



Ana Tkalac Verčić (2016)

Public Relations

Zagreb
Croatian Public Relations Association.



Ivana Jeleč

The beginnings of public relations in Croatia go back to the 1960s, and the first book covering this field was published in the 1990s. Since then until the present, a few textbooks have been published, and Prof. Dr. Ana Tkalac Verčić's "Odnosi s javnošću" (Public Relations) is one of the most recent editions in this part of Europe. The first university textbook on public relations, on 460 pages, brings 15 units encompassing the theoretical and practical aspects of this scientific discipline, and as such, represents a significant contribution to its development in the context of a contemporary scientific discipline in Croatia. It is interesting that the author, at the end of each chapter, presents an expert who conducted a campaign as described in the case study, providing readers the opportunity to learn more about the leading experts in the communications industry.

The first unit, "Definiranje odnosa s javnošću" (Defining Public Relations), begins with an overview of the mostly negative perception that society has about public relations, and provides a definition explaining the meaning of public relations. In the next chapter, the author explains the importance of segmenting key publics, and with the objective of familiarising readers with the procedure for detecting key publics, Tkalac Verčić decided to provide an overview of the segmentation of key publics at the Faculty of Economics and Business, University of Zagreb. Talking about the public relations functions, the author refers to a European study according to which, as a synonym of public relations, often used are corporate communications, and states activities and responsibilities that public relations experts deal with. She concludes the theoretical part of the first unit with an overview of the UNICEF case study called "Svako dijete treba obitelj" (Every Child Needs a Family), and the first expert that Tkalac Verčić presents is Kristina Laco.

The second unit, "Povijest odnosa s javnošću" (The History of Public Relations), begins with the origin of public relations, and the author decided to tell its history with the model theory and the application of the public relations model. After an overview of development in the US, the author briefly focused on Europe. After a detailed overview of the history of public relations in Croatia, Tkalac Verčić decided on an overview of the state of the profession in Croatia today, particularly emphasising the educational possibilities in this field. The author concludes the theoretical part of the second unit by listing the most influential organisations throughout the world and by presenting the Croatian Public Relations Association. The author dedicated the case study in this

chapter to Bledcom, an international symposium on public relations research, and the second expert she presented was Dejan Verčič.

The third unit, “Smještaj odnosa s javnošću u organizacijsku strukturu” (The Position of Public Relations in the Organisational Structure), begins with a chapter dedicated to the development of public relations within the organisation, followed by an explanation on the position of public relations in the management of a particular organisation. As an example, the author provides the organisational structure of Atlantic Grupa, in which corporate communications are an integral part of corporate activities. The third chapter is concerned with public relations as a part of strategic management, while the following two chapters are focused on the internal department and its cooperation with the other departments within the organisation, such as marketing, legal department, HR management and IT. Furthermore, within this unit, Tkalac Verčič presents how public relations agencies operate, as well as reasons to work with them. With the goal of presenting to the general public the public relations agencies in Croatia, the author provides a list of public relations agencies whose employees are members of the Croatian Public Relations Association (CPRA). The case study included at the end of the third section is the marking of the 60th Anniversary of Ericsson Nikola Tesla in 2009, and the third expert that the author presented is Snježana Bahtijari.

The fourth unit, “Teorije komunikacije” (Communications Theories), begins with the objectives of public relations, followed by an representation of the basic communication model and a review of the partiality of recipients and the factors that influence them. The fourth chapter deals with the most important theories of mass communication: the magic bullet theory, two step flow theory, multi-step flow theory, diffusion theory, agenda setting theory, uses and gratification theory and two-way communication theory. This is followed by a chapter dedicated to persuasion and factors for persuasive communication, after which comes a case study entitled “Čini pravu stvar” (Do the Right Thing). The fourth expert to be introduced is Dubravka Jusić.

