



Dejan Verčič, Damir Jugo, Lana Ciboci (Eds.)

Reconciling the Traditional and Contemporary: The New Integrated Communication

Edward Bernays College of Communication Management
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The first international scientific conference *Communication Management Forum*, on the basis of which the proceedings *Reconciling the Traditional and Contemporary: The New Integrated Communication* was published, was held on 8 and 9 May 2015 in Zagreb, Croatia. It was organized by the Edward Bernays College of Communication Management along with its partners. The proceedings *Reconciling the Traditional and Contemporary: the New Integrated Communication* consists of 38 scientific papers written in English that, according to Damir Jugo (2015, p. 2), one of the editors, include “practical examples, scientific analyses, case studies and a range of applicable research” related to public relations and the importance of strategic communication, trends related to digitalization of society and to internal and external communication of different institutions. The proceedings were edited by Dejan Verčič, Damir Jugo and Lana Ciboci. The papers have been divided into four sections: *Public Relations and Strategic Communication*, *Management and Marketing*, *Media and New Media Communication* and *Interdisciplinary Communication*.

The first section, *Public Relations and Strategic Communication*, consists of ten papers, and the first one is written by Damir Jugo, Mario Aunedi Medek and Lovorka Mihanović. Their paper, *Strategic Communication in Culture: Analysis and Communication Recommendations for Croatian National Theatre in Zagreb*, compares the communication practices of the Opera to the attitudes and opinions of the audience attending the Opera, and provides possible suggestions for its further communication. The second paper in this section, *Lobbying and Public Relations: Overlapping of Two Different Professions*, is written by Damir Jugo, Dubravko Miholić and Ivica Žigić. This paper provides an analysis of the perspectives and differences between public relations and lobbying regarding its definitions, tools and techniques. The paper *Changes of the Informal Internal Communication in the Example of the Political Academy of the Croatian Statehood Foundation 2007-2015* is written by Kristijan Sedak, Anemarija Dijanić and Ivan Jurišić. The paper shows changes in the use of communication tools among students and towards their lecturers. Instead of using traditional methods and tools, according to the authors (Sedak, Dijanić, Jurišić, 2015, p. 38), students use social networks and mobile applications in order to exchange messages, photographs or video material. The paper *Communication Shifts in Croatian Banking Industry: Comparison of the Early-Crisis Year 2009 and Full Crisis-Hit Year 2012* is written by Igor Vukasović, Snježana Barić Šelmić and Gordan Ivan Šojat. As stated by these authors, “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" (Vukasović, Barić Šelmić, Šojat, 2015, p. 56). The paper *Credibility of Media Reporting in Crisis Communications. The Case of Croatia Airlines' Aircraft Emergency Landing* is written by Ksenija Žlof and Tihana Ela Kružić. This paper focuses on the emergency landing of Croatia Airlines' aircraft, and the authors analyzed whether a negative event could generate a positive media image. Using the qualitative and quantitative method of content analysis, the authors confirmed their hypothesis. In the paper *External Communication of CSR among Top 100 Croatian Companies*, Ana Smoljo Josić and Mateja Terek (2015, p. 104) state that "companies should combine traditional internal and external communication channels and social media to establish dialogue, gain credibility and engage their stakeholders" in order to communicate their CSR activities, but they have found that "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". In their paper *Implementing Framing in Public Relations: Reporting on Climate Change as an Example*, Hrvoje Jakopović and Božo Skoko focus on "public relations and lobbying, and their role in the creation of the frames used in climate change reports" (Jakopović, Skoko, 2015, p. 123). The eighth paper, *Strategies and Challenges of Ecclesiastic Communication - Press Office of the Archdiocese of Zagreb*, is written by Daniel Labaš and Davor Trbušić. In this paper, the authors analyzed and presented the efforts of the Press Office of the Archdiocese of Zagreb, the department in charge of media communication and activities, and the integration of different elements of modern public relations into the communication of the Church. The aim of the paper *Possibilities of PR in the Development of Scientific Tourism*, written by Marta Takahashi and Maja Banovac Barić, is to reveal that scientific tourism in Croatia is perceived as an important part of the Croatian economy and how communications experts can contribute to its growth. In their paper *Employee Perspective: Connection between Internal Communication and Employee Engagement*, Ana Mulović and Boška Trbojević reflected on the continuous and consistent internal communication in the process of building employee engagement. They also stated that many successful companies and organizations spend considerable amounts of their resources in order to improve employee engagement.

