Megatrends & Media

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MEGATRENDS AND MEDIA
Critique in Media, Critique of Media

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MEGATRENDS AND MEDIA: Critique in Media, Critique of Media


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MEGATRENDS AND MEDIA
Critique in Media, Critique of Media

Congress Hall of the Slovak Academy of Sciences
Smolenice, the Slovak Republic

The international scientific conference Megatrends and Media organised by the Faculty of Mass Media Communication at the University of SS. Cyril and Methodius in Trnava is a traditional scientific event supported and attended by media communication theorists, media scholars, researchers as well as media professionals. The goal of the conference is to present and exchange current knowledge and experience reflecting media and the latest trends in media production and consumption.

The annual international conference Megatrends and Media (the conference’s current title was established in 2011, the event had been previously called On Problems of Media Communication, later Mass Media Communication and Reality and then Media, Society, Media Fiction), took place on 19th – 20th April 2016 at the Smolenice Castle, celebrating the jubilee tenth year of its existence.

The subtitle of the anniversary conference was Critique in Media, Critique of Media; the topic of this year’s conference was rather easy to pick, as the scientific and organising committee involved media researchers and professionals who constantly experience the current lack of critical thinking related to media consumption and strive to point out to its substantial underdevelopment. Nowadays it is not hard to find information; on the contrary, the real problem is to become familiar with the never-ending flow of information and entertainment, to evaluate information, i.e. its relevance and objectivity. Influence of so-called opinion leaders is increasing side by side with the power and quantity of communication channels. We live in an era of insecurity and uncertainty that is multiplied by a huge amount of individual as well as collective rights and freedoms. These freedoms manifest themselves in the whole spectrum of our life choices – for instance, the ways we select between different pieces of information result from the fact that we often do not have just plenty, but rather too much new knowledge and entertaining stimuli. After all, the issue of insufficient level of critical thinking has transformed the whole curriculum of media education – this field of
study and education is no more limited to increasing media literacy levels of teenagers and adolescents.

The discussion sessions were divided into five sections as follows:
- Section 1: Media and Literacy
- Section 2: Media and Politics
- Section 3: Media and Society
- Section 4: Media and Creativity
- Section 5: Media and Marketing

We, the conference's organisers were proud to welcome many regular and new participants as well as renowned foreign guests coming mostly from the Czech Republic, United Kingdom, Russia, Poland, Romania, Croatia, Ukraine, Macedonia and The Netherlands. We were especially honoured to welcome Professor David Buckingham, PhD., MA, BA (Emeritus Professor; Loughborough University; Visiting Professor, Sussex University; Visiting Professor, Norwegian Centre for Child Research, United Kingdom), the world-renowned scholar who attended our conference for the first time. The presence and active participation of Professor Dr. Alexander Fedorov (Deputy Director for Science, Anton Chekhov Taganrog Institute; Editor in chief, Media Education Journal, Russia) and Professor Dr. Friedrich Krotz (Centre for Media, Communication and Information Research, University of Bremen, Germany) was also highly inspiring.

The Brilliantt award ceremony was another important part of the conference. The International Institute for Interdisciplinary Research established by the Faculty of Mass Media Communication UCM in Trnava had announced the award in 2014. The goal of the award is to express public appreciation towards basic and secondary educational institutions and universities in Slovakia which significantly contribute to implementation of innovations into the sphere of education, aiming to raise the public awareness of such activities. The award announcer’s ambition is to inform about, motivate, support and appreciate unique activities of educational institutions that are able to bring innovations in the field of education and ‘breathe life’ into them. This year’s Brilliantt award was presented under the auspices of the Minister of Education, Science, Research and Sports of the Slovak Republic.

Another highly significant award that is presented annually at the conference Megatrends and Media is called Marián Matyáš’s
Pomegranate. Marián Matyáš (1978 – 2007), a media theorist and a highly successful young scholar, was one of the first graduates of the Faculty of Mass Media Communication (2002), later a lecturer at the same institution. He considerably shaped the face of then-young FMK also as a Senator representing students and their needs and interests. Later, as one the Faculty’s Vice-Deans, he helped to set our current ambitions and the principles we respect today and will respect in the future. The Pomegranate was first awarded in 2008; the award is presented annually to our students, graduates or colleagues whose scholarly accomplishments or important media-related acts contribute immensely to development of our Faculty and thus honour M. Matyáš’s extraordinary work and personality.

Conference website: http://fmk.sk/megatrends-and-media/mm2016/

Faculty website: http://fmk.sk

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(All photos from the conference are here to see)
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Dear Colleagues, Dear Scientific Community,

We are pleased to present the conference proceedings associated with the international scientific conference Megatrends and Media held annually by the Faculty of Mass Media Communication, University of SS. Cyril and Methodius in Trnava. This annual scholarly event took place for eleventh time; we welcomed the new and exciting decade of its existence with a lot of enthusiasm.

The main discussion topic of the Megatrends and Media conference with the subtitle Critique in Media, Critique of Media was critical thinking. In every aspect of everyday reality and even when working with university students we see it is no longer a problem to find information. On the contrary, it is quite problematic not to lose it; the goal is to process it properly and use it in the name of common good and overall progress in human thinking. However, where and how to find an imaginary lighthouse in the vast sea of information, news stories, knowledge, sensations and mediated emotions? The influence of various opinion leaders has been increasing along with the power and number of communication channels and media corporations. On one hand we live in the age of uncertainty; on the other hand this uncertainty is increased by enormous freedom.

The issues of critical thinking, analytical skills and independent discussing and arguing should be demonstrated in the media literacy development which is no longer intended for journalists and media professionals only. Critical thinking should become a prominent part of education of the general public, of all social groups and individuals regardless of their age, education level, income or social status.

This year the Megatrends and Media conference hosted keynote speakers, media professionals and scholars including world-class experts who discussed on the phenomena of critique in media and critique of media. I am really honoured that the world-known expert on media education and the author of significant scientific publications Prof. David Buckingham from the University of London included our conference into his busy schedule. A dream came true when another renowned expert on media literacy development, the President of Russian Association for Film and Media Education Prof. Alexander Fedorov confirmed his participation in the conference as well. The trio of top speakers also involved the distinguished expert on social communication – Prof. Friedrich Krotz from Germany.
The main topic of the conference was divided into five sections representing partial related problems we aimed to address. The conference participants from Slovakia, the Czech Republic, Great Britain, Russia, Germany, Romania, Poland, Croatia, Ukraine, the Netherlands and Macedonia presented more than 130 contributions. The submitted conference proceedings include 25 best contributions. The primary reason for such a strict selection of papers is to present the highest quality possible and stimulate erudite academic discourse.

Within our Faculty we have been able to create space for discussion among scientists, theorists, researchers and specialists for several years. We are determined to persist in our efforts and thus even this year’s conference proceedings place special emphasis on topics representing progress and innovations. Besides that, we strive to address serious problems within the current trends in theory of mass communication and media studies. The conference Megatrends and Media has also succeeded in functioning as a platform for the presentation of activities and events organised or supported by our Faculty. It has become a tradition to present the award called Marián Matyáš’s Pomegranate. The award honours students and graduates who have significantly contributed to the development of the Faculty, performed a notable media act or created a remarkable media product. The Pomegranate was this year awarded to Ján Proner, B.A. and Peter Murár, PhD.

Furthermore, we proudly introduced this year’s creative almanac MUUZA 2016 that has been published by our Faculty since 2009. We started publishing our key and most successful scientific journal Communication Today a year later. Throughout its existence it has excelled in becoming an internationally recognised scholarly publication indexed in several prestigious databases. The journal was included into the Web of Science database in 2015. Our conference also traditionally presents new issues of another scientific journal in the field of media studies – European Journal of Media, Art and Photography (EJMAP) and this year was no exception. The journal reflects on the current development tendencies of the media world in the context of visual media. We carried on the tradition of announcing the Brilliantt award winners as well. The goal of this competition for primary and secondary schools and universities is to motivate, support and recognise unique activities of educational institutions dealing with innovations in the area of providing education. The winner in the category of primary schools was The Primary School of A. Sládkovič in Sliač with the project Do Not Let Learning Become
The Secondary Vocational School in Púchov won the category of secondary schools with the project *Fashion Collection in Slovak Fashion Market*. The University of Žilina was awarded in the category of universities thanks to their project *Physical Video Analysis of Real Processes*.

The Faculty of Mass Media Communication also proudly became a partner organisation of the Slovak nationwide competition *Child among Articles – Children’s Rights Seen by Children.*

We are very pleased that the conference *Megatrends and Media 2016* was supported by our long-time scientific partners: Centre of Global Studies (Institute of Philosophy of the Academy of Sciences of the Czech Republic), The Katowice Branch of the Polish Academy of Sciences, The Institute of Political Science of the Slovak Academy of Sciences, Faculty of Social Sciences at the Charles University in Prague (Czech Republic), Centre for Innovation, Technology Transfer and Development Foundation of the University of Silesia (Poland), Polish Public Relations Association and the *European Journal of Science and Theology* (Romania). The willingness of these institutions to participate in our conference proves its prestige in the Central European area.

However, it is not only the variety and expertise of participants that continually distinguishes us from other domestic or foreign conferences and scientific events. It is mainly the combination of professional and enthusiastic team of our colleagues and students from the organising and programme committee who work hard to prepare two conference days full of positive energy, inspirational debates, unforgettable feelings and experiences. It is them who breathe uniqueness, originality and humanity into the conference. They deserve our respect and admiration.

You are holding one fruit of their joyful work in your hands. Enjoy it.

*Dana Petranová*

*Dean of the Faculty of Mass Media Communication*

*University of SS. Cyril and Methodius in Trnava*
PERCEPTION: DETERMINANTS AND NATURE OF DIRECT
AND INDIRECT EXPERIENCE

Martin Ďurko – Veronika Stoffová

ABSTRACT:
We provide a detailed description of the first stage of cognitive processes which is an integral part of the Theory of social communication published earlier by one of the contributing authors. We address the evolutionary changes and computational limitations of the human mind, especially in the first stage of cognitive processes – perception, and through comparison with artificial intelligence concepts and technologies we further theorize about possible implications for information literacy projects of the general population. We argue that technologies will, in the future, substitute significant part of human cognitive processes – perception, computation and representation through algorithmic reasoning and thus provide necessary support for insufficient individual cognitive capacities.

KEY WORDS:
perception, direct – indirect experience, cognitive, knowledge, information literacy

1 Introduction

In this paper, we will focus on a detailed description of the first stage of cognitive processes which is an integral part of the Theory of social communication published earlier by one of the contributing authors. This stage is called “Perception” and it includes people’s direct and indirect experience which through further computation serves as a foundation of our knowledge and understanding of the natural and social reality. We have to stress here that the latter does not consist only of social structures and relationships created or maintained by human beings in a different time and environment but can be seen, especially today, as a complex combination of those structures and relationships with current objects of technology. Our attention will be directed towards epistemological limitations and the necessary requirements for any information system whose primary function is to collect, process and represent information in a coherent and meaningful manner. We assume that from the final representation of natural and social reality the individual and collectively shared elements of people’s identity is derived from and as such consequently determines communication behavior of individuals or groups.
2 Transition from direct to indirect sources of empirical knowledge

It is apparent that the main sources of our individual and collective knowledge have undergone a transition from direct to indirect experience. In early evolutionary stages of the history of human species we could predominantly rely only on our own experience. With a limited quantity of coded knowledge communication was with family and tribe members and on our genetic predispositions modified by previous generations. Although John Lock’s theoretical concept of blank slate initially served as a foundation of liberal democracy and undermined the hereditary royalty and aristocracy, we know today that the human body – mind operate differently and old concepts do not apply to the reality of the human nature.\(^1\) As the human species further evolved, we started to fully utilize the direct experience of others. Information was stored in various memory devices such as human long-term memory (oral cultures with their stories and myths) which together with paintings and symbols provided a chance to pass on the accumulated knowledge of fellow beings in growing social structures. Consequently, basic and advanced forms of written language appeared and with development of new technologies we could store and distribute existing knowledge with fewer and fewer limitations although the accuracy of this knowledge and observed causal relationships in the world took significant steps forward only with application of the scientific method as defined and put forward during the enlightenment period. Undoubtedly, change and progress came with redirecting our attention and dependency from supernatural to natural reality. Individual and collective knowledge has had and will have its flaws which are mainly caused by the inadequacy of our sensory apparatus heavily complemented by technologies today, computational limitations of the brain and a lack of available theories and concepts to capture the factual state of the world and relevant causal relationships of subjective and objective phenomena as we experience them. The other side of the coin is in this case the application of existing knowledge which can often be negatively influenced by sociopathic tendencies of those

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who control the access to resources, means of production and power in societies.

An almost infinite amount of data is available for decoding and the production of meaning due to advances in science and the digitization of our life experiences. In addition to that, we are able to create and generate more complex and accurate visual experiences which can be further processed by our senses and become a part of our representation of natural, social and virtual reality. Information philosophy agrees that information is neither matter nor energy, but it needs matter for its embodiment and energy for its communication. We think that it is important to make a distinction between data and information here because despite a very broad use of the term we see and understand, together with J. Cejpek who adopted and further developed the view of N. Wiener, information as a psychophysiological phenomenon.\(^2\) It is to say that the reality or any of its modified representations becomes, through the process of decoding and production of meaning (at the level of the human brain), a more or less integral part of individual or collective knowledge – overall understanding of the world we live in. These processes are for the majority of the general public strongly influenced by a preexisting “lay” understanding of the world, coherence requirements and the need for causal insights. All three stages of human cognitive processes are significantly influenced by a permanent need to eliminate conflicts between the factual state of the world, individual goals and expectations (cognitive dissonance, rationalization, selective perception, etc.) as well as by different ideologies and religions which try to explain and justify the existing social structure with relevant cultural practices.

2.1 Perception, processing and representational limitations

A formal theory of perception has become a research subject which could, from the viewpoint of the observer, explain and predict the causality of human perception. The concept of observer as defined by B. M. Bennett, D. D. Hoffman, and C. Prakash is a general theoretical framework which attempts to address the issue of not just human but biological perception and the authors state that the observer does not perceive the object of

perception but works only with its representations. The concept of the observer corresponds with our concept of identity with its individual and collectively shared elements and it is expressed as follows: \( pS + cS = \Delta rS \rightarrow Si \rightarrow \Delta Scmb \). The “S” stands for a subject and the first two stages of cognitive processes (perception and computation) determine the dependent variable: representational stage of the world (Reality: natural, social and virtual) which further serves as a basis for creating a permanently modified and updated concept of the subject’s individual identity. This identity guides his/ her communication behavior. This “Scmb” is significantly influenced by two main variables: empathy and the change in individual or group utility. The former one determines the character of an individual’s communication behavior in terms of its sociopathic tendencies and the latter one provides an insight into the personal motivation of the communicator. Various factors of moral context have been considered and implemented in media education also in Slovakia because all media messages are coded and decoded with a certain purpose in mind while creating more or less recognizable media effect.

Perception, computation and representation are by their nature automatic and involuntary processes which might, in some cases, fully determine our communication behavior or leave us with a limited operating freedom to modify our feelings, thoughts and actions. Different sensory inputs are at first processed and confronted with stored information (existing knowledge) in a modular manner and before we can realize or analyze the results at the conscious level they are sorted out into a not conflicting and often not accurate or even false representation of reality by the “interpreter” – a special function of the brain as introduced and described in more detail by M.S. Gazzaniga. Rapid development in computer sciences and technology pushed forward hypothetical ideas and real attempts to construct an AI (artificial intelligence) which could function in the same manner as the human mind. There are arguments

against a proposed computational theory of mind and our ability to invent a technology simulating self-awareness – the ability to infer knowledge in different ways of expression. AI would require a technology which could answer simple and complex questions and/or create a connection between past – present – future states of such a machine and guide its decision process. We can say that many authors tend to overlook the crucial difference between serial unmarked processing and the combination of parallel and marked serial processing of the human central nervous system. For example, L.A. Zadeh, when looking for a new direction in AI with the help of a computational theory of perception states that “Humans have a remarkable capability to perform a wide variety of physical and mental tasks without any measurements and any computations”. We need to add here that if the measurements or computations are not performed on the so called reflective, deliberate and serial level (System 2), it does not mean that any measurements or computations took place at the intuitive, automatic and parallel level (System 1) as conceptualized in the dual system theories of mind. The significant difference between computers and artificial intelligence is the fact that all of our conscious states are already marked by an emotional state resulting from processes on the unconscious automatic level of evolutionarily older structures of the human brain which sums up the complexity of the so called body brain relationship. The complexity of the brain and its permanent interaction with the body and external environment still exceeds available artificial computer systems. Therefore, we can say that human-like AI is still in the distant future. On the other hand, technologies are already substituting some specific functions of the human body and it is difficult to predict how far it will go. Aids to hearing, vision, and mobility already exist today but real complements to the central nervous system will come when we invent and refine the interface between the specific (nano)technology and the central nervous system of the human body. Implications for societies and individuals will certainly be significant but these issues belong to a different analytical paper.


We can say that all three stages of the human cognitive processes (perception, computation and representation) are and will be increasingly affected by technologies which are, from many perspectives, better candidates for the job. Collected data, processed by suitable algorithms will be made accessible or displayed through an interface to a human mind which can subsequently use them in further update – modification of an individual’s representation of reality. It will help to reach more accurate conclusions throughout the relevant decision-making processes and guide and optimize specific communication behavior with less error. Technological devices have some limitations in coding and decoding process, and might be affected by noise in the channel during transmissions of signal/data, but they do not have to deform aspects of reality in order to accommodate the data to their own expectations or individual goals, many times at a cost to fellow human beings, and avoid the disruption of a fragile emotional state and a partially illusory concept of one’s self.

3 Achieving information literacy

Experts from the American Library Associations defined information literacy in the following way: It is common to all disciplines, to all learning environments, and to all levels of education. It enables learners to master content and extend their investigations, become more self-directed, and assume greater control over their own learning. An information literate individual is able to:

• Determine the extent of information needed,
• Access the needed information effectively and efficiently,
• Evaluate information and its sources critically,
• Incorporate selected information into one’s knowledge base,
• Use information effectively to accomplish a specific purpose,
• Understand the economic, legal, and social issues surrounding the use of information, and access and use information ethically and legally.¹

The question is if a completely information literate person with great cognitive skills is capable of having the capacity to research every topic or area of life extensively enough to guide his/her decision making and actions. We will never have access to all the relevant sources of direct or indirect empirical knowledge, expressed in accurate and functioning theories, and even if we had the access, the computational capacity of our central nervous system is limited and would be insufficient to complete the processing task at hand. The complexity of every scientific field suggests that we will always have to rely on someone else’s representations of specific parts of their reality. In addition to that, this representation (knowledge – understanding of reality) will be highly simplified, heuristically applied and it will likely belong to the rule of thumb category. Therefore, a majority of the population lives and will always live in a user interface like environment in which the hardware and software reality is replaced with myths, symbols, ideologies, religions or culture in general. Any of these environments requires from those who know or hold the power, a sufficient degree of empathic communication behavior as opposed to the promotion of egoistic and individual gains, exploitation of the weak and less developed civilizations as documented throughout the history.

By another analogy, we can say that an individual representation of reality can be seen as its picture with different resolutions in different segments of the picture. We have a general understanding of known elements in our close and distant environments but the quality and depth of this understanding differ significantly. When we try to zoom in and inspect these elements from a closer perspective we realize that some of our theories and concepts are too generalized and poorly defined. This ambiguity overlaps many areas of life or research domains (lay theories), and causes some degree of confusion and misunderstanding. To a great extent, we have perfected our language, applied concepts, hypotheses and theories about the reality in the last few centuries and it is also true that without completing this step no scientific field can hope for its progress and further development. Therefore, the reliability, quality and accuracy of the code, theoretical frameworks and concepts used to capture and store information with an accurate relation to a specific part of reality, as well as the algorithms applied for their processing are probably the most important area in every information system. In our opinion, the human mind can be seen as such an information system.
We think that we do not have to teach students how to think critically but we need to make them understand the reality of human cognition which collects, processes, and finally represents the reality in a more or less coherent and accurate picture on the conscious level of the human mind. Throughout these processes, they do not have to be critical but rather objective and unbiased; moreover, they need to learn how to maintain an open mind for new facts and evidence. Research in cognitive psychology has put together a vast array of cases in which we deploy inappropriate heuristic shortcuts, are prone to biases or become victims of logical fallacies all of which are the primary causes of cognitive misperformance in many areas of our professional or private lives. We try to fit reality into our existing schemes, adjust it to our old beliefs or to ignore new information just because we are not able to overcome our own cognitive dissonance. The conflicting state of mind in which the reality collides with our actual goals and expectations is even more difficult to deal with or overcome when we face a possible decrease in our present or future overall utility.

Considering the fact that the so called executive functions (cognitive decoupling abilities) of the human brain – mind located in the pre-frontal cortex are fully developed between the age of 18 to 25, we can say, with many other scholars, that the importance of lifelong learning is more than crucial. This is valid especially now, when the human made techno environment changes almost every decade or two. We hope that the rapid and continuous development of available technologies will substitute many parts of human information processing and complement it in a positive way. A technology, if able to process and represent knowledge available to the human sensory system, could in its default settings be free of sociopathic tendencies as expressed in every society around the globe. This assumes a technology without a component of human-like self-awareness state which is probably the primary reason for our self-motivated (selfish) communication behavior.

3.1 New technologies as the main source of indirect empirical knowledge

The Internet and technological devices provide us with virtually unlimited access to environments both near and far, countless numbers of experiences with people around the globe and even exposure to virtual realities and experiences with fictional characters. All of them,
each in their own ways, influence and modify the representational stage of people’s cognitive processes which further affects their individual and collectively shared identity. These modifications and influences materialize themselves in changes in specific kinds of communication behavior (action/ inaction) which is, as we stated earlier, determined by two main variables: applied empathy and a change in utility of a communicator. Technologies have created a new environment for us which we cannot ignore because an inability to operate in this technology driven environment would cause the loss of our competitiveness and even, at the extreme, a fatal decrease in necessary utility functions.

Mass media and the Internet allow us to access environments, although just on the abstract level, and become a part of countless forms of activities and experiences which consequently modify and extend our individual knowledge. Physical limitations of space and time, having to be somewhere and having to do something do not apply anymore and we can benefit from an increasing number of recorded activities from every imaginable real environment as well as from partially or fully fictional and computed ones. All of this increases the quantity and increases or decreases the quality of the first stage of human cognitive processes – Perception – and affects following stages (computation, representation, identity and communication behavior) of individuals or groups accordingly (see subhead 2.1).

4 Human cognitive processes – interrelationships of perception, computation and representation

The first stage of cognitive processes “Perception” is at first experienced as an involuntary and automatic activity over which, throughout the process of learning and accumulation of knowledge (life experience), we gain some degree of voluntary control. This occurs with the development of one’s self and higher order cognitive skills located in the prefrontal lobes and it is clearly associated with consciousness, System – type 2 processes of the human mind.

General education tries, with the help of pedagogy – didactics, to create a highly controlled environment in which we can modify people’s perception, computation and representation of the world. This school environment is pre-dominantly, today and in the future, likely to be characterized by assimilating knowledge from the indirect experiences of
other people and followed by memorizing and testing. The main goal of public educational systems is, or better said, should be, besides providing a fair and equal chance to access each level of education, to develop skills and knowledge (individual competencies) which could help us to adjust people’s communication behavior in accordance with societal norms, actual development of variety of industries, technologies, etc.

None of the three stages of cognitive processes should be seen as a separate – serial process. Although perception is automatic and involuntary, later in life we can and we also do actively search for richer direct experiences or supplementary sources of coded information which are available to us in various types of storage devices (e.g. human memory, books, images, audio – video materials, etc.). Our previous experience and even the actual state of individuality itself influenced, for example, by past – present – future goals, expectations, taboos, denials can regularly and simultaneously affect the perceptional and computational stage significantly (see Figure 1). All of our previous experiences and actual knowledge can ease, restrict or even place an absolute limit on our perceptional, computational and representational stage. In general, the more we refine the latter stages of cognitive processes the more we tend to optimize (willfully or automatically) the first perceptional stage. Simply put, wise people do place filter restrictions on the content reaching them from an increasing number of media sources.

![Picture 1: Perception as an integral part of human cognition](source: own processing)
Conclusion

Information literacy, however promoted, has its serious limitations. The nature of human cognition is, by default, set in the automatic mode (System – type 1 processing) and that is why cognitive psychologists adopted a term “cognitive miser with a focal bias” to express the reality of our perception and flawed computation.\(^\text{10}\) Time consuming and energy intensive cognitive decoupling procedures (System – type 2 processing) are not and will not be the default mode of processing of the majority of populations. An optimistic target of the European Union is that 40% of people aged 30-34 in the EU should have a tertiary education qualification by 2020.\(^\text{11}\) This seems especially difficult to accomplish in Slovakia for many objective reasons such as lower numbers of millennials applying for higher education, the number and quality of schools providing tertiary education, etc.

We can ask ourselves if the numbers of people with tertiary education reflects only political goals or if it also reflects on existing cognitive capacities and limitations of the general population. It seems that the more people we want to educate, the more there is a need, in some cases, to lower the requirements and standards of tertiary education. It is unquestionably important to design an educational system so it provides the necessary workforce for the maintenance and development of our techno societies; however, we should not forget to develop the empathic dimension of such education because each communication behavior falls within specific ethical boundaries. Unfortunately, the reality of deception and fraud in the business environment and politics suggests that this latter dimension is not being developed sufficiently.

As we expressed in the text above, we think that the future of collecting data (perceptual stage), processing data (computational stage) will be, due to natural limitations of the human mind, tasks performed by technologies. They will be creating representations of the world (insights into causal and factual relationships) where there will be some kind of simplified user interface between man and reality itself. Our goal is to teach people that ethical norms, and kinds of categorical imperatives,


are more likely to be followed by machines than by many self-oriented individuals who demonstrate clinical examples of sociopathic communication behavior.

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COLOR CHANNELS USED IN STEGANALYSIS

Róbert Halenár

ABSTRACT:
In article we look over specific type of visual steganalysis. We tried to improve visual steganalysis by using of color channels. In first part we describe how should be used steganography in copyright protection, and then how works steganalysis especially on images. In another part we describe what color channel is and how we should use it in visual steganalysis. For that purpose we applied hidden information in cover media and create several types of stego – media. After showing of specific settings applied in range of color channel in image we shows, how we increase recognizing of hidden information in stego – media.

KEYWORDS:
stego – media, visual steganalysis, color channels

1 Steganography used for copyright protection

Copyright protection is derived from the specific needs of a particular type of subject matter and the environment. Protection solution of author’s work in electronic (or digital) form in the online environment requires a specific approach and specific methods. In general it is true that 100% protection against abuse is not possible. Therefore, it is necessary to seek out ways of protecting copyright, which have a preventive effect and costs of their application are minimal. This publication do not address the problem of protecting digital photos in an online environment, but for once the copyright infringement occurred, offers a solution in evidence taking authorship and thus also contributes to the prevention prior to the abuse and it is applied for different data formats of images. Data directly into the photo can post information (cipher) which is not directly visible but can help in proving copyright. On the location of ciphers used directly pixels that display picture. It is therefore a process which is similar to a watermark, but it is not directly visible (even in many cases indistinguishable to the human eye). The principle consists in the code – simple password consisting of several characters (first name, last name, or other identifier), which is translated using the ASCII table numbers in decimal, which are converted into binary form.1

1 HALENÁR, R.: Steganography used for copyright protection in BMP and JPG
2 Steganalysis

In recent years, digital watermarking has emerged as an increasingly active research area. Information can be hidden into images, videos, and audios imperceptibly to human beings. It provides vast opportunities for covert communications. Consequently, methods to detect covert communications are called for. This task is especially urgent for law enforcement to deter the distribution of children pornography images/videos hidden inside normal images/videos, and for intelligence agencies to intercept communications of enemies. Steganalysis is the art and science to detect whether a given medium has hidden message in it. On the other hand, steganalysis can serve as an effective way to judge the security performance of steganographic techniques. In other words, a good steganographic method should be imperceptible not only to human vision systems, but also to computer analysis. The huge diversity of natural images and the wide variation of data embedding algorithms make steganalysis a tough mission. However, an original cover medium and its stego-version (with hidden message inside) always differ from each other in some aspects since the cover medium is modified during the data embedding. A method designed to blindly detect stego-images is referred to as a general steganalysis method, meaning it does now know which specific data hiding method is actually used and it does not have the original image in detection. From this point of view, the general steganalysis methods have more real value for deterring covert communications. Based on whether an image contains hidden message, images can be classified into two classes: the image with no hidden message and the corresponding stego-image (the very image but with message hidden in it). Steganalysis can thus be considered as a pattern recognition process to decide which class a test image belongs to. The key issue for steganalysis just like for pattern recognition is feature extraction. The features should be sensitive to the data hiding process. In other words, the features should be rather different for the image without hidden message and for the stego-image. The larger the difference, the better the features are. The features should be as general as possible, i.e., they are effective to all different types of images and different data hiding schemes.²

2.1 Detecting steganalysis on images

Although images can be scanned for suspicious properties in a very basic way, detecting hidden messages usually requires a more technical approach. Changes in size, file format, last modified timestamp and in the color palette might point out the existence of a hidden message, but this will not always be the case. A widely used technique for image scanning involves statistical analysis. Most steganographic algorithms that work on images, assume that the least-significant bit is more or less random. This is however, an incorrect assumption. While the LSB might not seem to be of much importance, applying a filter which only shows the least-significant bits, will still produce a recognizable image. Since this is the case, it can be concluded that the LSB are not random at all, but actually contain information about the whole image. When inserting a hidden message into an image, this property changes. Especially with encrypted data, which has a very high entropy, the LSB of the cover image will no longer contain information about the original, but because of the modifications they will now be more or less random. With a statistical analysis on the LSB, the difference between random values and real image values can easily be detected. Using this technique, it is also possible to detect messages hidden inside JPEG files with the DCT method, since this also involves LSB modifications, even though these take place in the frequency domain. In fact analysis of such big amount of data in some cases need specific approach, described in literature.

3 Channels in Photoshop

Channels in Photoshop are grayscale images that store different types of information:

- Color information channels are created automatically when you open a new image. The image’s color mode determines the number of color channels created. For example, an RGB image has a channel for each color (red, green, and blue) plus a composite channel used for editing the image.

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• Alpha channels store selections as grayscale images. You can add alpha channels to create and store masks, which let you manipulate or protect parts of an image.
• Spot color channels specify additional plates for printing with spot color inks.

An image can have up to 56 channels. All new channels have the same dimensions and number of pixels as the original image. The file size required for a channel depends on the pixel information in the channel. Certain file formats, including TIFF and Photoshop formats, compress channel information and can save space. The size of an uncompressed file, including alpha channels and layers, appears as the right-most value in the status bar at the bottom of the window when you choose Document Sizes from the pop-up menu.5

Using the Channel Mixer adjustment, we can create high-quality grayscale, sepia tone, or other tinted images. We can also make creative color adjustments to an image. To create high-quality grayscale images, choose the percentage for each color channel in the Channel Mixer adjustment. To convert a color image to grayscale and add tinting to the image, use the Black & White command. The Channel Mixer adjustment options modify a targeted (output) color channel using a mix of the existing (source) color channels in the image. Color channels are grayscale images representing the tonal values of the color components in an image (RGB or CMYK). When we use the Channel Mixer, we are adding or subtracting grayscale data from a source channel to the targeted channel. We are not adding or subtracting colors to a specific color component as we do with the Selective Color adjustment.6

Just as different information in an image is stored on different layers, channels also let us access specific kinds of information. Alpha channels store selections as grayscale images. Color information channels store information about each color in an image; for example, an RGB image automatically has red, green, blue, and composite channels. To avoid confusing channels and layers, we can think of channels as containing an

image’s color and selection information; we think of layers as containing painting and effects.7

4 Analysis the image with channel mixer

To precede the steganalysis is always appropriate software needed. There are many applications, which do it (ILook Investigator, Guidance Software Inc., Stegdetect, StegoWatch and so on).8 In our case there is cover medium picture of flower. Embedded message is “AUTHOR_ID”. We do not use any stegokey, which may be password required for embedding the information.

\[ \text{cover medium} + \text{embedded message} + \text{stegokey} = \text{stego-medium} \]

We are using Matlab environment to automatize whole process of embedding information.

\[ \text{Matlab\_routines}(\text{cover medium} + \text{embedded message}) = \text{stego-medium} \]

We tried embedded message in cover medium in many different positions.

**Table 1: Positions of information embedded into cover media**

<table>
<thead>
<tr>
<th></th>
<th>Red channel</th>
<th>Green channel</th>
<th>Blue channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – st bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>2 – nd bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>3 – rd bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>4 – th bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>5 – th bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>6 – th bit</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
</tbody>
</table>

We chose stego - media with embedded message in green channel, because for our purpose (visual steganalysis) the visibility is best in this type of image.
We could use also color channels in Photoshop. In next picture we have an image with hidden information in the 8-th bit of the green channel on the left side to see mark after zoom and no other adjustment. In central part of the picture with turn on only the green channel and Black and white tool is set up to values Reds: -155%, Yellows: 105% and other parameters are set to 0%, and on the right side there is the same area with no impact. As we could see, there is visible mark after the hiding the data. But the central part and the right side contains hidden data in the 4-th bit of the green channel. See figure 3.

![Stego - media](image)

**Picture 3: Stego – media:** a) Zoomed sample of stego – media with information embedded in 8-th bit of green channel, b) Zoomed sample of stego – media with information embedded in 4-th bit of green channel with additional adjustments, c) Zoomed sample of stego – media with information embedded in 4-th bit of green channel with no adjustments

*Source: own processing*

With knowledge, that hidden information is in the green channel, we could better focus our analysis and increase tonality precise in range of green channel. We applied settings accord to figure 4.
Conclusion

In figure 5 we can see, that visual steganalysis should be increased by use of channels in Photoshop. By applying of specific settings in range of the color channel we increased visual confirmation of hidden data in stego – media. This procedure can be used for example when we are searching author identification embedded in picture for copyright purpose. From visual representation we could deduce, which bits were affected by steganography and it should be helpful in searching of specific information.
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THE LEVEL AND THE DEVELOPMENT OF CREATIVE ABILITIES OF CZECH AND SLOVAK STUDENTS

Jarmila Honzíková – Jana Depešová

ABSTRACT:
Changes in work style in our schools occur with the change of our social environment. Teachers prepare their pupils for life in a society which we don't know exactly as to what demands on its members it will have and what abilities and skills it will require from them. In recent years, the objective conditions of the study itself have changed as well as the conditions for developing creative abilities. Due to the large number of students, space for face-to-face contact between a lecturer and a student is in decline and new technologies come to the foreground and those do not always support the development of creativity. Creative abilities fade away also because of so called multi-functionality of students – studies, work, sports and social networks. The article discusses research into the creative abilities of students of teacher training for primary degree with Urban’s Test of Creative Abilities – TSD-Z in Slovakia and in the Czech Republic. It also presents both the methodology and the requirements for the training of creativity on the schools of all levels.

KEY WORDS:
testing, creativity, multimedia

1 Introduction

Our society underwent many social-economic changes in the past years – changes in ownership relations, working and family environment, as well as changes in the system of social values, which brought many people to situations requiring different way of thinking and different procedures than those common before. The importance of creative thinking and practice in all spheres of human activities still increases. But it is also clear at the time of scientific and technical development that further society development will be directed towards complicated and demanding creative activities in almost all of us.

2 Training for Creativity

Training for creativity should become part of teaching as soon as possible as pupils cannot be taught in creativity in an isolated manner. Technical
works only are one of the subjects much suitable for incorporating assignments developing creative abilities in children. Training in creativity is a very difficult activity which will only be managed by a teacher who himself/herself is not only creative but also prepared methodically for managing and guiding such activities. Therefore, it is necessary to lead the students of faculties of education to creativity, train them to be creative teachers, and provide them with such methodical training at the same time so that they themselves are able to train their pupils in creativity. This requires that teachers are knowledgeable of creativity – what creativity is, how it can be released and developed, and what are the individual phases of creativity.\textsuperscript{1,2}

3 Research on Levels of Creativity

Research Sample
Research sample was formed mostly by students of Teaching programme for 1\textsuperscript{st}-5\textsuperscript{th} grade of primary school at West Bohemian University of Pilsen, Czech Republic and Constantine the Philosopher University in Nitra (Faculty of Education). Altogether there were 75 students.

Hypotheses Determination
Considering the basic questions regarding the research, the hypothesis has been fixed:

H – Students from both faculties will reach the same result in the test of creativity.

Research Time Schedule
The group was tested within a more extensive research in the years 2015.

Research Methods
Urban’s figural test of creative thinking – TSD-Z

Processing methods
statistical verification – Two-sample Kolmogorov-Smirnov test

Urban’s Test of Creative Abilities – TSD-Z (CREATIVITY TEST)

\begin{footnotesize}
\begin{enumerate}
\end{enumerate}
\end{footnotesize}
Figural test of creative thinking – TSD – Z is actually a screening tool to provide a view on creative potential of individuals. It is used as a tool to discover high creativity abilities on the first side and on the other side it highlights under-developed capabilities. There are some advantages in the test e.g. simple administration and evaluation, large scope of research and not least low demand on economics. A possibility to use the test for various age groups also counts between the advantages. The test contents of a sheet for A type and a sheet for B type. The sheet contains figural fragments (semi-circle, dot, wave, right angle, dashed line, small horizontal “u” out of frame) and the task for a respondent is to complete the drawings. The result is evaluated based on 14 criteria. Using the presented elements – points are given for every use of 6 fragments, the evaluation considers:

1. completing the drawing – every completed drawn element is evaluated,
2. new elements – elements which are inserted and drawn without any graphic connection with some of the 6 presented elements are evaluated,
3. design – graphic connection between two items is evaluated,
4. theme connection – thematic connection between elements regardless graphic connection is evaluated,
5. overcoming the limit depending on the figure (small horizontal u) – completing the drawing of the figure is evaluated,
6. overcoming the limit not depending on the figure – overcoming the frame without any connection to a small horizontal u,
7. humour, or affect/emotions/expression power of the drawing – humour reaction of the assessor is evaluated, overall impression, whether the assessor “likes” it,
8. view – effort to capture it in 3D is evaluated,
9. unconventionality – unconventional manipulation with materials – e.g. turning the test sheet,
10. unconventionality – implementation of surrealistic or abstract items is evaluated,
11. unconventionality – implementation of signs and symbols is evaluated – e.g. numbers, letters as a part of the drawing,
12. unconventionality – evaluation regarding unconventional i.e. not stereotype, use of 6 fragments,
13. time factor – time to finalize the test is measured (not a condition),
14. use of given items.

To evaluate the test, all points per each category are recorded in a box and summed up. Theoretically, the maximum score of the TSD-Z is 72 points.

On the contrary of other tests, the test considers also qualitative characteristics of creative performance of respondents. The total score provides a general estimation of creative potential which may be compared according to standards received from the researches. It is objective, valid and passes even the criteria of reliability.

The test offers a large scope of use – i.e. to make a picture of creative abilities of respondents, to compare individual performances of pupils at the same age, to analyse influence of programmes for developing creativity, in fields like psychological and educational consulting, special education to detect previously unknown potentials of children with learning and behaviour disabilities, to find extra ordinary creative individuals, the test may be also used by professional advisers as a complementary method, in tenders where creativity is requested, to be used as a research tool for evoloutional psychology, clinical, professional and educational psychology.

TSD-Z test corresponds to modern methods of researched regarding creativity which are not focused only on a divergent way of thinking. The test is basically aimed to qualitative, content and elaborative aspects of creativity.⁴

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Research Results

The research results are provided in the following charts and calculations. More detailed statistics will be collected as late as after finishing a more extensive research.

**Summary statistics:**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Observations</th>
<th>Obs. with missing data</th>
<th>Obs. without missing data</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
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<td>46</td>
<td>0</td>
<td>46</td>
<td>16,000</td>
<td>50,000</td>
<td>31,913</td>
</tr>
<tr>
<td>ČR</td>
<td>29</td>
<td>0</td>
<td>29</td>
<td>13,000</td>
<td>52,000</td>
<td>33,552</td>
</tr>
</tbody>
</table>
Std. deviation  
9,087  
9,257  
Two-sample Kolmogorov-Smirnov test / Two-tailed test:

\[
\begin{align*}
D &= 0.146 \\
p-value &= 0.703 \\
\alpha &= 0.05
\end{align*}
\]

The p-value is computed using an exact method.  

Test interpretation:

H0: The two samples follow the same distribution.  

Ha: The distributions of the two samples are different.  

As the computed p-value is greater than the significance level \(\alpha=0.05\), one cannot reject the null hypothesis \(H_0\).  

The risk to reject the null hypothesis \(H_0\) while it is true is 70.30%.  

Graph 1: A comparison  

Source: own processing
Graph 2: P-P plot ČR

Source: own processing

Descriptive statistics (Quantitative data):

<table>
<thead>
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<th>ČR</th>
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<td>29</td>
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<tr>
<td>Minimum</td>
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<tr>
<td>Maximum</td>
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<td>Mean</td>
<td>33,552</td>
</tr>
<tr>
<td>Variance (n-1)</td>
<td>85,685</td>
</tr>
<tr>
<td>Standard deviation (n-1)</td>
<td>9,257</td>
</tr>
<tr>
<td>Skewness (Pearson)</td>
<td>-0,038</td>
</tr>
<tr>
<td>Kurtosis (Pearson)</td>
<td>-0,298</td>
</tr>
</tbody>
</table>
Graph 3: P-P plots SK  
*Source: own processing*

Descriptive statistics (Quantitative data):

<table>
<thead>
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<th>Statistic</th>
<th>Slovensko</th>
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<td>Nbr. of observations</td>
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<td>Minimum</td>
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<td>Standard deviation (n-1)</td>
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</tr>
<tr>
<td>Skewness (Pearson)</td>
<td>0,184</td>
</tr>
<tr>
<td>Kurtosis (Pearson)</td>
<td>-0,785</td>
</tr>
</tbody>
</table>

The hypothesis is confirmed.
4 Requirements for Training in Creativity in Teaching Profession Students

In the following we will try to summarize the requirements that should be satisfied in teaching technical or working subjects, for instance, so as to develop creative abilities in teaching profession students:\(^5\)\(^6\)

- Do not mediate “ready-made” knowledge of materials, tools, aids and procedures only to students.
- Do not prescribe detailed working procedures for students’ activities at seminars.
- Lead students more frequently to apply problem situations, heuristic and divergent assignments which require not only active cognitive activities but also generation of new solution procedures, strategies and methods and application of creative thinking abilities.
- Use information and communication technologies in work and preparation.
- Lead students to effective work planning while observing the didactic principles.
- Formulate in students positive relations to humanistic application of technology – approximation of working teaching to the human nature, universal development of pupils’ personalities, new relationships between teachers and pupils, establishment of an optimum social climate in classroom, etc.
- Motivate students to active work at seminars and teach students how to motivate pupils properly.
- Create a comfortable working environment for students to work creatively.
- Prepare students so as to be flexible and adaptable sufficiently to the rapidly changing conditions in technology development.

The above requirements are, of course, also applicable to primary schools where creative teaching is appreciated as learning through activities, based on the following principles:

- Learn – search for new information;
- Evaluate – distinguish information relevancy, incorporate information into systems;
- Experience – choose decisions in new situations;

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5 Developing Creative Abilities using Multimedia

Education of creativity is influenced not only by subjective endowments, but also by objective conditions. The objective conditions are determined by environment, in which a pupil or a student works. In recent years, the objective conditions of the study itself have changed as well as the conditions for developing creative abilities. Due to the large number of students, space for face-to-face contact between a lecturer and a student is in decline and new technologies come to the foreground and those do not always support the development of creativity. Creative abilities fade away also because of so called multi-functionality of students – studies, work, sports and social networks.