The fifth unit, “Javnosti” (Publics), begins with a chapter that is concerned with defining publics, followed by chapters on types and characteristics of publics, as part of which their characteristics are presented in more detail. The fifth chapter of this unit talks about the

situational theory of communication behaviour and types of publics according to the stated theory, while in the theoretical part of this unit, the author concludes with a chapter on key publics in public relations, among which she has highlighted internal publics, media, consumers, state institutions, voters and business entities. The presented case study at the end of the fifth unit comes from Pharmas, and presented is Duna Bua Maričević.

The sixth unit, “Definiranje komunikacijskog problema” (Defining Communication Problems), begins by presenting public relations as an on-going process, which starts by defining problems or opportunities, followed by planning programmes, actions and communications, as well as evaluating programmes. In this unit, the author is focused on research and defining problems or opportunities, explaining the methods for determining the scope and type of research, their advantages, and analyses by which the surroundings are investigated, as well as external and internal factors that affect an organisation. The case study at the end of the sixth unit belongs to OTP Bank – “Kuhamo vrijednosti” (Cooking Values), and Daria Mateljak is the expert presented.

The seventh unit, “Planiranje programa” (Programme Planning), as the title itself suggests, places emphasis on one of the most important activities in strategic public relations – planning. In this unit, the author provides reasons for planning, an overview of the various approaches to planning, and lists and describes the elements of plans for each communication programme, such as: analysis, objectives, public, strategy, tactics, time period, budget and evaluation. Tkalac Verčić concludes the theoretical part of this unit with short chapters on transforming a plan into a proposed project, as well as on the features of a good plan. Located at the end of the seventh chapter is the Mamforce case study, while the expert that the author presents is Dijana Kobas Dešković.

The eighth unit, “Akcija i komunikacija” (Action and Communication), begins by explaining the difference between these two concepts, with further elaboration in the chapter on tactics and traditional publics. Within the framework of traditional publics, Tkalac Verčić mentions employees, media, stakeholders and investors, local organisations, state institutions, consumers, voters and employees, however, this time in accordance with tactics that can be used when addressing the previously mentioned publics. The theoretical part concludes with a chapter on implementing tactics. The case study at the

end of this chapter is Adidas' "Godina trčanja" (Year of Jogging), and the expert that the author presents is Marina Čulić Fischer.

The ninth chapter, "Vrednovanje" (Evaluation), is dedicated to the fourth step in strategic public relations. It begins with a chapter on the rules of research and types of research in public relations. Within the context of types of research, mentioned is applied, theoretical and secondary research. Related to types of research is the chapter on research methods that encompasses survey research, samples, setting random and intentional samples, questionnaires, interviews, focus groups, delphi method, analysis of findings, as well as non-intrusive data collection methods. The author concludes the theoretical part with a chapter on evaluation of programmes and measuring results in public relations. The ninth case study provided in the book is about attitudes on retirement, while the expert presented by the author is Violeta Colić.

The tenth unit, "Odnosi s internim javnostima" (Relations with Internal Publics), is dedicated to the interdisciplinary area that is focused on the development and enhancement of communications within an organisation. It begins with the definition of internal communications that is basis for the positioning of organisation's internal communications. The fourth chapter discusses the functions of internal communications, such as promoting the organisation's culture, direct communication with employees by using diverse media, listening to employees and their interconnection. The theoretical part of the unit concludes with a review of the internal communications process. The case study that Tkalac Verčić presents is "Blizu korisniku – menadžment na usluzi" (Close to users – Management at your service) from T-Mobile Croatia, and the tenth expert that the author presents is Maja Weber.

The eleventh unit, "Krizna komunikacija" (Crisis Communication), is dedicated to one of the most challenging and dynamic areas of public relations. The author opens the unit with a chapter on management in crisis situations, and then moves on to the process of crisis communication planning. According to Tkalac Verčić, it includes risk assessment, plan development, response to crisis, recovery, involving media, as well as exiting the crisis. The theoretical part ends with chapters on reputation management and management of topics of public importance. At the end for the eleventh unit, the author provides an

overview of the case study of the pre-bankruptcy settlement process of Varteks d.d., and presents Ankica Mamić.