The second section of the proceedings, *Management and Marketing*, consists of nine papers, and the first one is entitled *The Perception of the Leadership Competencies by the Croatian Senior Managers in Aviation*, written by Marin Aničić. Using Zenger and Folkman's leadership model on leadership competencies, the author conducted research to determine which five competencies Croatian senior managers in aviation consider the most important. The paper *The Personality Trait "Warmth and 360 Degree Results* is written by the same author, Marin Aničić. The author shows that the Warmth scale showing personalities could be used as a useful instrument during selection in companies with similar organizational cultures and values as the company from the research (Aničić, 2015, pp. 218-219). The third paper, *Grassroots Campaign as a Technique of Indirect Lobbying*, is written by Ivana Bilić, Ivan Vuković and Živko Krstić. On the example of the grassroots campaign "Not-in-My-Backyard", focused on preventing the implementation of the project of constructing a coal-fired thermal power plant in Ploče, a town in the Dubrovnik-Neretva County, the authors demonstrate the characteristics of a successful campaign of this kind. This type of campaign includes promotion, alerting, education and the organization of different publics related to the campaign using various tools to communicate the key messages. In the paper *Managing of Tourism Promotion for Swedish Emissive Market*, Neven Šerić and Filipa Marušić present the results of the research of the opinion of Swedish tourists with the goal of describing the recommended outlines for the successful promotion of tourism services in a specific market. The results showed that it is necessary to include previous positive experiences of the tourists and to enable the positive word of mouth. The paper *Communication Management Education as a Career Ladder Boost* was written by Igor Vukasović, Iva Ančić and Ita Ćirović Donev. In this paper, the authors analyze the importance of education in communication management in the process of career advancement and whether education in this field affects the ability to manage communication at higher job positions. Maja Banovac Barić and Ivan Pakozdi are the authors of the paper *New Communication Requirements in Security Management and Business Continuity Management*. This paper is focused on the identification of threats and risk assessments that influence business and the "sustainability of an organization, and affect the lives of those who are part of this process" (Banovac Barić, Pakozdi, 2015, p. 281). The sixth paper, *Improving Government to SMEs Communication in Croatia*, is written by Mila Ćosić. This paper reflects on Croatian e-government programs that can improve communication between the Government and SMEs, and raise their competitiveness. The

author, using the benchmarking method, compared Croatian and German SME programs. In their paper *The Role of Integrated Marketing Communication in Cluster Development*, Zlatko Hodak, Sanja Rocco and Marina Hodak explain the importance of clusters and the role of integrated marketing activities in achieving their visibility and recognition, as well as new members. As an important tool of this type of communication, the authors mention digital media that also provide different challenges for managers, marketing agencies and their clients. The last paper in this section, *Management and Marketing, Creative Design Thinking as a Managerial Approach*, is written by Sanja Rocco. The paper is focused on design thinking in education which includes different ways of conceiving, planning and artfully making products and services (Rocco, 2015, p. 334).

The third section, *Media and New Media Communication*, consists of eight papers and the first paper, entitled *Using Corporate Web Sites as a Communication Channel with Investors – Example of Croatian Publicly Listed Companies*, is written by Ivana Gažić. On the example of 46 Croatian companies, the author reveals the most important concepts of investor relations, which include different public relations communication channels. The second paper, *New Media and Internal Communication: Employee Engagement Perspective*, is written by Violeta Colić and Anita Klapan, and it is oriented on internal communication. The research conducted by the authors of this paper in 49 companies shows that internal communication has not changed its role of providing information to employees and that companies still have a limited use of new media regarding internal communication. The third paper, *The Role of Social Networks in Daily Operations of Companies in Croatia*, is written by Maja Samardžić Gašpar and Ivana Jeleč. On the example of Croatian companies with the highest revenues from the food and automotive industry and the insurance sector, new media channels are used in order to promote their services and products, as well as their brand and themselves. The authors analyzed content that was published on four social networks – Facebook, Twitter, Instagram and LinkedIn – by these companies over a six-month period. In their paper *Offline and Online Communication in Tourism – Example of Zagreb Ring*, Dejan Gluvačević and Zvonimir Grgas compared the use of online and offline communication channels among the Zagreb Tourist Board, Samobor Tourist Board and Zagreb County Tourist Board, as well as the reasons for their use. Kristian Saletović and Ivana Vukičević Čukelj, in their paper *Analysis of Information Security Awareness in a State Administration Body*, emphasize the importance of information for individuals, as well as