Faculties of education endeavour to stop students from being passive media-users only, but on the contrary, multimedia shall develop creative abilities of students. Creativity and multimedia linking can be seen during lessons of e.g. teaching technology. The students are taught to use multimedia to make their own teaching aids and they learn how to work creatively with media and not to be just their user. One of the options is creating interactive or multimedia presentations and posters as teaching aids. The students did not only make abstract in the text form, but also in the form of an image. They try to create collages, photomontages or other products of graphic design. Making presentations and posters develops students’ fantasy and imagination, leads them to unusual experiments with image and shows them new original views on the world. However, many students are not able to use sufficiently the potential which is offered by this type of digital art.

The main issues in creating digital works may be summarized into the following areas:

- **art’s quandary** (a problem with finding a topic and to appropriately express it graphically),

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• **topic choice** – **glossy or kitschy topics** (students are often influenced by commercial production),

• **composition helplessness** (students try to fill the space regardless composition rules),

• **problems with graphic processing in PC** (when a student has a vision, but is not able to grasp that vision from its graphical point).

When creating digital works, students are encouraged to work independently as well as in teams. New graphic programs are introduced to them, they learn to search for media information and select it.\(^8\) Their fantasy and creative thinking is developed. They are prepared to use new multi-media tools effectively, since no one can predict which tools will be used in twenty years.\(^9\)

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**Picture 2: The sample poster**

*Source: own processing*

**Conclusion**

Creativity is a basis for success, not only mental when it helps create surprising and original ideas but also practical when the ideas are implemented. We must not fear to be flexible and original and to change established standards and traditional views of problem situation.
solution. We must use every opportunity to be creative and create stimulating environment for such activities. Only then we, and therefore also students and primary school pupils, will manage to release the entire creative potential the nature has endowed us with. After all, the human brain is much more efficient than the most powerful computer; it only needs to be turned on.\(^{10}\)

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FUNCTIONAL-SEMANTIC TYPES OF SPEECH IN JOURNALISTIC MESSAGES

Nataliya Panasenko

ABSTRACT:
Journalistic messages can be classified according to their size, according to the style they belong to, according to different types of journalism (rational and emotional), etc. Journalistic message as a text of specific content and composition has been the object of research in stylistics, text linguistics, and journalism. This multidisciplinary approach shows that scholars from different schools and countries understand messages and their properties in a different way. The author presents these different approaches in the article, makes their comparative analysis, and expresses her own understanding of this topic combining types of messages with functional-semantic types of speech.

KEY WORDS: journalistic message, styles, text linguistics, journalism of rational and emotional type, functional-semantic types of speech, monologue

1 Introduction

There many ways of classification and many methods of the analysis of journalistic messages “as an essential part of public sphere”.1 Print, oral and digitalized media (newspaper article, radio commentary, TV reportage, e-version of the journal, etc.) always have the text at the background of their output. That is why it is very important to treat journalistic message as a structural text unit and use methods and classifications worked out either in text linguistics and stylistics or in journalism.

The most important styles for journalism are newspaper and publicistic styles, though they do not cover all the varieties of messages accepted in journalism. The use of functional-semantic types of speech in journalistic messages classification has not only theoretical value but practical application, especially in teaching students how to create texts properly taking into account their vocabulary, syntax and composition.

2 Journalistic message as it is and types of its classification

Journalistic message is the key element in journalism. Analysis of different approaches to the understanding of journalistic message is given by Višňovský\(^2\) in his recent book. Summing up different definitions of journalistic message, we may claim that it is a closed edited text containing specific volume of information, vocabulary, syntax, composition, stylistic peculiarities, which has its own addressees and audience and which performs specific functions. This text may be written, oral or digitalized. The role of means belonging to the different language level (lexical, phonetic, syntactic or graphical) depends on the text type. If it is, e.g., radio commentary, then the role of such components of intonation as loudness, tempo of speech, timber and some other phonetic means grow up. In advertisements, graphical means are important as well as means of stylistic semasiology (metaphor, epithet, simile, hyperbole, etc.) and stylistic syntax (polysyndeton, nominative sentences, antithesis, stylistic inversion, etc.). Nevertheless, it is not a common text; the message greatly depends on the recipient, because the author’s aim is to find the way to the heart of the reader or listener. Višňovský specifies that journalistic message can be perceived on an individual level (newspapers, magazines, the Internet content), on group level (TV program) or it can be received by a large audience (public broadcasting).\(^3\)

Current journalism distinguishes two approaches to classification of basic groups of journalistic genres – trichotomic and dichotomic (Veľas\(^4\), Pravdova\(^5\), Tušer, Follríchová\(^6\)). Trichotomic classification of genres is older and distinguishes three groups of genres, which differ from each other in a way they present the event in question – news, analytical and belles-lettres genres (Pravdova\(^7\)). This classification is being approved

\(^3\) Ibidem, p. 39.
\(^4\) VEĽAS, Š.: Teória a prax novinárskych žánrov II. Bratislava : Univerzita Komenského in Bratislava, 2000, p. 11.
\(^5\) PRAVDOVÁ, H.: Creation of journalistic messages I. In PETRANOVÁ, D., ČÁBYOVÁ, Ľ. (eds.): Media relations II. Trnava : FMK UCM in Trnava, 2011, p. 70.
\(^7\) PRAVDOVÁ, H.: Creation of journalistic messages I. In PETRANOVÁ, D., ČÁBYOVÁ, Ľ. (eds.): Media relations II. Trnava : FMK UCM in Trnava, 2011, p. 70.
by Journalistic research institute in Bratislava (Tušer, Follríchová⁸). Dichotomic classification, which distinguishes two major groups – news journalism and publicistic journalism – is being approved by the Chair of journalism in Komenius University in Bratislava.

News genres represent information genres while publicistic genres represent analytical genres and belles-lettres genres; news genres inform about events and publicistic genres evaluate them. Dichotomic classification of journalistic genres can be further divided into various subgroups. In publicistic journalism, we thus distinguish journalism of rational and emotional type (Pravdova⁹).

3 Journalism of rational and emotional type

Nowadays we may speak about different types of journalism: journalism of rational type (analytical journalism), journalism of emotional type and on-line journalism. Journalism of rational type includes: brief news item, press report (parliamentary, of court proceedings, etc.), articles purely informational in character, investigative reportage, editorial, analysis, polemics, review and reflection, journalistic research (Pravdova¹⁰). Publicistic journalism of rational type is characterized by explicit evaluation, mainly logical-notional and factual presentation, which makes it different from the publicistic journalism of emotional type.

Veľas¹¹ names the following genres of rational type: note, commentary, editorial or leading article, review and reflection, press report, polemics, analysis, full-over journalistic analysis and some others. In Pravdová’s opinion¹², publicistic genres of rational types include note, commentary, editorial, reflection, press review, publicistic interview, analysis, editorial, chat, complete journalistic analysis. They may also include genres of so-called epistolary (contact) publicistic journalism – reaction, inquiry, discussion, journalistic letter. Publicistic genres of rational type are used

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⁸ Ibidem, p. 37.
⁹ Ibidem, p. 70.
¹⁰ Ibidem, p. 71.
in newspapers as well as in magazines destined to general public and to specific groups of readers.

Publicistic journalism of **emotional type** (or literary or belles-lettres journalism) is very close to the genres of scientific style. Reportage, feuilleton, feature, essay, gloss – comment, column are traditionally considered to belong to the journalism of emotional type. Follríchová\(^\text{13}\) presents the following classification of **emotional journalism**: news report, feature, essay, feuilleton (its variety – “besednica”) column, causerie, italics and entrefilet.

Kadnár\(^\text{14}\) among **belletrist** journalistic genres mentions column, essay, feuilleton (plus its Slovak variety “besednica”). We see that classifications presented above do not include advertisement, editorial and book review, though they are important journalistic genres. Baláž\(^\text{15}\) takes into account the size of the text (small, average and large) and supplies each type with corresponding journalistic messages. Tušer\(^\text{16}\) dividing news (informative) genres into several groups also takes into account their volume: short (note and column), extended (interpreting extended news report and continuous extended news report), official news (announcement and communiqué), report (chronological and liberal report), news interview and short reportage. This classification is in harmony with that one by Hausenblas, which is presented below.

### 4 Stylistics, text linguistics, and journalism

Having made detailed analysis of mass media of the end of the 20\(^\text{th}\) century Duskaeva\(^\text{17}\) states that there appeared a comprehensive interdisciplinary approach to the journalistic text as “an integrated structure with graphic and semantic borders”. This approach supposes the usage of methods and theoretical background of linguistic and nonlinguistic disciplines.

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\(^{13}\) Ibidem, p. 38.


Thus, “philosophy, ethics, epistemology, psychology, political science and sociology of journalism (mass media) developed in those years”.\(^{18}\)

Though stylistics as a branch of linguistics has its old roots it is constantly developing, which resulted in appearance its such varieties as text stylistics, media stylistics and with the appearance of cognitive linguistics – cognitive poetics. There are such branches of stylistics as stylistic phonetics, stylistic morphology, stylistic syntax, stylistic lexicology, stylistic semasiology and graphical stylistics, which correspond to the language level: phonetic, grammatical, and lexical. As far as stylistics helps determine the criteria of the internal organization of each informational and journalistic text, the stylistic dominance may come from each language level.\(^{19}\)

The object of stylistics is, on one hand, expressive means and stylistic devices belonging to different language level, on the other hand it is the study of styles. Among numerous definitions of the style I have chosen that one, which belongs to the classical author of the Russian school of stylistics Galperin: "A style of language is a system of interrelated language means, which serves a definite aim in communication. Each style is recognized by the language community as an independent whole. The peculiar choice of language means is primarily dependent on the aim of the communication.\(^{20}\)

Most important feature of style is a choice. This is shared by Hofman: “style consists in a choice, interpretation and construction of a linguistic material in compliance with the objective set by the message author”\(^{21}\) and Broersma: “Style in journalism can be defined as ‘the choice between functionally equivalents of language’”.\(^{22}\)

There are many classifications of styles. In fact, every country has its own stylistics who offer their own points of view on stylistic phenomena. Detailed analysis of classifications done by Slovak scholars is given by

\(^{18}\) Ibidem, p. 232.
Veľas. Mistrik, e.g., divides all the styles into objective (scientific, administrative), objective-subjective (publicistic, oratorical, essayist) and subjective (oral and belles-lettres style).

Functional styles are differentiated by Galperin in such a way: belles-lettres: emotive prose, drama, poetry; newspaper style: brief news items and communiqués, press reports (parliamentary, of court proceedings), articles purely informational in character, advertisements and announcements, editorial; publicistic style: oratories and speeches, feature articles, essays; book reviews; radio commentary; scientific prose style: the language of exact sciences, humanitarian, popular scientific prose; official document style: the language of business, legal documents, diplomacy, military documents.

Znamenskaya presents five functional styles: literary colloquial style, familiar colloquial style, publicist (media) style, the style of official documents, scientific/academic style. Broersma speaks about discursive or narrative styles, the reflective style and the news style. Hofman distinguishes individual and typical style. Among typical styles, those that are most often analysed are functional styles, i.e.: scientific style, spoken or informal style, artistic style, formal style. As far as I understand, by artistic style the author means belles-lettres or literary style.

The Bosnian linguist Katnić-Bakaršić divides functional styles into primary and secondary. Primary styles are scientific, colloquial, administrative, publicistic, journalictic, literary-artistic. To secondary styles she attributes oratorical, the style of advertisements and commercials, the style of comics, the style of essays, the style of screenplayers.

28 Ibidem, p. 15.
29 Ibidem, p. 15.
There are some classifications, by Duskaeva, e.g.\(^{31}\), which focus on journalism speech genres: information genres (news, reports, interviews), evaluation genres (article, commentary, review, observation, analytical interview), and motivational genres (article, commentary, analytical interview).

According to Odintsov\(^{32}\), the question of structural text units is the major one for stylistics. If it is possible to reveal and describe these units then it will be easier to see composition schemes, according to which they are composed in works. Therefore, Odintsov singles out three groups of features: graphic, syntactic and features of semantic-relative completeness. Semantic integrity and completeness allow to allocate logical unities. Semantic-relative completeness of a text fragment is caused by its structural completeness, the organization by a certain scheme. Exactly thanks to the structural organization, formal and semantic completeness of the text is provided. Now let us discuss journalistic messages from the position of text linguistics, because primarily they are texts conveying specifically encoded information.

Among the famous attempts of text types’ classifications our attention attracts detailed system of description worked out by the Czech linguist Hausenblas\(^ {33}\), which is based on the following principles: according to structure: texts with simple structure, texts with compound structure, according to dependence on situation: free texts, dependent texts; according to order and continuity: fluent texts and interrupted texts. He includes the following text types: 1. texts with compound or simple structure; 2. free or dependent texts; 3. contiguous and interrupted texts (speech acts).

1. Texts with compound or simple structure.
   1) Speech work contains one text with one meaning: business letters, application, information about accidents, etc.
   2) Speech work contains one text but having dubious meaning: jokes, vague promises, and evasive answers. Here belong all types of allegory, hidden meanings, implication, which we come across in poetry and fiction.

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31 Ibidem, p. 238.
3) Speech work consists of one text into which, though, an extract from another text is inserted (citations).
4) Dialogue speech work is considered to consist of one text though it is not heterogeneous and is divided into alternate speech works of two or more dialogue participants.
5) A newspaper article can be read in two ways: completely or fluently and quickly – only headline, subtitles, paragraphs printed in bold font. It is the case of one text, which allows condensation into a shorter text. Such a complicated structure can also be found in textbooks.

2. **Free or dependent texts.**
   1) Speech works relatively independent. Oral – talk over phone, radio transmissions; written – cases where message is being expressed nonverbally: pictures, photos, illustrations.
   2) Speech works relatively independent on situation, including linguistic and nonlinguistic means of communication (a map, a picture accompanying description).
   3) Speech works closely connected with the situation: monologue, telephone talk.

This classification best of all is applied to journalistic messages analysis, which can be done in a specific way.

It is very important to take into account principles of text construction. As Pravdova\textsuperscript{34} writes, editorial practice distinguishes several ways of construction of the text based on laying information. The journalist chooses individual methods according to the particular intention and need (in respect of the best presentation of depicted reality). The most often used are:

- **The chronological way of the text construction** (the event is processed chronologically as it happened from the beginning to the end).
- **The logical way of the text construction** (it is used the most often in current journalistic practice, in particular in so-called serious or elite periodicals. In the head of the report, there is the most important information and then important and less important information follow in a logical order).

• **The dynamic (emphatic) way of the text construction** (it is also very often used in current journalistic practice, especially in tabloid periodicals. In the first place, there is information, which is the most “piquant”, which contains sensation, scandal, revelation, etc.).

5 **Functional-semantic types of speech**

Any text can be considered as the superphrasal unity including various speech units of monological and dialogical type. In the course of thinking a person usually fixes features of communication between the phenomena of reality, which are expressed in the language at a superphrasal level in the form of special, speech functional-semantic types. In the monological speech such types are the narrative, the description and the reasoning, and in dialogical – a question and stimulus. We will consider a monologue as oral or written coherent speech of one person addressed to the interlocutor or as reasoning of the speaker out aloud or in the absence of the interlocutor (Panasenko).

The **narrative** belongs to high-frequency type of the speech in literary texts. It can be explained by the fact that events, process, action, being characterized by dynamic change of phases, features are, as a rule, transferred by the message or by the narrative.

The **description** is connected with allocation of static features. This functional-semantic type of speech is more typical of texts of other styles: definition in the dictionary, the instruction on assembly and device adjustment, the advertisement brochure, but may be also used by the journalists who describe events, which take or took place.

The **reasoning** is expressed by a set of specifically integrated sentences based in the logical plan for conclusion. In many respects it also defines reasoning structure: the number of sentences, their structural and

semantic communication, special intonational design. The cause of reasoning is always an event. As Netchayeva claims, two or several simple sentences with the cause-and-effect or conditional link make a syntactic form of reasoning. Moreover, not any of syntactic structures with cause-and-effect relations can be reasoning. In reasoning the output judgment has the sense needing the proof. I offer the following systematization of stages of speech and intellectual activity of a person in monologue-reasoning development:

Table 1: Systematization of stages of speech and intellectual activity of a person in monologue-reasoning development

<table>
<thead>
<tr>
<th>I</th>
<th>OBJECT 1</th>
<th>estimated object of reasoning</th>
</tr>
</thead>
</table>
| II | TARGET   | a) statement of purpose of reasoning  
|    |          | b) formulation of a problem of reasoning |
| III| CONDITIONS | a) opportunity/impossibility of the decision of the assigned problem  
|    |          | b) hindrances |
| IV | RESULT   | confirmation/non-confirmation of assumption |
| V  | OBJECT 2 | circle of the problems, which are logical development of the previous course of reasoning |

Source: own processing

Each stage of reasoning represents a complex of cognitive actions. Usually in monologue-reasoning some stages are meant, they are expressed implicitly. The strict logical scheme of monologue-reasoning is seldom realized completely. More often, we have options, in which separate cognitive operations or stages can be omitted.

From the point of view of Odintsov these three basic types (description, narrative, reasoning) became linguistic tradition. They are peculiar to those genres, which to some extent include the emotional and literary structures, to those texts, which are strongly attracted to literary forms: journalese, popular scientific, etc.

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Monologue has three basic varieties mentioned above and some others like inner monologue (or represented speech), monologue-persuasion, monologue-story, etc. and mixed types of the monological utterance.

Taking into account all variety of texts offered by different authors, I present monological functional-semantic types of the speech in the following way:

<table>
<thead>
<tr>
<th>narrative</th>
<th>description</th>
<th>reasoning</th>
<th>inner monologue</th>
</tr>
</thead>
<tbody>
<tr>
<td>definition</td>
<td>deduction</td>
<td>characteristics</td>
<td>Message</td>
</tr>
<tr>
<td>explanation</td>
<td>assumption</td>
<td>statement</td>
<td>Argument</td>
</tr>
<tr>
<td>feature</td>
<td>persuasion</td>
<td>story</td>
<td>mixed types</td>
</tr>
</tbody>
</table>

Source: own processing

6 Discussion and conclusion

The analysis of the literature on the topic of my research vividly shows several ways of treating journalistic messages. First and foremost, notwithstanding their content all the texts are classified according to their volume. Then we must differentiate oral and print media; genres of rational (analytical) type and genres of emotional (belletristic) type. We may also speak about classification of journalistic messages from stylistic and journalistic point of view. The items included into these classifications do not coincide. In stylistics, they traditionally single out newspaper style, to which advertisement belongs and publicistic style, to which book review, oratory and public speaking belong. These items are not included into journalistic classification, which, as compared to the stylistic one, is much more detailed.

I have tried to unite different versions of journalistic messages classifications as well as my experience of experimental methods of monologue studying\(^41\) with the purpose to reveal what functional-semantic types of speech can be found in them.

Monological journalistic messages of rational type

**Analysis:** reasoning, assumption, argument, definition, description, deduction.

**Announcement:** definition, message, statement.

**Articles purely informational in character:** definition, characteristics, message, feature.

**Brief news item:** message, feature.

**Commentary:** characteristics, message, explanation.

**Communication and communiqué:** message, statement.

**Journalistic research:** definition, assumption, story, characteristics, reasoning, explanation, deduction.

**Investigative reportage:** the first person narrative, description, characteristics, story, message, definition, explanation, deduction.

**Leading article:** message, assumption, explanation, reasoning.

**Note:** characteristics, message, feature.

**Polemics:** definition, statement, assumption, argument, persuasion, explanation, reasoning, deduction.

**Press report (parliamentary, of court proceedings):** message, statement, description.

**Press review:** characteristics, statement, argument, explanation.

**Review:** definition, characteristics, explanation, reasoning, deduction.

Monological journalistic messages of emotional type

**Advertisement:** definition, characteristics, statement, explanation, description.

**Book review:** description, characteristics, the first person narrative, explanation, reasoning.

**Causerie:** description, explanation, story.

**Column:** message, feature, statement, explanation.

**Editorial:** the first person narrative, inner monologue, characteristics, explanation, reasoning, description, persuasion.

**Entrefilet:** message, feature, story.

**Essay:** narrative, assumption, argument, deduction, explanation, reasoning, inner monologue.

**Feature:** description, definition, characteristics.

**Feuilleton:** story, description, definition, argument, persuasion.

**Gloss – comment:** definition, explanation, description.

**News report:** message, statement, feature.
Oratory: characteristics, assumption, statement, argument, inner monologue, persuasion, story, reasoning, explanation, deduction, message.

Reportage: the first person narrative, description, explanation, story.

**Dialogical journalistic messages (publicistic interview and dialogized report)**

I have chosen most popular and internationally accepted types of journalistic messages. We see that monological types prevail. Some genres, like editorial, essay and oratory have the largest number of monological types. It may be explained in the following way. The content of the editorial much depends on the newspaper or journal it belongs to, thus numerous topics can be touched upon. Another reason is eight types of editorial: editorial of information; editorial of interpretation; editorial of criticism; editorial of commendation, appreciation, or tribute; editorial of argumentation; editorial of entertainment; mood editorial; editorial of special occasion. Essay also has several types: subjective and objective, moral, philosophical, literary. It is a work of large volume (especially if we compare it to comment, column or brief news item) and to write it properly one must take into account many factors. I differentiate the leading article and the editorial, because as it is presented above, they belong to different types and have different aim: the leading article highlights something, which is important and worthy of the reader’s attention, it may be the event, fact, or action. The editorial looks like a dialogue between the editor and the reader; it is very often the first person narrative, expressing personal point of view of the editor on something. The content of the oratory depends on seven questions from the inverted pyramid. In the book “Speeches that changed the world,” we may find brilliant samples of oratories delivered by George Washington, Charles de Gaulle, Emperor Hirohito, Martin Luter King Jr, Mother Teresa and many other outstanding people. The audience of St. Francis of Assisi and Pope John Paul II was different as well as their speeches but there is definitely something, which unites

them and makes their oratories special samples. I have also done some calculations. I have specified 63 cases of various types of monologue combinations in messages of rational type and 66 cases in messages of emotional type. The number of these combinations practically coincides but types of monologue are different. In the messages of rational type message prevails; very frequent are such types of monologue, as definition, explanation and characteristics (see fig. 1).

![Pie chart showing different types of monologue in messages of rational type](image1.png)

**Picture 1: Different types of monologue in messages of rational type (in %)**  
*Source: own processing*

In the messages of emotional type, explanation prevails; very frequent are monologue-description and monologue-definition (see fig. 2).

![Pie chart showing different types of monologue in messages of emotional type](image2.png)

**Picture 2: Different types of monologue in messages of emotional type (in %)**  
*Source: own processing*
I have not included italics to any classification, because from the point of view of stylistics, it is the use of graphical means in presenting a piece of information. For the lack of space, nothing was mentioned about stylistic devices, which are specifically used in every journalistic message, but it will be done in further publications.

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TEACHING MEDIA LITERACY THROUGH CURRENT MEDIA ISSUES IN THE CZECH REPUBLIC

Pavel Sedláček

ABSTRACT:
The paper discusses selected aspects of media education in relation to issues currently discussed in the Czech media. It outlines how these aspects are treated in one introductory seminar when teaching three different types of students – secondary school students, university students and University of the Third Age (U3A) students. It shows that students are introduced to the concept of media in a similar way, even though the specific topics discussed in the following seminars are different. The paper stresses the need to focus on critical analysis of media communications using essential questions asking about the ownership of the media, information processing and transmission, the phenomenon of representation, and the audience.

KEY WORDS:
media education, media literacy, teachers, students, media issues, Czech Republic

1 How and why to cultivate media literacy?

The media are omnipresent. You cannot escape the media. Without the media, we can hardly successfully coexist with our reality. The media create our day-to-day experience. The media not only reflect reality, but also create it. The media will entertain us to death. These and similar statements are used in support of the importance of media education.¹

This paper accepts these arguments as valid and suggests ways to cultivate media literacy in different student target groups.

In agreement with authors from other countries, who focus on media literacy and education,² this paper takes the position that media education should not aim to “protect” media users from allegedly

harmful influence of media content, dissuade viewers from continuing to watch their favourite shows, engage in a priori criticism of social networks, or preach a single point of view of the current media. On the contrary, media education should aim primarily to inspire interest in and critical reflection of the media and the way the media work. And if we really live in the media networks era, as proposed by media sociologist Jaromír Volek, the need for effective development of media literacy is all the more pressing.

Where should this cultivation begin? What to focus on so that our approach is meaningful and beneficial? Experts debating at international conferences as well as authors of media textbooks frequently mention Harold Dwight Lasswell, a political scientist and media sociologist, and his five basic questions that encompass the basic process of mass communication. The questions are who communicates what, to whom, through which channel and to what effect. Another question that is often added to the above mentioned five questions is why – what is the purpose? These questions can be related to the most important areas of interest as regards critical reflection of the media. According to David Buckingham, these key areas of interest in the analysis of the media and their users are: production (who), language (how do the media communicate meanings), representation (how do the media portray the world), and audience (how do people understand the


This paper translates them to the questions of: a) ownership (who); b) processing (how); c) transmission (what means are used); d) representation (what do the media portray and how); and e) audience (who is the target audience for individual communications and how audiences understand the media).

These questions shape the content of our seminars for all three groups of students: secondary school students, university students and U3A students. The course schedule is usually based on issues currently debated in the media and their critical description. These issues include events that are related to the existence of the media as well as content presented by the media. The perception of these issues by the audience as well as the issues themselves are a true reflection of the shifts in society and in the media market. These shifts can be seen on several different levels: a) on the ethical level; b) in the ownership of the media; c) in editorial routines; d) in technologies; e) in the way the media are treated; and f) in value judgements about the media.

In view of these shifts and the aims of media education discussed above, the preferred and proven way of teaching these courses is a combination of a lecture and group discussions (U3A) and individual or group tasks (secondary schools and universities). The outcomes are then summarised by the teacher in a way that motivates the students to keep thinking about the media.

1.1 What are the media and how do we work with them?

When discussing the media with our students, we first explain the definition of this term. This gives the students a better understanding of the concept as well as the reality that it describes. We explain that a “medium” is something that we use to communicate with someone through a certain means (not in person) and that “media” is a plural of the word “medium”. This means that the media encompass all modern means of communication: photography, films, music recordings, the internet, computer games, the press, advertising, radio, TV, video,

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etc. Moreover, this broad definition helps students realise at the very beginning that even though some media are labelled as “mass media”, as they can potentially reach a wide audience, the ones that target relatively small audiences are also important.

We also tell the students that in a way, the media are like the air. We need the air, but its quality as well as quantity is important, and it is the same with the media. They can play both a positive and a negative role. They are all around us and it is easy to get lost in them or swamped by them. They can help us or – knowingly as well as unknowingly – hurt us. At other times, we can use the media to help others or hurt them – again, both knowingly and unknowingly. Regardless of what we think about them, the media play a significant and essential role in the life of a modern individual. They help us understand the world, navigate it and find our place in it. It is therefore very important to understand them and study them.

After this reflection on the media, we next focus on a discussion about how the students themselves use the media. We ask them about their everyday media consumption, what types of media they use and for what purpose and whether they can see repeating patterns of media consumption. What are the answers? While the young audience is susceptible to trends and is active in both their reception and their creation – this is obvious in the environment of web 2.0 communication platforms – older students are more cautious and conservative, which is related to their lack of knowledge as well as concerns about the risks of use. It is interesting to note that while younger students are mostly active on social networks and new media and mostly via their smartphones, older students mostly consume traditional media. Even though there is a noticeable trend among U3A students to use latest technologies (PCs, smartphones) for the consumption of traditional media, traditional means of media consumption still prevail. It should be added that such observations are not surprising, if we look at the results of a research conducted by Jakub Macek and his team, which show that 92% of the population owns or uses a TV.

Afterwards, we ask the students how they heard about the latest “issue” discussed in the media – if they heard about it at all. First, we ask them about their source of knowledge about this piece of news and the way it

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was communicated to them and, unless they heard about it directly from a mass media source, whether they found out which Czech mass media was first to report the news. We then ask about their knowledge about the issue – what do we know about it? How is the issue portrayed? Who are the actors, what are the causes and what might be the consequences? We try to find out to what extent students are familiar with the piece of news and whether they are able to obtain information from different trustworthy sources – both mainstream and alternative – that offer a wider perspective on the issue. On a more general level, we ask students whether they think that the media fulfil their role in their coverage of the issue in question as well as in general. This serves as a link to another set of topics: what functions should media perform and what functions they perform in practice?

2 Do the media serve the people or vice versa?

Whether we are happy with the content that the media offer depends on what we expect from them. The media need their audiences, as audiences bring paid advertising, which constitutes an important part of their earnings. Mass media are goods just like any other goods and their owners see fulfilling the functions of the media from a pragmatic and economic point of view. This means that there is a certain friction between the potential and actual functions of the media and also a certain dependency between the media and the audience.

After discussing the possible answers to the question about the functions of the media with our students, we always arrive at the following textbook answer: the media have 1) informative; 2) educational; 3) cultural; 4) social; 5) political; and 6) entertainment functions. If any of the six functions is missing in a given medium, it can be said to be dysfunctional. However, specific media contents may serve several different functions and some of the functions can only be present marginally or can be completely missing. It has already been mentioned that there are shifts and changes in what the media offer and what is often demanded from them by their audiences. In this context, the following media “metamorphoses” should be mentioned: 1) tendency to present the news in an entertaining way (infotainment), 2) presenting political issues in an entertaining way (politainment), 3) giving preference to certain topics (agenda setting) as a result of the fact that key (that is, most popular, “quality” media) are owned by a politician with his own economic agenda (“oligarchisation”
of the media). For these reasons, Karel Hvížďala strongly criticises the mainstream media and calls them “popmedia”. In view of this criticism, the following section gives an overview of the events recently covered in our courses.

2.1 Issues discussed in the media

For university students, media education included a discussion on the way the media informed about amendments to the act regulating corporate criminal liability. “The amended law retains the defamation provisions, feared primarily by the media, but also the part that allows companies to avoid criminal liability in certain circumstances. According to some claims, these stipulations could result in the discontinuance of criminal prosecution in important cases, such as the Metrostav case or the case against Agrotec, the company of the finance minister Andrej Babiš. In a wider context, this piece of news led to the discussion about the role of the media in the society, their functions and links to the world of politics (for example with regard to the several approaching elections) and economic interests. The students’ reflection on the news reports about this amendment went hand in hand with the discussion about the proposed amendment of the Act No. 231/2001 Sb. on radio and television broadcasting and the disputes surrounding the election of the public TV director and the role of public service media. These wider contexts then allowed a deeper understanding of the original, narrowly defined topic.

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An important class for secondary school students was the one devoted to the refugee crisis. The topic was first presented within a wider historical context and experience with migration. As a second step, the topic was discussed in the context of stereotypes and biases regarding otherness, minorities and faith in society, as the media contribute to the form and proliferation of these stereotypes. Finally, the way in which the actual events were presented in the media was discussed, again using the questions mentioned above. The actual events in question concerned the quotas for resettling refugees, the Pegida movement, the Idomeni refugee camp and the headscarf dispute which, at its face value, seemed to concern only one school in Teplice. Afterwards, the situation in the home countries of the refugees was discussed and compared to the political and social situation in our country, also in the context of the functioning of the media. Finally, students are always asked to engage in discussions in a cultivated and unbiased way and are informed about other lectures on the topic, for example through the *Migration, minorities and intercultural dialogue* project of the Masaryk University.

In the case of U3A students, the interest has lately focused on the area of basic types of the media (public services – commercial as well as community services), media ownership, funding, information processing and distribution and the resulting differences in the way a specific event is communicated by different media. The students are very interested in the option of following trustworthy alternative sources of information.

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using the internet and web 2.0. Depending on the dates of the classes, the issues that were currently in the news included the annexation of Crimea¹⁹ and the war in Ukraine or the political scandal known as “Čapí hnízdo”, as an example of the media reporting on Andrej Babiš, a key representative of the current political scene and the owner of several important media.²⁰ Secondary school students and university students can use modern technologies such as notebooks, tablets and smartphones in the class to help them with the assigned homework. For U3A students, the lectures are followed by a practical demonstration of finding answers to questions and a debate moderated by the lecturer.

Conclusion

The paper outlined the course of the introductory media education seminar for three different groups of students. It highlighted the most important differences in the approach to these students as well as the similarities, especially as regards the key questions to be asked when dealing with media content. These questions were the starting points for every class regardless of the group of students.

Mass media help to form our everyday experience, they shape and influence our opinions, attitudes and values and help us navigate the world. At the same time, our consumption of the media is influenced by the expectations that we have of them and by their status. This is what we call the functions of the media. These characteristics of the media and their audiences have both positive and negative consequences. It is therefore good to be aware of them and to approach media consumption


with these caveats in mind. The media are goods in the hands of individuals as well as interest groups and their content, way of presenting the content and distribution is targeted at a specific part of the public. As mass media change due to the rise of the internet and the potential new phenomenon of civic (participatory) journalism and e-democracy,\textsuperscript{21} conscious cultivation of media literacy is an absolute necessity.

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JIHAD AS MUSLIM’S MORAL OBLIGATION AND ITS IMAGE IN INTERNET MEDIA IN SLOVAKIA AND EUROPE

Juraj Skačan

ABSTRACT:
The contemporary media content seems to be flooded with reports on various evil deeds allegedly motivated by individual perpetrators’ religious convictions. Considering the fact that authors of the mainstream and commercially motivated, mainly news media content predominantly limit themselves to the most basic, often out-of-context knowledge of the religion concerned, then information received by recipients may be distorted to a lesser or greater degree – even though this need not necessarily be (and let us assume that it is not, either) a result of the authors’ actual intentions. This piece is aimed at analysing individual shortcomings related to incomplete presentation of Islam’s religious morality in media outlets in Slovakia and other European countries, with a special attention being paid to interpretation of individual norms and values within the religion’s actual doctrine. Our research of Muslim’s moral duties will focus mainly on the issue of jihad and its controversial interpretations. Religionist research points to complexity of specific religious forms, frequently displaying internal division into individual factions and distinct branches, as well as to overall comprehensiveness of religion as a phenomenon. We must constantly be aware of these facts, considering also the existence of certain controversies appearing in almost every religion, including Islam. This contribution reflects upon current issues and events, but it is not our single point of departure – we also take into account fundamental principles present in Islam’s real values, as well as principles of intercultural (and interreligious) tolerance.

KEY WORDS:
religiosity, media image of religion, religion as media content, Islam, religious morality, religious diversity, intercultural dialogue

1 Clash of Two Worlds

Looking at the situation in Europe in recent years, it seems that one of the most frequently debated issues in society, media and also in everyday chats is a lingering concern from an invasion of too exotic religious ideas to our quiet and comfortably monotonous world. A particular inconvenience for us, Europeans, appears to be caused by ideas of the youngest major religion – after all, who wouldn’t be upset by declarations of holy war to be waged against infidels and statements on how it is necessary to convert
people to the one true faith, including with the use of violence? The West, which has been Christian\(^1\) for centuries, is now compelled to confront its own system of values with something that it fears to a certain extent, realising that it experienced such confrontations at least twice in the past. The Iberian Peninsula was exposed to devastating Berber attacks led by Arabs from the Damascus Caliphate in the 8\(^{th}\) century; with the last Visigothic king Ruderic’s death and a lack internal unity in his kingdom resulting into Muslims staying in what is currently Spain for eventually more than seven centuries. Catholic rulers later gradually reconquered the entire peninsula as part of Reconquista, but a mere century later, a different part of Europe had to deal with a Muslim invasion. This time it was Central Europe that appeared in a clash with the Ottoman Empire. Belligerent Muslim policies aimed at gaining power, seizing territories and expanding the influence of Islam were displayed in both cases; even though in the same breath it needs to be noted that Islam obviously did not behave too ruthlessly in medieval Spain, where both Jews and Christians were granted freedom of religion under certain conditions and were not forced to convert.

This time it is not armies of Berbers and Turks who represent a challenge for Europe, but refugees from Syria and territories controlled by terrorist groups in northern parts of Asia Minor, and the threat of radical Islam. The fact that both Syria and Iraq are predominantly Muslim countries makes refugees into a potential threat in ordinary Europeans’ eyes, mainly in view of terror attacks perpetrated by groups professing Islamic extremism. Incomers quite naturally also bring their religion along, as they are absolutely identified with it and it represents a way of life for them – while civilised Europeans realise that in conditions of the existing legal system, claiming the right to dictate the necessity of conversion upon anyone would represent a violation of the freedoms of thought, conscience and belief. So, an ordinary European fears.

The question is – what do we actually know about the refugees? And what do we know about Muslims and Islam? What do we know about Islamic extremism? Granted, there were no mass media in medieval Spain, Kingdom of Hungary and later in the Habsburg Monarchy of the 16\(^{th}\) century to create an image of a “typical” Muslim, Islamic doctrine

\(^1\) Of course, we take into account the fact that not all people in Europe profess a certain religion; we are rather referring to Europe’s history and the fact that Christianity had a significant effect on development of Europeans’ morality and values. (Remark by J. S.).
and law in the minds of locals. So, let’s assume that views of foreigners and their religion and morality were created by people themselves based on their personal (good or tragic) experience and on information spread by word of mouth. Nevertheless, we do have media now, and it is hardly possible to challenge an assumption that the public opinion is, apart from other factors, created by them to a decisive extent. Returning to the question posed at the beginning of this paragraph, we presume to say that an average recipient, i.e. recipient without the ambition to deal with the issue more thoroughly on their own knows about refugees and Muslims only as much as it is presented by the media. Probably only a handful of people are really interested to examine whether there is a difference between religious morality and morality as such, few people ask what religious morality is, and also hardly anybody ponders upon difficulties in interpreting some of its components, principles and rules, particularly with respect to Islam.

2 Morality of Islam as Religious Morality

Islam is the world’s second largest religion after Christianity, with more than 1.6 billion followers\(^2\) in 2010. According to prognoses, their number will continue growing, and there is a high possibility that Islam will overgrow Christianity as early as in the 21\(^{st}\) century.\(^3\) It needs to be noted that this fact is causing in society certain concerns, which are incomparably bigger than if this pertained to a possible growth of Hinduism and Buddhism, for example. This mood is produced to a considerable extent by the image we hold on Islam. At the same time we do not doubt that every reasonable person realises the entire context of religious way of life, and they do not consider Islam as a religion producing violent people and terrorist while one waits, as this would be an unforgiveable error. Islam has its own morality, determining the lives of the faithful depending on whether they belong to one of its more or less orthodox branches. It will not come as a surprise to see that the aforementioned fact can result in different interpretations of individual moral rules within the religion. We have to take into consideration that this fact somewhat complicates our research, while it is also appropriate to note that more or less significant controversies appear in most


\(^3\) The estimated number of Christians is 2.2 billion. (Remark by J. S.)
religions. After all, is not this phenomenon of problematic interpretation of individual moral norms also apparent in Christianity, which seems to be far more familiar to us? So, it is appropriate to ask a question what religious morality is.

In lay terms, morality can be defined as a set of rules governing people’s behaviour in various spheres of their lives. This definition still does not embrace morality completely, however, as we distinguish between morality in descriptive and normative senses. Descriptively the term morality refers to a certain set of behaviour codes pursued by a certain social group or group of people (sometimes it can be held by a single individual as applied to their own behaviour). Meanwhile, the normative definition describes morality as a behaviour code put forward – under certain conditions – by entire society or, more precisely, by each of its rationally acting members. It is obvious that religious morality comes rather under the framework of descriptive definition – although we presume to believe that in some specific cases it can contain certain normatively defined principles and rules. At any rate, considering morality as such, we observe that its meaning lies – both when it comes to the first (descriptive) and the second (normative) cases – in maintaining stable relations and functioning of society, and providing a secure behaviour framework and scope for harmonic cooperation.

There are several views of morality. The theistic interpretation considers it as having its origin in a supernatural force – i.e. in transcendence, or particularly in God. According to natural explanations, however, morality has a natural origin; for example as a natural result of various phenomena accompanying the development of human society and/or as a consequence of biological development. J. S. Mill, a 19th century British proponent of utilitarianism, asserts in The Utility of Religion, released in

4 Morality speaks of a system of behaviour in regards to standards of right or wrong behaviour, with the word carrying the concepts of moral standards, moral responsibility and moral identity. (For more information, see: Morality. [online]. [2016-03-11]. Available at: <http://www.allaboutphilosophy.org/morality.htm>.)


6 The means for implementing individual values of religious morality, their understanding and justification frequently vary among individual religions. (Remark by J. S.)

7 J. S. Mill, a 19th century philosopher, promoted the views of positivism and utilitarianism. (Remark by J. S.)
Slovak in a book of collected works entitled *Logika liberalizmu* (*Logic of Liberalism*), that the emergence of morality is in no way linked to religion, even though it is feasible to believe that “religion has accepted the best human morality which reason and goodness can work out, from philosophical, Christian, or any other elements”.\(^8\) It is therefore obvious that he recognised a certain role of religion in development of human morality, although he maintains that religion only assumes morality instead of creating it. Meanwhile, Immanuel Kant claims that God is a postulate of our practical reason, while it is our duty to act morally – i.e. be directed towards the supreme good, whereby we actually confirm God as the final cause of the supreme good.\(^9\)

What about specific features of religious morality? First of all, religious morality has metaphysical foundations, as most religions come with their particular metaphysical worldviews. It is possible to observe that morality in any religion is not considered as lacking a higher purpose; on the contrary, it receives a blessing from metaphysical principles and principles of being that provide the meaning for any action, existence in the world and knowledge. It has objective origins lying outside this world; it has been given from above in form of commandments and moral laws. Followers of a particular religion can realise that some of the moral principles held by their faith agree with principles of general and natural morality, but at the same time they maintain that religion makes morality better, elevating it to a transcendental issue. A faithful in no way would accept the notion that religion has assumed morality that had been held universally, having emerged and evolved naturally. On the contrary, they believe that moral rules, norms and values have always been present; they have been in God from eternity, although humankind has been receiving them gradually, when it was ready to accept them considering the degree of its development, by God’s revelation.\(^{10}\)

Looking more closely at morality in Islam, we can notice that it has its so-called Five Pillars. They concern the most fundamental obligations

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to be pursued by individual Muslims, representing a sort of outline for their lives. This includes declaration of faith (Shahada), prayer (Salat), alms-giving (Zakat; currently practiced as tax, but it also can include charitable giving), fasting during a designed month (Ramadan), and a pilgrimage to Mecca (Hajj). These five basic acts are mandatory for all practising Muslims, although it needs to be noted that there are certain differences between how these pillars are understood by the Sunni and Shia. These basic directives are supplemented by the so-called Islam’s Ten Commandments, which have not been revealed by God like in Christianity, however. Jihad – even though it is considered as a moral duty for every Muslim – is mostly not included among the five basic acts, except for certain, predominantly Shia groups. So, it has a specific position, concerning any struggle employed by a person throughout their life for strengthening their own faith, and for boosting and protecting the faith in the entire community.

Individual moral rules held by a specific religion are under normal circumstances required only from the faithful belonging to this particular religion, while they are not forced upon followers of other religions – this is an issue of interreligious tolerance and dialogue. One example of such an approach towards religious otherness is Zoroastrianism, in the past Persia’s state religion, which currently has only around 130,000 members, and has survived only in certain small areas in India and some nearby countries. Zoroastrianism displays a particularly tolerant treatment for members of other religions, but it also expects the same approach from others – so it does not accept missionary activities and it also does not incline towards interreligious conflicts. Meanwhile, quite a few people could raise an objection towards Islam, claiming that it apparently does employ certain pressure against members of other religions. In the next few chapters, we will examine, apart from other things, whether such coercion is really organic part of Islam as such.

