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Suzana Žilić Fišer: SUCCESSFUL TELEVISION MANAGEMENT: THE HYBRID APPROACH, Published by Peter Lang GmbH, Internationaler Verlag der Wissenschaften, Frankfurt am Main, 2015, p.170

Media and media institutions most certainly play an important role in democratic society. Due to their dynamic nature, they are forced to coordinate various demands by the public, owners, advertisers and the society. That is why their management has become an extremely complex process. Achieving successful operation requires taking account of different interests, technological development, changes in the regulatory framework and social trends. Media performance reflects social developments, while their management often represents catching of the uncatchable: providing for the public good and offering attractive market products. The book explores a hybrid model of broadcasting in terms of the setting of research parameters and implementation of modern managerial practices, which are suggested as relevant also for the public TV broadcasting stations operating in a market-driven environment. Moreover, the research focused on public service broadcaster in UK gave the author the ground for the comparison with the broadcasting institution in the Central Europe.

A mixture of private and public management practices requires setting appropriate criteria

for many public services. From the perspective of television institutions, these new managerial practices respond to the challenges of the market: how to produce more with fewer funds in a very competitive market? The most important driving force for the management of television organisations is the need for efficiency, which means not only economic efficiency but also operational and organisational efficiency. The demand for efficiency is the consequence of a new competitive environment in which public service broadcasters play an important role. On a global level, these broadcasters are facing demands for increasing efficiency and flexibility within the changing media environment. These requirements derive mainly from the increasing complexity of society and the environment and their mutual interaction. There is also an increasing need for responsiveness towards the changes in the environment, an increasing need to incorporate into the emerging information society, which implies an increasing need for coordination, participation and decentralisation, and limits on public funds. Pressure to decrease expenditures lead into seeking of more efficient approaches towards management, development and implementation of performance assessment systems. This book explores the conflict between public interest and the economic success of television organisations. This issue required careful analysis of the problem of efficiency and effectiveness in commercial, public service broadcasting. The arguments presented suggest that social responsibility in programming and profit-seeking are incompatible. In exploring the effectiveness and efficiency in broadcasting, the author stressed the importance of active market-oriented activities as well as the fulfilment of public interest in television. In the book there this hypothesis is tested through ducting an extensive case study research of the hybrid model commercial service broadcaster Channel 4. Besides the analysis of valuable data, author identified individual management approaches which are relevant for the fulfilment of public interest and economic success of public service broadcasting organisations. In the chapter about media in society the discussion centres on the role of mass media in society. Referring to various

different theoretical arguments the peculiar role of the media, media economy and media institutions are examined. Accordingly, public interest is demonstrated in all media and therefore the complexity of broadcasting policy analysis is needed. In the chapter about organisational management there is a discussion of management theories by examining the limitations in their applications to media industry. In the search for an appropriate theoretical framework of analysing the media management, particularly in public broadcasting, different theoretical approaches are needed. Management research in public broadcasting is leading to various scientific disciplines – from political management to economic and media regulations. In the chapter about different broadcasting systems there is a broad explanation of the conditions and activities of media systems, and their challenges and barriers in the media market. The author examined different characteristics of media systems in USA and Europe. A great deal of attention is devoted to activities of European dual systems of broadcasting, in which public broadcasters are confronted with commercial competitors and management of broadcasting has to take into account severe media regulations as well as additional demands from the market. The book presented the broadcasting system in the UK with particular attention to the hybrid broadcasting model, Channel 4, which is the main case study of this research. Accordingly, individual features of the environment that enabled the development of this hybrid broadcasting organisation are also very sufficiently explained. In the chapter about the identification of success of media organisations – there are main criteria for evaluating management approaches and performance assessment. With those criteria, it is possible to analyse the management process of broadcasting organisations and expose their strengths and weaknesses. Particular attention is also devoted to an analysis of the reasons for considering economic measures as necessary elements in the process of evaluating the management of public broadcasting that shows us the level of accommodation of the broadcasting organisations to dynamic media environment. In the analysis of management of a hybrid broadcast-

ing model the case study of a commercial public broadcaster is presented. There is also an explanation of the performance assessment and management approaches of the organisation. Case study of commercial public broadcaster, the hybrid media model enables the reader to determine modern management methods that can be applied to other media organisations, in the case of this book to RTV Slovenia. The book is a contribution to the field of theory and practice of broadcasting management and to the broader field of political communication. Moreover, the value of the book is in the methods of evaluation of media institution and also in the special features that enable the success of media organisation. Even if we understand that there are special circumstances in any national media market any general evaluation of media organisation could contribute towards the flexibility and general success of media area. Accordingly the cross research through different disciplines is helpful for any future examination of media market.

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