companies. Along with technology, software and equipment, the human factor can also be a threat to handling information, which can lead to security incidents. The sixth paper, *The Culture of Fear in Croatian Printed Media*, is written by Nefreteta Zekić Eberhard and Tomislav Levak. In this paper, the authors reflect on the rising culture of fear, emerging especially after the terrorist attacks on the USA. They wanted to investigate the role of the Croatian print media in the process of spreading of this phenomenon. The seventh paper *The Opportunities and Challenges of Convergence and the Social Media* is written by Boban Tomić. The author reflects on changes in the structure of mass media caused by the development of technology and provides a summary of the crucial components of the transition of media technology, as well as opportunities, challenges and dangers towards media brought by technological predetermination. In her paper *TV and New Media Legislation*, the last paper in this section, Jasna Burić focuses on the legal regulations of specific elements of European electronic media and on the Croatian experience during the past decade.

The fourth section of the proceedings, *Interdisciplinary Communication*, consists of eleven papers, and the first paper, *Linguistic Patterns in Advertisements as Perceived by High School Students*, is written by Branka Barić and Antonija Jurčić. Reflecting on the advertising industry, the authors investigated whether mobile telecom adverts in the Croatian media had been violating the regulations of the standard language. The second paper, *Hedging in Conclusions of American and Croatian Research Articles in the Humanities*, is written by Adrian Beljo and Lucia Miškulin Saletović. In 80 research articles from Croatian and American journals, the authors analyzed types and frequency of hedges and made a comparison for the differences and similarities in the papers. In the paper *Corporate Social Responsibility in Scandinavian Countries and in Croatia*, Dijana Kobas Dešković and Mihaela Pavičić analyzed the CSR policies of Carlsberg and Electrolux in Sweden and Denmark, and compared them with their representatives in Croatia. Sergej Lugović, Ivan Dunder and Marko Horvat, in their paper *The Secondary Experience of an Information System Enabling Scientific Communication*, reflect on theoretical models of scientific communication systems and propose a new model that unites primary and secondary communities that communicate around scientific output. Their model gathers scientific communities, public, private and NGO organizations. The fifth paper of the section, *Pilot Study on Macrostructure of Croatian and German Web Portal Articles on Men's Handball World Championship 2015*, is written by Sandro Stojaković, Lucia Miškulin Saletović and Danijel Labaš. The authors analyzed 12 articles on the handball

championship finals in the year 2015 on German and Croatian portals, and established that journalists of these countries differ in including specific elements in the articles, and in terms of the length of the articles, as well as their manner of approach. In the paper *A Comparative Analysis of Language-Communications Perception in Public Relations*, Marijana Togonal and Stana Odak Krsić reflect on the ability of public relations students to maintain independent communication with audiences. The results showed a certain inconsistency in student self-evaluations and evaluations made by PR experts, and that changes in course design, the preparation of curricula, their realization have to be applied in order to improve the quality of education. In the paper *Visual Culture and New Media: New Realities in New Images*, Petra Krpan analyzes the relationship among media, image, text transformation and visual culture that nowadays experiments with different communication channels and shapes reality and creates new, artificial ones. Anica Hunjet, Dijana Vuković and Boris Jurič, in their paper *Socially Responsible Communication Strategies of Sustainable Development*, emphasize the importance of strategic management in the development of CSR of the company. The ninth paper, *The Visual Grammar of Photographic Images Produced by Media Convergence*, is written by Mario Periša, Nikola Mrvac and Miroslav Mikota. The authors state that, although every generation has a higher level of digital literacy and this generation spontaneously uses new technologies, this does not indicate that they can easily understand, encode or decode information (Periša, Mrvac, Mikota, 2015, p. 649). Sunčana Tuksar Radumilo is the author of the paper *Visual Literacy: Modes and Media*, in which she reflects on the multimodal theory of kineikonik analysis pointing out the importance of film analysis from a more general level “as suggested in early kineikonik work towards the conceptions of visual literacy” (Tuksar Radumilo, 2015, p. 681). In the last paper, *Social Sentiment Analysis and Its Use in Communication Campaigns*, Sanja Vladović defines characteristics of social sentiment analysis, also evaluating three free online sentiment analysis tools. Each of them has its own advantages and disadvantages, and using multiple tools could improve the final result.