12 The Shia represent a minority group within Islam (around 15 percent) when compared to the Sunni, with the main contrast between the two groups lying in views on who should be Muhammad’s successor at the helm of a Muslim community. (Remark by J. S.).
3 Jihad as Media Topic

A notion of viewing Islam not only as a religion, but also as a way of life and, due to extremely close ties to political environment, also as a movement with elements of political ideology appears rather frequently in expert discourse involving religionists, political scientists and sociologists. It is not difficult to understand such claims, considering how Islam emerged and circumstances that were accompanying its genesis. Ivan Dubnička tends to agree with views of such religionists as Helmuth von Glasenapp, claiming along with him that Islam’s influence is far more perceptible in politics than in metaphysics – as with respect to metaphysics, Islam assumes quite a few ideas from the Semitic religious environment, in which monotheist religions had already been present for centuries. This overlap involving politics and law results in a range of difficulties that we have to deal with in our attempt to understand Islam and interpret its principles. Without any doubt, the most hotly discussed term of Islam’s doctrine is jihad. It perhaps will not come as a surprise, therefore, to see us trying to demonstrate the media image of Islam against this particular phenomenon and attempting to confront it, at least to a certain extent, directly with interpretation of Islam’s doctrine.

Jihad needs to be considered as one of the most important moral obligations for Muslims. At the same time it appears that average Slovaks and Europeans nowadays view Islam in light of this very issue, considering how frequently it is being presented in Slovak and European media. The way of how the media view Islam is subsequently quite naturally reflected in the internet environment; granted, it is also due to the fact that news television channels, radio stations and the press run their own internet sites, allowing them to spread their news content more directly and effectively. This is why we have decided to focus on internet media, including those belonging to television channels and radio stations.

Entering the term „džihád“ (the Slovak word for “jihad”) in an internet search engine, while specifying the search for News only, more than 17,000 results appeared on March 30, 2016. Looking more closely at several typical examples, we discovered some quite interesting things. For example, Pravda daily in early March 2016 published an article entitled „Usáma bin Ládin v závete venoval váčšinu majetku na džihád“

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15 Ibidem, p. 322.
[Osama bin Laden in Testament Donated Most of His Property for Jihad].\(^{16}\) TA3 news-only channel, referring to a Reuters story, in the wake of the March attacks in Brussels reported on its website about an alleged call for jihad made by Islamic State via a video released on social networks stating, apart from other things, that holy war is an inseparable part of Islam.\(^{17}\) A somewhat different piece was published by Hospodárske noviny daily on its website in mid-February 2016, referring to an AFP story on psychological and sociological research into imprisoned Islamic extremists. The story reads: “Ordinary mortals view them as criminals and psychopathic monsters, while jihadists view themselves mainly as victims of an unjust society.”\(^{18}\) Hospodárske noviny reports that, according to experts, radicals in their outsider position of victims claim for themselves the right to be unfair and cruel towards their alleged oppressors.\(^{19}\) A quite disturbing story was brought by Czech portal Idnes.cz, referring to a research made by University of Vienna in Austrian schools. It was discovered that “some institutions subsidised by the state pursue education oriented towards Salafism, promotion of the Sharia law and polygamy.”\(^{20}\) This threat, present for us “just around the corner”, so to speak, was discovered by professor of religious studies Ednan


\(^{19}\) We could similarly assume that calls made by current Muslim radicals on waging jihad against the Western world also stem from a feeling that the traditional Muslim world has become victim of Western influence and in many cases also military force. After all, this is how most leaders of radical groups proclaim it themselves. At the same time our media outlets present the issue only rarely this way. Nonetheless, hardly anybody would dare to tell whether the aforementioned reasons are part of the leaders’ genuine personal motivation, or this rhetoric is only used for recruiting people from poor areas. (Remark by J. S.). 

Aslan, who himself is a Muslim of Turkish origin. New Yorker magazine, for its part, focuses on departure of many young Tunisians to Syria to wage jihad, while Washington Post cites Christina Schori Liang, a senior fellow at the Geneva Centre for Security Policy, who claims that “jihad has become a family business”, noting that terror attacks are frequently perpetrated by siblings. German security policy magazine Bundeswehr-journal introduces its article “Zur jeder Zeit, an jedem Ort: der Dschihad in Europa” [At Any Time, at Any Place: Jihad in Europe] reacting to the tragic March events in Brussels with the following sentence: “Bloody terror in the midst of Europe...” and continues with pointing to a growing threat of terrorism in Europe.

Basic principles of objective reporting are more or less observed in all the articles cited above. However, we also would be able to find a considerable number of less serious examples, featuring sensationalist methods of reporting aimed at producing shock. This includes, for example, an article by the notorious (and widely read) portal Topky.sk from November 2015 entitled „Teroristi z Islamského štátu zverejnili VIDEO, z ktorého tuhne krv v žilách: Slovensku vyhlásili vojnu!” [Islamic State Terrorists Release VIDEO that Makes Ones Blood Run Cold: They Declare War on Slovakia!]. This headline can almost be regarded as scaremongering.

Both in serious and sensationalist journalism, individual stories on jihad (we presented only a relatively small sample above) appear to involve certain common features that do not particularly help towards correct understanding of the gist of jihad as a moral obligation of Muslims and

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of Islam as religion. One serious problem is the fact that the word “jihad” is presented by Slovak media outlets almost exclusively in connection to terrorism, radicalism and religious extremism. On the other hand, many people do not realise that nowadays we learn of Islam from the media mostly only through the prism of statements made by militant organisations claiming their adherence to Islam. A certain tendency to demonise the Western world and its system of values can be observed in Islamic radicals – who at the same time make Islam appear demonic in the eyes of Westerners. What is actually jihad?

4 Jihad under Scrutiny

It is necessary to stress that making jihad simply synonymous with holy war would not only be inappropriate, but also distortive and misleading. In its most original meaning, jihad is a far more complex term. It is etymologically based on the Arabic word stem j-h-d, which actually means “struggle” or “strive”. Czech web project Muslimove.cz understands and presents jihad as a way of life according to Muhammad’s example. Meanwhile, experts on Sharia (Islamic law based on Quran) should be viewed as the most competent authorities to make relevant interpretations of jihad. They list four kinds of jihad, as summarised by L. Krejčiová, an associate of the aforementioned project, and presented in detail by Warren Crofter in a book released in Czech under the title “Velká kniha Islámu” [Big Book of Islam]. There is a “greater jihad” and three types of “lesser jihad”. The greater jihad – the jihad of the heart – concerns “permanent deepening of one’s personal piety, apart from combating sin and temptations” and “a struggle to believe and behave in a way that appeases God”. Conversely, the lesser jihad includes jihad by the tongue (calling on speaking the truth, missionary activities and ushering in moral amendment of humankind), jihad by the hand (promoting people’s pro-social, altruist behaviour and charity works), and jihad by the sword – aimed at defending Islam from enemies, including with the use of violence, but exclusively in self-defence and for

26 There are also certain exceptions, with the greater jihad sometimes including jihad by the tongue and hand. (Remark by J. S.).
God’s sake (other motives being ruled out).\textsuperscript{29} One noteworthy fact is that jihad as holy war is not jihad in the most original sense, even though jihad by the sword at first glance appears to be relatively close to it. Nonetheless, it is listed not until fourth place in this typology, and at the same time the context of holy war as understood in view of statements made by radical Muslims cannot be immediately linked to the fourth kind of jihad.

Judging by this knowledge, it seems that the gist of the problem is how jihad is interpreted. These interpretations vary, with a certain variety also to be observed in Quran itself. Suras from the period of Muhammad’s life in Mecca\textsuperscript{30} are based on the greater jihad and appear to be more moderate, while Medinan suras are more oriented towards jihad by the tongue and the sword,\textsuperscript{31} calling on revenge and fight. A similar view, both in opinion of Quran’s two faces and the historic background of this “two-facedness”, is also held by journalist and theologian Gavin Ashenden – at least it appears to be so when reading Czech Radio reporter Anna Budajová’s article attempting to present Ashenden’s attitudes as published by British daily The Times. The article states: “The Quran on one hand contains peaceful and conciliatory verses towards ‘People of the Book’, i.e. Jews and Christians. On the other hand, it also contains passages calling for violence and revenge”\textsuperscript{32}. Ashenden even believes that the term “radical Islam” indicates a failure to understand Islam’s internal dilemma, as while Quran in certain passages provides blessing for good deeds, it is possible to notice that elsewhere it justifies oppression in the name of God.\textsuperscript{33}

Bill Warner, president of the Centre for the Study of Political Islam, harbours a similar opinion on Islam’s dilemma, considering Islam as more a political system than religion. ParlamentniListy.cz published a report from a conference entitled \textit{Európa, migrácia a islam} [Europe, migration and Islam].


\textsuperscript{30} Muhammad in Medina devised plans to win Mecca’s people by force, as they had rejected his religion. (Remark by J. S.).


\textsuperscript{33} Ibidem.
Migration and Islam], held in Prague in October 2015, with Warner stating that “Islam is based on Quran and Muhammad. There are two Qurans – one is peaceful, the other one is full of jihad.” He claims that Quran provides two different answers to one question and suggests two models of behaviour: one is moderate and oriented on morality, while the other is expansive and aggressive. With a bit of exaggeration he adds that there are “two Muhammads – one is a religious teacher, while the other is a jihadist”. This actually agrees – even though it is spoken too plainly and perhaps even coarsely – with the description of Islam as provided by Muslimove.cz and Ashenden’s views.

Sheelah Treflé Hidden from London-based Heythrop College maintains more moderate views in interpreting Islam, claiming that the most frequently used word in Quran is not jihad, but compassion or mercy, which she considers to be Islam’s true essence along with love. One example purportedly supporting the claim is a quote from Quran’s Seventh Sura: “My Mercy encompasses all things”. The author holds the merciful side of Islam as having precedence to anything else, with Islam being presented as a religion of love that cannot endorse terrorism. Meanwhile, Islamweb.sk provides an article adopted from a text written by M. Amin El-Sayed, who asserts that the Muslim community should be the first one to say a resolute NO to terrorism, as Islam is a religion of peace. He backs his case against terrorists by quoting Quran’s Fifth Sura: “Indeed, the penalty for those who wage war against Allah and His Messenger and strive upon earth [to cause] corruption is none but that they be killed or crucified or that their hands and feet be cut off from opposite sides or that they be exiled from the land. That is for

them a disgrace in this world; and for them in the Hereafter is a great punishment."

Lawyer Abdulwahab Al-Sbenaty, who lives in Slovakia and describes himself as an adherent of Islam, states in his book *Islamské právo – Oblast’ mieru a vojny* [Islamic Law-Sphere of Peace and War] that “the summit of rules set by Quran concerning peace and war is represented by the principle of peaceful human coexistence”, with human life as such being considered God’s gift. He says that apart from the right to life, protection of property, social support, protection of one’s name and honour, and the right of free movement, principles of Islamic law include the right to seek knowledge and express one’s opinions, and most of all such liberties as freedom of thought, conviction and religious belief. This could be backed by a quote from Quran: “There shall be no compulsion in [acceptance of] the religion” (2:256). Al-Sbenaty therefore believes that Muslims are forbidden to wage wars of aggression. The only acceptable circumstance of waging a war is self-defence, when the Muslim umma feels to be under direct and imminent threat.

We have already referred to certain discrepancies between Meccan and Medinan suras, mainly with respect to jihad. This is an objective fact that makes it difficult to draw clear-cut conclusions from the text. Islam critic Robert Spencer points out that there is no allegorical interpretation of Quran in Islam and no gradual development of revelation linked to the historic context of particular texts. He says that these are the main obstacles in coping with any contradictory verses contained in Quran. According to him, a key problem lies in Quran’s resistance towards any attempt of interpreting it, including attempts of interpreting jihad. He does not protest against the aforementioned comprehensive understanding of jihad, though; he appears to be aware of how complex the phenomenon is, but at the same time he poses a question whether it is

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41 Ibidem, p. 8-9.
44 Spencer states that traditional Muslims have negative attitudes not only towards attempts of interpreting Quran as an figurative text, but also towards its translations into other languages. (For more information, see: SPENCER, R.: *Islám bez závoje*. Praha : Triton, 2006, p. 39).
not perhaps true that jihad with its historic prerequisites and resistance towards reformist attempts creates conditions for the emergence of radical ideas as an undesired by-product, with some specific suras in Quran providing sufficient justification for them.

A more conciliatory stance towards the emergence of radicalism in Islam is promoted by Karen Armstrong, who believes that radical movements within Islam – i.e. what we tend to label with a simplistic term ‘jihadism’ – emerge from the feeling of being threatened by modern secular influences, as well as from frustration that moderate ways of one’s protection have appeared to be hardly effective. According to current moderate Muslims, any aggressive attitudes have nothing in common with their religion, with radicals merely misusing it for their own goals, backing their cause with certain out-of-context quotes from Quran. The Islamic Foundation in Slovakia via its chairman Mohamad Safwan Hasna also distanced itself from terrorism and condemned it. Hasna stated that the foundation endorsed an open letter released by world Muslim authorities addressed to leaders of Islamic State, calling on cessation of all crimes violating Islam’s fundamental principles.

We also deem it appropriate to refer to certain inaccuracies concerning the term “jihadism” as cited above. Of course, this term does exist, with

47 One paradox is that even several militant movements condemned the November 2015 attacks in Paris. (For more information, see: Útoky v Paríži odsúdil aj Hizballáh, Hamas a Islamský džihád. [online]. [2016-03-01]. Available at: <http://www.webnoviny.sk/svet/clanok/1012512-utoky-v-parizi-odsudil-aj-hizballah-hamas-a-islamsky-dzihad/>).
50 Michael Brull in an article on Newmatilda.com examines whether modern jihad (considering the term modern jihad as used by radical and terrorist groups) actually concerns religion, or it is only about recruiting young people in order to pursue certain political goals, misusing their dissatisfaction with their marginalised position and feelings of threat. (For more information, see: BRULL, M.: The Truth About Modern Jihad: It’s Not Really About Religion. [online]. [2016-03-27]. Available at: <https://newmatilda.com/2016/03/26/jihad-not-really-about-religion/>).
the media using it to refer exclusively to Islamic radical movements. Nevertheless, we have already seen that the issue of jihad is far more complicated, and it is not possible to flatten it to such a banal level. BBC describes “jihadism” as a Western neologism for a militant movement seeing violent struggle as necessary to eradicate obstacles to restoring God’s rule on Earth and defending the Muslim community, or umma, against infidels and apostates. On the other hand, BBC notes that the term “jihadist” is not used by many Muslims because they see it as wrongly associating a noble religious concept with illegitimate violence.51 So, the connotation of the term “jihad” associated to statements made by terror groups is peculiar only to non-Islamic world, while the labelling of tendencies represented by these groups with the word “jihadism” is unacceptable for faithful Muslims. Another problem is related to the term “Islamism”, which has also taken roots in our environment, with hardly anybody making any distinction between Islamism and jihadism. To be accurate, Islamism does not necessarily equal jihadism, with a brief explanation appearing in the aforementioned article: Islamism (i.e. political Islam) aims to reorder government and society in accordance with Islamic law, or Sharia, thereby fighting against secularism, but this does not necessarily involve endorsement and use of violence. Islamism only in its radical and militant form can partly or completely overlap jihadism.52

5 In Place of a Conclusion

Certain Islamophobia has been developing in our society, being nurtured by a vast majority of the media, with some of them even taking the situation to extremes. At the same time it needs to be acknowledged that Europe’s fear of Islam is partly based on its general knowledge of history, with terrorism perpetrated in the name of Islam adding fuel to the flames. Nevertheless, hardly anybody is interested to see that this does not concern Islam at all, and pay attention to the open letter released by world Islamic authorities resolutely condemning any displays of terrorism and radicalism, describing it as abuse of Islam’s fundamental principles, most of all those promoting peace, humaneness and tolerance. The word “jihad” gives quite a few Europeans goose bumps, while they frequently do not even know what the concept of “jihad” actually means. We hardly

52 Ibidem.
can challenge the notion that most freely available mainstream media outlets do not understand this term at all, simplify it inappropriately, or just present it how it is being used by those who provide it as justification for their violent actions. Lee Williams from Independent daily back in 2012 attempted to engage in some public education concerning Islam, pointing to the fact that Islam’s image in the media appears to be rather terrifying, but at the same time there are many human stories testifying to solidarity between Christians and Muslims. They receive far less coverage, though. For example, following an attack on a Christian church in Alexandria, thousands of Egyptian Muslims crowded around the church to form a human shield to protect the Coptic Christians from further attacks.\(^{53}\) Meanwhile, there are many Muslim and non-Muslim peace organisations worldwide promoting a better and more genuine image of Islam, including Bridges Foundation, attempting to fix certain erroneous notions of Islam and jihad in documentary film “Jihad on Terrorism-The Truth about Jihad in Islam”, for example.\(^{54}\)

A stumbling block for most Europeans lies in the fact that calls for jihad as war, even though a defensive one, are also contained in Quran itself, thereby providing scope for the emergence of various tendentious factions. It is not easy to disprove this observation, considering how strong Muslims’ relationship with Islam’s sacred book is, however. There appears to be no other way out than waiting – along with Hans Küng, a pioneer of interreligious dialogue – to see which group within Islam eventually prevails: orthodox traditionalists (also producing militant groups in circumstances of extreme radicalisation), or Islamic reformers promoting open interpretation.\(^{55}\) At the same time the struggle for an open, postmodern Islam seems to be far more difficult than in Christianity, for example.\(^{56}\) Nevertheless, the media should also play their

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54 *Jihad on Terrorism. The Truth about Jihad In Islam (Full Video).* [online]. [2016-03-11]. Available at: <https://www.youtube.com/watch?v=hfQsa0x86wE>.


56 According to some opinions, this effort could be based on the so-called Sufism, a Muslim spiritual movement that does not focus on external issues of power and rituals, but rather on internal, spiritual transformation of Muslims in line with Islam’s essence in order to pursue a harmonious life
part by engaging in sober and fair treatment of Islam and Muslims. It is about time, for starters, to begin making a clear distinction between Islamic extremism and Islam as religion. It is not possible to talk and report on Islam's present without knowledge of its historic context and fundamental principles, however problematic their interpretation may be. In this regard, Küng’s concept of interreligious dialogue based on four simple principles is worth a consideration: “There will be no peace among the nations without peace among the religions. There will be no peace among the religions without dialogue among the religions. There will be no dialogue among the religions without global ethical criteria. There will be no survival of our globe without a global ethos, without a world ethos.” Activists for interreligious and intercultural dialogue understand that extremism and terrorism are not open to dialogue, but at the same time they are sure that Islam is.

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BEHAVIOURAL STRATEGIES IN DIFFICULT SOCIAL SITUATIONS IN THE MANAGEMENT OF SECONDARY ART SCHOOLS THROUGH THE USE OF INNOVATIVE PREDICTIVE SOFTWARE TOOLS

Gabriela Gabrhelová – Imrich Andrejčák – Robert Zeman

ABSTRACT:
This article focuses on the thematic area of program development perspectives within secondary art education with regards to new approaches to how schools operate in the context of education and culture in the world and in Europe. The aims of our article are as follows to analyze as well as to identify behavioral strategies of male and female managers in difficult social situations within the management of the Secondary School of Art. The aims of article are as follows using a standardized questionnaire SVF78 to find out how male and female managers of the Secondary School of Art cope with stressful situations, which strategies they prefer to use and consequently to compare the results with standard results provided in the questionnaire. The article results can be inspirational when dealing with stressful situations in the field of art education and training.

KEY WORDS:
innovation, management, social science, secondary art education, predictive

1 Introduction

The topic of how to deal (cope) with stressful situations is being explored by specialists and experts of various scientific disciplines. Some authors consider stressful situations to be an integral part of everyday life. Similar to success, failure or good luck, stressful situations also mean different things to different people. The issue therefore arises about how stressful situations affect human health and a person’s personal or professional life.

The aim of this article is to define a new set of solutions for the management of challenging situations in secondary art education, thereby taking into account theoretical and methodological issues whilst utilizing innovative facilities that exist within prediction software products to do so.
This article (hereinafter referred to as the “Project”) should help define a new global set of solutions in an area which is of actual scientific and research interest.

2 Digest

Many authors, both from at home and abroad, have addressed the issue of proposed behavioural strategies for challenging social situations in the management of secondary art schools through the use of innovative predictive software tools.

The main project goal is to select and define a set of optimal behavioural strategies for such situations. Neural network based technologies will play a principal role in this process, the results of which will be applied in practice, both socially and financially. In order to achieve the project’s main goal, a set of partial aims have been formulated. They are as follows:

- to become better acquainted with the sorts of challenging situations which may occur in schools and the methodology and theory behind management activities relating to solutions for pre-defined problems;
- to create a set of original models to determine the appropriate processes (through the linguistic approach);
- to identify and analyse the behavioural strategies for men and women in challenging social situations by the management of schools;
- to carry out research via standardized questionnaires focused on management strategies for demanding situations and to compare the measured results with standardized ones;
- to redesign the questionnaire in light of the research results.¹

The document entitled “Behaviour strategies in challenging social situations in the management of the organization” focuses on the impact of the stress felt by, and the burden put on, persons in managerial positions. It characterizes the loads managers carry, defines stress, as well as their coping strategies.

The goals of the survey for this article are to:

- identify the most frequent stress management strategies of male managers;
- identify the most frequent stress management strategies of female managers; and
- use a standardized SVF78 questionnaire to identify how managers deal with challenging situations in terms of stress management strategies and to compare the results with the standardized results for the questionnaire.

The sample comprised of 24 respondents out of 35 approached individuals (9 males/15 females) who were school or training centre managers. The questionnaires were filled out voluntarily and anonymously. The use of questionnaires was the research method used to collect the data. Specifically, the SVF78 questionnaire entitled “Stress coping strategy” was completed and evaluated. This questionnaire was compiled by W. Janke and G. Erdmann. The Czech version was prepared by J. Švancara. The raw score values were used for the evaluation. The average age of the male managers who participated in the study was 44.56 years and of the female managers 44.93 years. On the basis of the achieved average raw scores it can be said that the preferred stress management strategies of female managers are: the neutral strategy of avoidance; and the positive strategies of distraction and situational control (both with the same average). The least used strategies were: the negative strategy of social retreat (resignation) and guilt defence. In contrast, male managers, similar to their female counterparts, mostly used the neutral strategy of avoidance immediately followed by, with the minimum of difference, the positive strategy of situational control. The least used strategies of male managers included the negative strategy of social retreat (resignation) and the positive strategy of substitutional satisfaction. These results showed that none of the strategies diverged very much from the standard. The greatest difference between the average values of females was identified in the Play Down subtest (4.49 points above standard) and Perseverance (4.68 points below standard), whilst for males, the Avoidance subtest (6.34 points above standard) and Perseverance (1.94 points below standard). With exception to the Avoidance subtest of male managers, the values did not exceed standard deviations for any of the given sample. The conclusion based on the sample analysis and the comparison of strategies is that positive strategies prevail. The highest value for partial strategies was achieved by POZ2 – Distraction strategy i.e. distracting one’s attention away from stressful events to alternative
situations, inducing mental conditions to dampen stress, and positive emotions, are achieved through external rewards. With regards to the overall results of the respondents, it can be stated that managers did not deviate widely from the standard for the general public. The values were measured near the upper threshold of the standard which is expected of managers who are trained to cope with stressful situations.

The results above cannot be used to make generalizations for the entire population of managers due to the fairly small sample size. The SVF78 questionnaire also does not reflect stressful situations that are specific to aspects of managing a school or training centre. The results of the questionnaire can be an inspiration to managers working in art schools and education on how to cope with stress.\(^2\)

The aim of the subsequent study was to develop a stress prevention program for adolescents for application in school settings. Stress is something that is already experienced during childhood and adolescence. It was therefore deemed important that students acquire an appropriate repertoire of efficient coping strategies. Based on a previously conducted demand analysis, a stress prevention and coping program was developed with a basic module that focuses on problem solving. This basic module could be expanded with three additional modules that emphasize cognitive reconstruction, the seeking out of social support, as well as relaxation and time management. In total, 461 adolescents in 8th and 9th Grades from 18 school classes participated in the program and in the evaluation study, which involved the basic module (problem solving) with either one of the three additional modules. The three training conditions were contrasted with a control group without any intervention (339 adolescents from 14 school classes). The results showed that there were significant improvements in acquired knowledge with regards to the subjective evaluation of stress evoking situations, and in coping behaviours. The training effects proved to be stable over a period of at least two months.\(^3\)

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The conceptualization of the goals as person-environment relationships emphasizes the mutual influences of individuals and situations. This interactional point of view leads to research goals focused on current behaviour within proximal contexts. Furthermore, within the real classroom context, as a result of students encountering new situations that place greater demands on them and which open up new opportunities, diverse and multiple goals can potentially be elicited. By exploring these assumptions, the current study examines the strategies that students use to deal with multiple goals during ongoing classroom activities.

Instead of valuing behavioural and phenomenological approaches as alternative models, this study used both observed behaviour and reported intentions as representative of two different levels of action. This allowed for a more comprehensive understanding of students’ strategies. This approach is consistent with the contextualized view of action orientation, as well as with that of goal-directed behaviour as being hierarchically organized (Frese & Stewart, 1984; Silbereisen Eyferth, 1986; Volpert, 1982). To this effect, in a multiple case study of eight (6th Grade) students, methods included: videotaping and interpretation of the student’s actual behaviour (from the researcher’s perspective) in natural classroom settings; and semi-structured interviews regarding the student’s individual purpose (subjective perspective) for those activities.

The results revealed diverse forms of goal management such as the automatization of certain action-orientations and the monitoring of action emergence and duration. Furthermore, the results highlighted the function of certain goals within the overall action sequence.  

A psychological test is defined as an “objective and standardized measure of a sample of behaviour.” Several elements of the definition are crucial, specifically the behaviour sample, which must be objective. This means that there is a requirement that some aspects of the response can be observed by others. A psychological measure must also be standardized, which requires that the stimuli and the demands of the task are reproducible. Lastly, psychological testing is invariably restricted to a sample of behaviour because it is not possible to measure the full range

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of an individual’s responses. Accordingly, a subset of responses must be
selected as being representative of a broader behavioural phenomenon.
In short, psychological testing is simply a rigorous way of observing
behaviour.

A wide range of psychological tests exist. The majority of early
psychological tests were designed to measure mental ability, specifically
intelligence. Intelligence testing continues to be a major subcategory
of psychological assessment. A related subcategory is aptitude testing,
which is designed to examine potential future academic performance.
Achievement testing assesses the mastery of a specialized area of study.
Vocational interest testing assesses a person’s similarity to others who are
successfully employed in various occupations. Lastly, personality testing
measures the emotional and/or adaptive aspects of behaviour. More
specifically, personality tests assess characteristics such as emotional
state, coping tendencies, interpersonal style, motivation, attitudes, and
values. The term psychological testing therefore refers to a diverse range
of assessments that share one thing in common, namely the sampling of
behaviour in an objective, standardized manner.

In modern society, psychological assessment is almost an ubiquitous
phenomenon. Schools and universities are among the most frequent
users of psychological tests. Almost everyone has experienced
achievement testing in the classroom to gauge the mastery of
coursework. Similarly, aptitude testing as a precursor for admission
to college or university is nearly universal. Psychological assessment
is also commonly used in business and industrial settings to gauge the
performance and capabilities of employees. Personality testing plays
an important role in the diagnosis of mental illness by yielding data for
clinical decision-making and the formulation of psychiatric diagnoses.
Lastly, psychological tests are useful in the development of treatment
interventions for persons experiencing psychological difficulties. When
properly used, psychological tests can make an important contribution
to society.

In the field of rheumatology, psychological assessment holds the potential
for valuable applications. For some rheumatic diseases, such as systemic
lupus erythematosus, the cognitive status is a major concern. Similarly,
some medication regimens (e.g. high-dose prednisone) have the potential
to alter cognitive capacity. Therefore, in specific clinical situations,
the assessment of the intellectual status of a patient with rheumatic
disease becomes extremely important. Vocational testing is also important when people suffering from arthritis are compelled to make occupational changes. From a rehabilitation standpoint, rheumatologists are concerned about how their patients will be able to adapt to their occupational and social environments. Vocational assessment prior to expensive, time consuming vocational training programs can therefore be extremely beneficial. Personality testing also plays an important role in the practice of rheumatology. It is increasingly recognized that bicapsychosocial models of chronic illnesses are necessary because of the inevitable intermingling of the biological, psychological and sociological dimensions of chronic disease. Health professionals dealing with arthritis are therefore increasingly also having to focus their attention on the psychological and sociological factors that affect their patients. In fact, psychological adaptation has been shown to be an important determinant of rehabilitation outcomes. Psychological constructs such as self-efficacy, learned helplessness, depression, and coping are all central to the management of rheumatic disease. Rheumatologists must therefore have a basic understanding of the conceptual foundations and applications of psychological assessment.5

This article discusses the behavioural strategies in challenging social situations in the management of high school males. It deals with the stress felt by and the burden placed on the director of a high school and the impacts thereof on their personality. The main objective was to process theoretical knowledge on behaviour in challenging social situations and analyse the management of high school males.

The first section contains general definitions of stress and burden, and the causes thereof. Descriptions follow of difficult situations, behavioural strategies in challenging life situations and the differences in the manner in which men and women cope with stress. The second chapter focuses on the specifics of school management, in particular on the traits of the school manager and the impact of stress on their personality as a result of challenging social situations. The third chapter focuses on the analysis of the behaviour of managers (directors) of secondary schools in the Košice Region in challenging social situations. The results of the analysis are presented in this part of the article. In the fourth chapter suggestions and recommendations are put forward for practical coping strategies in challenging social situations in the management of high school males.

The following findings are based on the evaluation of questions put to male managers of secondary schools (high schools) by the authors of this article. According to the findings, although respondents found working under pressure stressful they were able to cope with the pace of work and it led to better performance. This was particularly true for younger headmasters. A good working relationship with their supervisor and working environment on the basis of respect for everyone and compliance with essential human rights was also reflected in the level of performance. It would be impossible to work together and fulfil job assignments without setting up and maintaining an environment of mutual respect, trust, integrity and fellowship. This is doubly true for a school environment. 

This article provides an insight into the behaviour of those people in school management confronted by challenging social situations. The aim of this article is to define a strategy for the conduct of leading teaching staff of high schools and to thereby generate a competitive advantage through the deployment strategy of capable employees within the required professional qualification structure. This includes their subsequent management, with the view to motivating a better, higher quality and more competent performance. Good management, appropriate strategic practices, training, acquisition of knowledge and experience, and in particular, good communication skills, generates the ability of schools to develop and create capital.

On the basis of the results of the completed survey and the identified preference for avoidance and the need for social support, the following recommendations are made for school management practice for dealing with challenging situations:

- success in professional behaviour requires adequate skills, abilities and personal characteristics and their subsequent application;
- efficient professional behaviour is characterized by the way leading from competition to co-operation which requires to take some actions.

A person’s social environment will throw up various situations that require adaptation. Social adaptation consists of coping with those

situations arising out of the process of relations that are formed through social interaction. Stressful and challenging situations sometimes requires a person to manage even long-term crises beyond their current capacity. It is not always possible for a person to have all the necessary skills and knowledge at their disposal to deal with such situations. They reach out to others. In certain cases it may even result in physiological changes that affect the way they function as an individual.\(^7\)

As is evident in this thesis/paper/article, there are major hurdles to fully investigating the influence of stress on a manager’s personality under various challenging social situations under current high school conditions. The theoretical part of this study looks at the mental load of a manager, the different ways of coping with stress and occupational load. It also characterizes the basic concepts in the management of high schools among women and gives effective solutions for dealing with stress and challenging situations. The negative effects of stress factors are also identified. The empirical part of the study is based on research carried out in the form of a questionnaire focused on the management of high schools and related challenging situations.

The questionnaire was focused on identifying the opinions and needs of female managers in secondary schools. The goal of the questionnaire was to determine how often they are exposed to stressful and challenging situations and how they cope with such situations, and their possible consequences. It is important to plan and implement a strategy and communicate it across all levels of school management. It is good to prepare and adopt innovations through education and to ensure that the particular resources needed for the implementation and planning of changes are available. A good manager should set up adequate working conditions for their subordinates and take care of their health and safety.

The comparative method was used to achieve the set goals. Theoretical information and knowledge garnered from public sources of literature and scientific publications were used for this purpose. With regards to the current conditions of school management it can be said that it is necessary to continuously develop a manager’s qualities, personal features, technical / professional knowledge as well as focus on the

\(^7\) SKLENÁROVÁ. A.: Návrh stratégií správania v náročných sociálnych situáciách v manažmente strednej školy. [Master’s Thesis]. Dubnica nad Váhom : Dubnický technologický inštitút v Dubnici nad Váhom, 2015, p. 6, 48-49.
promotion of lifelong education. One of the important roles a manager has to fulfil is the selection of the appropriate solution to a problem in challenging situations and take adequate control with a view to good mutual cooperation, motivation, understanding and the performance of their duties.\(^8\)

You can find the position of leader in any social group. Exploring the position of an individual within the social relations network is one of the key areas of research in social psychology.\(^9\)

Regarding the current state at school management, it is essential to constantly develop the qualities of a manager, his personality traits and experience especially within the activities promoting lifelong education. We also think that it is very important for a manager to be able to choose an appropriate way for solving the problem as well as to select the suitable style of management that aims at good mutual cooperation, motivation, understanding and fulfillment of duties. We can see a group leader almost in every social group. That is why to investigate an individual’s position within the network of group relations is one of the central field of social psychology research.\(^{10,11,12,13}\)

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3 Methodology

A range of different scientific methods were applied during the search for solutions to the aforementioned problems. These methods will complement existing resources containing information on the latest scientific research and the results thereof. These resources include a variety of electronic scientific databases, such as WOS – Web of Science (previously Web of Knowledge) and CCC – Current Contents Connect.

4 Results

The goal of our survey was to:
- analyse and identify the strategies assumed by male managers for coping with challenging situations in the management of secondary art schools;
- analyse and identify the strategies assumed by female managers for coping with challenging situations in the management of secondary art schools;
- use a standardized SVF78 questionnaire to identify how male and female managers of secondary art schools deal with challenging situations in terms of stress coping strategies and compare the results with the standardized results of the questionnaire.

The sample consisted of 24 teachers (12 females and 12 males) from the Secondary Technical School of St. Cyril and Methodius in Michalovce and from the Secondary Technical School in Sečovce.

Details regarding their gender and years of experience were outlined by respondents in the questionnaires. The teaching experience of the male respondents varied from 3 to 12 years, with an average of 6.5 years. The teaching experience of the female respondents varied from 2 to 11 years, with an average of 7.5 years. The participation in the survey was voluntary using the self-selection method. In view of previous research, a sample size of 24 respondents is considered sufficient to compare the existing results.

The questionnaires were delivered to the respondents in person. If agreed, they were distributed to male and female teachers together with details for completion. Data were collected in March 2016. The rate of return was 100%.
The strategies for managing stressful situations by secondary art school teachers were determined using the SVF78 stress coping strategy questionnaire (Stressverarbeitungsfragebogens) developed by Janke and Erdmann (2003). It is a “multi-dimensional introspective inventory capturing how individuals tend to use different reactions to stress in stressful situations”. It is a shortened version of the original SVF120 questionnaire.

The questionnaire provides a list of stress coping methods used by individuals. The assumption of the authors is that everyone throughout their lives will master stress coping strategies that are often stable. Another assumption is that each individual applies strategies consciously and is able to explain them using introspection, therefore verbal questions are possible. The test is standardized for the adult population and has proved its worth for comparing groups exposed to various forms of stress. The advantage of this research method is its high validity and reliability. The SVF78 questionnaire allows researchers to trace the various approaches used and developed by an individual to process and cope with stressful situations.

The questionnaire comprised 78 statements (items) describing possible reactions to situations where an individual is hurt/harmed by something or somebody, upset, or puzzled. Participants indicated on a 5-point scale (0 – Not at all; 1 – Rather not; 2 – Maybe; 3 – Probably; 4 – Very likely) how much the statement matched their stress reaction. The maximum raw score value for each subtest was 24 points. The raw score was subsequently converted to a T-score using tables created separately for males and females. The 78 items were divided into 13 subtests whereby each subtest consisted of 6 statements.

In terms of the psychometric characteristics of the questionnaire, it has high reliability values (Cronbach alpha app. 0.8), however there may be a possible discrepancy between test and “actual” values. The reason for this is that respondent’s statements concerning their habitual stress coping strategies (as reflected in the SVF78) do not necessarily reflect their coping strategies in specific situations. The results are therefore

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only reliable insomuch as the stress coping strategies can be introspected and the respondents are willing to share them.\textsuperscript{15}

Cronbach alpha is used if the research tool consists of items that are not dichotomous. Dichotomy means data is presented through the use of only two values e.g. true or false. Where a broader scoring range is used (e.g. 1 to 5), as is the case for this study, the Cronbach alpha coefficient is therefore used. This coefficient is typically used for questionnaires where items are scaled (all items in the questionnaire have scales of equal value and length). Under these conditions it is more difficult to determine this coefficient. Statistical software such as SPSS or Statistica are therefore used for the quick calculation thereof.\textsuperscript{16}

Table 1 shows the average raw score values for specific stress coping strategies for the sample compared to the standard for males and females.

**Table 1: Average raw score values for specific stress coping strategies for the sample compared to the standard for males and females**

<table>
<thead>
<tr>
<th>The behaviour strategy related to challenging social situations</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Play down</td>
<td>Sample</td>
<td>12.80</td>
</tr>
<tr>
<td>Compare with others</td>
<td>Sample</td>
<td>11.30</td>
</tr>
<tr>
<td>Guilt defence</td>
<td>Sample</td>
<td>13.60</td>
</tr>
<tr>
<td>Distraction from situation</td>
<td>Sample</td>
<td>8.90</td>
</tr>
<tr>
<td>Substitutional satisfaction</td>
<td>Sample</td>
<td>16.40</td>
</tr>
<tr>
<td>Ego boost</td>
<td>Sample</td>
<td>14.40</td>
</tr>
<tr>
<td>Situational control</td>
<td>Sample</td>
<td>16.67</td>
</tr>
<tr>
<td>Reaction control</td>
<td>Sample</td>
<td>13.33</td>
</tr>
<tr>
<td>Positive self-instruction</td>
<td>Sample</td>
<td>16.78</td>
</tr>
</tbody>
</table>

\textsuperscript{15} Ibidem, p. 10-15.

### The behaviour strategy related to challenging social situations

<table>
<thead>
<tr>
<th></th>
<th>Sample</th>
<th>Standard</th>
<th>SD</th>
<th>Difference</th>
<th>Sample</th>
<th>Standard</th>
<th>SD</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for social support</td>
<td>9.78</td>
<td>7.35</td>
<td>4.33</td>
<td>2.43</td>
<td>12.47</td>
<td>9.16</td>
<td>4.81</td>
<td>3.31</td>
</tr>
<tr>
<td>Avoidance</td>
<td>10.67</td>
<td>13.61</td>
<td>5.34</td>
<td>-2.94</td>
<td>12.00</td>
<td>16.68</td>
<td>5.39</td>
<td>-4.68</td>
</tr>
<tr>
<td>Flight tendency</td>
<td>9.44</td>
<td>7.17</td>
<td>3.77</td>
<td>2.27</td>
<td>8.47</td>
<td>8.93</td>
<td>4.76</td>
<td>-0.46</td>
</tr>
<tr>
<td>Social retreat</td>
<td>10.00</td>
<td>9.81</td>
<td>3.83</td>
<td>0.19</td>
<td>10.00</td>
<td>11.48</td>
<td>4.40</td>
<td>-1.48</td>
</tr>
<tr>
<td>POZ</td>
<td>13.30</td>
<td>11.08</td>
<td>3.73</td>
<td>2.22</td>
<td>14.04</td>
<td>9.09</td>
<td>3.24</td>
<td>4.95</td>
</tr>
<tr>
<td>NEG</td>
<td>12.06</td>
<td>10.06</td>
<td>3.55</td>
<td>2</td>
<td>12.37</td>
<td>10.69</td>
<td>3.63</td>
<td>1.68</td>
</tr>
<tr>
<td>POZ1</td>
<td>11.22</td>
<td>16.27</td>
<td>3.35</td>
<td>-5.05</td>
<td>14.13</td>
<td>16.10</td>
<td>3.18</td>
<td>-1.97</td>
</tr>
<tr>
<td>POZ2</td>
<td>15.52</td>
<td>12.47</td>
<td>2.27</td>
<td>3.05</td>
<td>15.09</td>
<td>11.96</td>
<td>2.32</td>
<td>3.13</td>
</tr>
<tr>
<td>POZ3</td>
<td>10.45</td>
<td>9.49</td>
<td>2.45</td>
<td>0.96</td>
<td>10.73</td>
<td>11.56</td>
<td>4.02</td>
<td>-0.83</td>
</tr>
</tbody>
</table>

*Source: own research*

A comparison of the actual sample values for females and the standard values for the SVF78 questionnaire is given in Figure 1.

![Figure 1: Comparison of the actual sample values for females and the standard values for the SVF78 questionnaire](image)

*Source: own research*

A comparison of the actual sample values for males and the standard values for the SVF78 questionnaire is given in Figure 2.
A comparison of the actual partial strategy values for the sample and standard values for the SVF78 questionnaire is given in Figure 3.

The average raw score values for specific stress coping strategies for the sample and the standard values are given in Table 2.
Table 2: Average raw score values for specific stress coping strategies for the sample and the standard

<table>
<thead>
<tr>
<th></th>
<th>Play down</th>
<th>Compare with other</th>
<th>Guilt defence</th>
<th>Distraction from situation</th>
<th>Substitutional satisfaction</th>
<th>Ego boost</th>
<th>Situational control</th>
<th>Reaction control</th>
<th>Positive self-instruction</th>
<th>Need for social support</th>
<th>Avoidance</th>
<th>Flight tendency</th>
<th>Social retreat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample</td>
<td>12.73</td>
<td>11.68</td>
<td>14.30</td>
<td>11.08</td>
<td>15.07</td>
<td>14.43</td>
<td>16.23</td>
<td>12.53</td>
<td>16.36</td>
<td>11.12</td>
<td>11.33</td>
<td>8.95</td>
<td>10.0</td>
</tr>
<tr>
<td>SD</td>
<td>4.41</td>
<td>3.54</td>
<td>3.3566</td>
<td>4.63</td>
<td>3.53</td>
<td>4.12</td>
<td>3.87</td>
<td>5.12</td>
<td>4.51</td>
<td>4.17</td>
<td>5.47</td>
<td>4.39</td>
<td>4.17</td>
</tr>
</tbody>
</table>

Source: own research

A comparison of the average raw score values for specific stress coping strategies for the sample to the standard is given in Figure 4.

![Figure 4: Comparison of the average raw score values for specific stress coping strategies for the sample to the standard](image)

Source: own research

The survey also included a structured interview with the following questions:

**Q1.** Are you convinced that participation in this survey will help you to better cope with challenging situations?

**Q2.** What suggestions do you have for improvements to this questionnaire survey?
In response to the first question, 22 respondents answered YES. This is equivalent to 91.7% of the total number of respondents.