The twelfth unit, “Odnosi s javnošću i marketing” (Public Relations and Marketing), begins with the historical relationship between marketing and public relations, and to familiarise with the differences between the two disciplines, the author provides an overview of five models in order to be able to examine their mutual relationship. The second chapter is dedicated to the relationship framework of the functions of public relations and marketing in organisations, while the third chapter tasks about the application of public relations techniques in the marketing communications mix. Tkalac Verčić concludes the theoretical part of this unit with an assessment on the future of the relationship between marketing and public relations. In the twelfth unit, the author has decided to put forth the case study “SVE za NJU, najbolju prijateljicu” (ALL for HER, my best friend) by the association “Sve za nju”, and the presented expert is Aleksandra Kolarić.

The thirteenth unit, “Odnosi s javnošću i mediji” (Public Relations and the Media), is dedicated to one of the key functions of public relations, more precisely, the building of relations with the media. As an introduction to the topic, the author talks about the historical role of media in public relations, as well as the impact of public relations on media content. This is followed by a chapter dedicated to media relations, including preparation of managers for interviews, press releases, basic electronic press releases, photographs, media kits, methods of attracting media attention, press conferences and press tours. The theoretical part is concluded with chapters on assessment of media relations. Described is the case study of Željko Kerum’s campaign for mayor of Split 2009 under the name “Vrime je” (It’s Time), which is followed by an introduction to Krešimir Macan.

The penultimate, fourteenth unit, “Etični odnosi s javnošću” (Ethical Public Relations), deals with the ethical guidelines of the profession and the traits of professionals engaging in public relations, corporate social responsibility and the ethical codes of public relations organisations. The theoretical section of the unit concludes with chapters on the Croatian Public Relations Association’s code of ethics, as well as special ethical challenges in the profession. At the end of the unit, the author presents the case study “Lijepa naša Sava” (Our Beautiful Sava) and expert Mario Aunedi Medek.

The final, fifteenth unit, “Odnosi s javnošću i društveni mediji” (Public Relations and Social Media), provides an overview of probably one of the most popular areas of public relations in recent times. Beginning with the presentation of public relations on the Internet, the author provides an outline of the most significant online tools, such as websites, emails, e-newspapers, blogs, social media and additional tools on the Internet. Tkalac Verčič ends the unit with the social consequences of digital communication, as well as network research. The final case study is “Yammer”, and the presented expert is Tamara Sušanj Šulentić.

This textbook provides a quality contribution to the communication sciences, and among its greatest qualities is certainly the inclusion of case studies and words from experts who were responsible for project implementation, by which readers, primarily students, are shown the practical side of public relations.



Finn Frandsen, Winni Johansen (2016)

Organizational Crisis Communication

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Marta Takahashi

Finn Frandsen (mag. art., Aarhus University) and Winni Johansen (PhD, Aarhus School of Business), both Professors of Corporate Communication, with Frandsen being Director of the Centre for Corporate Communication at the Department of Business Communication at the Aarhus School of Business and Social Sciences (Aarhus BSS), as well as Aarhus University (Denmark), and Johansen being the Director of the Executive Master's Programme at the same university, joined together to publish an amazing book in 2017, titled "Organizational Crisis Communication". Frandsen and Johansen's combined research interests include crisis management and communication, public communication and institutionalization of the strategic communication in private and public organizations. Together, they originated the rhetorical arena theory and the multivocal approach to crisis communication.

More than 400 references were used to write the book, and the fact that the foreword and preface were written by prof. Timothy Coombs, PhD, one of the world's most respectable authors in the area of public relations, contributes to the value of the book. In the foreword, prof. Coombs states that this volume captures some of Frandsen and Johansen's keen insights which, in his opinion, have altered the vista of crisis management and communication research.