The proceedings *Reconciling the Traditional and Contemporary: The New Integrated Communication* represent a unique publication with the most recent discoveries and analyses in the communication industry, contributing to the further development of communication sciences not only in Croatia, but in the entire area of Southeastern Europe as well.



Zoran Tomić

Odnosi s javnošću - Teorija i praksa

Synopsis _ Zagreb - Sarajevo, 2016 _ 1367 pages _ ISBN 978-953-7968-30-4



Maro Alavanja

Zoran Tomić is the author of the most comprehensive manual for public relations in Southeast Europe. The revised edition of the book *Odnosi s javnošću - Teorija i praksa* (*Public Relations – Theory and Practice*) was published in 2016. In the twelve sections, 54 chapters and 1,368 pages, the manual, in addition to the theoretical and scientific approach to public relations, contains a number of practical examples that helps the reader understand the evolving profession of PR. The manual is, as the author himself states in the introduction, listed as required reading at the undergraduate, graduate and doctoral level at several universities and colleges in South Eastern Europe (Tomić, 2016, p. 33).

In the first section of the book, the author presents, through nine chapters, the profession of public relations by explaining key concepts, history and work of the profession, and he also tries to define the functions and positions of public relations within organizations, corporations, and scientific disciplines.

The second section of the book brings the classic theoretical determination and models of public relations in which the most important theorists of the profession are cited, such as James E. Grunig, Todd Hunt, Phineas T. Barnum, Edward I. Bernays, Ivy Lee, W. T. Coombs and many others.

Management of public relations is the title of the third section of the book and deals with the definition and models of planning and managing PR campaigns. The author covers the topics initial analysis of the situation and well known business methods such as SWOT analysis, opinion polls, PEST analysis and scenario analysis, and he systematically introduces the reader to the process of planning public relations, steps of setting SMART goals, strategy and time frame of implementation for communication campaigns. In the implementation of communication campaigns, Tomić elaborates on terms such as communication channels, tactics, and how to develop and tailor messages. The final part of the chapter is focused on the importance of evaluation and interpretation and use of assessment results of campaigns.

In the fourth section of the book, the author, through 16 chapters, gives a detail overview of the application of public relations. The recognized specialist and scientist also explains the role and activities of public relations in corporations, relations with investors, non-profit and non-governmental organizations, cultural and arts organizations, religious organizations, trade unions and voluntary organizations, as well as in educational

institutions, health care, sports and tourism. Special attention is dedicated to defining and explaining communication of well-known celebrities through appropriate case study examples, and emphasis of the importance of personal relations.

In the fifth section, the manual deals with topics related to the media and media relations, online public relations, spokesperson skills and handling of the media, a detailed explanation of the importance and role of the media, as well as how the media works – the author advises on how to successfully work with the media and which postulates and guidelines to use in order to build long-lasting and good relationship between the organization or individual and the media. Special attention is paid to digital communication and Tomić explains how the Internet has influenced the shaping of the news and the media and the very need of customizing employee relations because of the ever faster and more demanding task of two-way communication with the media, as well as individuals. Also, the author analyzes how new media and social media influence the creation of communication content for individuals and organizations, but also the need of the public for more information and faster ways of producing it. The author deals with the necessary competencies of a spokesperson, but also deals with the explanation of the terms “spin” and “spin doctor”, which, in the long term, harmed the reputation of the public relations profession.