In response to the second question, 23 respondents (i.e. 95.8%) stated that there were too many questions and suggested that this number should be reduced to between 20 and 30 questions.

The Golden Ratio and Fibonacci mathematical model was subsequently applied to these responses. The golden ratio is determined by dividing the sequence of questions at 1:0.618. The number $\tau$ is called “the golden number”. It is an irrational number, calculated to eight decimal points, $\tau = 0.61803398$. This number has two interesting properties:

Property one:

\[
\tau = \frac{1}{\tau} - 1 = \frac{1}{0.61803398} - 1 = 1.61803398 - 1 = 0.61803398 = \tau
\]

Property two:
The Italian mathematician L. Pisanský – Fibonacci (1170 – 1250) created a sequence of natural numbers named after him. The Fibonacci numbers are the integer sequence whose elements (except the first two) are the sum of the previous two elements.

The ratio of successive Fibonacci numbers converges on $\tau$ (phi) with increasing $n$.

\[
\frac{3}{5} = 0.6, \quad \frac{5}{8} = 0.625, \quad \frac{8}{13} = 0.61538, \quad \frac{13}{21} = 0.61904, \quad \frac{21}{34} = 0.61764, \quad \frac{34}{55} = 0.61818
\]

\[
\frac{55}{89} = 0.61797, \quad \frac{89}{144} = 0.61805, \quad \frac{144}{233} = 0.61802, \quad \frac{233}{377} = 0.618037, \quad \frac{377}{610} = 0.618033 \text{ and so on.}
\]

In response to this, statements 1, 2, 3, 5, 8, 13, 21, 34 and 55 were selected in ascending order and questions 78, 77, 76, 74, 71, 66, 58, 45 and 24 in descending order.

The number of statements was set at 21 as the golden section number, the seventh of Fibonacci numbers. The three missing numbers were completed with statements 38, 39 and 40 as the central statements of the SVF78 questionnaire.
The specific statements in the GA21 – SVF78 questionnaire were:

If I feel hurt or harmed by something or someone, upset / disturbed, or puzzled...
1 ...I try to focus my mind on something else
2 ...I tell myself that I will not let it upset me
3 ...I try to get someone to support my solution
5 ...I tell myself there is nothing to reproach myself for
8 ...I elaborate further actions in detail
13 ...I try to clarify all the details of the situation
21 ...I tell myself that I do not have to feel any pricks of conscience
24 ...I am not happy about myself
34 ...I try to suppress / control my excitement
38 ...I tell myself: “There is no way you should give up”
39 ...I don’t know how I would face up to such a situation
40 ...I’ll do something good for myself
45 ...I tell myself: “Just don’t lose your courage”
55 ...I make it clear that I am able to deal with the situation
58 ...I try to control my behaviour
66 ...I try to distract attention from it
71 ...I tell myself that I shall not lose my composure
74 ...I somehow break away from it
76 ...I try to exactly clarify the reasons that caused the situation
77 ...I consider how I can avoid such situations in the future
78 ...I’d rather simply walk away

5 Discussion

On the basis of the achieved average raw scores we can draw a number of conclusions with regards to the differences in the preferred stress coping strategies of males and females. The most frequently employed strategies of female managers in challenging situations are: the neutral strategy of avoidance and the positive strategies of distraction and situational control (both with same average). The least used strategies were: the negative strategy of social retreat (resignation) and guilt defence. In contrast, male managers, similar to their female counterparts, most frequently employ the use of the neutral strategy of avoidance immediately followed by, with a minimum difference, the positive strategy of situational control. The least used strategies of male managers were the negative strategy of social retreat (resignation) and the positive strategy of substitutional
satisfaction. When compared to the standard values, none of the strategies employed diverged very much from the standard. The greatest difference between the average values of females was identified in the Play Down subtest (4.49 points above standard) and Perseverance (4.68 points below standard), whilst for males, the Avoidance subtest (6.34 points above standard) and Perseverance (1.94 points below standard). Based on the sample analysis and the comparison of the different strategies, it can be concluded that positive strategies prevail. The highest value for partial strategies was achieved by POZ2 – Distraction strategy i.e. distracting one’s attention away from stressful events to alternative situations, inducing mental conditions to dampen stress, and positive emotions, are achieved through external rewards.

Conclusion

The article aim is to find a set of new solutions concerned to management of demanding situations, when managing secondary art schools, while the above-mentioned solutions should be concerned to theoretical and methodological aspects and to utilization of innovative facilities existing within prediction software products as well.

The results of this study cannot be used to make generalizations with regards to the entire population of managers at secondary art schools because of the relatively small sample size of respondents. The SVF78 questionnaire also does not reflect the specific aspects of specific stressful situations in the management of art schools and training centres. The results of this questionnaire may provide inspiration to managers working in art schools and education on how to cope with stress.

The benefit of this article is that a modified questionnaire was developed, referred to as “GA21 – SVF 78”, which could be considered for use in other surveys within this field.

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ABSTRACT:
In the paper the authors deal with the topical issue the relationship between media and society – namely several trends and opinions that occur in contemporary society. The media do not only have enormous information capacity, but also the ability to influence public attitudes and opinions, to construct and transform social reality. They are the driving force that can put in motion the masses. Currently, the politics operates mainly through the media. The media determine what the public want to discuss about and politicians have to adapt to this trend. Globalization of media and media functioning require an interdisciplinary approach. Very important is also the understanding of media contents on the side of recipients – due to great diversification of the offer and growing impact of electronic media. The authors deal with current issues of commercialization of the media, trivializing in modern media, freedom of expression and right to information, censorship in the media and points to the issue of media responsibility towards the society.

KEY WORDS:
media, society, information, globalization, commercialization, diversification, trivializing, freedom of speech, right to information, censorship, politics

1 Society and media (several current trends and opinions)

“There is no such thing as an independent press. There is not one of you who dares to write your honest opinions, and if you did, you know beforehand that it would never appear in print. I am paid weekly for keeping my honest opinions out of the paper I am connected with. Others of you are paid similar salaries for similar things, and any of you who would be so foolish as to write honest opinions would be out on the streets looking for another job. The business of the journalists is to destroy the truth; to lie outright; to pervert; to vilify; to fawn at the feet of mammon, and to sell his country and his race for his daily bread. You know it and I know it and what folly is this toasting an independent press? We are the tools and vassals of rich men behind the scenes. We are jumping jacks, they pull the strings and we dance. Our talents, our possibilities and our lives are all the property
of other men. We are intellectual prostitutes.” These are the words of John Swinton, the former Chief of Staff of the New York Times, which he however dared to express when he went into retirement.

Another opinion was expressed by McQuail: „The information, images and ideas made available by the media may for most people be the main source of awareness of a shared past time (history) and of a present social location. They are also a store of memories and a map of where we are who we are (identity) and may also provide the materials for orientation to the future... The media to a large extent serve to constitute our perceptions and definitions of social reality and normality for purposes of a public, shared social life and a key source of standard, models and norms.”

We have to be aware that in the area of media and in their relation to the society and to the politics, there exist no simple solutions. We can say that media have a huge ability to influence the attitudes and opinions of the public, to construct and transform social reality in this direction, as an example we may give the development of opinions on functioning of health care system and education before General Election in 2016.

The impact of media on people is sometimes overestimated, but more often underestimated. One is for sure; media are present in the lives of majority of people and thus have a fundamental impact on socialization of an individual. From the media, people gain idols, adopt attitudes, values, and gradually accept new ways of behaviour. It seems that their participation in adapting models of behaviour; idols, social opinions etc. is precisely documented. Media influence the public opinion in a distinct way. They are the driving force that can put in motion the masses (fight against corruption). It is important to notice that the interest of both the professional and non-professional publics in how media operate, the endeavour of the law-makers to regulate media communication, the attempts of politicians to penetrate into media and lobbyists to take control over media is clear. All of this is based on a clear-cut belief that media have a tremendous influence and impact on the individual and the society. Besides legislative, judicial and executive powers, media are often called as a further power in the state, which communicate information to a huge amount of people, however there are also other functions of media. They have a significant ability to influence public

opinion and while pointing out negative phenomena in the society, they are an important tool of socialization and public control.

Conceptualization of media as watchdogs of democracy lies on the assumption that media do not only inform on what is happening in the society, but also create space for opinions of the opponents, especially if adhering to basic principles of political culture is concerned. Media often become (perhaps) the most decisive source of information on politics not only for the citizens, but also for the politicians themselves. They set topics that afterwards are considered to be socially important by the general public. In this context it is vital to be aware of the solution of the interaction between media and politics that currently politics operates mainly by means of media. However, politicians should realize that their agenda is decided by the media. They determine what people want to discuss about and politicians need to adjust to this trend, if they want to be present in the media at all. Own initiatives, or topics, which they would like to set have no chance to be successful; they will not appear in the media. It is also necessary to bear in mind the fact that public prefer media that will confirm their own opinions rather than being confronted with different attitudes to the solution of a concrete issue.

The issue of media functioning in these areas requires interdisciplinary solutions with specific individual approaches both to public-service media and to commercial media. Taking into account the fact that the commercialization of media has been growing, it is necessary for the most important ones in this process – the viewers, listeners, readers – to be capable to understand media contents, to be able to understand media, to properly decode messages that are offered to them by the media.

Better understanding of media contents together with basic terms in the development of media will be desired by huge diversification of the offer in the form of digitalisation, growing impact of electronic media and also globalization of the media market and which is a very important trend if considered the impact of media in the society and in the politics – there comes to a certain qualitative move in the fact that contemporary generation shifts from passive reception of the media to an active one and on the contrary the role of interactive media is increasing, where consumers co-create the content of the media product.
As we have already mentioned, at the same time we are witnesses of globalization of media that are increasingly distracting attention from language and cultural environments, where they were established. An accompanying sign of globalization is also standardization of media contents, which are transmitted regardless the borders of individual states.

As far as media contents are concerned, a problematic phenomenon is – apart from others – trivializing of for example political news reporting, but also other serious topics. Media theoreticians share an opinion that on-going trivialization of modern media is inevitable. Through rating, the world of media is under increasing pressure of economic imperatives, it directly depends on demand and it is subordinated to the laws of the market. The journalists, so as not to „be bored“, are forced by stern logics of the rating and thus they often prefer fight to a debate and arguing to dialectics. They prefer a conflict among people at the expense of confrontation of arguments.

We would also like to point out an issue that is immediately connected to the status of media in the society – and thus the area of fundamental human rights – concretely in current conditions freedom of expression and the right to information. Their adhering is negatively influenced by the dependence of media, which is given by concentration of political, economic and media powers in the hands of a small group of people. This is a result of media functioning on two types of markets – the consumer one, on which they sell to the readers, listeners and viewers media products that accomplish basic functions of media and the advertising market or market of marketing communication, where advertising space is sold to customers. Media buyers do not pay for a page or time, but for people who will see the advertising message that will address them and mainly persuade them. Besides ownership relations, dependence of media lies on the fact that especially in commercial media advertising revenues cover 90-95 % from their total costs.

Another negative phenomenon in the media is a repeated onset of censorship in conditions of a democratic society. Although „censorship“ divides media people, where some of them are convinced that there exists no censorship and there are only certain „taboo“ topics that should be accepted by the media, it often happens that the right to express oneself freely is not respected together with the right to have own opinion or
a discussion. As an example we can provide information that has recently cover migration crisis – reasons and solutions.

From the standpoint of media objectivity it is very dangerous – but often happens – that media seek to actively penetrate into politics, to directly create the politics and not to just inform on it. This reality is multiplied by the fact that when TV, radio or the press declare certain event to be the truth, it is generally considered to be the truth. The truth then becomes what media consider to be the truth. Consequently, freedom of expression and the right to information have become imaginary due to the fact that the only space where public discussion occurs is the media. An accomplishing media function is involved in creating „phobia“ in the media in a negative meaning of the word. Sometimes it is phobia from immigrants, another time from the Russians, the Americans, diseases etc.

We have mentioned several examples that negatively influence executing one of the fundamental human rights and manifestations of democracy – freedom of expression and approach to information. Freedom of expression is considered to be one of the fundamental values in each democratic society. Here we mean making assumptions and possibility to freely express opinions, to obtain and disseminate information without interventions of censorship. Media may be considered as institutional expression of freedom of speech in the framework of a society. In order for the media to be able to accomplish these tasks, it is necessary – also on the basis of media research (and on the basis of requirements of the social practice) to accept interdisciplinary solutions focused mainly on following:

- Independence of media – political and economic ones,
- Ownership relations in the field of media must be transparent,
- Strengthening media of public-service,
- Legislative guarantee of freedom of expression,
- Socially asserted responsibility of broadcasters in the legislative as well as ethical areas,
- Regulation of media should be based especially on ethical level.

It may be stated that media play an extremely important role in the functioning of a democratic and civil society, whereas especially important is their reach on political and economic tools of the power and consequently on the public opinion. Therefore higher responsibility of media towards our society is highly required.
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DIGITAL AND TRADITIONAL: PERCEPTION OF CONTEMPORARY CELEBRITY BY ADOLESCENTS

Peter Mikuláš – Ol’ga Chalányová

ABSTRACT:
The transformation of the celebrity concept has become an important topic of sociology and media studies in recent years. The most important factors intervening in this process are a change of communication behavior of the young age cohorts and an effort of “fame seekers” to use the new communication channels. In our study, we analyze the state of celebrities’ perception by the age cohort of adolescents in the Slovak Republic. The study is based on the original exploratory research composed of two phases. In the initial part we define the group of celebrities who are potentially well recognizable by the research group that we then test for the quality of knowledge. We apply a polarity profile method, including three investigated dimensions: attractiveness, credibility and likeability of examined celebrities. The analytical part compares the acquired knowledge in terms of three types of celebrity status. Our research indicates challenge to the popular theses, according to which the concept of current celebrity for adolescents clearly transformed in favor of digital celebrities (YouTubers, Bloggers, etc.).

KEY WORDS:
celebrity, microcelebrity, attractiveness, credibility and likeability of celebrity

1 Introduction

The increasing status of social networks and online communities offers a unique opportunity to form a simple, interactive, attractive and innovative self-presentations. Personal feeds include many activities, as creating of blogs, photoblogs, videoblogs, or participating on the content of popular social networking services, such as Facebook, Twitter and others. At the same time, these platforms enable development and gradual establishing of a new type of celebrity.¹ Most often these persons are called youtubers, bloggers and vloggers. Professional literature only

begins to reflect this phenomenon and it starts to refer terms as „social media influencer”\textsuperscript{2} or „microfame”\textsuperscript{3} quite slowly.

Along with the development of communication technology, the basement of the examining phenomenon can also be explained by the current interest among young people about self-presentation that is increasingly more accessible and easier. According to Harris\textsuperscript{4} blogs create a blogger-brand arena. This environment is characterized by a narrowly defined orientation, specialization and consequent attractiveness to specific target audiences constructed mostly by members of the age cohort of bloggers themselves. The concept of social media presented by García, Daly and Sánchez – Cabezudo\textsuperscript{5} shows the basic features of communication in the studied environment: directness of communication, dispersed nature of the recipients, delayed feedback and the continuity of adding posts. The possibility of developing platforms for social communication is associated with the very design the Internet, which by its nature encourages social interaction, developing interplay between communication, social skills

\begin{footnotesize}
\begin{enumerate}
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\end{enumerate}
\end{footnotesize}
and technological infrastructure. Information flow is realized through interactive technologies supporting feedback, which is a precondition for greater participation of the audience. In this environment we can replace traditional recipients for so called followers.

Due to these facts, traditional media institutions are no longer the primary distribution centers of communication for individuals desiring fame, since this role is adequately and effectively substituted by online digital platforms. The result lies in easier communication between the fame seekers and their fans. This transformation creates new definition of fame, which is based on disparity between incoming and out coming attention.

In connection with the phenomenon of social media influencer, emphasis should be also placed on the media and cultural concepts of microfame and microcelebrity. These two terms can be regarded as the link between the phenomenon of social media influencer and a general concept of celebrity. Microfame, as term suggest, is a specific kind of fame reached by the possibilities of the Internet. It’s idea is partly based on the traditional media fame, but more specifically it is connected with the fact of a much lower base of fans. In this sense we don’t point to the lower absolute number of fans, but most of all to the impact limited only to certain social groups. An important feature of the concept of public fame lies in a reconciliation of positions between the famous person and his/her supporters. Thus, Sorgatzov’s concept of microfame closes the gap between the fans and celebrity personalities, which was particularly

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6 Ibidem.
11 This means that while the microcelebrity can be very popular to one social group (eg. adolescents), he or she is at the same time unknown for other social groups (eg. adults). (Remark by P. M. and O. Ch.).
evident in the form of envy and a certain audience unbundling fans and traditional celebrities.

In the book from 2011, Larry Z. Leslie\(^{13}\) suggests a typology of celebrities based on their professional background. He creates eight categories: politics and authorities (1), art (2), science and medicine (3), entertainment (4), sport (5), business (6), religion (7) and public (8). Leslie obviously forgot about the microcelebrities’ category, but in fact he added this group into the public celebrities. Ordinary people have nowadays many opportunities how to speak to the public, undoubtfully more than ever before in the history. This can happen through extreme acts which attract the attention of the traditional media, or by using the new media such as Youtube, which enable uploading private videos or creating blogs, video blogs etc. Leslie also talks about so-called newsmakers, the ordinary people as content producers. However, we believe that Leslie’s concept of public celebrities is too broad and doesn’t address current situation anymore. In fact, microcelebrities emerge from ordinary people, but it is the same with the most of other celebrities’ types. Right in contrary we believe that the microcelebrity is a concept that needs to be distinguished and analyzed as unique phenomenon of contemporary media.

The transformation of the celebrity in the context of digital media is currently one of the central issues of celebrity studies. Specifically, this problem relates to the users in the age of adolescence, who represents continuity of the digital natives’ segment.\(^{14}\) Learning about communication and social behavior of this age cohort is a considerable challenge. From the positions of media studies we can generally conclude that adolescents leave traditional media and highly prefer digital media.\(^{15}\) This process is accompanied by numerous related symptoms. One of them is the increased interest in celebrities communicating solely via


the Internet. The available literary sources\textsuperscript{16} conclude that the popularity of microcelebrities in adolescents is above standard when compared to other age cohorts. Sehdev\textsuperscript{17} compared 10 Youtube stars and 10 celebrities from the showbusiness. Research has shown that emotional connection of adolescents aged 13-17 years to the youtubers is up to seven times larger than to the traditional celebrities, while Youtube stars like KSI, PewDiePie and The Fine Bros are up to 17 times more interesting and up to 11 times more exceptional and unusual comparing to mainstream stars.

2 Scope of research

The present research project focuses on the degree of knowledge and perception of microcelebrities and traditional celebrities by adolescents in the Slovak Republic. The perception of celebrities is examined on the basis of three dimensions (attractiveness, credibility, likeability) in accordance with the recommendations resulting from available research.\textsuperscript{18} Application of comparative perspective allows loser examination and understanding of the phenomenon and leads to

creating a pilot basis for the comparison of domestic conditions with a foreign environment.

3 Research file

Age group of adolescents includes the individuals in the range of 11-20 years. Furthermore, the group is divided into earlier adolescence (11-14), middle adolescence (14-17) and late adolescence (18-20). Necessary component of social life for people in adolescence age is the online communication. Lenhart shows that 76% of adolescents use the Internet as a source of news, while up to 84% of them use it to gain information about celebrities, movies, television music and entertainment in general. The research also shows that the adolescents’ behavior on social networks is shaped by socialization impact of their online peers. As another research shows, up to 77% of European adolescents aged 13 to 16 years have a profile on the social network. Considering this results it is possible to expect a high degree of forming para-social interactions among adolescents. In our research, we specifically aimed on students of secondary schools and universities in Slovakia, who are in the age of middle and later adolescence. Specifically, we focused on the following schools: Constantine the Philosopher University in Nitra, The University of Ss. Cyril and Methodius in Trnava, Conservatory of Dezider Kardoš in Topoľčany and Private High School for the Arts in Nitra.

4 Methodology

The empiric part of the project was carried out in two phases: pre-research and main research. The pre-research phase was carried out from March 1 to March 4, 2016, the main research from March 8 to March 19, 2016.

During the pre-research, we applied a hybrid post-testing methodology to test the respondents’ recognition of the celebrities. Namely we applied unaided recall method or a recall without any memory support. We focused on three types of celebrities: entertainment (1), sport (2) and digital media (3). We briefly explained respondents each category and have let them to write down as many celebrities as they can recall. Pre-research helped us to select a group of celebrities familiar with the research group of adolescents in Slovakia. On the base of pre-research findings we applied a polarity profile on selected celebrities in the main phase of research. Three adjective groups were chosen that represented the following examined dimensions: (1) attractiveness, (2) credibility, and (3) likeability of celebrities. We partly based our adjective selection on Ohanian, who suggested adjectives that are evenly distributed between expertise, credibility and attractiveness of celebrities in advertising (or celebrity endorsers). In accordance with Ohanian’s recommendation, the celebrity attractiveness dimension included adjectives as follows: attractive/unattractive, classy/not classy, beautiful/ugly, elegant/plain and sexy/not sexy into the; the credibility dimension included: reliable/unreliable, dependable/undependable, honest/dishonest, sincere/insincere and trustworthy/untrustworthy. We processed the category “celebrity likeability” according to Tripp, who included into it three adjectives: is liked, nice and agreeable.


25 Expertise of celebrity is always connected with particular product/brand. Due to the nature of presented research (it wasn’t aimed on the advertising), we didn’t included this dimension to the polarity profile. (Remark by P. M. and O. Ch.).

We opted for questionnaire variation to obtain the highest quality results. Therefore, we created three versions in which we changed the order of the examined celebrities. The stated procedure aimed at minimizing the consequences of serial position effect.\(^\text{27}\)

The research was evaluated by using descriptive and inferential statistical methods, especially via non-parametric mathematical statistics methods. When examining polarity profiles, we applied D statistics and Q correlation. The calculations were done with the aid of computer applications MS Excel and SPSS.

To fulfill the aims of presented research, we created two hypotheses:

**H1. We assume that in the age cohort of adolescents the knowledge of microcelebrities will be higher than knowledge of celebrities from the sports and showbusiness.**

The first hypothesis is based on the fact of the great popularity of new forms of fame by the age cohort of adolescents, supported by current research. For example, DEFY media\(^\text{28}\) study points, that online contributions on Youtube are seen by as many as 96% adolescents, and that they dedicate 11 hours per week in average to this service. On the other hand, television as a representative of traditional media is watched by only 81% of respondents in an average of eight hours per week (2016). Sehdev\(^\text{29}\) points out to seven times stronger emotional connection of adolescents on Youtube stars comparing to the traditional celebrities.

**H2. We assume that microcelebrities will be generally rated as more attractive (H2a), more likeable (H2b) and more credible (H2c).**

A high degree of positive perception of microcelebrities can be derive from above mentioned DEFY Media\(^\text{30}\) study. According to this study,


microcelebrities are perceived as similar to the adolescents. They also enjoy their immediacy and sincerity, feel closeness to them, and trust them and their advices and like common things. According to Ault,\textsuperscript{31} Youtube stars are currently perceived by adolescents as more engaging and more extraordinary than traditional celebrities. Warkentin et al.\textsuperscript{32} point, that high credibility of microcelebrities is supported by the low possibility of manipulating the content provided by the authors themselves. Credibility can be enforced, for example, by publishing own, real name, uploading real, private photos as well as maintaining contacts not only in the online environment. The big advantage of the impact of microcelebrities lies in their operating in the center of information, and as Powell\textsuperscript{33} pointed out, it is the basis for respect and visibility, frequent presentation of the person and the subsequent community building.

5 Results

Pre-research procedure was conducted on 32 respondents with the average age of 19.4 years. The most recognizable celebrities are included into Tab. 1.

Table 1: Recall of celebrities – selection for main research (number of recalls is shown in brackets)

<table>
<thead>
<tr>
<th>Sport</th>
<th>Dominika Cibuľková (26)</th>
<th>Peter Sagan (14)</th>
<th>Marek Hamšík (12)</th>
<th>Ronaldo (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Showbusiness</td>
<td>Leonardo DiCaprio (22)</td>
<td>Johny Depp (10)</td>
<td>Adela Banášová (10)</td>
<td>Brad Pitt (9)</td>
</tr>
<tr>
<td>Microcelebrities</td>
<td>GoGo (26)</td>
<td>Exploited (8)</td>
<td>PewDiePie (8)</td>
<td>Selassie (8)</td>
</tr>
</tbody>
</table>

Source: own processing


Following these results, we decided to pick three celebrities from each category, with the exception of sport, where only two celebrities were chosen. Namely we picked D. Cibuľková (Slovak tennis player), P. Sagan (Slovak cyclist), L. DiCaprio (American actor), J. Depp (American actor), A. Banášová (Slovak TV persona), GoGo (Slovak youtuber), Expl0ited (Slovak youtuber) and PewDiePie (Swedish youtuber). The level of knowledge of these celebrities was further verified in the main research (see Tab. 2).

Table 2: Knowledge of celebrities by adolescents

<table>
<thead>
<tr>
<th>Know him/her</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adela Banášová</td>
<td>230</td>
</tr>
<tr>
<td>Johnny Depp</td>
<td>230</td>
</tr>
<tr>
<td>Leonardo DiCaprio</td>
<td>231</td>
</tr>
<tr>
<td>Dominika Cibuľková</td>
<td>225</td>
</tr>
<tr>
<td>Peter Sagan</td>
<td>230</td>
</tr>
<tr>
<td>Expl0ited</td>
<td>171</td>
</tr>
<tr>
<td>Gogo</td>
<td>205</td>
</tr>
<tr>
<td>PewDiePie</td>
<td>93</td>
</tr>
</tbody>
</table>

Source: own processing

Another part of the research consists of polarity profile aimed on the perception of celebrities, which is divided into the three dimensions. Tab. 3 shows the arithmetic averages, which indicate how celebrities are assessed in terms of perceived attractiveness, credibility and likeability. Higher average values indicate more positive perception of celebrity and vice versa. Based on the results it cannot be argued that any celebrities is evaluated purely positive or purely negative, as evidenced by averages, which range from 2.5 to 3.5, thus fluctuate around the middle (neutral) range of values – the number of 3.

34 The reason lied in the design of questionnaire for further research and the fact, that our research was aimed especially on microcelebrities. (Remark by P. M. and O. Ch.).
In the dimension of attractiveness we identified the best perception of the actors Leonardo DiCaprio and Johnny Depp in all surveyed adjectives. TV presenter Adela Banášová is perceived as the least attractive, beautiful and sexy (while only one in this adjectival in the negative zone of the scale). In terms of exclusivity, the worst perceived celebrities are Expl0ited, Peter Sagan and Dominika Cibuľková. Cyclist Peter Sagan is evaluated as the least elegant celebrity. Youtuber PewDiePie is considered to be the most reliable and credible personality and stands out (with Gogo) also in the category of trustworthiness. Athletes Peter Sagan and Dominika Cibuľková are perceived as the most honest celebrities. Dominika Cibuľková is evaluated as the least reliable, Expl0ited as least honest, credible and trustworthy, Peter Sagan as at least sincere. In terms of likeability, Leonardo DiCaprio and Johnny Depp are rated as the best ones, rather positive evaluated celebrities are Gogo (category is liked and agreeable) and PewDiePie (category nice).
Table 4: Perception by the celebrity types

<table>
<thead>
<tr>
<th></th>
<th>Showbusiness</th>
<th>Sport</th>
<th>Microcelebrity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attractiveness</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attractive</td>
<td>3,22</td>
<td>3,13</td>
<td>3,14</td>
</tr>
<tr>
<td>Classy</td>
<td>3,23</td>
<td>3,05</td>
<td>3,12</td>
</tr>
<tr>
<td>Beautiful</td>
<td>3,10</td>
<td>3,03</td>
<td>3,04</td>
</tr>
<tr>
<td>Elegant</td>
<td>3,22</td>
<td>3,00</td>
<td>3,03</td>
</tr>
<tr>
<td>Sexy</td>
<td>3,09</td>
<td>2,97</td>
<td>2,99</td>
</tr>
<tr>
<td><strong>Credibility</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliable</td>
<td>3,10</td>
<td>3,09</td>
<td>3,11</td>
</tr>
<tr>
<td>Dependable</td>
<td>3,09</td>
<td>3,16</td>
<td>3,07</td>
</tr>
<tr>
<td>Honest</td>
<td>3,13</td>
<td>3,15</td>
<td>3,12</td>
</tr>
<tr>
<td>Sincere</td>
<td>3,16</td>
<td>3,11</td>
<td>3,18</td>
</tr>
<tr>
<td>Trustworthy</td>
<td>3,11</td>
<td>3,10</td>
<td>3,15</td>
</tr>
<tr>
<td><strong>Likeability</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is liked</td>
<td>3,22</td>
<td>3,07</td>
<td>3,21</td>
</tr>
<tr>
<td>Nice</td>
<td>3,28</td>
<td>3,14</td>
<td>3,23</td>
</tr>
<tr>
<td>Agreeable</td>
<td>3,32</td>
<td>3,15</td>
<td>3,22</td>
</tr>
</tbody>
</table>

Source: own processing

Table 4 shows the average figures which define the evaluation of each of the groups to which we included investigated celebrities. Graphically, these results are presented in Figure 1. Celebrities from showbusiness are rated as the most attractive ones, with significant help of Leonardo DiCaprio and Johnny Depp, as Adela Banášová is perceived rather negatively. The most honest and credible celebrities come from sports. However, microcelebrities were considered to be the most reliable, honest and trustworthy personalities. From the perspective of likeability, the most positive perception was identified in the showbusiness group and the least positive in athletes.
6 Discussion

The essence of the results is evident already from the mere view on Figure 1. The dimensions of attractiveness and likeability are obviously the most positively rated for celebrities from showbusiness and the most negative for athletes. In both cases, microcelebrities are located between these two groups. The situation is different in the dimension of credibility, where celebrities from showbusiness never placed the best rate, as it is split between athletes and microcelebrities. In this result we can see a hint of the transformation process between traditional celebrities and microcelebrities. At the same time, it should be noted that these results point to only small differences in perception, despite our expectations based on available resources.\(^\text{35}\)

First established hypotheses (H1) says that there should be statistically significant differences in the number of people who know the researched celebrities in favor to microcelebrities. The research results, however, quite clearly showed the opposite. The most well-known celebrities are L. DiCaprio (99.6%), A. Banášová (99.1%), J. Depp (99.1%) and P. Sagan (99.1%). High level of familiarity was identified also in the connection with D. Cibul'ková (97%). In general, the worst level of knowledge was recorded at microcelebrities: Gogo (88.4%), Expl0ited (73.7%) and PewDiePie (40.1%).

Hypotheses was tested by the ($x^2$) goodness of fit test, while we chose the significance level $\alpha=0.05$. Result of test ($p=0.000$) confirmed that microcelebrities are comparing to other celebrity types the least recognizable. H1 hypothesis was not confirmed.

In the second part of the research we have focused our attention on the assessment of three examined dimensions of celebrities’ perception. Based on available data, we assumed that microcelebrities will be generally rated as more attractive (H2a), more likeable (H2b) and more credible (H2c). The survey shows that as the most attractive (H2a) were considered celebrities from showbusiness ($am=3.14$), following by microcelebrities ($am=3.05$) and least attractive personalities from sports ($am=3.03$). Friedman test showed that respondents rate the groups of celebrities by type differentially in the dimension of attractiveness ($x^2=7.37; p=0.025$). If we held with each respondent, the average rank of personalities from showbusiness is 2.15, microcelebrities 1.94, and athletes 1.91. H2a hypothesis was not confirmed.

In next phase of researched we focused on the perceived credibility of celebrities (H2c). Friedman test showed that observed differences between the respondents’ evaluations are not statistically significant ($x^2=1.95; p=0.38$). Average evaluation of showbusiness celebs was 3.1, as well as the evaluation of the athletes. Better results were observed in the evaluation of micro-celebrities ($am=3.13$). If we held with each respondent, the average rank of microcelebrities was 1.98, personalities from showbusiness 1.95 and athletes 2.08. H2a hypothesis was not confirmed.

In the last part of the research we focused on likeability dimension (H2b). Overall, the highest level of likeability was attributed to showbusiness celebs ($am=3.24$) and microcelebrities ($am=3.24$). In terms of likeability,
as the weakest were evaluated celebrities from sports \((am=3.11)\). By using the Friedman test we investigated whether there is any regularity in the arrangement observed among groups of celebrities. Evaluation of a group of celebrities in terms of likeability doesn’t significantly differs \((x^2=3.6; \rho=0.165)\). If we held with each respondent, the average ranking personalities from show business was 2.1, microcelebrities 1.98 and athletes 1.92. H2b hypothesis was not confirmed.

The results can be evaluated as surprising and contrary to the current state of knowledge on the concept of contemporary celebrities’ transformation by adolescents. Three microcelebrities, emerging from the preparatory research as most well-known, seen in the main research only average (Gogo, Expl0ited) to below average (PewDiePie) results. Bad result of youtuber PewDiePie is very surprising given the fact that he is nowadays worldwide the most successful producer of video content on the Internet.\(^36\) At the same time, he’s perception was rated as positive at up to three adjectives (reliable, honest, nice). Especially his high reliability is remarkable given the nature of his videos.\(^37\) The probable reason for below-average result of PewDiePie is that he communicates in English, thus in foreign language. The language barrier is probably crucial enough to Slovak adolescents to prefer domestic microcelebrities. From this perspective, showbusiness celebrities have a distinct advantage in the nature of their media performances, especially the possibility to add the Slovak language, eg. via dabbing.

**Conclusions**

Our research aimed on knowledge and perception of microcelebrities and traditional celebrities by age cohort of adolescents brought findings that contrary to expectations, more or less support the status quo. Perhaps the most surprising finding of the study is the low reputation of microcelebrities in comparison with traditional celebrities, which is particularly demonstrated by today’s most successful youtuber –

\(^36\) According to: <http://vidstatsx.com/youtube-top-100-most-subscribed-channels> PewDiePie has 43,349,713 followers (2016-04-10). Another source mentions that in 2015 he set a record in the number of views (more than 10 milliards) (http://www.tubefilter.com/2015/09/06/pewdiepie-youtube-10-billion-views/). (Remark by P. M. and O. Ch.).

\(^37\) Videos of PewDiePie focus on the commented transfer of video games. (Remark by P. M. and P. Ch.).
PewDiePie. While for the traditional celebrity (the showbusiness, but also sports) could be the foreign origin considered to be the communication barrier, it seems that microcelebrities may be in our environment really successful only if they use Slovak language. It is also noteworthy that microcelebrities were not significantly better perceived in any of the examined dimension.

The research results are with no doubt influenced by the fact that the list of celebrities consisted only from top celebrities – Johnny Depp and Leonardo DiCaprio are A-category Hollywood stars, Adela Banášová is probably the most popular television persona in Slovakia, Dominika Cibuľková and Peter Sagan are top athletes often use as endorsers in advertising. Their knowledge is massive (the results showed that close to 100 percent) and it is not based on the existence of an exclusive media type or media channel. In contrary, the popularity of microcelebrities is closely tied to a specific digital media (as Youtube) and requires recipients' targeted behavior (subscription, searching). It can therefore be concluded that while the traditional celebrities are present in broadcasting, microcelebrities require narrowcasting. And narrowcasting expects more activity on the part of the recipient, which creates conditions for the development of communication barriers.

In summary it can be stated that our findings show that the transformation of the concept of celebrity (although it passes in relation to the younger age groups by certain changes), have not (yet) have a general character and straightforward transition.

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THE CASE STUDY OF IMPLEMENTATION OF CSR IN CREATIVE INDUSTRY

Ondřej Pešek – Jan Mísař – Jitka Srpová

ABSTRACT:
The aim of this paper is to analyze implementation of the Corporate Social Responsibility by small and medium-sized organisations in creative industry using the CSR Canvas. The CSR Canvas was developed specifically for organizations of this size and is based on results from the empirical research of which results were periodically presented on several CPCI conferences. The Canvas helps to develop and implement new CSR activities as well as measure their impact, doing so it promotes proactive approach to CSR which is crucial for small and medium-sized organization. It was proven by several studies that only proactive approach enables these organizations to gain benefits coming from implementation of CSR. The paper analyzes a case study by using the method of qualitative data analysis. The case study shows not only the implementation of CSR but also the results and benefits of these activities, which is important for the long term performance. The implications help to promote positive effects of CSR for SMEs and it also helps to understand how SMEs from creative industry make their decisions about CSR.

KEY WORDS:
corporate social responsibility, implementation, CSR Canvas, case study, creative industry

1 Introduction

The aim of this paper is to describe a new method to achieve sustainable development for entities operating in the cultural and creative industries in the Czech Republic, by implementing the Corporate Social Responsibility (CSR) into their business practice. The method is based on a qualitative empiric research, which was conducted among 61 entities, coming from 6 distinctive areas of the Czech Republic. One of the key results from this research was that these entities prefer one time activities over long term partnerships. Another interesting fact was that these entities are sometimes on the receiving end of other organization’s CSR activities. It was also revealed that all these entities prioritize creative and non-restrictive approach, so any method, in order to be accepted by them, has to resemble these facts. Also another important
fact was that entrepreneurs from this sector perceive themselves only as artists and not as entrepreneurs. At the same time, most of these entities have long term financial issues. In order to develop a method for implementation of CSR, we have decided to use a three step program consisting of: Mind Maps, Business Canvas and the newly developed CSR Canvas. Lean Canvas was used as a template for both Business Canvas and CSR Canvas, because it encourages creative thinking while maintaining comprehensive structure.

2 Corporate Social Responsibility

There are a lot of definitions and perspectives on CSR which is partly due to the fact that CSR is practised in a broad range of different organizations – small businesses, public sector organizations, NGOs, etc. In the following part, we will have a look at the main distinctions between large corporations and small and medium-sized enterprises (SMEs). As the word “Corporate” in CSR indicates, this concept mainly applies to large corporations. One of the prominent issues for thinking about CSR in the context of large corporations is the question: whose interest should its managers pursue? – just the interests of the owners or also the interests of society at large, represented by different groups such as customers, employees or local communities?

The importance of SMEs for the whole Czech economy is very crucial, as it significantly affects both current and future competitiveness of our economy – economic growth, employment and sustainable development. Due to their size, they can occupy the market segments that are not lucrative for large companies. It might be through discovering entirely new opportunities or simply using already known approach but in a different area. SMEs account for about 99 % (depending on the sector) of all businesses in the Czech Republic and supply 61 % of total employment.\(^1\) The situation is very similar in other EU countries.

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SMEs do not communicate externally about their CSR activities.\(^2\) There are a number of reasons that account for these differences\(^3,4,5,6\):

- Their structure is more informal in nature, lacking the need for bureaucratic systems and structures due to the advantages of small size and the proximity of business partners and stakeholders. All business systems, including CSR, are rather informal and ad hoc in nature as opposed to the structured, formalized and codified approach of large corporations.
- SMEs are generally rather invisible and fall under the radar of wider society. Their key relationships with society are the personal relations developed between the owner/manager and employees, suppliers, customers, or neighbours. These personal relations, however, are of crucial importance to the SME and therefore much of what we could identify as CSR in this context is targeted at building good personal relations, networks, and trust.
- Nature of the small enterprise means that there is no separation of ownership and control and managers are not obliged to serve shareholders or seek to maximize their return on investment. Owner-managers typically enjoy the autonomy of running their own firm and are not seeking to maximize profit as their reward. This frees them to invest time and resources according to their, and importantly their employees’ (seen as key stakeholders) interests.

### 3 The Results of Empiric Research

The research involved 61 small and medium-sized organizations, which include e.g. an observatory, galleries, cultural centers, theater companies, choirs, ateliers, restorers, pottery shops, museums, etc. With the exception of one case, there were only micro and small organizations,


which is for creative industries quite common. The actual data collection was preceded by contact with the local council, which was aware of the planned research and helped with the selection of subjects. In this way we have gained a higher willingness of respondents to participate in this research. Researched subjects came from three areas:

- Stabilized industrially developed region – Kutna Hora (UNESCO).
- Culturally destabilized dynamic region – Stribro, Kladruby, Broumov.
- Culturally stabilized traditionally agricultural region – Pacov, Jindrichuv Hradec.

The knowledge gained was used to prepare a method that helps organizations in this sector with the implementation of CSR. The main barriers for implementing CSR are:

- Lack of awareness about the topic,
- possible restriction of creativity caused by standard methods,
- overly structured implementation plans that do not allow flexibility,
- the entrepreneurs do no perceive themselves as entrepreneurs but as artists,
- lack of time,
- they usually have no strategy at all.

It is necessary to encourage them to start planning and enlighten them on its advantages and on other important aspects of entrepreneurship. To do so, we need a model that goes beyond the stated barriers. The most appropriate basis for the new method seems to be Lean Canvas. The main advantage of this concept is that it is adapted for small and medium-sized enterprises. Its key features are: ease of orientation, does not take much time and can be quickly explained. At the same time it does not limit the creativity of entrepreneurs, which is in the field of art and culture greatly appreciated. The first reactions were favourable. Respondents expressed interest in this method and said it helped them to organize their thoughts and clarify some of the issues that they had not even thought about (e.g. competitive advantage).

Next task was to expand the original Lean Canvas by social and environmental aspects and yet leave its simplicity and clarity. There is a social modification (Social Lean Canvas) under development but the social and environmental aspects are completely separated from the rest of the key areas – similar to early Carrols “CSR Pyramid”. We find it unsuitable for the same reasons as the “CSR Pyramid” – CSR activities
have to be fully integrated into everyday business process instead of being left out at the end as a nice add-on.

4 The Implementation Method

The methodology consists of the following steps:

1. Business map
Author gets an overview of the structure of their organization and its activities. This method allows him to gain an insight and a better perspective of the overall view of the organization and its surroundings. The output can also be used for the presentation of the organization and an explanation of the different areas.

2. Business model
This section is aimed at a product / service that the organization offers. The aim is to be able to describe your customers and their needs, which the company satisfies, and then realize relations between these two. It also serves as a development tool for new products / services.

3. CSR canvas
The aim is to obtain an overview of all key groups (all groups who influence the organization or are influenced by it) and their interaction with the company. It provides a broader view of the business, i.e. organization and its place in society. This method allows the preparation of the strategic social and environmental activities, including monitoring and measuring of their impact. Great emphasis is placed on creating a reliable method for measuring business activities.
4.1 Business Map

Business map is used to creatively record the organization structure. The purpose is to get an overview of the overall structure of the company, its surroundings and potential problems or opportunities. It serves as a comprehensive tool for presentation. Creating of a Business map promotes creative thinking and allows for better organization and to record thoughts in the same as we keep them inside of our minds. The figure below shows a template, indicating how the Business map might look like. However, as with conventional mind maps, every Business map is a matter of an individual approach and therefore will differ for each person, thus this template is more a source of an inspiration and a reminder of important areas on which the creator should not forget.
How to create a Business map:
1 Write the name of your organization in the center of the paper.
2 Start to gradually write in circle its various key areas – units. For each unit, try using a different color, pictures – anything that wakes up your emotions.
3 Next, you create individual sublevels, which refer to individual units.
4 If you can not think of anything, feel free to draw pictures, signs or outline words. Meanwhile, you either get an idea or you can venture into another area.
5 Deepen branches gradually. Some areas are deeper than the others because they bind multiple components. If a word is repeated again and again, it might be appropriate for it to have a separate branch.
6 Imagine that you are explaining your Business map to someone and trying to describe its structure. Can you explain the relations?
7 Pay special attention to areas where you have an unsolved problem and determine a single symbol, which can indicate problems.
8 Try to go do something else, and over time – calmly and in a few days – return and record a new impetus and ideas. What solutions did you find? What can be expanded or improved?
4.2 Business Model

The Business model is based on the model Lean Canvas, which created by Ash Maurya specifically for small and medium-sized enterprises, and especially suited for start-ups. To be simplified, the model was converted into chronological form that requires from its creator even less time to get oriented and fill it in. The new modification is filled naturally from left to right, instead of the previous jumps throughout the model, which was a feature that was during an interview with entrepreneurs proven to be very problematic. Likewise, certain terminology was modified to avoid its misinterpretation. Its initial benefits remain intact.