The authors explain how crisis management and crisis communication have developed to become a specific organizational practice or function in private as well as in public organizations, but also an academic discipline within the social sciences at higher research and educational institutions. Furthermore, they draw a dividing line between crisis management and crisis communication and related practices or disciplines such as disaster and emergency management, risk management, and business continuity management.

The book consists of a general introduction, 12 chapters and an epilogue. The chapters are divided into two parts – "Dimensions of Organizational Crises, Crisis Management and Crisis Communication" and "Inside the Rhetorical Arena". In the first part they provide an advanced, up-to-date introduction to crisis management and crisis communication which is based on the most recent research in the field. The second part introduces the reader to the theory of the rhetorical arena and the multivocal approach to crisis communication. Each chapter includes at least one case example and/or major case study,

one or more thematic boxes, a chapter summary and suggestions for further reading. This makes Frandsen and Johansen's book "Organizational Crisis Communication" perfect for graduate students and their teachers with interests in corporate communication, public relations, organizational communication, strategic communication, and management and organization studies.

The first chapter starts with a striking question – "Are we living in a crisis society?" It explores the societal dimension of organizational crisis, crisis management and crisis communication. It also provides an overview of various theories of risk and introduces German sociologist Ulrich Beck and his theory of the risk society. This chapter also identifies four reactions to the emergence of the risk society.

The second chapter describes how the concept of crisis has developed in the last half century by comparing six important but very different definitions of organizational crisis. It briefly presents some of the more recent concepts, including double crisis, the crisis after the crisis, crisis by association, multi-crisis and paracrisis. Later, there is a chapter devoted to crisis typologies focusing on the crisis portfolio model, a crisis management tool invented by Paul Shricastava and Ian I. Mitroff, which are developed further by the authors of this book.

The third chapter describes how the discipline of crisis management has developed from a tactical, reactive and event-oriented perspective toward a strategic, proactive and process-oriented perspective. The former perspective is limited to situations in which a crisis is already manifested, and the latter focuses attention on what happens before and after the crisis breaks out. The chapter concludes with the debate on anticipation vs. resilience, and how resilience can take the form of organizational improvisation.

Next, the fourth chapter shows crisis as a life cycle encompassing three stages: a pre-crisis, a crisis, and a post-crisis stage. This chapter also includes presentation of the most important disciplines and tools, such as signal detection, risk management, issues management, stakeholder management, crisis management plans and teams, evaluation of the crisis management process, and organizational learning.

The fifth section introduces four of the most important theories of organizational crisis

communication: image repair theory, terminological control theory, situational crisis communication theory and contingency theory.

Next, the sixth chapter continues with an introduction to four of the most important theories of organizational crisis communications, specifically focusing on situational crisis communication theory and contingency theory, putting special emphasis on their sources of inspiration, basic assumptions, theories, further developments and criticism.

Communication Across Cultures is the title of the last chapter in the first part of the book, which explores the intercultural and/or multicultural dimensions of organizational crises, crisis management and crisis communication, and their influence on the interaction with stakeholders across cultures, emphasizing the importance of crisis communication as a constitutive and interactive discipline rather than as a simple tool.

The eighth chapter in the book, and the first chapter of “The Rhetorical Arena” part, introduces a new theoretical framework: the rhetorical arena theory and the multivocal approach to crisis communication. This concept refers to the complex and dynamic social space that opens when a crisis occurs, and it is a space inside which multiple voices, such as the voices of customers, citizens, news media, intermediaries, third parties and organizations in crisis, start communicating.

In the ninth chapter, the authors explore the multiple voices of consumers and citizens, how they have been empowered by the Internet and social media, and how it turns them into powerful actors in the rhetorical arena. It explores the strong nature of emotions in working with stakeholder communication, which can provoke a (para)crisis within hours.

The chapter “News Media: Mediatization and Crisis Journalism” explores the voices of the news media, where the first part of the chapter introduces the reader to the theory of mediatization, and the second part describes various types of crisis journalism: from crisis news frames and crisis exploitation strategies to the interplay between the news media, organizations in crisis and in public.