The sixth section deals with defining the position of internal relations in the organization and the historical development of internal communication. Tomić examines the strategic and tactical role of internal communication, but also the internal channels and methods of creating relationships with target audiences within an organization.

Zoran Tomić devoted the seventh section to perhaps the most dynamic field of public relations - crisis communications. At the very beginning, the section deals with defining the term crisis and the so-called pre-crisis phase, which the author elaborates with the most common causes and types of crises that can affect a specific organization, but also how to properly plan crisis communications. The author lists the tools and strategies that are used during the crisis itself, but also the principles of crisis management.

Political communication is the title of the eighth section, which deals with defining political and public relations, the importance and tasks of public relations in a political party and defining the many publics that political parties have. Written in an interesting way through

a variety of case studies, readers are introduced to the everyday tasks of public relations in executive bodies and local self-government. An entire chapter is also dedicated to the topic of presidential public relations. Election campaigns, political communication and political marketing within the campaign are also a part of the unit called political public relations – the chapter delves into the functioning of the electoral rules of the political game, as well as the elements of election campaign communication channels.

In addition to defining diplomacy and analyzing functions of public diplomacy in creating the image and reputation of the state, the author details the techniques and methods that are used in diplomacy as a function of government public relations. The author in a similar manner, but with more case studies, covers issues of public relations of the judiciary and the legislature bodies and public relations in the army, police and terrorist organizations.

The ninth section of the book deals with the ethics of public relations and studies the legal framework that defines the area closely related to media and public relations, such as hate speech, defamation, copyright, right of reply and correction and ethical duties of professionals in public relations and competent professional associations that take care of the professional standards of the profession.

Techniques and tools of public relations is the title of the tenth section of this comprehensive textbook on public relations, in which Tomić elaborates on written, spoken, visual and “event” techniques, ending the section with new technologies and trends that are expected in the profession of public relations. In the most comprehensive part of the book, the author provides detailed descriptions on and how to use tools and techniques such as media lists, press releases, press clippings, advertorials, press kits, and many other colorful techniques in public relations. In the chapter *Speaking Techniques*, the author gets readers involved with interesting and easy ways of decoding the concepts and classical techniques such as press statements, press conferences, news briefings, interviews, and informal techniques such as rumor and informal discussions. The chapter *Visual Techniques* implies the use of television, video statements, photos, promotional films, cartoons and other methods of visual communication which PR experts use every day. The term “event” techniques combines the author’s thoughts on the use of pseudo-events, events, media and field trips, exhibitions, and fairs as frequently used tools for communication professionals. Tomić ends the chapter with a vision of the future and trends that the public relations

profession must adapt to on an almost daily basis. They are mostly related to the dynamic world of social media, communication on web 2.0 and smartphones, as well as additional risks that practitioners must bear under pressure requirements for additional two-way and open communication towards their target audience, but also to the interested public.

The eleventh section of the book entitled *Global Trends and Public Relations* deals with the identity of public relations and the identity correlation with future trends, but also with the mass phenomenon of globalization in the world and the way it affects the daily functioning of practitioners in public relations. Tomić (2016, p. 1229) states that the additional knowledge and constant learning and adapting to dynamic changes in the world is only a proper response to the growing complexity and volume of work with which professionals in the world of public relations and communication face almost on a daily basis.

At the very end, in the twelfth section, Tomić compiled a list of terms in public relations that the reader should use to navigate more easily through the manual. The list of terms has the goal of putting in one place, alphabetically and systematically, all of the important definitions relevant to the knowledge of the world of public relations and communications.

Something that differentiates Tomić from other scholars in the field of communication studies is the fact that he successfully combines theory with practice, and readers will be very pleased with the 56 examples of everyday challenges that PR professionals often face day after day.

The book offers an in-depth approach to and vast knowledge of the field of public relations and communications, and is a true asset for generations to come, both scholars and future PR professionals in the making.