Graph 3: Business Model
Source: own processing

4.3 CSR Canvas

An organization has much broader impact on its surroundings than just an economic one, in the form of making profits and creating jobs. Entrepreneurs commonly spend finance on environmental and social issues, while their selection is mostly random or based purely according to their personal preferences. They seldom monitor impact of these activities on business, sometimes they even do not want to have an impact, for fear of a backlash or feeling shame for getting something back in return – and thus spoil the sense of the activity (donation etc).
The aim of this model is to help during selection and implementation of these activities, so that they have a strategic and measurable impact, through overall view of the organization and the impact on the environment in which it operates. The model develops the relationship between the key groups (stakeholders) and the organization, their common problems and possibilities to solve them, as well as determining the outcome of these activities and the measurement method, in order to monitor progress and verify the correctness of the result – the effect on the organization.

The model has been tested on over 100 university students, who chose as minor specialization Small and medium-sized enterprises.

![CSR Canvas](source: own processing)

When you first create this canvas, we recommend the following procedure:
1. Print or rewrite the model on a paper (preferably A4), or create it in electronic form (eg. Excell).
2. For the filling, use self-adhesive office papers – sticker. It is easy to work with them and forces you to be concise.
3. Start to fill in the boxes in the order from 1 to 9. What you do not know now, you can skip and then to come back. The core part is the identification of key partners, their problems and finding ways to either fix them or alleviate its effects. Therefore give these fields your
maximum attentions. For these activities to be effective, they must be very precisely targeted.

4. Search for continuity and relationships between different fields.

5. It is important write down the idea so when you read it out loud, it still makes sense. The fields are small on purpose, forcing you to write clearly and concisely.

6. After completion of the first attempt, try to focus on areas that proved to be problematic.

7. Create a separate model for each group for which you have found the problem or opportunity and extend it in detail.

8. Evaluate what you think is the best option and begin with implementation.

5 Verification

A comprehensive methodology was submitted as a part the program NAKI for certification to the Ministry of Culture and offered to be used by organizations in the creative and cultural industries. The following text will discuss in more detail an application by one of organizations signed a cooperation agreement with NAKI.

Ninja nuts, Ltd. focuses on web design, development of database systems and programming games for Windows and now also Android. The company consists of two co-owners and one half-time employee. Both co-owners have a university degree in IT. The registered capital is 200 000 CZK. Turnover in 2014 amounted to 453 000 CZK. The owners decided that they would like to develop and distribute free game, which would help young children (pre-school age – 2 class) with education and tampering with touch screens. They also want to allow those older (lower level) to validate their skills with knowledge games. The interview was conducted through personal meetings and skype interviews with one of the owners – Ondřej Čapek, who stated as the reason for their activities:

„Many people are just users [of computers], but they are technically illiterate, which in today’s world is no acceptable. Information technology is increasingly natural part of life. It is necessary to educate children from an early age. I want to help them in this. For us it was not anything like this, in times of MS-DOS you either had a friend who told you what to do ... what commands to enter, or you would have a very limited computer use. Nowadays, it is similar – many parents do not understand mobile operating systems, and the children themselves often have to guess how to use mobile
devices. Personally, I think that they should be capable of more than that. Learning by playing games is easy and kids have less resistance to it. I personally learned English this way and eventually even how to program, which is nothing other than know the language of computers – and that is for today crucial, because we use computers for everything.”

First, he tried to come up with the whole concept himself, but the projects remained unfinished. „I came up gradually with a lot of ideas that I wanted to implement. My goal was to develop a quality game that will have a lot of features and offers a broad education. It challenged my suggestions on various mini games that tested different areas of expertise. The problem was their implementation. For example, in history, I was not sure what was on the lower level of learning. So I moved on, to program a different game.“ Ondřej had many ideas but failed to connect them. Given that it was a charitable activity, he was doing it after work, so he did not always have time and foregone time of waning motivation. At the same time he was dealing with various shortcomings: not having a graphic, high intensity programs, doing games for Windows, so they did not have the right software for Android, IOS, etc. They were first approached in January 2013 when they preliminarily agreed with its testing. In 2014 they received the first version of the methodology, which has already been tested on students. Since then there have been several meetings to discuss the methodology. The final feedback is described below.

„I started a little differently. I have already known mind maps from school, so I skipped those and because it is mainly about CSR, I started with that. When I was creating the model, it occurred to me, that among the key groups are included schools and educational institutions. Thanks to previous orders, I had a contact with several schools for which we did their web, so I wrote them an email.”
CSR Model helped to narrow on who should be the overall software development focused and directed him to do so, he should look for someone with experience and someone who says exactly what needs to be done. It helps to explain the focus of CSR and at the same time it specifies and narrows down the target of these activities – new goal is to teach children to work on the tablet in funny way and to give them an entertaining form of education. “Effect for business was empty for a long time. It seemed a bit odd to want something in return, but then I realized that this is especially innovative thinking. Because both thinking over the solution to this problem and coming with new procedures that would otherwise never occur to me. We are now to cooperating with one institution to prepare an EU project, which would be focused on this area. It is an app specifically designed for interactive boards in schools. They liked our games and our approach and so we agreed on a business cooperation. The school gets new equipment for their classes and finance from the project. I am getting a job that I am going to enjoy.”
Thanks to the methodology he realized that he must first make the minimal product, i.e. basic game without great graphics and functional add-ons. That it is better to make more games, focused on specific topics and for specific groups of children, rather than attempt to make one big perfect game that has everything. “I originally tried to make a complete game, where everything would be perfect. Furthermore, it was getting nowhere, but in the process making it I realized something about the target group – the 12 year-olds probably do not want to have the same apps in mobile as the 7 years old. That is not cool. So eventually I divided it into several applications by themes and difficulty. At the same time, I was told that the children in schools like competing, so I had it incorporated.” Through communication with stakeholders, it was possible better target the product so it can meet their needs. At the same time, separation into individual smaller applications, made it possible to finalize the complete product, which was the main problem in the past.

The business model is therefore used to focus and develop specific games. It allows them to precisely define the group of children for whom it is intended, their specifics and what specifically should the game do in order to help them to improve their skills.
Conclusion

The obtained information indicates that the respondent was able to fill in the methodology without any major problems. He used the proposed options and the order of the models adjusted the way he – at that time – found more suited to his needs. Completed models show that respondent was able to complete each step in the creation of models and the final models make sense, despite minor shortcomings. For the aim of this paper is particularly interesting contribution to the implementation of socially responsible activities and respondents chain of thoughts. In this case, we can say that future motivation plays role, because respondent has already experienced the benefits of trade negotiations that strengthened his resolve for further activities in this area – currently for several other games. The more important is the fact that the benefits are not only emotional but also financial, in the form of new products, to which the respondent got through innovations that require the development of CSR activities. The funds from the European Union increased their income for 2015 by 20 %, which further more increases the financial benefits that are accessed through CSR activities.

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CONSUMER CULTURE AND THE PROBLEM OF CHOICE – WHY CAN LESS BE MORE?

Ondřej Roubal

ABSTRACT:
Consumer culture represents a specific type of material culture involving the progressive transformation of the utility and functional value of goods and products into a non-material representation and symbolic significance representing sources of formative social activities, the regulation of interpersonal relations, identity, social roles and self-reflection. The nature of consumer culture is increasing more substantially determined by the explosive offer of the range of consumer products. The hypertrophic amounts of consumer choice are perceived as an important aspect of the freedom of decision-making, an attribute of the society of material plenty and the democratisation of consumer matters. At the same time, however, this gives rise to contradictory effects in the lives of the consumers who are exposed to the chaotic and varied terrain of the plurality of consumer choices. The expansion of the options for consumer decision-making has subjected consumers to the unpleasant pressure of taking responsibility for the realisation and consequences of their decisions.

KEY WORDS:
consumer culture, consumer, consumer decisions, consumption opportunities, responsibility

Introduction

We define consumer culture as a specific type of material culture where the relationship of the consumers to the products is not merely formed by their utility and functional value, but also by means of their individually defined, socially communicated and shared symbolic significance and symbol systems. Commodities, no matter how they fulfil their utilitarian and practical utilitarian functions, simultaneously present symbolic indicators by means of which consumers reproduce cultural significances which structure the social space, model their interpersonal relationships and organise the coordinates of their identity. The principle of consumer culture lies in the fact that consumer goods in the form of purchased commodities are an object of “decommodification” which develop the abilities of the social protagonists to deal with consumer items as intangible resources and tools of thought which develop fictions, rituals
and the imagination or construct various stable and reliable models of self-concept and the interpretation of one’s own life situation in different variable relationships in relation to the surrounding world.¹

Consumer culture constitutes the daily “decommodification practise” of consumers and the users of market products which deconstruct and reconstruct commodities in the non-market logic of symbolic representations in such a way so that they imbue them with social and psychological significances which give their actions a specific sense and a comprehensible order. According to Žižek² “we do not purchase diverse products because of their usefulness or even as symbols of our social standing; we purchase them because of the feelings which they evoke in us, we consume them in order to bring pleasure and sense into our lives “.

There is no doubt that consumer culture is an environment where manufacturers and sellers are able to produce and distribute an increasingly large and varied platform of product innovations, types and models to customers with the substantial support of globally functioning marketing communication strategies, which should not only initiate greater interest and attention among customers, but at the same time also initiate positive feelings and experiences in them. Are the rational expectations of the increasing emancipation of the social protagonists playing the roles of the customers, who are becoming increasingly free when making their own consumer decisions thanks to the voluminous

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¹ Consumer goods in the form of decommodification characteristics and symbols may in some ways compete (albeit only in a limited way) with other media and artefacts of so-called high culture, such as fine art, literature and music in the aforementioned contexts. This involves the fact that consumer culture may develop the abilities and skills required to deal with consumer items as completely concrete and comprehensible sources of thought and self-concept, which has traditionally been the task of works of art. At the same time, however, the role of consumer products should not be overestimated in this context. Unlike works of art, their distribution and production have been adapted to the requirements of mainstream taste which does not require such a demanding level of fictionalisation and performance. Mass produced consumer products therefore correspond to the level of early evening series, entertainment shows, variety shows or cartoons in the confrontation with artistic artefacts. (For more information, see: ULLRICH, W.: Habenwollen. Wie funktioniert die Konsumkultur? Frankfurt am Main : S. Fischer Verlag, 2006).

and differentiated offers of products in the marketplace, actually met under these conditions? If the answer to this question is yes, we should expect that this involves ambiguous emancipation which is full of contradictions and possibly even little expected connections. As some theoretical assumptions and empirical studies of recent years have indicated, the act of choice in an environment of increasing options, in which the choice is to be made, is a difficult, burdensome and in many cases unpleasant matter which gives rise to negative internal tension, feelings of disappointment and regret.³

The goal of the study

The goal of this paper is to outline consumer culture as an environment containing an explosion of consumer opportunities in the form of the expansion of the range of types, models, classes, variations or formats of products in the goods and services markets. We would point out that consumer culture’s characteristic of “unlimited possibilities” has led to it approximating the ideas associated with the fulfilment of the project for an affluent society of plenty enabling the reliable and fluent emancipation of consumers’ individual rights applied in current and future acts of unlimited, independent and authentic consumer decision-making. We will endeavour to reveal possible focal points of tension and conflict generated in the environment of increasing consumer choices, in which the acts of decision-making and the results of the protagonists’ choices are confronted with negative subjective feelings of regret and disappointment. We will indicate that the expansion of the choice options in the area of consumer decision-making need not lead to the greater emancipation of customers, but paradoxically may lead to their frustration and disappointment.

1 The world of too much opportunity – between freedom and responsibility

We have identified some absolutely fundamental social, cultural and psychological effects in the symbolic non-material meaning of

consumption in the social area. Consumption in consumer societies has risen in significance and scope to occupy the position where work and employment positions were originally used as a stable element designating social standing, lifestyle and the character of identity. At present, the active share of consumption in the various modalities of consumer attitudes and purchase decision-making constitute a significant indicator of individual success, prestige and recognition, as well as a source of the construction and reconstruction of identity and the modelling of social roles, self-reflection and the (re-)definition of interpersonal relations. The material conditions of the consumer culture therefore represent a non-material platform for both the potential and real formation of cultural worlds, social fields and individual trajectories of constant self-formation and transformation in the form of the life project. An increasingly significant and distinctive part of this non-material platform for the creation of symbolic worlds is its expanding diversity, variety and variability indicating the ability of the social protagonists to freely choose and decide.

The possibility of undertaking a free choice and individual decisions is an imperative for the progress of society and the emancipation of the individual in the modern and post-modern epoch. Post-modern discourse has further shifted the problem of choice more closely into the area of private and consumer life as an inseparable part thereof. “Essentially, we no longer have the option of not choosing” Bauman has interestingly connected the problem of individual choice with the helplessness of consumers, which does not concern itself with the question of how to acquire the items of choice and to ensure that these items become an object of recognition and respect for others, but rather with the question of which item to choose and how to preserve the ability to get rid of an item in time, once it starts to lose its original value and the shine of attractiveness, and to subsequently realise a further round

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of choices and selections. The consumer society is therefore a “society of choice”, whereby every choice is a cultural act of selection between culturally prefabricated artefacts. It is necessary recall that the realisation of these choices is jointly designated to a significant extent by the form of the consumer culture and the “decommodification practice” of the consumers who redefine the value of commodities in relation to the value of symbolic significances predestining the acts of consumer decision-making.

The conditions for the realisation of these consumer decisions are, however, becoming increasingly demanding. The protagonists are not only faced with a more varied, attractive and colourful range of consumer choices, but also with a range of incompatible and mutually competing decisions. According to Lipovetsky, these decisions are often encumbered with the ambivalent essence of post-modern hedonism, symbiotically merging two contradictory principles, anchored in the constant tension between abandon, analysis, a loss of responsibility and increasing responsibility, caution and moderation.

Consumer culture forms and confirms that which the American researcher Frederic L. Pryor empirically indicated in the period of the economic and social transformations in the former DDR at the beginning of the 1990s and designated as the effect of the hypertrophy of consumer goods. At the same time, this involves consumption opportunities and their global marketing promotion which generates an atmosphere of a life of unlimited possibilities and a culture of “over choice”. The world of advertising has intensively extended the field of

14 According to the British weekly, The Economist, the Tesco retail chain sells a total of 91 types of shampoo, 93 types of toothpaste and 115 types of home cleaning products. (For more information, see: The Economist. [online]. [2013-05-04]. Available at: <http://www.economist.com/node/17723028>).
possibilities for consumer decisions by supporting attractive feelings associated with increasingly more independent and free decision-making. The fast and easy accessibility of goods and services and the extensive available selection of the range of various products are specific indicators of consumer freedom. The rule “More is Better” has become a synonym for freedom and a criterion for the success and rationality of economic mechanisms and their effectiveness. The “More is Better” principle applied in the concept of an engineering economy\(^{15}\) does, of course, come up against the reality of unintended effects in the socio-psychological dimension of the world of those who are confronted with this principle during the everyday lives. B. Frey\(^{16}\) points out the limits of the economising concept of mankind as a personality which is not being simply motivated and does not act in the way which the rational models of economic calculation predict. Alongside the positive expectations pertaining to the sense of the emancipation of individual freedoms in the culture of “More is Better”, we can also identify less positive effects associated with the question of managing and controlling the greater degree of personal responsibility as an integral part of the stimulated individual freedoms.

This involves the fact that the accelerated offer of the number of alternative goods and services makes the consumer uncertain during each individual choice and gives rise to the risk of the subsequent awakening of negative feelings of failure and internal unquiet. There is no doubt that individual decision-making and the subjective evaluation of the results thereof in the form of the realisation of a specific choice in the “over choice” culture primarily depends on the awareness of one’s own responsibility. Social protagonists in the roles of customers are then confronted with the results of these decisions, often encumbered with proliferating doubts and uncertainties. Negative emotions of disappointment, regret and dissatisfaction are then generated in the conflict between the uncertainty of the choice and the certainty of one’s own responsibility for the result. Every specific decision and every individual choice simultaneously means the rejection of other opportunities and the voluntary waiving of the option of achieving alternative consumer goals. The more that these unused and untried options are not only more accessible, but are also wider, the more intensive is the awareness of one’s own responsibility


for each realised choice. At the same time, the degree of subjective satisfaction with the result of each individual decision is derived from the constant comparison and benchmarking of the results of the choice with the other options for potential choices which tends to stimulate feelings of uncertainty and doubt rather than those of certainty and conviction as to the correctness of the choice in the given situation of the hypertrophying volume of goods and services in the marketplace.

The aforementioned F. Pryor has empirically demonstrated precisely this phenomenon using the example of East German society and he has gone on to use this to demonstrate the paradox of increasing affluence and at the same time the stagnating or decreasing feeling of happiness in society. The empirical data acquired by means of structured interviews has enabled the substantiated claim that not only the growing complexity of the world, but also the accelerated offer of consumer goods, in which the paradox of the emancipation of consumer choice and the centrifugal forces of responsibility have manifested themselves, thereby generating feelings of cognitive dissonance anchored in the discrepancy of the attitudes of consumers expressed as the maximisation of the area for choice and the choice itself which subsequently degrades the positive expectations of the result, can be counted among the causes of the dissatisfaction in the monitored sample of the East German populace under conditions of increasing affluence.

To sum up, the right to choose an option from a certain number of other options is admittedly associated with freedom and independence, but at the same time that does not mean that the ability to choose from a larger number of alternatives is always better. “The selection brings the feeling of enormous responsibility into play and that is associated with the fear of failure, a feeling of guilt and the fear that we will regret it, if we make the wrong choice.” An unlimited offer of alternatives in each individual choice always unsettles consumers and exposes them to subjectively experienced risks associated with these choices and their results.

The factor which accentuates the pangs of conscience with regard to the decisions which the consumer has or has not made is the hypertrophic awareness of the personal responsibility, as well as the unprecedented ability to imagine realistic and unrealistic alternative choices which were not (but originally could have been) realised. On the other hand, the responsibility for any decision in a situation with a limited choice

and reduced eventualities for the given choice is usually transferred
to the shop or the producer and any eventual dissatisfaction with the
product is experienced as something which has been brought about by
external (systemic and impersonal) causes where the consumer has
been essentially placed before a fait accompli.

2 More is Better or Less is More?

According to Schwartze,\textsuperscript{18} it is important to monitor the moment when
the costs of the surrendered opportunities (\textit{opportunity costs}) grow in
line with the growing offer of opportunities and at the same time the
satisfaction from every individual decision falls. The more possibilities
that exist, the more potential experiences go begging.\textsuperscript{19} “\textit{We have reached
the point where it is no longer possible to deny that less is more...., the
improvements to our lives are not based on more new models of iPods,
automobiles, DVD players, toothpaste brands, possible holiday destinations,
book clubs, songs on the radio, courses or web pages, but by less”\textsuperscript{20}. The
principle of “\textit{more is better}” is also a complicating factor in decision-
making processes, because it stimulates feelings of regret about the fact
that a specific choice also means the simultaneous decision not to choose
the other options, not to try the alternatives and to reject the experience
of and contact with other variants and choice options. This does not
involve real, known and realised alternatives, but a number of fictitious
and imaginary ones produced in the imaginary levels of the human mind
and influenced by the ethos of the “\textit{no limits}” hedonistic culture.\textsuperscript{21}

Schwartz emphasises that in the case of consumers, the pangs of
conscience and subsequent feelings of regret at the undertaken decision
are further associated with the rationally realised and calculating balance

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\textsuperscript{18} For more information, see: SCHWARTZ, B.: \textit{The Paradox of Choice: Why More
\textsuperscript{19} ERIKSEN, T. H.: \textit{Syndrom velkého vlka – hledání štěstí ve společnosti
\textsuperscript{20} Ibidem, p. 70.
\textsuperscript{21} It was not by chance that the massive advertising campaign for the Olympic
Games in Atlanta in 1996 was based on the ubiquitous slogan of “No Limits”
accompanying a number of suggestive television shots, evoking the idea of
a world without borders and a world of unlimited options, in which it is
possible to view similarly unlimited performances by sportspeople breaking
all the imaginable and unimaginable world records. (Remark by O. R.).
\end{flushright}
of the transaction costs directly associated with the decision-making process and the actual act of making the choice in the sense of “choice is not cost free”. The growing number of alternative options places not insignificant demands on consumers’ time and energy associated with the need to gather together all the available information and compare the available prices, quality or availability of the products. The consumers are exposed to the necessity of coming to terms with the unpleasant discovery that “consumption takes time”, which is a significantly complicating factor in a world obsessed with money and worshipping the cult of “time is money”.22 The indicated situation may eventually lead a consumer to become resigned and to definitively refuse to make the planned choice. We have thus arrived at the problem where the principle of “more is better” brings the protagonists to a state of paralysis and passivity rather than liberating them.

The results of a number of empirical studies and experimental models have indicated that the current commercial and marketing strategies of companies are not successful, because they are financing projects which overwhelm clients and present potential customers with an overly dense mix of offers of alternative products with the aim of meeting the individual needs and wishes of the customers as much as possible. An undesired side effect which marketing and business practise should reckon with involves the fact that a complicated choice often puts customers off and causes them to defer their decisions. It is possible to monitor accelerated discomfort amongst customers exposed to situations of constant difficult choices in parallel with the comfort presented by the explosion of possible choices of products. Huberman, Iyengar and Jiang23 monitored the behaviour of approximately 750,000 clients of the Vanguard investment group. They discovered that the range of types and models for pension saving schemes, which Vanguard diligently and systematically expanded as an intended benefit for its clients with the aim of initiating greater attention and interest in the offered services, actually had completely the opposite effect. The more the range of saving schemes in Vanguard’s pension system grew, the faster the clients’ interest in concluding a pension saving contract fell. The authors of the study discovered that the addition of approximately 10 new options in the offer of pension

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saving schemes reduced the number of people interested in concluding a contract by approximately 2%. Approximately 70% of clients were able to choose from the 5 offered saving schemes, but only 63% of clients could choose from the amount of 35 offered programs.\textsuperscript{24}

Many other companies and corporations have strategies similar to that of Vanguard and try to adapt their offers to meet the requirements of customers, whose attitudes in sociological and marketing research resonate with the principle of “More is Better”. For example, Google decided to increase the number of listed links on one page when entering a specific key word on the basis of recommendations from the results of marketing studies and supposedly in response to the wishes of its users. When Google tripled the number of links on a page, searches and the monitoring of information via Google began to fall off significantly.\textsuperscript{25} The users of the Google search engine reacted in exactly the opposite way than their attitudes acquired in the marketing research had suggested.

Iyengar and Lepper\textsuperscript{26} carried out a simple test when they simulated a jam tasting in a mall. They prepared two tables: one table had 24 types of jam and the other had just 6. Approximately 60% of the shoppers preferred the tasting from the table with the higher number of types of jam. However, the authors of the study discovered that, when offered the option of purchasing the jam, the shoppers were 6x less likely to opt for a jam from the table offering the larger range (24). The culture of “over choice” in the context of the stated illustrative examples may not fully conform to the ideas of the liberation of consumers from the chains of limited choice, but may paradoxically thematise considerations of oppressive situations in which the complicated nature of a choice tends to lead individuals to seek simpler solutions or to choose a passive strategy.

\textsuperscript{24} To this end, we can consider how the fact that the available options in the pension saving scheme market in the USA doubled in the period from 1998 to 2002 was reflected in the population’s deferment (procrastination) of its entry into the pension saving schemes and as such how this contributed to the causes of the global economic meltdown in the following years. (Remark by O. R.).


Conclusion

Contemporary consumer culture is the venue for the expansion of consumer opportunities and possibilities associated with an unprecedented explosion in the offers of types, variants or models of consumer products. On the one hand, the tendency to pluralise consumer opportunities and to make them more flexible is required and supported by the nature of the demand from the consumers themselves, who associate this trend with positive feelings of free (increasingly individualised) independent decision-making, the authenticity of the choice and the awareness of their active and fully-fledged participation in the world of consumer opportunities. On the other hand, consumers simultaneously find it difficult and complicated to come to terms with a number of specific situations, in which they are supposed to satisfactorily fulfil their expectations and their ideas of free decision-making in the chaotic terrain of the purchasing and selection of consumer goods. The emancipation of the freedom of consumer choice is being simultaneously confronted with growing demands associated with individual responsibility for the decisions made. Under the conditions of unlimited choice, the responsibility for the final decision and the result of the choice is assumed exclusively by the individual who has consciously and freely made the choice in question. In the situation of limited choice which is independently conditional upon external factors, the responsibility for the result of the undertaken choice is dispersed among the anonymity of non-personal conditions and reasons which have occurred independently and generally influence the environment in which the decision has been made. Greater scope of choice therefore does not constitute a globally disseminated benefit for the market which merely emancipates individual decision-making for customers, but it also constitutes the task of how to manage and control the responsibility for the results of any such decision. The problem lies in the fact that everybody must manage this task on their own terms.

In this context, the principle of “More is Better” constitutes a significant complication for consumers where it becomes increasing difficult for the consumer to move without having to experience a series of contradictory feelings culminating in a state of self-accusation and regret and feelings of personal failure. On the contrary, the rule “Less is More” would mean a shift to a situation where everybody would be better off and at the same time nobody would be worse off. The question remains as to whether
the revival of the principle of “Less is More” is an attractive choice for corporations, the marketing industry and the consumers themselves.

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CONTEMPORARY MEDIA: DEVELOPMENT OF CRITICAL THINKING OR PRODUCTION OF NECESSARY ILLUSIONS AND WEAPONS (CONSPECT)

Denko Skalovski

ABSTRACT:
This paper is a brief empirical and discursive conspect-analysis of modern media in the liberal and democratic Western societies, including the Macedonian one. It generally starts from the critical analyses of the renowned American linguist, psychologist, philosopher, and political activist, Noam Chomsky, made at the end of the 20th and beginning of the 21st century, as well as the critical analyses of the French post-structuralist and postmodernist/hypermodernist Paul Virilio, made in the same period. At the same time, these analyses confront and oppose the analyses of the famous American/Arab orientalist Edward Saïd, as well as those of the renowned Soviet/Russian philosopher and sociologist Alexander Zinoviev. At the very end of the paper, in the form of a brief excursus, a critical analysis of the media in the Republic of Macedonia has been conducted, for the time period since the independence until today.

KEY WORDS:
media, control, illusions, construction, power, destruction, criticism, West, responsibility, politics, war, information, aesthetics

„I will be primarily concerned with one aspect: thought control, as conducted through the agency of the national media and related elements of the elite intellectual culture.”

“Information needs military leadership. So, the information is that kind of power such as military power. It all leads towards the development of the power of information in order to invent real world weapon.”

1 Noam Chomsky: from generative grammar to degenerative pragmatics

“Language has been reduced to just another tool in the gigantic apparatus of production in modern society. A word which does not serve as a recipe for action, as a means of propulsion for other people, as a guidance, as a fulcrum to memory or propaganda, but wants to be understood in its own meaning, as a reflex of the being, as its own impetus, is considered mythical and pointless, and people already perceive language almost as is interpreted by positivism and pragmatism.”

We begin with the critical analyses of the positivism and pragmatism of Max Horkheimer which were presented in his lectures at Columbia University (New York) in the mid 1940s, and the Goethe University (Frankfurt/M.) in the mid 1950s of the 20th century. This is being done, not because of the unimportant assumption that Chomsky had attended these lectures or that he knew about them, neither because that at that particular time he was reading Horkheimer at all, but because these critical judgments and warning diagnoses and prognoses of Horkheimer’s are current even today and they coincide and «correspond» with almost all critical analyses of the media which Chomsky has conducted in the past few decades, especially from a political aspect. The same «spiritual» similarity can be observed in the relation Baudrillard → Chomsky → Virilio, but it is obvious that Virilio is certainly under an explicit and direct influence of Baudrillard, as to his own French contemporary, who further developed the critique of digital media and their production of fictitious, simulated and virtual reality.

However, unlike Chomsky, what gives a dose of a tragic irony in relation to Virilio, is that he is not fully aware that to some extent even he himself is merely a victim of disinformation and manipulations done by the media (eg. the Serbian and Croatian media) during the time of the bloody war in former Yugoslavia. This is even more paradoxical, if we take in consideration that he is a philosopher who has come to know the propaganda power of the media in creating misconceptions – especially

during the «cold war» and later during the military interventions and war crimes – and at the same time he even trusts it and falls for its stupid fictions and illusions, stereotypes, and prejudices.\(^6\)

Moreover, in the wars and humanitarian catastrophes – that occurred around the world after the war in former Yugoslavia – the media lies, skillful digital/internet editing and designing, the «creative industries», sophisticated compositions and visualizations, have just begun to thrive incredibly aggressively and unscrupulously. In a word, the (dis) informing from the war battlefields and the suffering of innocent people reached a level of ultimate moral hypocrisy and double standards and lack of basic objectivity, humanity, and moral responsibility of the reporters, journalists, photographers, and commentators, for which Virilio himself critically and humanistically contemplates and elaborates.\(^7\)

With actions like this, the world media have become accomplices in the global atrocities. The same could be true of the «Arab Spring» and the humanitarian catastrophe occurring along the refugee crisis which hit many European countries, among which, the Republic of Macedonia too, and which is still ongoing, and which, depending on the country, is still being presented and reported differently by the media – meaning politicized, tendentiously and maliciously.

Of course, the actuality of these tragic events and its media presentation and broadcasting are not subject of the humanistic critical analysis in this short paper and it would be left for some other occasion. Therefore, we continue what we have announced and already started with in our subtitle. Namely, Chomsky’s empirically-theoretical generative grammar from the early 1970s of the 20th century, actually sets the ontological foundations for all of his future psycholinguistic and psychogenetic analyses and research in the field of language and its free and creative understanding and use by all people with normally developed intelligence and ability for logical thinking and reasoning.\(^8\) This normative grammar develops as an interferent cultural and

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social process, regardless of the certain dose of coercion (rule-governed creativity) which is presupposed for the free use of language as such and respecting of the rules and regulations of each particular language.\textsuperscript{9}

However, some twenty years later – with the development and expansion of the new information and digital technologies – the language is no longer just a tool for verbal communication, but it is amended and «enriched» with a spectre of visual and auditory inputs, illuminations and effects which are incorporated, embedded and «mounted» in the totality of the «language» of the global media presentation and political propaganda machine.\textsuperscript{10} Nowadays, the media create an epistemological emptiness (vacuum) in our consciousness, i.e. the disinformation generate the transcendental pragmatics of the “grammars of our minds”.\textsuperscript{11} Hence, the media gain a multidimensional (political!) power in creating ideological fictions, illusions, «filters» and «channels» in the process of creating of notions, awareness, senses and emotions, morality, aesthetic taste, and overall system of civilization and cultural values. The verbal language regenerates, degenerates, and hybridizes with other media and becomes a multimedia product and naked pragmatics, which successfully functions and reproduces.\textsuperscript{12} As such, as an «invisible hand»,\textsuperscript{13} it becomes an important political factor in the reproduction of social statuses and relations, provides «progress» and «expanded» social reproduction of one socio-economic and socio-political system and the preservation of the existing establishment (read: capitalistic!). The production of notions and performances is intended for reception and consumption, primarily, for the domestic mass audience and the widest social strata of the Western civil societies.\textsuperscript{14}

In fact, with a series of scientific discoveries and technical revolutions, technological modifications, multiplications and improvements, this


«information» system exists and operates for three centuries now (since the printing press and the publishing of the popular novels in the early 19th century up until the contemporary literary bestsellers accessible online). Since then and up to this day, the complex structure of the system is constantly being modernized and improved, especially with the advent of photography, advertising, film, television, and electronic mass media and means of communication in the developed (post)industrial societies and regions. That multimodal «language» of reproduction and transmission of communication is adopted, is internalized by numerous individuals, collectives and institutions and is becoming a «global» system of values and continuous social practice in the history of modern Western civilizations and cultures. This process of internalization of the system of values and their hierarchy begins with the education and the upbringing, which can have a creative and constructive, but also a dogmatic and destructive potential. As such, they can contribute towards the democratization of societies that have free media, and to encourage the development of critical awareness and freedom of opinion. However, both, education and the media have an ambivalent character, and «can contribute to the liberation of man, but also to have a goal of strengthening the control over people», with clear and unambiguous, even frightening totalitarian tendencies and ambitions. On the other hand, or viewed from an external perspective, the well-paid/for profit public relations industries (eg. PR) execute efficient and successful manipulation of the masses and «brain washing» – especially in the era of digital civilization – and begin to affect people’s consciousness since early childhood, because in «the field of education and socialization, parents and teachers can not prevent the ’easy’ access of young people to the content of the mass media.» Therefore, most people become victims of all forms of media propaganda.

– especially political one – and their aggressive and glamorous attraction and misguidedness.

Unfortunately, victims of such manipulations and media political propaganda are not only uneducated and ‘ordinary’ people, but often intellectuals and the elite academic, scientific and university circles. They often gullibly and naively trust the information or ignore facts that are the most obvious – particularly when it comes to the «just war theory» – and instead of looking for evidence and arguments for their claims, they resort to assumptions and «beliefs» and make grossly wrong mistakes in the causal relations, even in some of their scientific papers. As an example, we have already mentioned Virilio, to whom, according to Chomsky’s words, the example of Michael Walzer can be added, who on the occasion of the military interventions in Afghanistan and the former Yugoslavia, i.e. Kosovo, has estimated that in these cases the violence committed by Washington has been just and legitimate. Only few years later, from the highest levels of the Clinton administration, it has been openly admitted that the main reasons for the bombing of Yugoslavia (including cluster bombs with depleted uranium, whose radioactive effects lasted for several years and spread over the territories of neighboring Bulgaria and Macedonia) were not the ‘troubles of the Kosovo Albanians’ – as it was apparent from the abundant evidence at first instance – but ‘the resistance of Yugoslavia toward the broader trends of political and economic reforms’ of Washington’s neoliberal programs.19 (Chomsky addresses a similar criticism to Walzer on the grounds of his unsubstantiated slanders about Edward Saïd and Richard Falk).

Finally, on the grounds of the manipulation and disinformation that the modern media create – even humanitarian disasters in which mostly children, mothers, old and sick people, and disabled suffer – Chomsky’s conclusion is unequivocal and categorical, particularly when it comes to subjective, irresponsible and voluntaristic estimates and judgments based on disinformation, incomplete information, and frivolous personal assumptions (‘I think’), such as those of Michael Walzer. It is crystal clear that these «moral» and «legal» judgements of Walzer are primarily guided by unscrupulous, imperial, and hegemonic interests of an economic, political, and military superpower and superstate:

We could agree that violence is sometimes legitimate (I agree), but ‘I think’ can hardly be accepted as a superior argument for the real-life cases for which he argues. Unfortunately, this is not untypical for referring to the ‘just war theory’ in order to justify Washington’s reaching for violence. Through a call for ‘just war’ on counter-terrorism or other justifications, the United States exempt themselves from the fundamental principles of the world order, in whose establishing and adoption they have played a major role.  

As an end of this croquis-paper of Chomsky’s critical analysis of the media, primarily the American media, we have left his most famous short and radical critical analysis, which circled the globe in a very short time. Namely, it is a matter of his famous paper *What Makes Mainstream Media Mainstream.* This paper is so “densely-packed” and synthetic, that it deserves a separate paper on itself, with monographical and analytical review. Even more so, because his “total” criticism of the media is greatly expanding the inner context of the subject of this paper, and it is expanded into a criticism of the American society and its imperialistic foreign politics. Therefore, on this occasion, only the general assessment would have to suffice, that Chomsky in this article – despite the simple, colloquial, and “empirical” language – has demonstrated an exceptional critical *discursiveness,* which is actually transdiscursive and interdisciplinary, and is missing in some well-known and recognized critical analysts of our time. This particularly applies to the knowledge and understanding of *Marxist* philosophy and social theory (including Leninist one), without which – primarily as a critique of the *political economy* of capitalism – post-imperialistic and postcolonial processes occurring in the modern world and the role of the *mass media* can not be understood and interpreted. Such criticism would primarily be addressed towards the post-structuralism and postmodernism of Michel Foucault and – Paul Virilio.

2 Paul Virilio: Aesthetization of destruction and autodestruction

„The plane gently touched the ground, the ground opens the plane into four parts with such finesse as of a gourmand peeling his fig…; and

20 Ibidem, p. 16.
21 Ibidem, p. 16.
the most violent and deadliest attack seems as tender as a series of caresses.”

Major accidents have long become media/visual spectacles, especially traffic accidents, where there are many dead, injured, crippled and burnt human bodies turned into charred corpses, surrounded by a dozen of weeping friends and relatives of the deceased, searching around for remnants of the belongings of the deceased – from kid’s toys (dolls and teddy bears) to parts of clothing and intimate items (photographs and other mementos of the dead). «Black boxes», «obituaries» and videos of funerals, where everybody is crying and is mourning in black dress, became breaking news on all the world media, especially when celebrities are the casualty. But, it all is a “nine days’ wonder”, to soon be replaced by some new accident, or a new war, even more terrifying, more massive and with more material damage, which makes the previous accident be quickly forgotten and it quickly disappears from our memories, to be replaced by some new one, which again is also quickly forgotten as the previous one, and will be replaced by a following one. And so on – in perpetuity. On the other hand, there has been an entire production filmed with thousands of spectacle-films and series on earthquakes, fires, floods, mass destruction and suffering caused by various reasons – from natural and environmental disasters, through wars that happened in history or futuristic nuclear wars, to science fiction creatures, for instance, Godzilla. In a word, using the media and media productions, accidents, wars, disasters and mass destruction – today the terrorist attacks and migrant crisis, too – have all become part of our everyday lives, and the black color became the dominant visual symbol of our time and its “aesthetics”. The man’s “self-alienation has reached such a level which allows him to experience his own destruction as a highest-ranking aesthetic satisfaction.”

Or, conversely, even if not as «black», wanting to escape from the everyday «gray», boredom and monotony, and «trying to transcend the triviality of his life, man is pushed into a quest for adventures, wishing to look over the limits of human existence, even to cross them. It makes the great virtues and great vices, the creation and destruction, so exciting and attractive.” This transcending ex tempore «is enabled» by the

23 Ibidem.  
modern mass media; those give the modern man a chance – even briefly – to identify as a sports champion, an attractive model, a military hero and winner, or as dangerous murderer and a criminal, i.e. a detective who discovers the culprit, takes him before the face of justice and receives the deserved punishment. And it all happens without him risking anything, without him giving up on anything, and without endangering his own or another man’s life, he remains with «clean» conscience. He is an «active» participant and an “engaged” actor, sitting comfortably in an arm chair in his home, «in home slippers», in a «warm» family and home atmosphere. Sitting in front of a TV or computer, at any given moment, he could «freely» and with light speed change the programs so that they will disappear from his perception and memory – whenever he pleases, whenever he would get annoyed by them, or whenever he can no longer bear to see «traumatic» scenes of other people’s misfortunes, troubles and suffering, and when someone else’s death, with a quick click of the remote, simply vanishes from before his eyes and ears.26 Through the media, the subject «speaks to himself in order to register a certain mental notion in his inwardness.»27 And since one real event – received through media – will be forgotten or will be ignored, “then, one’s own desires and emotions will be experienced as objects that are subject of our cognition, which can be passively observed, or actively created.”28

All that human need to create necessary illusions without critical awareness about the objectivity of one’s own «heroism», «compassion» or «criminality» and «detective-ness», is being satisfied by the mass media, pop culture, and the broad spectre of “creative industries”. It is almost in the spirit of «traditional» Aristotelian aesthetical theory of catharsic purification of passions and the “exemption” from the possible moral and political co-responsibility.29

However, unlike the antiquity’s authenticity and «presence» (Derrida), today, in the scientifically and technologically reified media civilization,30 «it is actually a matter of a replacement of the pseudo-state of the rational with one artificial state of paradoxical wakefulness, where people are

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28 Ibidem, p. 96.
given a subliminal presence”, which again is only a mere expression of “the true misery of the collective conformism”, which enables people to consume war crimes, just like consuming figs.\footnote{VIRILIO, P.: Естетика на исчезнувањето. Скопје : Магор, 2006, p. 43-46.} This is especially true of large sporting events, particularly the Olympics and their spectacular and glamorous media presentations and broadcasting, whereas the aggression, cruelty, and relentless physical violence on sports fields – simultaneously with the violence and mass brawls between sport fan groups in the stadium’s ground stands and spectators’ terraces – are being interpreted as an expression of their Olympic “spirit”. And while over there, there was consuming death of people in plane crashes, just like consuming figs; over here, there is consuming physical violence (to the extent of gladiatorship) just as a beer crate is consumed, an inevitable accessory of a male company while watching a football match on TV. Whereupon, each short break of the game is used for a mandatory advertisement video of the beer manufacturer who is the sponsor of the TV broadcast of the same sporting event which is simultaneously viewed on TV screens by a multimillion audience. And all this is happening under the supervision of police cordons that keep the situation «under control.»\footnote{ANASTASOVSKI, A., ANASTASOVSKI, I.: Violence, Sports and Culture. Skopje : Un. St. Cyril and Methodius, Faculty of Physical Culture, 2001, p. 63-68.}  

2.1 Production of destruction

“The objects of Hitler’s destructiveness were cities and people. The great builder, the amazed planner of New Vienna, Linz, Munich, and Berlin was the same man who wanted to ravage Paris, to level down Leningrad, and to destroy all of Germany at the end. (...) Finally, of course, he give orders to destroy Paris – an order that the German Commander of Paris never carried out.”\footnote{FROMM, E.: Anatomija ljudske destruktnosti. Zagreb : Naprijed, 1980, p. 223.}

„The film is a war fought by other means. (...) If we go up to five hundred images per second, up to one million images per second (and there already are machines that make that possible), we see nothing. Excessive speed is comparable with too much light. It’s blinding.”\footnote{VIRILIO, P.: Rat i film: Logistika percepcije. Beograd : Filmski centar Srbije, 2003, p. 77-79.} (Paul Virilio 2012, 77-79)
Along the lines of the Freudian theoretical heritage, Erich Fromm’s *Anatomy of Human Destructiveness* is yet to become relevant and «prophetic», particularly in relation to what is happening really and existentially today, and what is being destructed and (de)constructed through the media.\(^{35}\) Regarding the relevance of Fromm’s anticipatory analyses, Chomsky explicitly acknowledges it. This is particularly referring to the recent years and decades of mass destruction, brutal murders and massacres around the world and their media presentation that again re-actualizes the relevance of Marxism and psycho-analysis, even existentialism – especially in the context of the theory of alienation – and continuity of the social-psychological theoretical connectedness and mutual social-anthropological and social-psychological «addition» of Marx and Freud, this time in the field of mass media and their «instinctive» social action and influence. In this system of creating distorted perceptions, such as media constructs, lies, and «necessary illusions» – regarding the situation outside of the developed Western countries, even more so about the situation inside themselves – war and militant stories and TV series have become the major multimedia «narrative». Their main task is to motivate the domestic audience\(^{36}\) for war against – i.e. for defense against the external enemy, which only extends the centuries-old construction and production of «enemies» and destructive foreigners, as the most lucrative branch of the Western profitable industries, primarily the television and film industries.\(^{37}\) Of course – when it all is assessed – yesterday’s enemies suddenly become today’s friends, i.e. they mutually exchange places, which leads to «absolute identification of production and destruction.»\(^{38}\) Each of these absurd logical inversions are made in order to overcome the «crisis» and to provide a dynamic and continuous «progress» of the capitalist system of production of material and spiritual values of the Western liberal and democratic welfare states and their establishment. Of course, an entire intellectual machinery that creates a virtual reality\(^{39}\) and an entire intellectual culture\(^{40}\) constantly present and engaged in the media because of their power and authority in the «scientific» and «philosophic» proving that capitalism, as a social system of culture, corresponds


\(^{38}\) Ibidem, p. 94.


the most with the historical “unchangeable” human biological and psychological nature, which remains “genetically” destructive, even in an era of technological civilization and technological interventions on human genes.

