humanities and Social Sciences. He completed the ‘Integrated Approach to Public Relations’ program from the LSPR and the ‘Business Learning Excellence for Development’ program from IEDC BLED. Since 2009 he has been a permanent guest lecturer at FPZ’s ‘Identity, Image and Brand Management’ course, and, as of 2014, is a professor at the Edward Bernays College in charge of ‘Business Communications’ and ‘Tourism Destination Management’ courses. He published several papers and his fields of interest are: brand and reputation management, corporate communication and PR, and has published several papers and articles on these topics.

Ivana Vukićević Ćukelj
Ivana Vukićević Ćukelj works as an Associate Expert in the Department for Systems and Business Processes Improvement in the field of information and telecommunications systems in a state administration body. Her tasks include making recommendations for the introduction and application of commercial solutions based on conducted analyses, implementation and operation of information systems to support business processes and activities, creating reports containing proposals on measures for improving and optimizing information technology application.

Diana Vuković
Dijana Vuković was born in 1968 in Zagreb, Croatia. She graduated and obtained her master's degree in marketing at the Faculty of Economics and Business in Zagreb. She was employed in
Biographies

Nefreteta Zekić Eberhard
Nefreteta Zekić Eberhard has been a journalist with Glas Slavonije since 2008. She graduated from the Faculty of Political Science in Zagreb in 2008, specializing in public relations and diplomacy. She was employed in the daily newspaper Glas Slavonije, as a correspondent for the daily newspaper Jutarnji list, as an author and editor of the daily newspaper Slavonski dom, and assistant editor of the monthly edition Naše selo (Our Village), financed by the Ministry of Agriculture. She enrolled in the postgraduate interdisciplinary doctoral program "European Studies" of the J.J. Strossmayer University of Osijek in 2013. She has published several papers, and speaks Croatian, English, German and Hungarian.

Ivica Žigić
Ivica Žigić is Marketing and Corporate Communications Manager at HEP. In 2010, he was member of the Board in the company Profil International, responsible for strategic planning, corporate communications, marketing and lobbying. From 2005 to 2010, he held the position of Corporate Communications Department Manager in Croatia Osiguranje. Since 2008, he is an international CIPR public relations lecturer. He obtained a degree in geography from the Faculty of Science in Zagreb. In 2007, he completed the Corporate Management program at the Faculty of Economics and Business in Zagreb, and holds a certificate for members of Management and Supervisory Boards. In July 2008, he completed the CIPR program and receives the CIPR certificate from the Faculty of Economics and Business in Zagreb and the Croatian Public Relations Association (HUOJ) for the CIPR program. Until 2012, he was a member of the Supervisory Board of the Croatian Public Relations Association (HUOJ). Furthermore, he is a member of the Croatian Association of Security Managers (UHMS), where he is an advisor for marketing and communications, as well as a member of the Association of Certified Members of Management and Supervisory Boards.

Ivan Vuković
Ivan Vuković is head of Legislative & Regulatory Affairs in the Vlahovic Group LLC and Fipra Croatia. He is the project assistant at the Croatia EU Business Council aisbl and editor of the Legislative & Policy Journal magazine. Ivan began his career as the executive assistant of the Management Board at the Croatian Lobbyists Association (HDL). He holds a Bachelor degree in Entrepreneurship Economics from Vern’ University of Applied Sciences, and he completed a joint leadership program between Georgian Court University (USA) and Vern University. Ivan is the author of several scientific articles on public affairs and entrepreneurship.

several senior marketing positions in the media, cosmetic, and publishing industries. She spent many years at the Zagreb Fair as project director of the following fairs: food fair, fair cosmetics, Zagreb International Autumn Fair, and Project Director of the CEI Economic Forum SEF Central European Initiative. She has been a lecturer in the Department of Economics and Marketing at the VERN University of Applied Sciences for 14 years. She teaches the following courses: Fundamentals of Marketing, Sales Management, Consumer Behavior, Marketing Plan and Promotion. She is enrolled in the management for sustainable development doctoral program at the Faculty of Tourism and Hospitality, University of Rijeka. She has published several scientific papers (19) on the topic of marketing and consumer behavior.
He began his career as a journalist when in high school, in the weekly OK!. He continued his career on the TV stations Otvorena Televizija and TV Mreža as a journalist and editor. He worked as a journalist in Jutarnji List from 1998 to 2001, as editor of the online edition of the magazine Klik. In 2002, he moves to the position of editor of the Iskon Internet portal. At the same time, since 2001, he publishes articles in the political weekly Globus, and as of 2003, actively works as a journalist in the weekly Globus, spending time in crisis areas and countries of the Middle East and South-East Asia, Afghanistan, Iran, Jordan, India, Cambodia, covering foreign policy topics. He began his career in public relations on PR projects of the companies Profil International and Gis Data at the end of 2002. In Croatia Osiguranje d.d., besides the position of Corporate Communications Department Manager, he was responsible for strategic communications of the Croatia Osiguranje Group, as well as daughter companies in Croatia, BiH, Serbia, Kosovo and Macedonia.

Ksenija Žlof

Ksenija Žlof has been the long-time head of public relations at Croatia Airlines, the editor of the inflight magazine Croatia and is a former journalist. She has been engaged in scientific work since 2002 and regularly participates in scientific and profession-related conferences, and publishes papers. She received her Ph.D. in 2010 at the University of Zadar, having successfully defended her doctoral dissertation entitled The Influence of the Source on the Credibility of Media Reports (on the Example of Croatia Airlines). Since 2007 she has taught at colleges, since 2012 at University North in Varaždin, and since 2013 also at the Edward Bernays College of Communication Management. She was amongst the first in Croatia to have been involved in the PR profession. She founded the PR Department of the national airline in 1994. She is the recipient of the 2012 PRO.PR AWARD for her work and contribution to the development of public relations and connecting this profession with science.