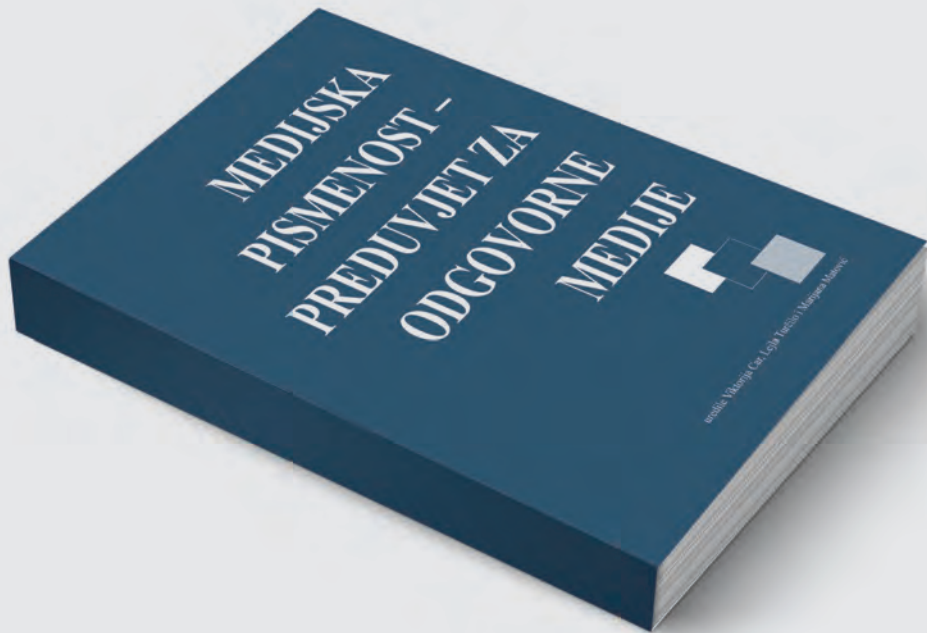
The penultimate chapter explores the voices of intermediaries, and in particular the voice of trade associations. It explains the primary function of intermediaries, which is crucial in a crisis situation, and investigates the crisis communication of trade associations,

focusing on the interplay of three levels of reputation (management): the corporate level, the industry level, and the trade association level.

The final chapter, “Managers and Employees: Inside the Organization”, examines the internal dimension of organizational crises, crisis management, and crisis communication, with highlights on the voices of top managers, middle managers, and employees. This chapter provides insight into the difference between employees and managers from the external voices, and how they react emotionally or otherwise to critical situations. The chapter concludes with an examination of the internal crisis management and crisis communication activities of private and public organizations, and how internal whistleblower arrangements can serve as signal detection.

Frandsen and Johansen end the book with an epilogue where they intervene in a debate on the future of crisis communication, which is followed by the presentation of three agendas: one for researchers, one for educators and students, and one for practitioners. Each agenda is linked to the rhetorical arena theory and the multivocal approach.

The importance of this book lies in its new and original perspective on crisis communication, introducing new meanings of the words “arena” and “voices”, which leads to a much deeper understanding of how risk and crisis intertwine. The authors have written each chapter diligently to make the book very useful and interesting for all who want to learn about crisis communication or who face crises on daily basis, and in that respect they made a truly remarkable work.



Viktorija Car, Lejla Turčilo, Marijana Matović (Eds.) (2015).