This mental and psycho-social «state of mind» of the intellectuals who are engaged in the media is irresistibly reminiscent of the state of the Polish and other intellectuals at the time of socialism in its «great Stalinist era», which Czeslaw Milosz analyzed using the term Ketman. However, the mental state of the Western intellectuals is even more concerning; namely, unlike the «socialist» intellectuals from back in the day, who were aware that they were deceiving, yet had an internal critical distance towards the lies that they were producing, today’s “capitalist” intellectuals lose that distance/difference between truth and lies, and begin to believe their own lies. Are they in this way granting us the right to wonder: whether they are inadvertently preparing to become psychiatric patients?!

These days, while I am writing this croquis-paper, all the news worldwide (verbal, visual, and auditory) report on the liberation of the ancient city of Palmyra in Syria, and I wonder whether the city of Palmyra is/was less valuable than the cities of Paris, Berlin, Brussels, St. Petersburg, Warsaw, Skopje, Athens, Istanbul, Beirut, Baghdad, Belgrade, Zagreb, Bratislava, Trnava?! This takes me directly to the «philosophy» of the city of Virilio, and the evacuation of the cities and their populations before and after the devastating bombings, which he explicitly elaborates in the context of the media «production of destruction», located in the wider area in which «the battlefield is primarily a field of perception,» which is always staged – most often deliberately false and wrong – with the

assistance and mediation of media. The “actors” of these documentaries or «artistic» films are presented as «good guys» or «bad guys», depending on the current political interest of the domestic audience for which they are intended.

Namely, they are intended for the same Western (Euro-American) viewer, who leaned back in his arm chair and in his house slippers, is consuming this information – which comes from «somewhere out there» in the post-colonial Islamic Orient, or from «somewhere» in post-colonial Africa, or from «somewhere» in the distant post-socialist, Christian Orthodox or Slavic countries – just as, at the same time, he is consuming the fig and the beer bought from the nearest supermarket. (We are obliged to point out that this criticism does not refer to the undeniable artistic qualities that some of these films undoubtedly have – not only «commercial» – but which are appraised according to completely different standards, i.e. aesthetic criteria, which are not the subject of our critical review!)

3 The Media in Macedonia (Brief excurse)

“The Higher School of Journalism and Public Relations, in partnership with the Media Diversity Institute of London and the daily newspaper ‘Nova Makedonija’, in the next three years (2016-2018), will work to promote media literacy in the country through several activities. The purpose of the project ‘Media literacy in the era of information overload: Macedonian coalition for media and information literacy’ is to raise and develop awareness among the public on the impact of media content, but also to encourage citizens to gain knowledge and skills for critical perception of information and use of media as a prerequisite for active citizenship. The project is funded by the European Union.

The content of the newspaper clipping, which is taken as a motto for this short excurse, accurately expresses the state of critical awareness of the Macedonian citizens, when it comes to the issue of whether or not

48 New Makedonija’, Saturday-Sunday, 2nd – 3rd of April 2016, p. 3. (Declaration).
the media can be trusted.\textsuperscript{49} Mainly, the same question arises in the other Balkan countries, which means that the situation in these countries is similar to the Macedonian one, regardless of the fact that some of them are members of the EU and NATO. What is, among others, the \textbf{main specifics} of the media in the Balkan region, especially in Macedonia, is the emergence of the so-called „patriotic reporting” (homeland journalism), especially in the case of Macedonia.\textsuperscript{50} This becomes logical and understandable if we know the causes of the chronic political conflict over the history of constituting the \textbf{national} and cultural \textbf{identities} of the modern Balkan ethnicities, namely the Macedonians and Greeks.

An additional specificity for Macedonia is its multicultural and multiethnic social structure, which causes division of the media on ethnic grounds, which further continues within the ethnic political parties, and which generally ends in chronic divisions of pro-government and anti-government media. Hence, the media/journalists become an „extended hand” of the political parties and coalitions, and megaphones of their intolerance and „hate speech“. A relatively small number of neutral and free media resist such a drastic division and are fighting for an objective and critical approach in the public and media sphere.

Other reasons for the adverse situation of the Macedonian media are similar to those in the entire developed world or developing world: the well-founded fear of the \textbf{power} of the economic and political \textbf{elites} and centers of economic power which finance media publicly or privately; the problem of corruption in a relatively underdeveloped country; the fear for their own livelihood and the threat of losing their jobs, etc. This, among other things, causes \textbf{self-censorship}, political obedience, servitude and poltroonery towards the political structures who are currently in power or in strong opposition, i.e. causing universal opportunism for the purpose of creating a successful professional journalist and other “media” \textbf{career}.

Yet, despite the critical reports regarding this situation, which come regularly from abroad and mainly from the EU, it must be acknowledged that „in Macedonia, the opening of new media which are critical of the government is not prevented.“\textsuperscript{51} Moreover, it should be emphasized that

\textsuperscript{49} DONEV, D.: \textit{Етика во новинарството}. Скопје : Универзитет Св. Кирил и Методиј /Правен факултет 'Јустинијан Први', 2011, p. 64-77.

\textsuperscript{50} Ibidem, p. 74.

\textsuperscript{51} Ibidem, p. 74.
this is a country which is not an EU member – unlike the newly acceded Croatia, Slovenia, Hungary, Czech Republic, Slovakia and Bulgaria – and already Macedonia has too large and record number of media „in relation to the size of its territory, population and economic potentials.”

4 Instead of an Epilogue: a short autobiographical story

Sometime in the fall of 2014 in Vienna, at one of the regular international meetings of the Green Parties of Central and Eastern Europe, in the company of numerous “green” friends and intellectuals from Vienna, Prague, Zagreb, Budapest, Belgrade, Podgorica, Sarajevo and so forth, I spoke with a young lady from one of the Baltic “post-Soviet” republics, when for a brief moment and by chance we found ourselves face to face, she told me following, I’m paraphrasing: “I heard that you are a professor from Macedonia, so I can tell you something that I’m afraid to tell the other participants of this conference, even though I have been friends with some of them for many years. Namely, last year, as to a woman and an active and known environmental activist and lawyer by profession, the authorities of my country began to pressure me very aggressively to give a statement that ‘Vladimir Putin is the Satan of the 21st century’. That statement of mine would have been immediately and quickly broadcasted on all social networks and some TV channels around the world, especially the environmental and feminist ones. The moment I categorically refused to declare such a thing, many people got very angry at me and since then afterward almost all media in my country started to boycott me and at the same time the very successful management company, where I work as a legal advisor, was put under a lot of pressure.”

The content of this conversation – with this young woman which I met for the first time and probably will never meet again – could be considered as a paradigmatic illustration of the subject being discussed in this croquis-paper. I could tell a lot of other and similar autobiographic stories – as I believe a lot of other people could, too, throughout the world – who, beside their intensive mind contamination by the media, manage to preserve their personal intellectual and moral integrity and credibility, and their “ecology” of spirit, and its “back to normality”.

any comment is redundant or as one old Serbian proverb says: “He who understands – will get it!” Fortunately, Noam Chomsky fully understood the consequences of this global media *conditio humana*, unlike Paul Virilio who, unfortunately – despite his good intentions and attempts – fully did not.

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HOW DIGITAL GAMES CAN HELP SENIORS

Martin Slivka

ABSTRACT:
Today, many seniors struggle with issues of isolation and depression, often times having no friends or family around, leading to declines in their mental abilities. Paper aims to eliminate these issues and stereotypes but with a digital twist: how to help seniors become fully functioning members of society and, create inter-generational play – helping grandparents bond with their grandchildren to create common interests – through the use of digital games. The goal is to raise awareness that digital games can improve the quality of life for seniors, improving cognitive skills, and providing social and emotional benefits while encouraging lifelong and continued learning.

KEY WORDS:
senior, digital games, new trends, educational game

1 Ageing – global phenomenon

Official Review of the United Nations from 2012\(^1\) predicts an increase in world population. In July 2013 the world population amounted to 7.2 billion people (about 648 million more than in 2005). In 2050, the estimated number of people on earth is 9.6 billion. Globally, the number of people aged 60+ is to triple in 2100, the population aged 80+ is projected to increased sevenfold in the year 2100. If we compare the data from the past, in 1950 only 8% of the population was aged 60+, in 2011 it was 11%, in 2050 is expected up to 22%, what will expect 2 billion population of the world. In 2050 it is expected that only 52% of the population will be in working age, while in less developed countries, the percentage of people of working age will rise from the present 55% to 62%.

Of course, the truth is that no two seniors are identical. Far too often older people are put into one basket. In marketing we can identify at least two groups of older people. The first is “young old“ aged less than 70, who are fit, active, mobile and forward thinking. The second group is

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represented by so-called “old old”, who have already passed age 70. These people often live retired, are less mobile and are at home for most of the time. But, even within these, there are 20% of people who live by actively travelling or going on holidays.

The World Health Organization\(^2\) divides the period of ageing into three categories:
1. Early old age period (60-74 years),
2. True old age period (75-89 years),
3. Longevity period (90 years and above).

### 1.1 Age and buying behaviour

Existing research shows that age plays a significant role in buying decisions and behaviour. Research by M. Solomon\(^3\) on emotional attitudes towards shopping revealed that seniors placed greater emphasis on sensory aspects of shopping in comparison to younger age segments. Of course, there are also opinions, with reference to Schiffman,\(^4\) which do not agree with the existence of this relation, claiming that age has only a secondary impact on the buying process, and even that segmentation by age is useless. This diversity of opinions justifies an examination of age as a determinant of the purchasing decisions of seniors. Given the current age structure of the population and future prognoses of their development, merchants must seek ways of satisfying the needs of seniors and identify what factors are important for them and how they influence them.

Using a wide variety of communication tools is an important aspect of addressing target groups. Older target groups show a much more intense search for communication, or personal conversation. They have a clearly defined need for sufficiency of quality information and security and they place great emphasis on comfort and services. In addressing this target group it is important to communicate using the words comfort, claim, maturity, vitality or quality.


1.2 Services for seniors

Just like anywhere else in the world, Europe’s population is also ageing and the differences between present and future pensioners are, of course, visible. Already today we can predict that future pensioners will have higher expectations also under the influence of modern technologies. A challenge to product, service and public affairs innovations will arise, which will also mean a demand for active life and health.

The group of present seniors can serve as a reference sample for entrepreneurs, although it is very difficult to predict what the market and consumers will precisely be like in 20 years. Ageing and the essential increase of older age groups of the population may be attributed to advances in economic, social and medical areas, which have enabled the European population to live a longer, more comfortable and safer life.

Communication is a very important element in the area of the services provided, especially in addressing older customers. It is important to realize that communication is one of the biggest issues in marketing aimed at seniors. It is necessary to consider criteria of subjective perception and the decision-making process, which is unique for seniors.\(^5\)

Older target groups search for communication or personal conversation a lot more intensely. They have a clearly defined need for the sufficiency of quality information and security and they place great emphasis on comfort and services. In addressing this target group it is important to communicate using the words comfort, claim, maturity, vitality or quality.\(^6\) A personal conversation is primarily important mainly in the first contact with representatives of tourism (reception, sales department of travel agencies), as well as during marketing communication in promoting individual services and destinations.


It is assumed that, in the future, older consumers will be more experienced in using the Internet, more interested in comfort and also will be willing to pay for comfort and services. All consumers will then be more critical.

New trends are expected in the development of online communication: more targeted addressing of customers, greater promotion of the Internet as a communication channel and more precise personification are expected in marketing for 60+ groups. In communication with this target group, the following aspects are important: trustworthy behaviour, direct and clear communication, personal contact and value-oriented communication.

2 Digital games and seniors

These ageing seniors are facing the decline of their physical and cognitive abilities, loss of long-term companions and social support, changes in their familial or professional environment, different lifestyles, and the increased likelihood of developing chronic and disabling diseases. But what are they doing to improve their quality of life? Can games help them effectively meet the challenges of ageing?

An increasing number of studies have demonstrated that video games can have a positive impact on seniors: digital games can provide physical training for seniors and can overcome their isolation. These studies also show that the effects of these games depend on the needs and individual characteristics of seniors and that systems need to be developed that are capable of adapting to the demands of this population. An inappropriate design can act as a barrier to seniors’ use of games, thus reducing the games’ physical, cognitive and social benefits and consequently seniors’ health and quality of life.7

Today, many seniors struggle with issues of isolation and depression, often times having no friends or family around, leading to declines in

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their mental abilities. Dr. David Kaufman’s research\(^8\) aims to eliminate these issues and stereotypes but with a digital twist: how to help seniors become fully functioning members of society and, create inter-generational play helping grandparents bond with their grandchildren to create common interests, through the use of digital games. The main question of the research team was: „What if digital games could be used to solve several glaring issues amongst seniors including cognitive, social, physical and psychological issues?“ The goal is to demonstrate that digital games can improve the quality of life for seniors, improving cognitive skills, and providing social and emotional benefits while encouraging lifelong and continued learning. With content built into the game, they can learn about topics of interest while you play.

Ageing is also related to declines in auditory acuity, in particular sensitivity for pure tones, and high frequency tones. Problems may occur in localizing sound, through problems in binocular hearing. Older people may find it hard to understand synthetic speech, because it is often somewhat distorted. For non-speech audio signals, lower frequency tones (in the 500-1000 Hz range) are easier for elderly users to hear than higher pitched sounds. In general, it is advisable to provide redundant information through multiple modalities. For example, if an in-game sound effect delivers vital information, tactile (vibration) feedback through a rumblepad or force-feedback joystick would be helpful as well. Moreover, online social play should support both headsets (voice) and text messaging (keyboard) for communication.\(^9\)

### 2.1 Research – aging well project

Total number of questionnaires is 1,200 seniors in greater Vancouver, Quebec and Ottawa. Results showed:

- approximately 50% played table or board games,
- the other half play digital games (half playing 1-2 hours and a third played 5-7 days a week).

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Many seniors play digital games, so why not turn digital games into a tool for cognitive, social and emotional benefits. Dr. Kaufman wanted to make it a priority to get seniors – the largest growing digital and computer using population in Canada, and also most at risk for isolation – socially engaged with other people. The Aging Well research team found that despite public perceptions, getting older didn’t mean you were on an unavoidable decline. Regardless of age, one could maintain or slow the decline of cognitive functionality and contribute to successful aging. In other words, many seniors play digital games, so why not turn digital games into a tool for cognitive, social and emotional benefits. The results showed positive social connections between the participants and decline in loneliness. Friendships, passion, and interest increased and seniors began engaging with their friends and families more and more.10

2.2 Bingo game

According to a survey of 932 Canadian seniors, the game Bingo turns out to be the most mentioned game by respondents11 – where multiple-choice questions were embedded into the game. This game helped with social engagement and connectedness while seniors learned content, as the questions were informative, focusing on nutrition and exercise, making new friends, and showed an increase in knowledge levels. An increasing number of studies advocate that it is necessary to create a design specifically tailored to players from the ‘baby boomer’ generation. Various aspects of the Bingo game have been adapted in terms of design to create an educational game for seniors in more researches.12

The game must maintain a constant challenge for the players. In program “Live Well, Live Healthy!” game, it has put in place mechanisms that allow players to choose from three levels of difficulty at the start of the game. These levels are based on the seniors’ knowledge about the

12 Ibidem.
learning content (easy, medium and difficult) of the game (Pic. 1): easy
 corresponds to 75 % of the content which refers to the prior knowledge
 of the seniors; medium is 50 % and difficult is 25 %.

![Bingo game](https://www.sfu.ca/education/newsevents/foe-news/2015/june-2015/research-focus-aging-well.html)

**Picture 1: Bingo game**


To ensure effective learning, the game must incorporate learning content while maintaining a balance between learning time and play time to maintain the player's interest. In “Live Well, Live Healthy!” game, they have built a mechanism to display a question every time the number of a ball drawn at random is on a card of one or more players. If the player answers the question correctly, a token appears in the box and the player earns points. If the player does not correctly answer the question, the token will not appear in the box and the player loses half of the points allocated to the question. Studies have found that seniors’ problems with technology use are most frequently associated with userfriendliness and could be solved by an appropriate design of the screen display and game navigation.

### 3 Benefits of playing digital games

Although little is known about senior adults’ perceived benefits of digital games, there is a small but growing body of research evidence in support of the notion that digital games can have a significant positive impact on the older person’s mental and physical health and wellbeing. In one of
the earliest studies in this area, Weisman\textsuperscript{13} suggested that digital games can play a positive role in meeting seniors’ need for fun and mental stimulation, while also heightening their self-esteem. He reported that moderate physical and mental impairments did not prevent the nursing home patients in his study to participate, using four games specifically designed for this population.\textsuperscript{14}

Hollander and Plummer\textsuperscript{15} reported on a study involving a senior community in Rockville, MD, who were asked to play video games over a three week period. Results indicated that thought-provoking games (Trivia and Hangman) were found to be the most stimulating and attention-grabbing. Therapeutic effects were reported in a greater constructive use of leisure time, and in participants’ increased feelings of success and achievement.

McGuire\textsuperscript{16} studied the effectiveness of digital games in improving self-esteem among elderly long-term care residents. Elderly residents in one wing of the institution were offered video games for a period of eight weeks, whereas residents of a second wing did not have the opportunity to play video games. Results demonstrated that the elderly that played video games had an improvement in self-esteem.

Digital games hold significant positive potential for elderly users – one that has hardly been tapped to date. In addition to entertainment value, there can be substantial therapeutic value in playing digital games. Moreover, digital games allow elderly people, like other users, to bond socially, both with online or physically co-located others, thereby enhancing their social connectedness and potentially enlarging their social support structure. Despite this potential, seniors are at present proportionally underrepresented as consumers of digital games,
creating a significant and largely untapped market opportunity. One of the reasons for this state of affairs has been the focus of game developer studios to develop games primarily for adolescent users – games which do not usually resonate well with the interests, needs, abilities and limitations of elderly users.17

Conclusion

Digital games can help open up a number of activities for seniors that are active rather than passive – socially actively engaged rather than passively watching a TV screen alone. However, in this paper, we have argued that in addition to ensuring usability of games for seniors, we need to make sure that there are substantial perceived benefits for elderly users so that they are willing to invest their valuable time and energy in what could potentially be a rich and rewarding experience. To explore and understand the needs and motivations of elderly gamers, there is a great need for a substantial research effort, which includes focus group studies, interviews, surveys and general market segmentation research. In addition, further well-controlled studies are required to establish unambiguously the effects of different genres of digital games on different types of elderly gamers, putting the various hypothesized benefits to a much more detailed test.

Conclusions are:
- in developing products is an important age profile,
- create games dedicated to the needs of older people,
- assistance in fulfillment and socialization,
- support for the cognitive exercises,
- games with experience,
- the opportunity to try different activities available.

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CITIZEN JOURNALISM – THE FUTURE DILEMMA

Zbigniew Widera

ABSTRACT:
Citizen journalism consisting in the Internet users’ activity became a platform for the presentation of their autonomous opinions. This modern form of journalism differs from the traditional journalism in terms of financial independence and simplicity of publication. It allows to instantaneously interact with the readers. It originated together with the widespread access to the new media tools, and was a response to the common disillusionment with the mass media notoriety for information manipulation. Does this manifestation of a spontaneous reaction of the recipients of the media that aspire to create solid and responsible journalism have a future? The answer to the question formulated like this seems ambiguous.

KEY WORDS:
citizen journalism, new media, traditional media, research

Introduction

Some researchers argue that it was the launch of the OhmyNews portal that marked the beginning of citizen journalism. A journalist of one of the South Korean weekly magazine who launched the news website in February 2000 is regarded as one of the fore-runners of this form of journalism. The name of the portal comes from the English phrase „Oh my God”. The at the time famous comedian used this phrase to express surprise ‘when you see something particularly interesting and exciting’.1 Citizen journalism is most commonly defined as a media model created by nonprofessional journalists for the common good. This term, however, is sometimes synonymous with journalist professionalism, credibility and objectivity. Then the social media are not merely restricted to the internet platforms, or magazines published by laymen, but they include the professional media executing a particular model of delivering news and journalistic writing which is to serve public interest.2

1 Journalism or Web narcissism?

According to the Polish press law a journalist is a person who edits or prepares press materials for and on behalf of the editorial office (Section 7(2)(5) of the Press Law of 26th January 1984). This act regulates the journalist’s rights and obligations, like the observation of professional ethics, as well as the required accuracy, responsibility and credibility with regard to the reporting of news (Section 12(1)(1) of the Press Law of 26th January 1984). Journalism is a profession of public trust. Journalists bear civil and criminal responsibility for the content of their publications. Journalism is associated with a kind of ‘social mission’ attributed to this profession.³

The question is whether citizen journalists meet the above mentioned criteria and what citizen journalism really is. Citizen journalism, or participatory journalism, redefines the classical model of mass communication where a small group of people through various available tools transmits messages to numerous recipients who cannot provide their feedback freely. The recipients are prevented from communicating their opinions regarding the contents of the transmission not only at the broadcast time but often even when the program is off the air.

Traditional journalism is very authoritarian because the selection of what is to be broadcast is made by a small group of people whose decision making process is driven primarily by the objective of profit making and increasing their market share, rather than reliable reporting of the news. Communication between the sender and the recipient of the message, in the classical understanding of mass communication is one-sided and asymmetrical. In this process the sender retains the privileged position. The typically anonymous recipient is reduced to the role of a purchaser. In the utmost radical publications on communication through the media, he is even perceived as an element of a larger mass, a member of a heterogenic community referred to as commonalty, mostly uneducated, naïve and irrational, and of a simplistic individuality.⁴

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What is citizen journalism and what are the characteristics of citizen journalists? In what way do they differ from professional journalists? Some of their discriminants are the following:

- reversion of the publisher-recipient relation,
- skill, mastery, and expert knowledge,
- no financial gratification,
- liberty of expression,
- publication topics not limited by the profile of the publishing house,
- awareness of legal liability,
- privileges,
- social standing,
- commitment to publication content,
- proof reading of the comments on the published content with no need to publish dementi resulting from press law.

Frequently, citizen journalism is mistakenly perceived as civic journalism which is practiced by professional journalists exclusively. A civic journalist collects materials and does freelance work for a given media company.5

Citizen journalism is commonly viewed as desirable because it improves the opinion market. Some experts, however, claim that the activity of citizen journalists raises doubts. A. Keen describes citizen journalists as an army of anonymous writers who seem are the source of information for themselves, and whose main objective is not purveyance of information to the public, but spreading gossip, making political scandals public, publishing embarrassing pictures of public persons, and writing columns about made up stories. According to A. Keen the fact that the publication of materials is nowadays very uncomplicated and almost limitless contributes to the poor quality of citizen journalists’ writing – their unfounded inclination towards generalization, or sharing extremist and radical viewpoints, especially in the light of the legal liability for their publication being ambiguous.

The author of these unfavorable words points out that citizen journalists tend to double information broadcast in the mainstream media, reporting it in a slightly more attractive form. What is more, in many cases, the circle of citizen journalists in itself becomes the source of information.

M. Szpunar, quoting Z. Łęski and Z. Wieczorek refers to the collective community of bloggers as ‘blogosphere’. The cited authors make an observation that the bloggers might function in a hermetic world of their own and their friends’ blogs and they view the world merely from the perspective of what they read on other blogs, indiscriminately refusing to confirm the information therein. A. Keen refers to this phenomenon as Web narcissism.6

2 Optimism of media researchers

P. Zalewski in his article published in 2007 quotes the results of the research conducted in the USA by Zogby Interactive. The research was done in the period of 30th January and 1st February, on 5,384 adult internet users in the USA.

55% of the respondents answered affirmatively to the survey question if bloggers were important for the future of American journalism, and 74% said that citizen journalism was going to play a pivotal role in the future. The survey used two other questions: ‘Does the development of the independent internet media create a good chance for the expansion of professional journalism?’, to which 53% of respondents said ‘yes’, and ‘Does the internet have a good impact on the general quality of journalism?’, to which 76% of respondents gave a positive answer.

The responses were compared with the opinions of the respondents surveyed about the traditional media. They revealed general disappointment with the corporate media. This was most apparent in the responses given to the following question: ‘Are you dissatisfied with the present state of professional journalism?’, which was preceded by the question about political views. 88% of respondents who were declared conservatists confirmed their disapproval of the present state of professional journalism, however, what is worth noticing, also 95% of radical conservatists expressed the same sentiment. A smaller percentage of respondents who declared liberal views – merely 51% -shared the negative opinion, however, among libertarians the percentage was high again – 89%.

The aim of the research was to assess how important journalism was for the society. Despite the expressed crisis of confidence in the traditional media channels, as many as 72% of the surveyed population agreed that journalism played an important role in their community. Even larger percentage of respondents – 81% – said that websites were a crucial source of information. The internet was found more important than television which had the highest ratings among 78% of respondents, radio – 73%, daily press – 69%, and glossy magazines – 38%. Blogging received only 30% of favorable responses, nevertheless, it was recognized as a medium of which the society has high expectations. This was confirmed by 90% of affirmative responses to the question: ‘Is trust going to play a key role in the development of blogging and citizen journalism?’

The growing popularity of citizen journalism developed an interest of the universities with regard to expanding their educational offer. The Italian market can be an example of this, as citizen journalism commenced there in 2008.

The University in Macerata was the first educational institution which introduced Master’s studies in citizen journalism. Professor Gennaro Carotenuto, the author of a book on that subject – ‘Giornalismo partecipativo’, described what in his opinion citizen journalism in the form of blogs should have in common:

- the use of free services in everyday running of the blog,
- presentation of the content in reverse chronological order,
- consolidation of the internal rules which should be accessible on the site,
- an easy access to the links and RSS channels,
- frequent interaction with the visitors,
- submitted posts written in an informal style of communication based, however, on credible sources. 


M. Szpunar cites the opinion of M. Deuze who selected a few trends within citizen journalism:

- mainstream news services: offering articles that are written from scratch and underwent the process of aggregation,
- indexing sites and thematic websites: outside the mainstream media, and focused on publishing information derived from other sites,
- metamedia and other commentary sites: created for the purpose of controlling traditional media and commenting on various media events; this category includes services commenting on the news neglected by the mainstream media,
- sharing sites and forum sites: collectively co-edited; sites where the internet users can communicate with one another and exchange information.9

The potential of citizen journalists did not go unnoticed by the media companies increasing their market offer. Many of them within the framework of their activity in the new media launched separate sites where they publish articles wrote by the non-professional journalists. The portals connected with the traditional media companies, as well as the independent portals have a share in the media market. An example of it is the Polish news platform ‘Wiadomosci24.pl’.

It is one of the first services whose users form a close community highly active in the online discussions and commenting on the articles sent in by other internet users. This portal publishes news (even the news sent in by MMS) and articles. The users have to be logged in to be able to publish their own texts. Their activity on the site raises their profile and builds their reputation. The regular web visitors participate in a program, whose segments gradually let them increase the scope of their activity on the site. The sent in articles, as well as the single news items require the approval of the editorial staff. In recognition of their contribution the most distinguished and productive journalists are awarded titles matching the titles given in the commercial media. Moreover, they receive the journalist pass and accreditation for events.10

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3 Traditional media in crisis?

Bearing in mind the problematic issue of interactivity of the traditional media, S. Fengler forms the opinion that contrary to popular belief the ‘old’ media cope very well, especially regarding interactivity, whereas blogs and social services still lag behind in terms of the quality of their offer. Such conclusions were drawn based on the analyses presented during the world congress of the ICA – International Communication Association.11

The author refers to the research done in the University of Missouri which studied 187 internet versions of the recognized daily newspapers, as well as 106 citizen blogs and citizen journalism sites, including many prize-winning ones. The author points out that in many essential categories the digital internet versions of the newspapers were rated higher by the experts. They excelled not only in the level of interactivity, but they also presented a greater scope of various information and had better technical capabilities. What is more, the author notices that a surprisingly large number of citizen blogs rarely referred to other internet sites.12

The results of the research presented in Singapore led to one more interesting revelation. A group of researchers from the College of Staten Island, City University of New York studied how journalists and bloggers viewed the debate on the introduction of the new protection of sources law. The outcome of the debate was crucial in determining the professional position of citizen journalists. The discussed issue was whether citizen journalists should acquire the same legal status as professional journalists. The results of the research were unanticipated. The bloggers proved much less eager to protect their rights in this respect.

than the researchers thought they would.\textsuperscript{13} The significance of citizen journalism, and the fact that it has been appreciated by the professional publishers seems to augur well for its future. Nevertheless, the question is whether it can be taken for granted? The optimistic assumptions are challenged by an arbitrary decision announced by one of the largest and most recognized portals of citizen journalism in Poland – Interia360.pl, launched in July 2007. The logged in visitors could publish there information and journalistic articles. The best texts were then published on the front page of the service called Interia.pl founded in 1999, presently owned by Bauer Media Poland, and were accessible for the readers. The possibility of publication of amateur texts was incorporated in the academic courses of journalism.

The official announcement issued by the Service read that it would terminate its activity as of the end of February 2016, and the users were informed about it in early January. The Service appealed to the readers to archive the posts on Interia360 on their own. The administrators of the site announced that all personal data was going to be archived and then made anonymous, or deleted altogether after 1.03.2016, which was in accordance with the site regulations and provisions of the law.

What is interesting from the researcher’s point of view is the reason why such a popular service in Poland was shut down. 'Interia360 is going to be shut down due to the fact that the citizen journalists are predominantly engaged in the social media. We are presently considering other solutions for this group of our users', said Joanna Szpyt-Wiktorowska, the Head of PR & social media in the Interia.pl Group. Last November Interia 360 counted 255 thousand real users, and 513.9 thousand national pageviews, whereas all the Interia.pl Groups (excluding Strefa.pl and Investroom.pl) noted 14.81 million users and 1.3 billion views (according to Megapanel PBI/Gemius).\textsuperscript{14}


4 Uncertain future?

Citizen journalism constitutes an interesting research area. The attempts to describe this phenomenon that have been made up to now only outline the problem. What was the subject of detailed analysis so far was visitors’ traffic, as well as the types and content of portals engaged in this form of social activity. However, the reasons for undertaking this activity, its mechanisms and its influence on the users have not been looked into. In comparison to the abundance of publications on the media, the number of publications on the above problems is fractional.

The aforementioned example of shutting down a popular citizen journalism portal provokes questions about the future of this form of activity of the media market consumers. What threats can curb this activity, or extort its suspension altogether?

For the sake of discussion we will look closer at some of the threats. From the formal point of view, the limiting factor may be legal regulations increasing legal liability for the published materials. Freedom of expression in its present form might be closely monitored which would inevitably lead to the increased control of the state. The increased liability for what is being said may result in taking legal action against citizen journalists that infringe the law, which, in turn, can commence the decline in their internet activity. In addition, it can enhance the criteria of what can and cannot be published on the media portals. The elimination of internet discussion forums can pose yet another such threat.

Another factor influencing lesser or no activity of the citizen journalists can coincide with the professionalization of the media institutions which will expand their offer by utilizing the added value of their readers in a novel way. It can be in the form of broadened discussion forums that will resemble mini articles moderated by the site editors to earn them recognition. This idea comes from a more universal tendency to reduce the volume of reading materials due to lesser perception of the recipients caused by i.e. overload of information.

A factor which may be particularly important can be the technological advancement of the new media based on the creativity and innovative thinking of the companies offering communication devices. The technological progress involves a gradual withdrawal of the forms used currently and replacing them with some new ones. In this respect,
possible limitations to the conventionally understood citizen journalism may refer to its form rather than a complete disappearance. This all can bring about a shift in the understanding of what journalism is. Such prognosis seems to be confirmed by the authors of the Interia360 portal who claim that social forums have become a place where the internet users express their opinions.

What is alarming is the lack of media education in schools, and, consequently, the lack of understanding how to use the internet. Children are not given good examples of a creative internet use, including opinion formulation and expression. The result of it is lasting for hours, daily engagement of the internet users merely in the social media, and for the purpose of entertainment.

Citizen journalism undoubtedly constitutes an invaluable experience for its active participants. It is an important outlet for the expression of the social moods, and it can normalize the mainstream media, which tend to overuse their position on the market. Citizen journalism enhances the academic tools in the process of education of the future journalists and social communication creators. All in all, due to the undeniable importance of citizen journalism it should occupy a pivotal role in the ongoing social processes. It should be recognized and promoted, as it does not have to be synonymous with the restriction of civil liberties.

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MEDIA AND MARKETING
INFLUENCE OF ADVERTISING SPACE SALES ON INFORMATION MEDIA CONTENT AND FINANCIAL PERFORMANCE OF CROATIAN NATIONAL TV STATIONS

Ivana Bestvina Bukvić – Iva Buljubašić – Gordana Lesinger

ABSTRACT:
Due to the financial crisis that influenced advertising space sales, noticeable changes have emerged in informative content and production quality of the Croatian national-level TV stations. To determine the impact of these changes on the financial performance, the authors gave an overview of TV stations advertising literature, conducted research on the financial position of national-level TV stations that produce informative content and carried out a depth interview with relevant professionals in this industry. The results showed that private national-level TV stations are less burdened with financing, as besides the financial institutions, they use intergroup financing. In comparison to the private sector, in terms of politics, public pressure, and legislation that imposes exact limitations on available advertising space and program content, the Croatian public TV station business environment was found unfavorable as to the possibility of increasing advertising space sales and hence revenue of public TV stations.

KEY WORDS:
media market, financial performance of national TV stations, advertising space sales, media information content

1 Introduction

Due to the financial crisis and a drop in turnover, a media market shows the tendency of cost efficient organization enforcement and increased efforts to maximize revenue from the sale of advertising space. This resulted in intra-organization cost reductions, including reduction of the number of educated journalists\(^1\) employed, as well as intensifying competition in the sales market. In this process, the information has become a media product, a commodity, where the risk of advertisers’ influence on TV stations information content has increased.

The aforementioned is confirmed by the Croatian Radiotelevision (hereinafter referred to as: ‘CRT”) Business Report for 2014 which states: “In accordance with the adopted program of restructuring, measures implementing strict control of the costs side of business and reducing operational costs of the CRT were carried out in 2014, and are anticipated to continue in 2015, assuming a stable source of revenue from monthly fees, as well as a moderate increase in advertising revenue, which would, with the exception of financing current operations, lead to achieving the surpluses needed to rehabilitate accumulated losses from previous periods.”

In this paper, the media, precisely television broadcasters, as actors of creative industries, were analyzed in the context of advertising space sales issues, including performance and financial stability orientation. Following the aforementioned, this paper presents results of the analysis related to the impact of market changes on financial performance and the influence of advertising and marketing agencies on informative content of TV stations. Therefore, research including the analysis of financial performance and the position of all Croatian national-level TV stations and the depth interviews were conducted with the members of the Electronic Media Council, the Croatian Association of Communications Agencies and the Croatian Radiotelevision, as the only public broadcasting company in the Republic of Croatia.

As to financial performance, it can be seen that regarding profitability, companies that were analyzed have similar profitability trends following market changes, but the level of profitability among the companies is significantly different. In addition to that, financing resources of national-level TV broadcasters differ according to their ownership structure. As the CRT owns and operates the national radio and television network and functions as a public national-level informative broadcaster, except partially in cost reduction, it has limited tools for a major strategy change needed if the CRT decides to change its unfavorable market position in the sale of advertising space in comparison to other two broadcasters whose strategies are profit-oriented. Regarding the profit from the commercial activities – the selling of advertising space, it was found that in the advertising space selling process the national public TV station predominantly favors direct contact with clients, where personal contacts and marketing campaigns are considered to be most relevant.

But, simultaneously with changes in the business environment and strategy, the advertising methods should be adapted to enable the TV broadcasters, including those that are publicly owned, to keep or even enlarge their market share in the segment on advertising space sales.

The remainder of the paper is organized as follows. Section 2 provides a literature review of media information content in market conditions. Sections 3 and 4 give a literature review and previous research on marketing methods in television advertising space sales, while Section 5 presents the research methodology. Research results, including financial analysis, a depth interview and a discussion, are presented in Section 6. Section 7 gives general conclusions based on research results.

2 Media information content in market conditions

One of the market globalization results is that the media industry has to equally fight for its market share and therefore media product, i.e., information as well as media content gained a market note. Proponents of the market model claim that the media are primarily and comprehensively industrial and commercial organizations that produce and distribute ideas and are operating on a commercial scale as they produce a profit for their shareholders.\(^3\) The value of information or media content affects the number of consumers who consume media industry content. As the emphasis of this paper is television, we talk about the media that has dominance in this industry for almost a century. Television editors daily consider a number of viewers they can attract and how to retain information that can be found on the market. The impact of individual media on the market is rated by the number of viewers, television ratings and shares. The higher the rating, the greater the likelihood that the advertising industry will be interested in displaying their products at the TV station, as for advertisers a larger number of viewers means a larger target group engaged through the media channel.

Consequently, Car\(^4\) says that the TV program begins to commercialize because it allows advertisers to promote their products and services within television content packed in journalistic forms and genres, not just in minutes of the program allowed by the law that are separated

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from the program itself and marked as ad blocks. Thus one can agree with the statement of John Fiske, who said: "News is what is printed on the back of an advertisement".\textsuperscript{5}

However, due to the presence of commercial television stations, they all fight for a percentage of viewership, and given the change in working conditions in the media, where editorial staff is reduced to a few journalists who have to produce much more materials, Autzen\textsuperscript{6} states that the information transmitted from the teams of public relations became a credible source whose content is easily copied and published. He adds that this practice has become the only contribution of journalists to informing the public and it all happens because of economic pressure. Castells\textsuperscript{7} believes that an increasing influence of corporations on the media, information and communication industry in relation to public regulatory institutions can transform the communications revolution such that it is used for the realization of business interests. This hypothesis is confirmed by Morris and Goldsworthy\textsuperscript{8} who say that public relations can be seen as a response of commercial interests and governments to phenomena of the mass media empowerment. Srinivas\textsuperscript{9} believes that the most important media product has a very high social value as the central role of information and media concepts in economic, political and social processes, because the media are a critical infrastructure sector in the society.

The media in Croatia also operate in such media environment. Despite the still dominant public service model, the growing primacy in relation to information distribution has been recorded with commercial televisions. Although the public service serves its purpose and operates on four television programs, within which a large number of titles relating to social issues is broadcast, the central informative program is faced with fierce competition in commercial televisions. Kanižaj and Skoko\textsuperscript{10} believe that journalism in Croatia suffered major changes in the

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last twenty years. They are not only reflected in a growing number of available media or new media channels, but they also represent serious structural changes within the profession. They are partially initiated by processes within the newsroom and changes in the market which have a direct impact on the media because of the strong dependence on the advertising industry that provides significant financial support to the media. Mierzejewska\(^{11}\) agrees with this statement, and claims that research indicates the pressure of the financial market to maximize return of media corporation owners referring to investments in the editorial offices and production facilities. It is assumed that this in turn reduces the quality of informative and entertainment content, although the phenomena of the reduction in investment in newsrooms and the decline in content quality have not been fully evidenced. As suggested, the pressure stopped journalists from their work and limited them to editorial writing where they considerably rely on information prepared in advance by the public relations industry and news agencies.\(^{12}\) Financial pressure is an important factor in deciding which information will be or will not be published in the media, in accordance with what business world leaders want.\(^{13}\)

According to Đukić and Šola,\(^{14}\) present-day media owners find themselves in a position to control mass audiences through the media, but they stress it can be argued that the audience has still not been handed over to advertisers.\(^{15}\) Here we can conclude that it is necessary to clearly separate the advertising section of media content, despite the fact that we have previously stated that the media industry is part of the globalized market. Although viewed as a product of the media industry, information should be neutral and independent, respecting all the postulates of the journalistic profession while advertising and even the public relation


\(^{14}\) ĐUKIĆ, M., ŠOLA, I.: Preparing the public for commercialization and guidance of structural media space towards its fusion with advertising space. In *Ekonomski vjesnik*, 2015, Vol. 28, No.1, p. 25.

\(^{15}\) Ibidem.
industry should have a share in the communications market but as a separate market factor. “Only politically and economically independent media can provide the public with non-biased information, without hiding any important information from the public (what can be in the interest of corporations or political elites, or other power-centers). That should be the main difference between PSM on one side, and state media and commercial media on the other.”

In fact, unlike commercial radio and television stations, which can legitimately live on commercial revenues and therefore adapt to audiences interesting to advertisers, the public service must address its programs to all citizens. There is a very real possibility of neglecting the accuracy, truthfulness and value of news in a situation when the media is filled with unverified information and when media companies are looking for fresh information all the time. In this very field lies the responsibility of public services which should not bow under pressure. The pressure of the advertising industry is evident, as well as the public relations industry and spin, which has become part of the information scope thus a clear distinction between the content generated under such influence and the very core of information is lost without any additional effects. This limit is blurred and it remains unclear what the product is that was created only and explicitly to be receptive to the media, that was given a news value and broadcast in the news program, and what the exact information is. The line between advertising and editorial content is increasingly less clear. This means that the future brings a new approach to integrated communications and an increasingly complex combination of advertising and publicity and their hybrids. Such framework of commercial activities is required of the public service and its authorities that will be independent of any undesirable impact because media

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20 ŠARIĆ, M.: Restrukturiranje prodaje oglasnog prostora Hrvatske radiotelevizije na medijskom tržištu Republike Hrvatske. In Ekonomski pregled,
content increasingly influences the result of commercial pressures.\textsuperscript{21} Tkalac Verčič and Vučković\textsuperscript{22} believe that all media consumers accurately assess what type of content is commercially “induced”, which is the result of a realistic assessment of the editors or journalists.

Perišin\textsuperscript{23} believes that the main sources of news to broadcasters are agencies, correspondents, press, PR agencies, the Internet, institutions, trade unions, the president’s office, interviews, experts, government, court proceedings, other media and other sources. A combination of PR and the media is a fertile ground for spectacles. PR professionals know how to pack their content, while the newsrooms are looking for content that will increase their profits, audience and advertising revenue.\textsuperscript{24} This is confirmed by Poler Kovačič\textsuperscript{25} who emphasizes increased routinization of news work due to a difficult economic situation of the media in terms of fierce competition, the race for profit or mere survival, which encourages disclosure of information from elite official sources prepared by PR practitioners. In this context, Tanta\textsuperscript{26} says that the Croatian press is getting closer to marketing in which everything has to be beautifully packaged to look attractive. Furthermore, Khodarahmi\textsuperscript{27} considers that the information practitioners broadcast should be structured so as to prevent possible speculation and manipulation. Khodarahmi believes that public relations are focused on the image, perception, messages, reputation, brand, integrated marketing communications, return on investment (ROI), strategic communication, and corporate or social responsibility.

\textsuperscript{26} TANTA, I.: Sizif je bio novinar – u Hrvatskoj! In \textit{Medianali}, 2009, Vol. 3, No. 6, p. 84.
According to Jevtović et al., political and economic power have learnt to communicate in a very sophisticated way. They also add that stakeholder networks of politicians, magnates, journalists and advertisers filter out messages that are sent to the public. In this way, the media system becomes closed, controlled, static, monotonous and non-transparent, self-sufficient and even de-professionalized. Hence Shoemaker and Reese warn that the owners, in this way to a certain extent, control the mass communications media. They add that every commercial broadcaster is market-oriented, and therefore market content can sometimes affect media content. According to Stamenković and Milenković, the biggest problem is that the media is in total financial dependence on two or three big advertising agencies, which, as a kind of cartel, control all domestic media, including television. This control is ruthless, to the extent that some local television are held in debt bondage and owned by the invisible, but very present, advertising agencies. This situation is unknown in the developed countries, where it is inconceivable that one sector of society influences the destiny of the mass media to this extent.

3 Definition of advertising

This section will explain advertising where one of the most interesting claims says “advertising is old as humanity. Indeed, much older; for what are the flaunting colors of the flowers but so many invitations to the bees to come and “buy our product”. Everything is already there: the striking forms, the brilliant hues, even the “conditioning of the customer”. Advertising might be defined as any device which first arrests the attention of the passer-by and then induces him or her to accept a mutually advantageous exchange“. Advertising has to be

interesting and interactive to “catch” the interest and it is a medium or maybe also expedient to capture someone’s watchfulness.

According to Jurca,32 “from the moment we wake up in the morning until we fall asleep at night we are exposed to advertising messages that try to persuade us to buy. Newspapers, magazines, television, internet, and even the streets outside, all of them are suffocated by ads that are trying to get the customer’s attention. However, few of them if any, are capable of driving us to the store just to buy the product they advertised. The ads have become part of our live, influencing us in ways that we are not always aware of.” Advertising is just a big part of our lives.

Advertising has long been viewed as a method of mass promotion where a single message can reach a large number of people. But, this mass promotion approach presents problems since many exposed to an advertising message may not be within the marketer’s target focus, and thus, maybe an inefficient use of promotional funds occurred. However, this is changing as new advertising technologies and the emergence of new media outlets offer more options for targeted advertising. Advertising also has a history of being considered a one-way form of marketing communication where the message receiver (i.e., target market) is not in a position to immediately respond to the message (e.g., seek more information). This too is changing. For example, in the next few years, technologies will be readily available to enable a television viewer to click a button to request more details on a product seen on their favorite TV program. In fact, it is expected that over the next 10-20 years advertising will move away from a one-way communication model and become one that is highly interactive. Another characteristic that may change as advertising evolves is the view that advertising does not stimulate immediate demand for the product advertised. That is, customers cannot quickly purchase a product they see advertised. But as more media outlets allow customers to interact with the messages delivered, the ability of advertising to quickly stimulate demand will improve.33 Advertising might be defined as any device which first arrests the attention of the passer-by and then induces him or her to accept a mutually advantageous exchange.34 Advertising is a non-personal form

33 Lectures from Professor William M. O’Barr: [online]. [2016-04-05]. Available at: <http://muse.jhu.edu/journals/asr/v006/6.3unit01.html>.
34 Ibidem.
of promotion that is delivered through selected media outlets that, under most circumstances, require the marketer to pay for message placement. In this case, it is important to wisely select the media of communication.

According to Ekonomski leksikon, “advertising is a paid, non-personal form of sending a message to consumers and the public about products or services through the media of mass communication or by mail to inform or sale. Advertising is a component of the promotional mix. It is carried out in newspapers, catalogs, TV and radio commercials, billboards, mail and other advertising means. The most expensive form of advertising is television advertising.”

According to the American Marketing Association, the term advertising is defined as the placement of announcements and persuasive messages in time or space purchased in any of the mass media by business firms, nonprofit organizations, government agencies, and individuals who seek to inform and/or persuade members of a particular target market or audience about their products, services, organizations, or ideas. When it comes to Ansuree and Lynch, Schudson, Joshi and Hanssens and Aaker and Biel, it is important for advertising to provide information,

37 Television advertising is rather expensive. Ads on television signal audience that one is successful and makes money. On the other hand, many young people are insensitive and even hostile towards television ads. It may be reached more effectively through Internet broadcasts of shows produced exclusively for an online audience. This kind of advertising costs fraction of what it costs to place a network ad, and the audience may be more receptive to it, especially if it is not flashy and fits in with the topic of online broadcast. (Remark by I. B. B., I. B. and G. L.).
42 AAKER, A. D., BIEL, L. A.: Brand Equity and Advertising – Advertising’s role in
change one’s mind or valuation about product or contribute to brand personality. It is important for advertising to have proactive communication with users of product or service, so that advertising remains longer in user’s subconscious.

4 Television advertising – previous studies

For this paper, the authors have selected some interesting television advertising studies published previously. Knoll et al.\textsuperscript{43} conducted a study of gender stereotypes on public and private TV stations in Germany. The study discusses and provides a measure for a degree of stereotyping in advertisements and shows to what degree gender stereotypes in advertising differ between public and private TV channels in Germany. The results showed that gender stereotyping in advertising still prevails despite the change in the roles of men and women over the years. Contrary to their public mission, public TV channels do not show fewer gender stereotypes in advertisements compared to private TV channels. Gender stereotypes on private channels refer to role behavior and physical characteristics and, thus, function as a means to sell a product. On the other hand, advertisements on public channels stereotype gender in terms of occupational status, and therefore interfere with the major goal of gender equality policy. When it comes to similar studies, Furname and Skae\textsuperscript{44} and Wolin\textsuperscript{45} believe that in western societies advertisements are less stereotyped, while Ganahl et al.\textsuperscript{46} and Milner and Higss\textsuperscript{47} are of the opposite opinion, which means that they think that stereotyping

\begin{footnotesize}
\begin{itemize}
\item \textit{building strong brands}. New York: Psychology Press, 2009, p. 4.
\end{itemize}
\end{footnotesize}
is becoming stronger. Another study made by Lienhart et al.\textsuperscript{48} shows methods based on statistics of measurable features and enables the detection of commercials blocks within TV broadcasts.

Gabszewicz et al.\textsuperscript{49} analyzed competition between two private television channels that derive their profits from advertising receipts. These profits are shown to be proportional to total population advertising attendance. The channels play a sequential game in which they first select their profiles (program mixes) and then their advertising ratios. The authors showed that these ratios play the same role as prices in usual horizontal differentiation models. They proved that whenever ads’ interruptions are costly for viewers, the program mixes of the channels never converge but that the niche strategies are less effective and that the channel “profiles” are closer as advertising aversion becomes stronger. When it comes to selling advertising space in TV media, according to Agency for Electronic Media\textsuperscript{50} in Croatia, TV market recorded a continuous decline in the value from 2008 to 2014. Table 1 shows comparative information about sales revenues of advertising space on television.

**Table 1: Selling advertising space on TV from 2010 to 2014**
(in million HRK\textsuperscript{51})

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selling advertising space on TV</td>
<td>748</td>
<td>745</td>
<td>677</td>
<td>685</td>
<td>715</td>
</tr>
</tbody>
</table>

Source: For the period 2010-2012 – Agency for Electronic Media and Croatian Association of Communications Agencies.


\textsuperscript{50} Agency for Electronic Media, Analiza TV tržišta. [online]. [2016-04-01]. Available at: <http://www.e-mediji.hr/files/repozitorij/Analiza_TV_trzista.pdf>.

\textsuperscript{51} Croatian Kuna. (Remark by I. B. B., I. B. and G. L.).
From Table 1 it can be seen that the TV broadcasters’ sale of advertising space is decreasing, but according to the Croatian Association of Communications Agencies, the values started to recover in 2013, although they have not reached the level achieved in 2008 amounting to HRK 748 million.

5 Methodology

In order to analyze the impact of advertising and the public relation industry and overall changes in the media market on financial performance of media companies, the authors conducted research into the financial position of national TV stations and carried out a depth interview with relevant professionals in this industry. The sample was formed that included national TV stations broadcasting informative content and operating in Croatia in the period from 2012 to 2014. In Croatia, there are three national TV stations that produce informative content and 22 local TV stations with 32 registered TV channels,\(^{52}\) eight of which are registered by national TV stations.

The research was conducted on all three national-level TV stations complying with the preset sample frame, one of which is public (i.e., Croatian Radiotelevision, hereinafter referred to as: ‘the CRT’) and two are commercial, privately owned TV stations (i.e., Nova TV JSC and RTL Croatia LLC). The ownership structure of these TV stations is as follows: the sole owner of the CRT is the Republic of Croatia, Nova TV is owned by the CME Media Enterprises B.V., the Netherlands, and RTL Croatia is owned by the RTL Group Central & Eastern Europe GMBH, Germany, and a privately owned company Atlantic Group Zagreb with only 0.01%. At the end of 2014, Nova TV and RTL had 307 and 233, respectively, while taking into account their specificities of core business that includes radio broadcasting and the operation of the Croatian radio and television network, the CRT employed 2,992 people.

The research included analysis of financial performance and the financial position of all three national-level TV stations broadcasting informative content. The source of information were annual financial statements published by the Financial Agency – FINA and for the public national-
level TV station it was the Annual Report for 2014 – a proposal\textsuperscript{53} that was approved by the Croatian Parliament.

6 Results and discussion

In this research, the following financial indicators were calculated and used for the analysis of financial performance and position of national TV stations: net working capital, equity ratio, net profit margin, earnings before interest, taxes, depreciation and amortization (EBITDA), financial debt/EBITDA and the level of operating profit.

As to the financial health of a company, it is essential to have a stable financial position in regard to the proportion of invested owner’s capital and retained earnings, where it is necessary that the minimum level of the equity ratio is above 35%. Furthermore, the positive net working capital with aligned cash flow in terms of days payables outstanding and days sales outstanding, profitability of the core business, a DSCR should not be less than 1.25, whereby total net financial debt should not exceed cash flow by more than 4 times. Indeed, the positive result on the core business is a prerequisite for a stable financial position in a long period of time. Throughout this research, it was measured and analyzed by the level of operating profit, EBITDA and net profit margin. Along with the analysis of financial performance and position, the results of the survey will be presented that was conducted by using the method of a depth interview on the national TV station, chairpersons of the Electronic Media Council and the Croatian Association of Communications Agencies.

6.1 Results of the financial analysis

The results of financial performance of the three national-level TV companies are given in the tables below. When interpreting the results of the financial analysis, it should be taken into account that the CRT, as the only public company, manages the national broadcasting infrastructure and therefore gains revenue of monthly radio and television subscriptions of all users of television and radio equipment at national level. Therefore, a large portion (i.e., HRK 1.2 billion in 2014) of their total revenue comes

from this source and only HRK 106 million from the selling of advertising space.

Table 1 shows a comparative overview of total revenue and net profit trends where it can be seen that the CRT records a constant decrease in total revenue and NOVA TV, as the TV station with the highest viewership rating (cca. 27% of the market)\textsuperscript{54} shows constant growth. This information cannot be analyzed without the comparison with the information referring to average view ratings.

Table 2: A comparative view of total revenue and net profit trends
(amount in 000 HRK)

<table>
<thead>
<tr>
<th>TV STATION</th>
<th>TOTAL REVENUE</th>
<th>Total revenue index</th>
<th>NET PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>RTL CROATIA</td>
<td>238,903</td>
<td>268,001</td>
<td>262,569</td>
</tr>
<tr>
<td>CRT</td>
<td>1,447,127</td>
<td>1,413,200</td>
<td>1,397,000</td>
</tr>
<tr>
<td>NOVA TV</td>
<td>341,300</td>
<td>347,423</td>
<td>360,449</td>
</tr>
</tbody>
</table>

Source: own processing, according to the Annual Report data

Table 1 shows that, although most significant by the level of revenue, only the CRT showed a constant decrease in the value achieved, i.e., 2% in 2013 and 1% in 2014. If revenue without the monthly subscription (achieved in the amount of HRK 1,228.8 million in 2014) were analyzed, it could be seen that the CRT achieved HRK 184.4 million of revenue from commercial and other activities, which places this broadcaster to the last market position by the criterion of revenue from activities not including the monthly subscriptions for using the television and radio network.

Here it should be mentioned that the Croatian Radiotelevision operations are based on the Croatian Radiotelevision Act of 6 December 2010, which has clear limitations in terms of advertising that are not defined for other private commercial broadcasters. This puts the CRT into an unfavorable market position.

According to the results of the financial analysis, it can be seen that net profit, as well as other profitability indicators presented in Table 2, show high volatility in the analyzed period. Although positive in the case of all three broadcasters in the last two years, EBITDA shows high oscillations that can be an indicator of a rather high risk of achieving the planned results in future periods.

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55 SHR indicates the average audience share of each channel, broadcast, or the time interval of a specific target group that is, in a specific moment, using/watching television. (Remark by I. B. B., I. B. and G. L.).

Table 3: A comparative view of EBITDA, net profit margin and operating profit

(amtuns in 000 HRK)

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</tr>
</thead>
<tbody>
<tr>
<td>RTL CROATIA</td>
<td>-71,972</td>
<td>18,321</td>
<td>2,364</td>
<td>-30.59%</td>
<td>6.94%</td>
<td>0.90%</td>
<td>-81,221</td>
<td></td>
<td>10,040</td>
<td></td>
<td>-3,689</td>
<td></td>
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</tr>
<tr>
<td>CRT</td>
<td>104,579</td>
<td>171,045</td>
<td>83,802</td>
<td>7.36%</td>
<td>12.32%</td>
<td>6.11%</td>
<td>-14,463</td>
<td></td>
<td>62,771</td>
<td></td>
<td>38,435</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>NOVA TV</td>
<td>23,583</td>
<td>40,533</td>
<td>24,884</td>
<td>6.97%</td>
<td>11.69%</td>
<td>6.92%</td>
<td>9,189</td>
<td></td>
<td>23,164</td>
<td></td>
<td>19,117</td>
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</tbody>
</table>

*Source: own processing, according to the Annual Report data*

Net profit margin in the case of the CRT and Nova TV shows similar oscillation trends, while RTL Croatia shows much higher volatilities and a rather high negative business result in 2012.

Regarding the market situation, the CRT claims in its Annual Report that it was noticed that the advertisers have a growing choice of different television programs and do not focus exclusively on the three major national-level broadcasters while the category “other” (FOX, HBO, etc.) is strengthening. The result is that, due to the financial crisis, part of the annual marketing budget of advertisers that has already been reduced has been redirected to “other” TV stations. They also believe that the entire market, including advertisers, base their investment decisions on ratings and shares, therefore the CRT focused their activities such as to increase view ratings. Nova TV’s success is achieved by their own production and broadcasting of the independent informative program.\(^{57}\)

Table 3 shows a comparative analysis of total assets and the equity ratio of all three companies where it can be seen that, as the owner of the radio and television broadcasting infrastructure operating and gaining revenue from subscriptions, the CRT has the highest asset value of all broadcasters. Nova TV has the significant value of assets, with stocks amounting to HRK 189 million, where programming rights and their own production are most significant points.

The equity ratio shows the best position in the case of the CRT, which is state-owned, and an extremely unfavorable ratio in the case of RTL Croatia. Nevertheless, it should be taken into account that RTL Croatia is financed by the owner through the loans from Group members (amounting to HRK 131 million), which, if subordinated to liabilities, can be considered as equity or owner’s capital, in which case the equity ratio would be satisfactory, i.e., 55.8%. On the other hand, it should be outlined that RTL Croatia has interest obligations towards its Group member creditors with a negative impact on the cost side of the business. On the other hand, 38.4% (or HRK 0.55 million) and 29.3% (or HRK 0.4 million) of the CRT are financed by owner’s capital and by financial loans, respectively.

Although showing a decreasing tendency in the last two years, the only public TV broadcaster has negative working capital (WO), while the other two companies have positive WO with a tendency towards further
improvement. While the CRT finances its activities by using bank loans, the other two companies use short-term and long-term loans from the founder or related companies. From the perspective of the FD/EBITDA coefficient, all three companies are over-indebted, but the fact that commercial TV broadcasters are not in any financial debt to financial institutions but to their founders, their position is different. Nevertheless, the question of an owner’s trust arises, as in both cases the owners did not decide to increase the equity of their TV stations (RTL and Nova TV) but they rather borrow financial resources with a specified return period and contracted interest, where, in the case of collection, they keep the same position (payment sequence) as other creditors.

6.2 Results of the depth interview

Like most industrial sectors in Croatia, the Croatian media were strongly affected by the financial crisis that started in 2008, where, among other consequences, a decline in the sale of advertising space revenue was recorded. As this decline in the sale of advertising space indirectly affected the quality of news programs content through a drop in profitability, when creating information content, the media began more influenced by large advertisers. The other possible outcome is that in order to keep the advertising market share, profit-oriented owners consider attitudes of large advertisers when creating media information content. The newsroom is affected by a decline in the number of professional journalists, in particular investments in hiring educated journalists or training of their own journalists; are journalists more vulnerable to manipulation in media content creation?

Are ads (of marketing and public relations) finding their way to end consumers, and thus creating news programs content because of a decrease in the number of employees and because of the increasing amount of information? Can media resist the influence of advertisers – and in what way can we talk about the independence of a news program?

if advertising space is separated in minutes inherent in the central news programs?

Have ads of large advertisers (marketing or public relations), due to an decrease in the number of hired educated journalists and the increasing amount of information, found their way to the end consumer through informative program content? Can the media resist the influence of advertisers and can we talk about the independence of information program editors if within the very central news program the national TV stations sell advertising space?

A member of the Electronic Media Council: “In general, rarely any TV station, which has large advertisers, questions this kind of financial cooperation! This means that in one of their own informative news programs there appears information harmful to the client. In this sense, one can speak about a marginal effect but not an essential and dominant one.

When asked to which extent a decline in advertising affects the quality of informative program content, the response is that it does not have any impact. A decline in advertising, thus reducing revenues, may have an impact on production conditions, i.e., better cameras, lighting, involvement of more people, but it should not affect the very information quality, i.e., the professional level.

Professional journalism should be distinguished from the one which is often witnessed when a publisher does not engage or employ professionals but people who serve as “news collectors”. This of course depends on what you want to achieve with such media, or what your target audience is.

In my opinion, advertisers do not tailor content of news programs. As far as advertising messages are concerned, the ones testified in news programs are legally allowed. All news programs may have a commercial block after 30 minutes. This also applies to the central news, which last longer than 30 minutes in all of our national houses.”

A member of the Croatian Association of Communications Agencies: “From the perspective of the Agency regarding the sale of advertising space, there is no advertising in informative news programs and the media strictly comply with this. We have never managed to place
anything which would be considered an advertisement to the central news. If anything that might have been seen as an ad was broadcast in the news, I suppose it was a decision made by the editorial board, which held that a certain message has the importance of a news and is relevant to their viewers/listeners/readers/visitors.”

Through a depth interview it was found that the largest threats to an increase in or even keeping of profitability seen by the public national TV station are the situation on the media market and unfair competition that has the possibility of using methods not permitted on public television. The opportunities for an increase in revenue and profitability of the CRT are investments in their own radio and television production and organization of better promotion of sales through presentations for advertisers and marketing agencies and more direct contact with clients.

By using a Likert scale, it was found that personal contacts and marketing campaigns are most relevant in the selling of TV station’s advertising space. Within the range 1-5 (with 5 being most relevant and 1 not relevant at all), client’s earlier positive experience was graded by 4 and the price of advertising space was graded by 3. The CRT primarily uses personal contact as the marketing method in the sale of advertising space, since they believe that every client’s order is specific and that it is necessary to clarify all the elements of the proposal. In the official prices list of the CRT, a high impact is given to loyalty benefits and a discount offered to advertising agencies.59

They see greater credibility of informative content as their comparative advantage. They believe that, regardless of audience research, listeners and viewers trust their information content more than the one from commercial TV stations, primarily those broadcast in the information and education program.

The public TV station claims that advertising space sales revenue is much higher than its marketing costs. Larger investments in production, primarily in radio production, significantly affect the increase in sales revenue. Of course, the recession had a negative impact on sales, but with good organization of work, total revenue remained at the level of the previous year, and in certain segments it even increased.

59  Official price list of the CRT. [online]. [2016-04-14]. Available at: <http://www.hrt.hr/cjenici/>.
6.3 Discussion

According to Šarić (2013: 662), based upon the Croatian Radiotelevision Act of 6 December 2010, the Croatian Radiotelevision has clear limitations in terms of advertising, which means 9 minutes per hour till 6 p.m. and between 6 p.m. and 10 p.m. – 4 minutes in one hour. This is the limitation that is not given to its biggest competitors, commercial national TV stations. The largest revenue of the Croatian Radiotelevision is achieved through the collection of fees, and this type of financing is known and common practice in other European Union countries. But the majority of changes occurred by launching two new programs HRT 3 and HRT 4 in 2012. While commercial broadcasters have no such restrictions and they broadcast program on two television channels, the public service has more platforms in terms of covering content and respecting legal constraints. A mitigating circumstance is that the Act (2013) allowed for advertising within the central news programs that the three national television stations exploit in the way that the program is split into two blocks where the intermezzo meets the advertising block. Despite the advertising opportunities in the so-called prime time, the public service showed a decrease in revenue. Šarić (2013: 662) concludes by saying that if the broadcasting subscription in the country were two times higher, there would be no need for the sale of advertising space in the public television station, and moreover, the risk of advertising and the influence of the public relation industry on informative content would be mitigated or even completely avoided. When performing its activities, the Croatian Radiotelevision should be independent of any political influence and pressure from commercial interests, but, as a public informative national-level TV station, it is always in focus of politics, where the leadership of the TV station is appointed by the Croatian Parliament.

Conclusion and research limitations

This paper is based on a multidimensional overview of the media commercialization issue that arises from profit-oriented management, mostly of the privately owned media companies. The area of consideration was a possible impact of advertisers on informative content on national-

60 Defined by Article 37, paragraphs 1 and 2 of the Croatian Radiotelevision Act, OG 59/04, 84/11, 81/13. [online]. [2016-04-12]. Available at: <http://www.zakon.hr/z/392/Zakon-o-Hrvatskoj-radioteleviziji>.
level TV broadcasters offering informative content as well as the analysis of their financial performance and position in relation to the performance in selling advertising space.

Research, whose results were presented in this paper, included financial analysis of all national-level TV broadcasters that produce informative content and a depth interview with relevant professionals in this industry, members of the Electronic Media Council, the Croatian Association of Communications Agencies and the Croatian Radiotelevision, as the only publicly owned broadcaster in the Republic of Croatia. Professionalism in creating informative content was questioned through the depth interview as it is sometimes influenced by the interests of profit-oriented owners and the interests of large customers buying advertising space – marketing and advertising agencies.

The interviews showed that the respondents believe that marketing and advertising agencies or large customers do not have any impact on journalistic professionalism and informative content of TV broadcasters, but a drop in the sale of advertising space could eventually influence the production conditions and employment of professionals with the aim to reduce total operational costs. To foster the selling of advertising space, the only publicly owned national-level TV station – CRT, uses personal contacts, presentations and marketing campaigns and considers them as most useful. In the official price list of the CRT, special importance is given to loyalty benefits and additional discounts to agencies.

Regarding the financial position of all three national-level TV stations, it was found that as the owner and user of the radio and TV station network, the CRT has the highest value of assets, which are dominantly financed by owner’s capital (Republic of Croatia) and bank loans (the total of 67%), while the other two privately owned national TV stations are in large part financed by Group member loans, which leads to a question of the founders’ expectations and belief in the future trends in the media industry. In the position of ranking, Nova TV is a leading television station in the category of viewership rating and commercial revenue achieved, while the national TV is in the last place in terms of commercial revenue. The reason why the publicly owned TV station does not have a leading position in the category of commercial revenue, although it operates most TV channels and has a long tradition, is the fact that its operation is defined by the Croatian Radiotelevision Act that stipulates clear limitations on the sale of advertising space that are not defined for other
private commercial broadcasters. This puts the CRT into an unfavorable market position and reduces its possibility of achieving revenue from the sale of advertising space that is one of the most important sources of commercial revenue. As to the pressure from commercial interests, all media should be free from any political influence and pressure from commercial interests, but this is not always the case, especially when it comes to the CRT as a public informative national-level TV station. Since it is always in the focus of politics, in some cases, CRT management has to transfer its energy from management and profit-oriented activities to political issues.

With respect to defined reasons, it can be concluded that the Croatian public TV station business environment and legislation are unfavorable to the possibility of increasing advertising sales and hence commercial revenue of a publicly owned TV station.

The limitation of this research was unwillingness of private, commercial national-level televisions to participate in a depth interview. In addition, there is a lack of detailed financial information regarding private commercial national TV stations, which, unlike the CRT that publishes concrete and well prepared information in form of annual reports, prepare only scant information in form of notes to the financial statements or audits.

As this paper did not research factors that could improve the current situation, there is additional space for further research of media companies and industry development factors as well as models for creating independent informative content in the profit-oriented business environment.

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SARCASM IN MARKETING
(CASE STUDY OF THE BANK ZUNO)

Jana Hubinová

ABSTRACT:
As per Merriam-Webster’s online dictionary, sarcasm is “the use of words that mean the opposite of what you really want to say especially in order to insult someone, to show irritation, or to be funny”.1 In regards to new-age marketing, sarcasm is one of very popular PR tools how to attract attention of potential clients, especially the ones of so-called Generation Y, also called Millennials. Generation Y (born in between 1977 and 1994), currently the youngest productive generation, becomes more and more often the target group of newly launched projects – such as newly born branches of already existing companies, brand new trademarks that aim to attract them and slightly more aggressive marketing tactics that our parents were not used to when marketing, as a sales communication methodology, was officially born in the last century. While speaking of successful implementation of sarcasm as the vehicle tool used to attract new potential customers, a great example of an extremely effective targeting for such a sarcastic campaign was the launch of trade mark ZUNO, a daughter brand of Austrian Raiffeisen Bank International, aimed at Middle and Eastern Europe market that was for the first time employed in 2011 in Slovakia, as the sample market.

KEY WORDS:
advertising campaign, generation Y, retro, Sarcasm

1 Set target group for ZUNO’s first Central European campaign

ZUNO is nowadays a well-known bank, primarily for internet use, that may thank for its immense success on the Central European market especially to its successful launching campaign created by MUW DIGITAL, spol. s r. o. back in 2011. The investors of the project of spreading Raiffeisen bank´s portfolio to Central Europe market gave the creators of the first campaign to be launched in our region quite a hard task by letting them aim the campaign primarily at Generation Y and slightly older couples in productive age whom have already built up a successful career and as such, sought for maximum effectiveness in fulfillment of their everyday

“money needs” as well as minimum time to be spent on the communication towards their bank.\textsuperscript{2} Clearly, all of this in full comfort of their apartments by means of their hi-tech laptops, mobile phones or tablets. Generation Y was expected to be represented first of all by fresh graduates who tend to incline to their slightly older counterparts in productive age (mentioned above) but have not yet reached their work success or significant work experience and as such, they have got at disposal only limited amount of money which they, nevertheless, expect their bank to treat as high-value potential capital with increasing tendency. Thanks to their open-minded life orientation and numerous stays in foreign countries, both of these groups could have been addressed by ZUNO campaign via the same communication strategy of sarcasm and modern communication channels (such as web space and public places open-air advertisement). Already high existing, highly potential future, as well as potentially even increasing \textit{financial capital} of those two groups made them an ideal target group of potential clients for a new brand that might have lead Raiffeisen bank to multiplication of free deposit money of new clients whom the bank planned to \textit{nearly literally pull away} from other, already long-time well-settled banks on the Slovak market.

2 ZUNO – easy to be distinguished from the other banks

After finding a way how to capture attention of both groups of the target public, the job of creative campaigners of ZUNO was quite an easy task to be finished and dragged to even higher than expected numbers of new customers and amount of unbound capital to be transferred by the clients to their new ZUNO internet bank. The campaigners managed to pin up exactly the missing field in Slovak marketing communication – \textit{the field of self-irony} that for example O2, as a uniquely creative campaigner among mobile phone and internet providers, decided to bet their \textit{Christmas 2014} campaign on.\textsuperscript{3} The same importance as self-mockery that lead the campaign of ZUNO to become a great success, I would count on to be the ability to be easily and very effectively distinguished from other Slovak banks. Especially ZUNO logo, composed in a simple manner with no special font used, highlighted by interesting combinations of colors.


\textsuperscript{3} Bonus pre oboch aj bez vianočného ošiaľu (Full Video) HD. [online]. [2016-03-24]. Available at: <https://www.youtube.com/watch?v=eNEp88Zq_3g>.
only. Another significant feature of ZUNO campaign was its primary space of operating. The brand was launched on the internet banking platform only. This single platform orientation shot ZUNO up into a completely different dimension and became its most significant characteristic that, after all, brought the campaign to a win-win strategy to become a wish came true.

*Internet banking (IB)* as such, already existed on the Slovak bank market however not in such a form. Internet banking of the traditional Slovak banks was for example back in 2010 only one of the services provided by the bank institutions to facilitate their clients account accessibility and basic bank transactions execution (such as deposits, standing orders, etc). On one hand, IB product introduction by traditional banks (in Slovakia so-called “kamenné banky”) was certainly aimed to boost clients´ transaction flow by facilitating the access to their money (as an added value service to their regular clients´ accounts) and on the other hand, to reduce bank costs on face-to-face client service in banks´ affiliates. We may even presumably claim that they succeeded both, to persuade their clients that the IB service invention was introduced to their everyday life to increase users´ comfort and as a natural development of IT technology implemented to the bank sector worldwide. Overall, the first IB users believed their acceptance and positive approach to usage of internet environment would serve just and only their benefit. (We need to admit that in years of practice the internet banking environment has really proven to be safer and less time consuming than the traditional face-to-face service that was so popular in the 90s.)

3 Q: How to fight the loss of time in banking sector? A: Create a ZUNO account

In 2010, when the bank clients became more demanding and started to be aware of their key role in money-making of the banks, the introduction of internet bank could not be any longer presented simply as an enjoyable benefit for current bank clients (besides, there were at the moment none). It must have been elevated to a higher, undeniably profitable level for the clients of traditional banks, as a high-tech solution to a problem they face on daily basis however they might not have even noticed it happening or named it by a proper name— *the loss of time*. In order to obtain any slightly specialized service (such as mortgage, loan, etc), the traditional banks bounded their clients to “loose” their precious time at
their affiliate sites. At that very moment, internet banks offered a unique solution – valid online service that did not require neither personal interview with a bank assistant nor personal presence of the client at the bank affiliate for agreement signature. No hard copies documents were any longer required – **What a big bang!** Everything wisely packed in a usual bank account maintenance monthly charge (no higher than in any traditional bank) with a ribbon of VIP client nicely tied across its only possible deficit – the fact that European (especially middle-European) culture, unlike the US one, was used to personal engagement in money matters since the times of merchant banks, the first organized banking institutions of private ownership in the Middle Ages. The clearest advantage of internet banks (that surely was at first just a cost-reducing pre-requisition of the whole project) was their field of activity that aimed to be wholly **minimalistic**. First of all, ZUNO bank aimed to provide only limited package of bank services (limited both by their nearly solely internet based space of activity, online assistance only and by small range of financial products in scope) that the bank presented to be the basic service package needed to keep their clients both satisfied and not wasting their precious time on any other unnecessary bank-related actions – such as senseless inter-bank transactions, unwelcome updates on new service offers and bureaucracy-related legislation steps (such as necessity of other than virtual signature for loan administration). Having realized all above mentioned benefits of internet banks, but keeping in mind that ZUNO was not the first one on the market (mBank was at that time already successfully launched), they needed to point out something special. And here the creative team of ZUNO came with the overwhelming slogan **“Less bank, more life”** (the slogan itself was not translated to Slovak, not even in TV commercials). It became their motto and was played well with as the teaser in the whole **“retro-is-IN-if-banks-are-not-concerned”** advertisement campaign.

After all, in such an attractive form, the final product of new internet bank could have been introduced to wide public (not only the targeted groups) and it dragged significant attention. The idea of considerable time-saving, moreover as it should have been in already time-saving web environment, increased ZUNO´s potential and shortly after launching of the campaign, shot ZUNO to become the market leader in the segment of internet banking. All of a sudden, having a ZUNO account became a matter of choice, a wise choice, and not any longer just keeping a track with high-tech IT society or a cheaper version of the traditional bank
account settlement. It simply was not only more convenient, it became a trendy, fashionable alternative.

4 Retro brings innovations

After having experienced ZUNO services for a few months (that proven the account to be easily accessible and a lot less time-consuming just like the commercial promised), many newly gained clients decided to cancel their old bank accounts. All at once, the traditional bank clients adopted ZUNO account not to be only an alternative to their usual bank account (as their secondary account), but also their primary account in use. In such a way, ZUNO has recently stolen many clients of traditional banks, whom firstly used this bank as a trendy alternative only and after having positive experience with its usage, they simply switched to have ZUNO account as their one and only account due to its cheap maintenance and high efficiency in usage. The last, but not the least, important point was a fantastic way of implementation of the key message into the subconsciousness of the aimed public. The campaign creators decided to introduce a "Retro-campaign" that was meant to present the new trade mark in a light of innovation carrier.

Let’s analyze shortly ZUNO Youtube (later on also TV) campaign. We will pick up a few example only to draw an overall picture of the campaign setting. For example in the commercial spot advertising easy refunding of loans and mortgages provided by the other banks through the ZUNO bank, the main character of the ad is a young guy with out-of-fashion moustache, dressed up in nylon retro-clothes who rides two line roller-blades and speaks about the absurdity of complicated loan and mortgages stipulations that aim to mix up the bank clients. The director of the spot inserted into the commercial a very important detail of middle-European cultural background of the 80s-90s of the 20th century, in Czecho-slovakia so-called "mončiči" (a fury toy, e.g.a bear or a bunny with kid’s face, usually sucking its thumb to demonstrate its vulnerability and child-like appearance) that attracted attention of the commercial viewers and reminded them of their sweet childhood ages (and in such a way stimulated in them even more pleasant feelings). The commercial itself lasted fifteen seconds only (just like all other ZUNO commercials that lasted from 15 to 50 seconds) to demonstrate

4 Drahé půžičky sú retro (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=2nVT5kDNFog>.
in practice once again their main intention, not to steal their clients’ precious time in the sense of ZUNO motto “less bank, more life” and did not provide any unnecessary, unwelcome information except of the basic message delivered. The commercial, along with other similarly offered service products of ZUNO, was a great success, not only in the number of viewers on Youtube.com, but also in the number of new clients, the series of commercials brought to the bank. Another commercial spot of the same retro series was the one named “Obyčajné platobné karty sú retro” that except of keeping the line with an old-fashioned dress and look of the same main character (a guy in nylon sport suit) introduced a slight, but very welcomed upgrade of the bank cards. ZUNO printed their client’s bank cards with their account number stated on the card itself. No more extra bank papers nor accessing one’s internet bank or the latest SMS in their phone for their own account number verification was needed. As the commercial advertised the product: “Ked’ sa t’a niekto opýta: “Kam ti mám poslať tie prachy?” You will find the answer easily – printed on Your own card. “Sem kamoš!”. Similarly, ZUNO launched also campaigns “Mechanické sporenie je retro”, “Imobilný banking je retro”, “Skryté poplatky sú retro” and many others.

The retro-campaign was not the only campaign of ZUNO, however it was undeniably the most successful one. Later on, the creative team of ZUNO commercial makers came up with an advertisement promoting easy accessibility of ZUNO loan and proposing their clients to have the loan insured against inability to pay it off. This part of the campaign was aimed at pet-lovers, especially at dog-lovers (as an important character of the ad was a loveable pug and its owner, wearing a special pair of trainers series financially supporting the dog-help funding organization Pes v núdzi). And not surprisingly, even this commercial was a huge success bringing up even more clients to ZUNO.

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5 Obyčajné platobné karty sú retro (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=KBpqg0OCcOa>.
6 Mechanické sporenie je retro (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=L8Txx1tKcd8>.
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8 Skryté poplatky sú retro (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=O60pLA0VCeI>.
9 ZUNO pôžička plus (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=jTJ1_M20Eec>.
At last, it is very important to realize that in one year of vivid ZUNO campaign (the retro campaign lasted from the last quarter of 2010 to December 2011), the bank succeeded in their aim to pull down certain percentage of traditional bank clients at ZUNO side by offering a limited portfolio of bank services (current accounts, savings account) and advertising smart banking (a user-friendly upgrade of transparent internet banking). They also managed to beat mBank, their direct competitor at the market, exactly at the moment of fading out of the long-lasting economic crisis in Europe. They simply persuaded conservative Slovak clients (four out of ten clients whom their teasing campaign reached\textsuperscript{10}) that ZUNO current and saving account is better than the one their current bank maintains for them and these inflicted people were willing to switch for promoted ZUNO account almost immediately.

5 What has come next

Even nowadays, six years later when ZUNO bank is already a well-known finance institution with faithful clients, their rhetoric in style matter remains the same. They still employ certain type of self-mockery, sarcasm and irony. In present-day, their advertisement campaign is aimed at telling the bank conditions of a loan, a mortgage or an account maintenance straight-forward, without any digressions, marketing games or white lies. They let the numbers speak for themselves. On the other hand, this is only the visible and audible part of their ads. They also transmit a subconscious self-mockery message of people being foolish if they tend to believe well-designed concepts of marketing techniques of their adversaries who promote their product via half-truths and exaggerated offers with hidden intentions. ZUNO took their mission of being truthful with their clients seriously and their latest campaign speaks in numbers – they provide their client with the most important information in regards to their financial data – the percentage of interest the bank will claim on their loan and mortgage products.\textsuperscript{11}


\textsuperscript{11} Skryté poplatky sú retro (Full Video) HD. [online]. [2016-04-03]. Available at: https://www.youtube.com/watch?v=O60pLA0VGeC; Platte v novom roku za úvery menej (Full Video) HD. [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=TUDkpIxFZRc&index=12&list=PLyTF940Z2Is8Vh8etA0V9RNpabYmRpkQu>. 
Self-mockery and irony are still employed, just the main characters of the ads and the concept of the story has changed. Now there is a team of three young copywriters (or marketing specialists) who have the mission to communicate the public a unique ZUNO offer (for their mortgage refinancing, etc.) and their humdrum young boss. The quartet discusses the best approach to an advertisement creation and after all, they always finish up with a simple and clear message communication. In one of the most recent spots (dated beginning of March 2016), they have slightly changed their rhetoric; ZUNO becomes more informative and less “funny”. This change has not yet proven to be neither a good nor a bad choice, as it is really just a recent innovation. Nevertheless, there stays one element linking ZUNO’s first retro campaign with their latest campaign version – certain attributes remain retro; just like the character of old-fashioned humdrum image of the character of the boss, typical conservative look of a trustworthy blond-hair, blue-eyed copywriter who comes up with the innocent idea of remaining truthful about the bank loan percentage without advertising any half-truths or beautified information on financial data.

**Conclusion**

After all, I am more than confident to claim that ZUNO’s teasing campaign and well-chosen commercial spotting of potential clients in 2010 and 2011 made a significant difference in the tendencies of marketing strategies chosen later on by other courageous advertisers in Slovakia and other surrounding European countries. I would simply conclude that implementation of sarcasm into marketing was a great success for both the ZUNO bank and Slovak marketing in general and it lead the market of commercials onto a completely different, more interesting, less stagnating and foreseeable, path. Many other banks have then followed ZUNO’s example, even though the adversaries would never confirm so. VÚB bank came up with their funny ads of bill stickers who are a little dull and their simple uncomplicated approach to their job reveals many hidden intentions of other bank products. Prima bank (prior Dexia bank) came up with a couple of bank loans “marathon runners” who in their frantic search for the lowest interest keep on running in...

12 *NAJ Refinancovanie pôžičiek od ZUNO (Full Video) HD.* [online]. [2016-04-03]. Available at: <https://www.youtube.com/watch?v=_lssl2Rfl0A>.

13 *VUB – Lepiči – Skúsenosti hovoria (Full Video) HD.* [online]. [2016-04-04]. Available at: <https://www.youtube.com/watch?v=1uzJ6YkqN8>.
circles from one bank to the other with no success and their pursuit for a better loan finishes up just and only in accumulating pills of documents (bureaucracy papers needed for a loan administration).\textsuperscript{14} Even ZUNO’s one and only direct adversary, mBank came up in January 2016 with a self-mockery advertising campaign impersonifying the bank clients to be haunted badly brought up children whose personal details need to be verified profoundly in order to be able to set up a new bank account (fooling out traditional bank affiliates).\textsuperscript{15} And ongoing many other similar bank ads examples (of numerous bank products in various bank institutions) appeared.

In general, the interpretation of facts is always subjective. The overall marketing is based on certain level of information manipulation, at least information (dis)interpretation. Usage of self-mockery is one of the unforeseeable fields as it touches nearly all individual specifications of a human-being as a marketing subject; self-mockery may target one’s education level, gender identity, personality traits, religious belief, social status, etc. Not everyone and definitely not all of us are willing and able to be kidding of ourselves. Nevertheless, ZUNO took the first and as it seems the most important step in their brand recognition and success propagation and bet it on irony and self-mockery. I doubt they were sure of their success. More or less, this marketing strategy was a leap of faith towards ZUNO’s marketing team by the management of Central Europe business. Nowadays it is clear that by taking this leap of faith they managed to win their client’s long-lasting faith and sympathy. ZUNO as well ensured that their clients may be now easily labeled as “the middle-class, university educated (or studying) people of the age average 20-40”. Creating a homogeneous target group will also ongoing simplify their marketing strategy as they will primarily have to address their stable customers (informing them about any service innovations or new products) and they will also try to persuade the same profile high-school growing up clients (as it has proven to be very important in the banking sector to be the first 18+, after-school choice for the young clients). To be able to judge on the new intersection of one-self targeted humour in marketing in connection with such a serious business as banking sector definitely is, we would need more time (at least a time frame of 10 years of ZUNO on Central European market). Further observations will be

\textsuperscript{14} \textit{Prima banka Pôžička (Full Video) HD}. [online]. [2016-04-04]. Available at: <https://www.youtube.com/watch?v=IE2-BUY50iw>.

\textsuperscript{15} \textit{mKonto – účet bez poplatkov (Full Video) HD}. [online]. [2016-04-04]. Available at: <https://www.youtube.com/watch?v=u8d-xdvUKnY>.
effected on Slovak and Czech market in the upcoming years that will give us a clear answer to our question if post-communist countries clients are yet ready for this type of guerilla marketing.

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PUBLIC RELATIONS IN B2B AND THEIR ROLE IN MEDIA MARKETING COMMUNICATION

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ABSTRACT:
Relations with the media represent a crucial part in the framework of marketing mix activities implemented by businesses as they help increase company brand awareness. Due to media going electronic and social media status, public relations are going through changes which influence the PR concept itself even though its main role remains unchanged – building up trust, enhancing brand awareness, generating positive messages towards the public, partners, customers or clients. One of the main drawbacks in relation to PR, however, is their inaccurate measurability of success or rather slow feedback on businesses’ communication strategy (excluding negative messages). As a result, PR mainly refers to a long-term activity with indirect impact on target audience. It is recommended to focus on complexity and entirety of the whole marketing communication strategy.