Medijska pismenost – preduvjet za odgovorne medije

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Lana Ciboci

Media literacy is one of the most important forms of literacy in the 21st century. Therefore, it is not surprising that researchers, but the public as well, are increasingly talking about the need for the introduction of media education in primary education. It is important that children, as well as adults, possess media literacy skills. They need to be able to analyse and critically evaluate media messages, to recognize quality and reliable media content and distinguish it from manipulative content. They also need to be able to create their own media content. Although the concept of media literacy appeared in the sixties, in recent times there is more and more talk about the similarities and differences between media literacy, information literacy, computer literacy, digital literacy and other forms of literacy. Apart from scientists and professionals, politicians and civil society are increasingly dealing with the issue of media literacy. The proceedings of the fifth regional scientific conference Media Credibility “Media literacy - a prerequisite for responsible media” are dedicated to all these aspects of media literacy. The proceedings, edited by Viktorija Car from the Faculty of Political Science in Zagreb, Lejla Turčilo from the Faculty of Political Science in Sarajevo and Marijana Matović from the Faculty of Political Science in Belgrade, consist of eight papers that explore one of the most important issues of our time - media literacy of children, parents and teachers.

The proceedings are divided into four sections. The first section “Media literacy mapping in Bosnia and Herzegovina, Croatia and Serbia” consists of three papers in which the authors describe the state of media education in each country. Lejla Turčilo and Lea Tajić in the paper “Bosnia and Herzegovina: The lack of strategy compensated with individual efforts in developing media literacy” point out that the development of media education in BiH is still in its infancy. Media literacy is not on the priority list of the creators of media and education policies in BiH nor is it a part of the formal education system. An important role in the development of media literacy in BiH is played by individuals and civil society organizations. In Croatia the situation is quite similar. In their paper “Croatia: New opportunities for a systematic approach to media literacy”, Igor Kanižaj and Viktorija Car emphasize that media education is carried out through the media culture that is part of the Croatian language. However, as in other countries in the region, civil society has an important role as “one of the key stakeholders and promoters of media literacy” (Kanižaj, Car, 2015, p. 19). Marijana Matović and Snežana Milin Perković in their paper

“Serbia: The need for a clear strategy of developing media literacy” provide an overview of media education in Serbia with a focus on strategic documents and laws, the curricula of primary and secondary schools and university programmes and professional training programmes for teachers.

The second section “Reading media messages” is dedicated to the critical analysis of media content. In the paper “Evaluating the credibility of online news among Generation Y”, Zarfa Hrnjić Kuduzović analysed how children (Generation Y) use, select, evaluate and interpret the media news. The analysis of media intervention of biopolitical power is a theme of the paper “(Bi)Homo sacer: reading context” Vedade Baraković. Based on the research, the author concluded that BiH portals “in most cases do not have the capacity to meet the production demands of multitasking journalism while meeting the professional and ethical standards” (Baraković, 2015, p. 86).

The third section, “The actors in the development of media literacy and their activities”, brings two papers that emphasize the role of regulatory authorities and civil society in the process of media education. In the article “The role of the European regulatory authorities in the field of media literacy”, Lea Tajić shows “the activities of the regulatory bodies responsible for audiovisual media services and electronic communications in Europe in the field of media literacy” and “indicates the limitations, challenges and potential engagement of the regulators” (Tajic, 2015, p. 92). In his paper “Children of the media – The young teaching the young”, Danijel Labaš writes about the NGO Association for communication and media culture that brings together students and professors from the field of information and communication sciences with the goal of educating children, parents and teachers in the field of media literacy, through the project Children of the media. The project is aimed at children and young people becoming not only aware and critical in choosing and using media content, but to become safe and responsible users and creators of media content.

The fourth section is dedicated to media literacy in practice. Lana Ciboci and Leali Osmančević in their paper “The competences of teachers of the Croatian language for the implementation of media culture in Croatian elementary schools” discuss about teachers of Croatian language who are responsible for media education in Croatian primary schools.

Many teachers lack media knowledge because, during their university education, they did not have enough media subjects. This is confirmed by a survey conducted among teachers of the Croatian language. Additionally, the authors analysed their attitudes about media education in Croatia.

Since this topic only recently started to attract the attention of researchers and experts in the region, the proceedings provide a high-quality contribution to information and communication sciences. Topicality and variety of approaches to media literacy are the greatest quality of these proceedings, which are intended not only for students and researchers, but also for the general public who are increasingly showing interest for the issue of media literacy.