KEY WORDS:
B2B, company communication, PR, media, social networking sites, media events, commercials

1 Public relations in B2B and their role in media marketing communication, building up relations with the media

Building up company’s reputation belongs to the most challenging goals of marketers or managers in every smaller or larger company. As stated by Mr. Kotler, in marketing terminology Public Relations (or PR) can be referred to as creating good relations with various target groups by gaining favourable publicity, building up appropriate “company image” and solutions or avoiding harmful rumours, gossips or events. Notably large businesses consider PR as a piece of art and a social science of analyzing trends, forecasting their outcome, advising business leaders or implementing preplanned programmes or events which serve both company’s interests and those of the wide public. The role of PR is to enhance company brand awareness – in other words, create its image. It

is related to a set of activities which help overcome a difference between how a particular business is perceived by target audience or the public and how it should be perceived. When creating company’s goodwill and reputation, it is advisable to interlink PR activities with other communication tools of the marketing mix. Target audience can differ considerably when it comes to a campaign, advertising patterns or tools being used. We do not necessarily target the same audience.

Target audience and communication strategies of a company

Picture 1: Targeted or non-targeted audience of communication strategies of a company

Source: own processing

Credibility, prestige and image are intangible assets which form a core of every successful business – creating goodwill takes years while damaging it can take only a few days. Let’s have a closer look at one recent example. The Swiss company Schindler, a manufacturer and a worldwide exporter of lift constructions, is currently withdrawing from the Japanese market although the company used to have a significant market share there. The Swiss manufacturer, whose home country represents a product quality and a tradition known worldwide, was not able to deal with a ten-year-old incident. A young student suffered a fatal injury in a lift produced by the renowned manufacturer.3 Although lifts were already being administered by another company and despite making any possible efforts to make an official public excuse, the incident was the beginning

of the end for Schneider Electronics. Company credibility reached the bottom and they were not able to gain their reputation back any more.

A similar case from the Slovak market shows power and influence of the media. After TVs had published a press report on a consumer allegedly getting poisoned by a soya product made by a family-run business Alfabio, the company turnover slumped so much that the company almost went bankrupt. The news spread virally through social networking sites and even to foreign countries where the products used to be exported. The suspicion eventually turned out false, however, the company is not longer exporting to the Czech Republic and what is more, its turnover dropped considerably even in the domestic market. Some domestic companies e.g. Zaraguza Agency, FoxFord bistro run by Martinus or O2 Telefónica, decided to support the company by running creative campaigns to help regain company trust. An unsuccessful crisis communication strategy proved company’s amateurism and unpreparability when it came to dealing with a critical situation.

Because of virality of the Internet world where the media role is played by the public through its comments on social networking sites, blogs, videos or querilly marketing, every careless step or ignorance is a potential minefield. A lot of people are able to attract crowds of recipients by their websites and followers (otherwise called “influencers”). Nevertheless, company reputation can also be ruined by one unsatisfied customer by his/her comments in an online discussion. Let me state one example of DELL Company which has invested considerably in its reputation and brand awareness. In 2005 a blogger Jeff Javis repeatedly complained about bad customer service in its blog Buzzmachine. The company, however, ingored the spreading blog community as such. As a result, 253 similar comments were published complaining about bad customer service to such an extent than “American Customer Satisfaction Index” of DELL went down by 5 points. After such experience, DELL founded the blog Direct2Dell and IdeaStorm Forum to collect any customer complaints and in addition, the company started to pay more attention to the social media.  

Journalists themselves use various social media as their resources – we can assume that communication flows are far more interlinked than before. Nowadays, the message does not only go from an addressor

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to an addressee (i.e. from a business to a journalist), but the whole information flow engages various participants including opinion-makers (i.e. bloggers, influencers, celebrities, interest groups or individuals acting on social media sites, etc.).

Creating excellent reputation and public relations require high-quality customer service (not only with regards to products and services), prompt dealing with customer claims, 100% feedback, feeding reliable information, communication on all company levels – not only in relation to the media, but also with regards to the general public, partners, employees, satisfied or unsatisfied customers, etc.

**Communication flow in the media in the past**

![Picture 2: Traditional communication flows in media communication](http://sonamjourno.blogspot.co.nz/2011/02/multi-step-flow-theory.html)

*Source: own processing*

**Communication flow in the media at present**

![Picture 3: New communication flows in media communication](http://sonamjourno.blogspot.co.nz/2011/02/multi-step-flow-theorydiffusion-of.html)

2 B2B segment is not B2C – different content, different target audience

When it comes to B2B it is assumed that PR activities target mainly commercial public and professional media, unlike consumer PR campaigns, which support mostly the company as such or its brand. Products and services come second. From a long-term point of view, it is crucial to gain trust (the core goal of every B2B activity) as an average value of a transaction is higher and a purchasing cycle lasts much longer than in the consumer environment.

B2B marketing, as generally stated by various research papers, can be characterised by a rational approach and competitive decision-making. Even though the whole purchasing process is transferred from B2B to B2C (see the Picture 3), B2B is more determined by the price – both in the basic production and the industry as such. The price has direct impact on implementation or not of a business transaction. As authors state in Business International, return on investment is essential for B2B as within the consumer world, a buying decision is determined by what we want, not what we need.5

Reputation is another key factor for B2B. Safety procedures of data verification of suppliers play a key role as Pareto’s rule 80:20 has to be strictly applied. Businesses build long-term partnerships and have more demanding decision-making which require lengthy negotiations and include a lot of paperwork. PR specialists and marketers have recently found their work less demanding when using innovative communication processes and communication patterns, yet these should not stagnate, either. As Ms Natália Ruztou, a B2B expert says, company PR campaigns are more targeted than consumer campaigns because communication is bound to attract larger public.6 The content of messages is more complex, more complicated and more technical, as well. The rate of formalisation depends on a specific target segment. The main advantages of PR in B2B and media communication are lower costs and a desired communication outcome. Here we can state an example of Volga Company providing IT services for small, middle-sized and large entrepreneurs in the US

market. With only a $1,000 budget, the company succeeded in covering media market as large as the US (thanks to social networking sites).⁷

**Changes in development of key needs from basic industry production to end-users´ sale**

![Diagram showing the chain of needs and demand]

**Picture 4: The chain of needs and demand**  

**3 Typical communication means used in the B2B segment**

PR activities in B2B and B2C segments are similar, they differ only by content and format. Communication with the public and journalists in the B2B segment is more formal, it goes more in depth and regarding its professional level and jargon, it does not target the wide public. In contrast to other tools of communication mix, PR processes in the company segment include various company levels (employees, management, customers, partners) as target audience is more differentiated (see the Picture 3).

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Setting a communication plan and strategy is determined by several factors:

Company size

*Large companies*: mainly multinationals have a global communication strategy, i.e. strictly determined norms, content, communication tools they are going to use.

*Small and middle-sized companies*: companies with up to 50 members of staff and simple hierarchy usually have their own management actively involved PR activities (either through the PR department or outsourcing). The companies have a more operative management style, a lower rate of formalisation, yet minimum financial resources for communication activities resulting in mismanagement of PR activities and wrongful handling of crisis communication.

Budget size

Complexity and variability of PR activities is often determined by the company budget. Nevertheless, the majority of even smaller companies are becoming aware of a need for PR budget with to ensure a professional outcome. They often outsource PR agencies.

Way of implementation of PR activities

PR activities can be implemented by the company itself or through PR agencies and freelancers (the research on implementation of PR in Czech and Slovak businesses by Focus Agency showed that app. 46% outsource the services).  

*Internal PR*: as employees know the company culture and environment the best, the overall effect is more authentic. However, a shortage of qualified workers or a lack of experience often come hand in hand with an insufficient quality of the outcome.

*Outsourcing the services through PR agencies*: from large PR agencies, freelancers or bloggers to associated advisors. Professionality and expertise are the main advantages – even though the questioned

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companies stated various drawbacks, e.g. incorrect invoicing, reluctance to agree on a success fee or regular staff turnover in the agencies.\(^9\)

Other factors

*Communication goals:* i.e. what is a desired effect, what market share a company occupies or in what phase it is positioned. What message it communicates or whether we refer to a crisis communication or a targeted communication.

**B2B recognizes the following PR tools:**

*Press reports:* the most traditional form of communication serving to organic search. Its success can be measured by the content itself, timeliness, formal outlook, quotations, conciseness and usefulness of a message.

*Expert articles:* an expert article can be defined as an academic explanation of company blogs, expert articles or advice in magazines and newspapers. These articles play a crucial role in B2B communication as they provide an added information value.

*Interviews:* one has to be duly prepared for an interview, either with regards to the questions or possible situations which may arise out of the conversation.

*Meetings with journalists:* traditional press conferences are still the main information source for the media, notably in the field of public sector or large businesses.

*Sponsorship:* having financial or any other participation in a certain activity is a regular way of company presentation. We recommend long-term endorsement of a particular topic or an event where a company sees the perspective of natural identification with a brand.

*Exhibitions and professional workshops:* as with sponsorship, exhibitions also require active company participation. Everything is determined by the field of business the company operates in.

*CSR activities and philanthropy:* in other words creating company social responsibility has become an unseparable part of company goodwill.

\(^{9}\) Ibidem.
Let’s state the examples of IKEA, McDonald’s or many other companies which provide financial or human resources to support third sector organisations or are involved in welfare issues, e.g. environment, public health, social care and many others.

Socialising websites: as they represent a considerable part within PR, companies invest large budget herein. They do not only provide channels for company representation, but also inform on its customer service, hiring practices or any company activities (as a supplement for company magazines). They are considered to be a reliable source for measuring PR success or outcomes at particular time.

Internal PR: essential for large businesses where internal communication is directed through various channels (intranet, newsletters, boards, company radio, company magazines, team-buildings, internal surveys, company chats, meetings with the management, video conferences or teleconference, etc.).

Other activities: webinars, videos, host blogs, company presentations, newsletters or e-mail communication, cooperation and partnership in communities, organisations, schools and many others with the aim to gain brand awareness, not primarily support product communication.

4 Applying a communication plan – the survey aimed at a B2B business

The company Deloitte which provides advisory services in the field of auditing, accounting, financial and tax counselling belong to a so-called “big four” along with KPMG, Ernst &Young and PriceWaterhouseCoopers. It is a global company operating in 160 countries worldwide with more than 60,000 members of staff. It belongs among typical companies where employees are governed by global rules, i.e. most of processes, controls, staff assessment or corporate identity are centrally directed. Deloitte Slovakia and Czech Republic operate in the Central European region along with other 17 countries. The company culture is rather conservative as it cooperates with clients from various fields of business, e.g. financial directors, CEOs, public administration representatives, etc. Regarding narrow target audience, the main global PR strategy aims at building up professionality, credibility and creating innovative solutions.
Therefore PR activities belong to key fields representing a whole spectrum of activities based upon media cooperation with selected journalists.

The state of PR activities before an analysis

<table>
<thead>
<tr>
<th>Number of press releases</th>
<th>PR Articles</th>
<th>Quotations</th>
<th>Interviews with Managers</th>
<th>Press events</th>
<th>Number of media quotations</th>
<th>Social media</th>
<th>Other Campaigns</th>
<th>Sponsorships &amp; events</th>
<th>CSR projects</th>
<th>Internal communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td>NA</td>
<td>0</td>
<td></td>
<td></td>
<td>Advertisements in HN, Trend</td>
<td>Sponsorships of different event every year</td>
<td>1</td>
</tr>
</tbody>
</table>

Identified problems in PR activities

- poor PR activity action plan and PR outputs
- no cooperation within journalists
- PR strategy missing
- no clear structure of the projects
- no measuring and reporting

Graph 1: Overview and evaluation of activities before an analysis in Deloitte

Source: own processing

As shown in the Chart 1, the activities which had been implemented before the analysis covered all the fields proportionately, but the activity was rather low in the media field. As a result, several activities aimed at brand awareness promotion were paid in most cases, e.g. advertising, sponsorship (e.g. Trend conferences or other events not linked to Deloitte at all). At that time social media did not almost exist and internal PR was only limited to basic messages “from upper layers of management”.

Company employees kept complaining about a lack of information on company activities. As it is often the case with this type of companies, the marketing department makes promotion for experts and managers who represent the company (not the products). There was an urgent need for intensive support in a particular department and improvement of so-called internal service. Moreover, the company seemed to be almost unknown in the B2B market or to the general public, which reflected negatively on job applicants – graduates interested in the position of
an auditor (yearly recruitment of the best graduates was a key success factor for some of the departments).

The main aim of the department was to evaluate and analyse the current state and suggest measures to be taken. After defining key fields of interests and setting goals, the company started implementing measures and applying changes. Setting goals was necessary to determine KPI (Key Performance Indicators) or key areas the company should focus on.

**Setting goals in PR:**
- to create a position №1 in media outcomes (quantitative or qualitative ones);
- to implement and bring forward new projects in the PR field;
- to represent one company consisting of five entities (taxes, audit, finance, advisory services, risk management);
- increasing awareness of a company with a human face (less formalities, being open to new generations).

**Goal No 1: Creating a Number One position in media outcomes (quantitative and qualitative ones)**

*Problem:* The number of media outcomes has been rather low compared to competitors. The issue did not seem to be a lack of topics, experts or journalists, but rather unsystematic work and cooperation with journalists who value specific information they are not able to find.

*Solution:* implementing a media strategy and increasing the number of media outcomes.

*Implementation:* Setting a yearly plan – engaging experts from the whole company, creating formats, manuals, what topics need to be brought forward, searching topics which attracted the public in a particular segment, sharing topics with other countries.
Media coverage of Deloitte after the 1st year of PR strategy implementation

Graph 2: Comparing media outcomes of the company with its competitors from "big four"
*Source: own processing*

*Personal characteristics of experts – PR ambassadors, dividing their powers:* the choice of groups of managers from different fields, creating profiles for journalists, implementing media trainings, planning targeted communication in order to apply systematic fulfillment of PR plans. Journalists like working with professionals as they know what questions they can raise. Strategic questions are aimed at a spokesperson who distributes all queries to responsible persons or prepares documentation for journalists and managers.

*Creating Image and Business PR:* dividing formats into professional and informal topics. The main goal was to promote creation of a so-called company with a human face and publish interviews in prestigious papers or ensure participation in informal events, etc.
Selection and setting of formats: creating templates for press reports, promotion materials and publications of a company. New formats which have been launched are as follows:

- regular publication of press reports (four times a month);
- creating a newsletter for clients – sending information on taxes, accounting standards, etc. free of charge;
- launching social networking sites – Facebook for communicating recruitment, CSR and philanthropy events;
- Tweeter – duplicit press reports, publishing new papers and informing on company successes;
- Youtube – the company launched new videos on personnel and management, did interviews with the company executives, shared recordings from various events (mainly external ones) which were cut and made public through social networking sites and channels;
- company application Deloitte for financial managers – clients receive updated news in the field of accounting, legislation or other statutory changes and measures taking place in the market.

Cooperation with media: As well as a client, a journalist is a partner who requires specific treatment. Taking into account the separation of marketing departments from the editorial ones (even though dependent one from another), it was necessary to identify key media, editors,
editors-in-chief in order to find common ground. Various formats have been invented:

_Press conferences were renamed media breakfast_ – regular meetings and hot news selected by time periods (e.g. taxes, accounting, etc.). Journalists always welcome this type of promotion – representatives from prominent media were always present at every meeting.

_Business coctails_ – afternoon informal meetings with journalists to solve news topics, either formal or informal ones. The main goal was to create a smaller group including representatives of the selected companies and journalists.

_Daily media agenda_ – regular feedback on queries, implementing general answers, following current topics and proposing new ones as defined by editorial planning.

_Identification and selection of influencers_ – it is necessary to cooperate with bloggers, prominent representatives who are highly acclaimed in the field. At the same time, respected economists published expert articles and papers on a regular basis. The company reported a considerable increase in the number of journalists interested in the issues with the number of quotations rising, as well.

_Monitoring and evaluation:_ following daily press monitoring, filtering messages on economy, distribution within the company, monitoring competitors or monthly quantitative and qualitative evaluation helped measure the overall company media activity of the team and the company itself.

**Goal No 2:** Creating new and innovative projects  
**Problem:** The company incoherently selected sponsored events which did not generate a desired outcome, e.g. endorsing an event where the company logo was not significant enough with no special added value for the company as such.  
**Solution:** The need for differentiation is one of the main company goals, notably if it operates in a niche segment which strictly defines a specific standard.  
**Implementation:** To launch new projects which did not exist before. Professional events organized in cooperation with media houses: creating a club for a selected group of people, notably business
executives, public administration representatives and specialists. The company became “only” a partner, not an organizer and thus it could place advertising in a selected medium. Each medium created a specific and particular cooperation format regardless of competition and as a result, the company covered the whole advertising space of economic media. Partnerships with third parties: engaging in business chambers and clubs as a way of presenting business activities or PR. Interesting local and global surveys and research: topics which brought an added value and thus increased media coverage by “recycling” the former topics and thus paved the way for clients meetings, etc. Engaging in selected social topics: support of and cooperation in prestigious competitions, participation in the jury, audit, co-organisation or organisation of events. Return on non-financial (or personal) costs was much higher than the original investment (mostly time-oriented).

**Goal No 3: Building a company with a human face**

**Problem:** The company was perceived as cold and distant, which caused damage to its image.

**Solution:** It is necessary to differentiate particular receivers and act as one company.

**Implementation:**

- **Creating profiles on social networking sites:** To communicate informal types of messages, pictures or events, jubilees, successes, etc.

**CSR and philanthropy:** The overall strategy focused on selected topics the company was engaged in and therefore these projects defined two long-terms goals. The effect was immediate, it brought several media outcomes – the employees joined, ongoing activities were launched and the company endorsed meaningful projects in particular social spheres.

**Event for students:** The campaigns aimed at prospective employees or clients, e.g. participation in job fairs, lectures of specialists at universities, opening days for students, various competitions to generate an interest in working for Deloitte. The company ranked among the top prospective employers for students.

The task of PR department was not only to search new opportunities for media outcomes and media placement, but also to interlink these activities with internal processes, i.e. to teach executives how to communicate, inform on deadlines, provide all employees with the final outcomes, in other words ensure smooth cooperation on both sides.
### State of PR activities after an in-depth analysis

<table>
<thead>
<tr>
<th>Number of press releases</th>
<th>PR Articles</th>
<th>Quotations with Managers</th>
<th>Press events</th>
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<th>CSR projects</th>
<th>Internal communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>66</td>
<td>120</td>
<td>53</td>
<td>12</td>
<td>Almost daily</td>
<td>Twitter, Facebook, Youtube – thousands of followers and fans</td>
<td>Only campaigns with accompanied program</td>
<td>Non financial partnerships – 22</td>
<td>3</td>
<td>Emails, whole company meetings, intranet, newsletter for all, for managers,</td>
</tr>
</tbody>
</table>

**Budget | Ranking in media outputs within Big 4**

| 15 k | 1 |

**Graph 4: Overview and evaluation of activities in the company Deloitte**

*Sources: own processing*

- Results – New PR plan and strategy
- the best share of PR outputs compare to Big 4 companies
- very good relationships with journalists
- good relationships with other departments
- development of the new projects with high media value
- increasing awareness among students – higher number of the applicants.

### Conclusion

PR does not only include writing press reports. As experts state, PR is a basis for building up trustworthy relations, educating and forming company credibility. Therefore, its main goal is not to focus on sale, but rather create reputation, enhance brand awareness, strengthen relations with media, appeal to target audience through inbound and outbound activities or engage employees who can sell the company in the best way. As confirmed by a PR expert Ms Maria Pergolino, PR itself is not a mechanism to gain new clients – we cannot reach any goals without a right strategy and proper channels and tools as a part of marketing mix.
Howard Breindel goes even further by saying that “integrated marketing communication” is only an empty word. What PR experts should really do is synchronise media activities with those on social networks to reach desired goals, which is time consuming. In an interview for Fast Company, Mr Brian Kardon, Marketing Director of Lattice Engines, contradicts that PR had never been so simple to implement and so extremely bound to succeed as it is nowadays.

Possibilities offered by modern IT solutions in the field of accuracy of measurement of outcomes can be seen as a challenge by those entities which are able to interpret and evaluate them correctly. The ways of communication of messages, their format, content or patterns are practically limited. Another advantage is that every message or content can be duplicated through various communication channels, which enables us to multiply its effect. PR activities should be one of the primary business activities with active participation of management of each company including its employees.

**Acknowledgement:**
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INTERNAL COMMUNICATION AND CULTURAL ORIENTATIONS OF UNIVERSITY EMPLOYEES

Małgorzata Koszembar-Wiklik – Marek Krannich

ABSTRACT:
Organisational culture has been the object of studies since the 60s of the 19th century, although the peak of its popularity was in the 90s. Organisation and its culture have become the object of research in both social sciences like sociology and psychology and management sciences. From the point of view of management sciences the focus is first of all on the analysis of the structure, selected methods and tools of strategic management, control and leadership. Organisational culture is one of the more important phenomena which drive people’s behaviours in various organisations, including higher education institutions. Higher education institutions differ from one another with their organisational culture which, in turn, is the factor determining their ability to adapt and react to the changes occurring in the market of higher education. The authors made an attempt to identify the organisational culture of some of the university’s employees. They studied the organisational culture in the Silesian University of Technology. The purpose of the research was to establish what type of culture prevails in that institution and indicate the differences between the perceived and preferred types of culture as well as prepare recommendations with respect to the management activities that would increase the university’s ability to operate in the dynamically changing environment while increasing the involvement of the organisation’s members in the process of project management. The authors have also studied the used forms of communication between employees.

KEY WORDS:
cultural orientation, organizational culture of universities, social media, communication

1 Definitional aspects of organisational culture

The higher education institutions in Poland which have been under the impact of the turbulent changes related to the transformation of the political and economic system after 1989, to the development of private higher education institutions, growing influence of business and labour market, demographic and economic changes and the new Law on Higher Education, need to adapt to those changes. It is not easy, however, with the frequently fossilized and hierarchic structures. As it has been aptly described by Jan Brzóska: “Meeting the challenges of the market
by gaining a competitive advantage requires a change of the elements and factors which determine such advantage. These involve mainly new methods of observation and analysis of markets, different relations with clients, introduction of new, innovative products, reasonable selection and use of resources as well as application of different management processes and systems”.

In the literature you can find a number of different definitions of organisational culture. Some of them are presented in the table below.

**Table 1: Selected definitions of organisational culture**

<table>
<thead>
<tr>
<th>Source</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>E. Schein</td>
<td>“A model of basic assumptions – invented, discovered or developed by a given group in the process of learning or coping with the issues of external adaptation and internal integration – functioning well enough to be considered as right and appropriate for handing them down to new members of the community as the right method of perceiving, feeling and reacting to such problems.”</td>
</tr>
<tr>
<td>J. Stoner, E. Frejman, D. Gilbert</td>
<td>“it is a collection of important concepts such as standards, values, attitudes and beliefs common to members of the organisation.”</td>
</tr>
<tr>
<td>Kim S. Cameron, R.E. Quinn</td>
<td>“unwritten, often subconsciously observed rules which fill out the gap between what is written and what really happens. Culture refers to common views, ideologies, values, beliefs, expectations and standards.”</td>
</tr>
<tr>
<td>A. L. Kroeber; C. Kluckhohn</td>
<td>“Culture consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artefacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other, as conditional elements of future action.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>G. Hofstede</td>
<td>“collective programming of the mind which distinguishes the members of one group or category of people from another.”[6]</td>
</tr>
<tr>
<td>B. Nogalski</td>
<td>“social standards and systems of values which stimulate the employees, the right organisational climate, the manner of management, shared meanings and symbols, cognitive patterns, requirements with respect to behaviour.”[7]</td>
</tr>
<tr>
<td>B. R. Kuc</td>
<td>“collection of values, traditions, aspirations, beliefs, attitudes which are the essence of everything which people do and think about in an organisation.”[8]</td>
</tr>
<tr>
<td>Cz. Sikorski</td>
<td>The system of the patterns of thinking and acting which have been well established in the social environment of an organisation and are important for implementation of its formal goals.[9]</td>
</tr>
<tr>
<td>M. Kostera</td>
<td>“a collection of dominating values and norms of conduct characteristic to a given organisation and underpinned with the assumptions on the nature of the reality and taking the form of artefacts – external, artificial creations of a given culture.”[10]</td>
</tr>
</tbody>
</table>

*Source: own analysis based on the selected literature*

Culture in an organisation is under the impact of numerous factors resulting from both external and internal environment. According to L. Zbiegień-Maciąg the characteristic features of organisational culture include: an organisational scenario, philosophy on which the organisation’s policy is based, the core of the values which determine the company’s philosophy and mission, organisational climate, attitude towards work, the degree of personal responsibility for work, achieving

progress in the organisation and customary and traditional ways of thinking and acting.\textsuperscript{11} Other factors which determine the organisational culture include, according to G. Hofstede, the national, regional or local culture.

K. S. Cameron and R. E. Quinn presented organisational culture in the form of a model of competing values which includes the cultures of: hierarchy, market, clan, adhocracy.\textsuperscript{12} These four types of culture have been isolated on the basis of two polarised dimensions which include:

- the dimension which emphasises flexibility, independence and dynamics and the other one – the dimension of constancy, order and control,
- the second dimension emphasises the focus on the position in the environment, diversity and competition versus orientation towards internal affairs, integrity and uniformity.

\begin{table}[h]
\centering
\begin{tabular}{|l|p{0.7\textwidth}|}
\hline
Type of culture & Characteristics \\
\hline
Clan oriented culture & The place of work is perceived as a friendly place, people work together willingly, team work is appreciated. Supervisors act as advisers, teachers and they care about their employees. Organisations are able to survive due to their employees’ loyalty and attachment to tradition. \\
\hline
Adhocracy oriented culture & It is dynamic, entrepreneurial and creative. In this culture risk-taking and experimenting are a daily occurrence, people are not afraid of taking up challenges and leaders are innovative and are not afraid to introduce changes and experiment with new ideas. \\
\hline
Hierarchy oriented culture & It is characterised by integrity and gradation of subordination relations. The scope of work and expected behaviours of people are defined in very seriously treated procedures and regulations. Organisation’s integrity is ensured by the emphasis on formal rules and regulations. Coordination and systematisation are a challenge for leaders, strong emphasis is put on efficient functioning of the organisation, following time schedules and gradual, continuous cost reduction. \\
\hline
\end{tabular}
\caption{Types of organisational cultures according to Cameron and Quinn}
\end{table}


Market oriented culture

This model focuses on results and task implementation. People are driven by ambition and orientation towards goals whereas leaders are ruthless, demanding and focused on competitiveness. Organisation's integrity is ensured by expansion and desire for victorious competition.

Source: own analysis based on Cameron, Quinn, 2003.

2 Research assumptions

The article is based on the study of the organisational culture of the University's central administration carried out in 2014 (population participating in the research: 236 people). Besides, for the purposes of the article an analysis of the organisational culture among academics was carried out in 2014 (population participating in the research: 84 people). In this publication its Authors would like to answer the following questions: are there any differences in the responses given by the academics and by the employees of central administration? The research was conducted with the use of Cameron and Quinn’s questionnaire. Respondents included the representatives of various age groups and different academic degrees and titles.

At the same time, interdependencies between the approach to organisational culture and the methods of communication, including social media, preferred by the university employees, were analysed. The questions refer, for example, to the superior – subordinate relations and the subordinate – subordinate relations, that is the original and return influences which play a critical role in building a social capital in an organisation and contribute to separating a possibility of creating intangible assets of the organisation while keeping an advantageous social balance of the university allowing it to effectively respond to the changes in the turbulent environment.
Research results:

![Diagram 1: General overview: central administration employees (management + employees) - current situation (in %)](image1)

Source: own analysis based on research

You can see a clear dominance of the hierarchical orientation among the employees of the Silesian University of Technology’s central administration. In the second place there is the market oriented culture. The cultures which ranked third and fourth are the clan and adhocracy oriented ones.

![Diagram 2: General overview: central administration employees (management + employees) - desired situation (in %)](image2)

Source: own analysis based on research

Unlike in the case of the perceived types, in this case clan orientation comes to the forefront. The hierarchy and adhocracy oriented cultures have a nearly identical share. The lowest level of responses can be observed in the case of the market oriented culture.
Similarly as with central administration employees, in the case of academics the hierarchic orientation is the dominant one. Adhocracy oriented culture took the second place whilst the market oriented culture – the third one. Very few respondents (4%) indicated the clan oriented culture.

The most frequent answer to the question “What forms of communication with superiors are used most often in your workplace” given by central administration respondents was “direct conversation” which means that such form of information exchange is the best established one, regardless of the selected answer to the question about the type of culture. Distribution of all answers can be found in Diagram 5.
Diagram 5: Basic forms of communication in the “superior – subordinate” relation in the group of central administration employees

Source: own analysis based on research

You can clearly see that other methods of communication (such as Messenger, Snapchat, WhatsApp, Gadu-Gadu, Facebook, other social media, blogs, chats) are not represented at all which means, on the one hand, that such methods of communication are not established in the organisational culture and formal systems of the university and on the other one they reveal a strong conviction (cognitive formalism) that non-classic forms of communication in hierarchical relations are inappropriate and unacceptable.

The situation is similar when it comes to the use of various forms of communication among academic teachers. The entire distribution of preferences in the area of tools for communication in that professional group can be found in Diagram 6.
Diagram 6: The entire distribution of preferences in the area of tools for communication in that professional group

Source: own analysis based on research

In the case of academics neither modern social media nor even video conferences are used. The overwhelmingly dominant forms of communication are direct communication and e-mail messages. Such forms of communication result both from the nature of the issues discussed in it and of the tasks to be performed as well as from the internal conviction of the academics that only direct form of communication gives a chance to develop a common understanding of the reported problems and analysed tasks.

The answers to the questions about the forms of communication used most frequently to communicate with employees differed significantly both among the employees of central administration and among the academics.
In more direct relations modern forms of communication, such as Facebook or WhatsApp, are used. At the same time, the use of e-mail for communication is significantly more common. Direct conversation is not any more a major form of communication in this group. Other forms of communication (i.e. the Messenger, other social media, blogs, chats) are not used which may result from the age diversity and from uselessness of such media for developing mutual relations among the academics.

A similar distribution, from the value point of view, can be observed in the population of central administration employees.
The employees of central administration clearly prefer direct conversations and e-mails for communication. Exchange of information by means of meetings and working sessions or Facebook and WhatsApp only complement the two basic forms of information sharing. You can see that other methods of communication (i.e. Messenger, Snapchat, other social media, blogs, chats) are not used at all.

The distribution of answers to the question “Where do you get the news regarding the university?” among academics and central administration employees are presented in

![Diagram 9: Source news about University](image)

*Source: own analysis based on research*

The diagram clearly shows that the communication with the use of professional e-mail dominates whilst other forms only complement it (printed newsletter, electronic newsletter, website and Facebook). Such tools as Twitter, YouTube and information boards are not used at all.

In the case of the question “Which of the following statements most accurately characterises the system of communication in the university?” the distribution of answers both among the academics and administration employees was very similar. The distribution of answers is presented in Diagrams 10 and 11.
Diagram 10: Profile of the communication system in the university from the point of view of central administration employees

Source: own analysis based on research

Diagram 11: Profile of the communication system in the university from the point of view of the academics

Source: own analysis based on research

Both diagrams clearly show that the traditional, formalistic and hierarchic system of communication is an element which allows to build communication in various dimensions and relations in the university. The multiple-choice question provided for such other three descriptions of communication as: partner, authocratic, free, open or modern communication. None of these options, however, was selected by the respondents. In the case of the “authocratic” response it might be supposed that the so-called “correctness of thinking” could have played a part here which makes respondents avoid formulating radical opinions.
when there is another option to choose which is close in meaning but softer in interpretation.

Conclusions

1. Cultural standards in the realities of the Polish scholarship do not provide favourable conditions for development of interpersonal trust within the university. Strict procedures, rigorous internal policy, restrictions on access to the organisational authority in the world of the Polish higher education as well as quickly changing transformation periods arouse mistrust. Trust becomes eradicated and replaced with official rules and instructions which demand that employees behave in a specific way. In the face of new market requirements with respect to higher education institutions such a form of control is rigid and archaic. Therefore, in order to avoid organisation’s disfunctionality it is necessary to develop a trust-based management. In order to implement that formula it is necessary to understand the specific cultural character of organisations and become familiar with trust-building processes which are becoming a “lubricant” for cultural values of a modern organisation.

2. In order to talk about a wider use of social media in the process of communication among employees in various formal configurations and among individual lecturers, mutual trust between individuals is crucial. Without the basic trust communication in social media will not bring any benefit to any party involved in it and will not be effectively used for the purposes of the organisation. Both the communication among the above-mentioned employees as well as between the university’s authorities and employees requires a shift from the hierarchical organisational culture to a more integrated one where employees want to enter into relations with other employees (clan oriented culture) or to a culture where people are not afraid of something new or of experimenting (adhocracy) because social media are a kind of a social experiment.

3. Results of the research show that it is the hierarchical system which is most significantly defined in the general characteristics of the organisation. This means a traditional orientation on compliance with rules and operation in a strictly defined administrative and regulatory
order. It corresponds to the results obtained in the study of the central administration’s organisational culture.

4. As regards the orientations preferred by the academics, the fact that the adhocracy oriented model took the first place indicates a widespread awareness of the necessity to use optional resources, in different source configurations, with simultaneous expectation of changeability and transitory nature of the previous functioning possibilities. This correlates with transformations of the style of academic career and focus on the parametric nature of research processes with simultaneous use of a diversified financial engineering in the area of potential sources of financial support for academic research. As the characteristic features of this orientation indicate, organisation’s success depends first of all on the broadly understood Schumpeterian, pro-developmental innovation. The specific feature of this type of culture is providing a support for adaptation abilities, creativity and considerable flexibility in the situations of uncertainty while there are dubious possibilities of action and not infrequently an omnipresent redundancy of information.

5. The fact that the market oriented culture took the second place means that the academics focus on establishing their own position and the position of the academic teams they represent in the internationalising academic market. The key elements which distinguish that orientation include: results, effectiveness, position in the research market and academic community, implementation of ambitious goals in a highly dynamic model of the academic career, gaining access to continuous possibilities of an academic and teaching-related development. Differences in the attitude of the academics and of the central administration employees may in this case occur in a particular way in the area of differentiation in the styles of team organisation and management in the organisational structure. The performance efficiency of service tasks does not correspond, in this case, to the expansive and intensive character of research processes and changes in the method of carrying out the teaching process and in its substantial content.

6. As regards other options chosen from among cultural orientations by the academics, only the hierarchy oriented culture is on a noticeable level. It may result from the Master-Student relationship consolidated on the level of standards and values and organisational artefacts which,
however, in the contemporary system of relations in the academic community seems to play a secondary role. Hierarchic position and the academic degree or title are still perceived as an important element of the academic ethos, nevertheless, in the face of a number of diversified projects and systems of supporting science and research by grants, it is not perceived as a sources of pro-developmental innovations. Hierarchic relations based on mentors and patrons as specific coryphaei of academic progress guarantee cohesion of the task teams system and the determinant of a professional promotion in the academic and scientific community, but they are not any more the leading source of inspiration in determining employees’ individual decisions with respect of their personal life and their professional interests development.

7. Organisational culture provides an opportunity for investigating the possibilities of organisation’s operation in the course of transformation in a highly dynamic environment. Such a process is currently taking place in the system of higher education. The Silesian University of Technology is currently in the phase of developmental maturity and it is affected by the processes characteristic to the entire sector; i.e. utilitarianism of research and connection with industry, problems of business financing and first of all the time of population decline and difficulties with continuing education activities in certain fields of study.

8. Analyses of organisational culture allow to shape a collection of administrative and procedural requirements and management requirements necessary for the decision-making process, especially in the case of shortage of resources and limited access to funds from traditional sources of financing. The social capital with organisational culture internal relationships as its element, and trust being the most emphasised value of the culture, may be able to regulate the elements of human behaviours in personal relations in such a way so as to reduce transaction costs in organisations and thus improve competitiveness of operation and reduce indirect costs. It becomes particularly important when internationalisation of operations, partial departure from the logic behind a full-time job and necessity to work in project teams force an internal functioning without the possibility of a strict and procedural regulation and supervision of every element of the intraorganisational exchange. High quality of functioning in the research and implementation area requires a flexible cooperation
with business practice, ability to respond to quickly changing needs of external clients and to act in a network– and consortium-like manner with the use of active and diverse financial solutions, frequently other than traditional sources of financing existing in the academic area.

9. Managing the organisational culture is on the one hand a complicated process and on the other hand a subtle and non-invasive one. It is difficult to determine specific management methods and procedures that would show how to carry out the transformation step by step. It does not, however, eliminate the necessity to deal with organisational culture, if only to understand the challenges it puts out to the management practice.

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MARKETING COMMUNICATION AND GENERATION Z
IN THE CONTEXT OF BUSINESS MANAGEMENT

Václav Kupec

ABSTRACT:
Marketing communication plays an important role in business strategies and therefore must be managed with due care. This need is even more important in connection with the development of digital technologies which affect both the economic environment and client segments. Therefore, the aim of the presented paper is to analyze selected marketing communication tools and look into the impact they have on a specific target group in order to be able to give innovative recommendations for optimization of company’s marketing strategies. So-called Generation Z, which uses digital technologies through multiple screens, has been used as the study material. The method applied in processing the project is marketing research. The conclusions confirm the hypothesis that Generation Z is resistant to marketing communication which is spread by classic media; this has been confirmed by 65% of respondents. On the other hand, 56% of respondents perceived marketing communication as positive if it was spread through social media. It is also important for the recipients to note that the overall communication should be based on the 3I model (Intelligent Individual Information). Consequently, the advice to company managements is to apply such marketing approaches that combine digital media and digital environment by the aforementioned 3I components which will allow them to effectively manage their sales strategies.

KEY WORDS:
communication, generation Z, information, management, marketing

“Marketing communication today represents one of the most significant components of the media environment.”
Roubal – Zich

Introduction

Consumers today are flooded with different commercial information. Companies therefore have to be very careful in selecting the components of marketing communication which they will employ, taking into account the efficient allocation of funds and respecting the clients’ growing financial literacy and changing social environment. “Technological
advancement has affected many industries. The insatiable appetite of consumers, who always devour the latest thing, often leads to fast obsolescence of technologies and company tools for securing consumer advantages. As they say: ‘New technologies often kill old business.’ One of the primary reasons why the presented text has been compiled is the assumed resistance of some customers to the traditional marketing tools and their preference of aspects of online life together with an automatic use of real-time devices. These hypotheses need to be verified in order to be able to employ such marketing communication targeted at the studied segment which would comply with their demands. The analysed category is a demographic group of the so-called Generation Z which, unlike the previous generations, uses digital technologies through multiple screens (smartphones, tablets, laptops, etc.). It is therefore desirable to present consumers in this segment with marketing communication which corresponds to their lifestyle.

1 Bibliography research

Contemporary society has been evolving extremely progressively. Havlík links this process to modernization trends of the 1960s and 1970s and consequently has labelled it as so-called second phase, postmodernism or late modernism. At the same time he links it to the development of mass communication and new technologies. Kovanda looks into the thesis from the point of view of economy, saying that the progress in the past 25 years has been truly intensive calling it a continuous progress. These ideas can be complemented by words of Kotler et al., who claim that the 21st century will provide us with numerous marketing possibilities and business challenges, which should logically affect all areas of business.

Therefore, the bibliography research focuses on postmodern management of marketing communication with respect to the selected customer group. In the presented text the analysis of management and communication draws on Wiener’s book which combines the two

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4 KOVANDA, L.: Proč je vzduch zadarmo a panenství drahé. Brno : Albatros, 2012, p. 120.
notions. However, modern communication has abandoned the one-way model and according to Egan it can be labelled as a two-way exchange. The given thesis has been approved also by Kotler – Armstrong, citing the development of communication technologies. The analysis has been well summarized by Fill: “Marketing communications should be an audience-centred activity.” This argument is further supported by Hes – Koubová – Chlumská, Čábyová – Ptačin, and Roubal – Zich, who claim that marketing communication plays an important role in shaping the human existence.

The social segment which belongs to the given communication framework consists of people for whom working with information and communication technologies (ICT) is an automatic thing. The primary analysis in this field of study was conducted by Prensky, who gave the basic classification of generations as Digital Natives and Digital Immigrants. According to Spitzer, Digital Immigrants were born before 1980 while Digital Natives were born after, in the period of the ICT. A number of authors have conducted a detailed research into and classification of generations, often using letters of the alphabet to name them. For instance, McCrindle puts the date of birth for generation X between 1965 – 1979, for generation Y between 1980 – 1994, and for generation Z for 1995 and later. It is the Generation Z which we will focus on in our research.

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From the point of view of business, the mentioned changes also need to be reflected by company managements, which is confirmed in Daft: “Today’s managers and organization are being buffeted by massive and far-reaching social, technological, and economic changes.”\(^{16}\) For the planned study, the initial perception of the contemporary management has been derived from Griffin’s theories; it was defined as activities using company resources in order to achieve the company’s goals in an efficient way.\(^{17}\) This has also been confirmed by Lukáč for a particular segment of economy.\(^{18}\) The selected topic dealing with management of communication can be concluded by supporting the correlation existing between marketing and management as stated by Kotler – Keller.\(^{19}\) To sum up, the bibliography research outlines possibilities how to expand the current theories and innovatively suggest further topics for research.

### 2 Material and Methodology

Marketing and management are two interconnected disciplines. "We see marketing management as the art and science of applying core marketing concepts to choose target markets and get, keep, and grow customers through creating, delivering, and communicating superior customer value."\(^{20}\) The text, therefore, looks into the aforementioned management of communication which has been defined by Percy as follows: “Marketing communications is concerned with engagement: the planned, integrated and controlled interactive dialogues with key target audiences to help achieve mutually beneficial objectives.”\(^{21}\) This understanding of the matter is shared by authors Pelsmacker et al.\(^{22}\), Kotler & Keller\(^{23}\), and Karlíček et

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20 Ibidem, p. 35.
al.; the latter implicitly interlinking it with providing information to the target groups.24

Other notions also need to be defined which will be referred to in the study and later analyzed. They include primarily the tools, means and forms of spreading communication. Přikrylová – Jahodová refer to them as media,25 and so do Karlíček – Král: “A message reaches the target group via certain media.”26 Karlíček et al. also point out that all means used for transfer of marketing communication to the target audiences fall under the heading of media.27 Media can be divided into classic media28 and social media.29 Classic media (press, radio, TV, etc.) provide one-way communication in Foret’s classification,30 while social media (smartphones, tablets, laptops, etc.) allow the target groups to communicate in a two-way manner, as confirmed by Egan.31

The material used for the study into the target groups is the abovementioned Generation Z, born according to McCrindle after 1995. “Generation Z sees the world through multiple screens, but as evidence by their we-centric attitudes, they recognize that societal issues are much larger than just themselves.”32 This group has also been given other names which include, for instance, Zees, iGenerations,33 etc. However, the year of birth (1995) itself is more important than the concrete name which may differ in different authors (Mc Crindle calls Generation Z Millennials,34

34 Ibidem, p. 18.
while Kotler – Keller used the name *Millennials* for Generation Y\(^{35}\). However, we can clearly state that these are people who live both a real life and a digital life.\(^{36}\)

Following the definition of the problem, the next part of the text deals with its methodology. According to Boone – Kurtz, for almost a hundred years information about target groups has mainly been collected through marketing research.\(^{37}\) Technical delimitation of marketing research has in theory been drawing on the definition by Churchill – Iacobucci, who state it is a process which connects consumers, costumers and the public with marketers through business information.\(^{38}\) Matúš – Čábyová – Řurková claim that marketing research is the first step in marketing management.\(^{39}\) In order to fully understand how Generation Z perceives marketing communication, the research was conducted by questioning of a population sample in accordance with theories by Kotler et al.\(^{40}\)

Therefore, in this context and based on cooperation with the business sector, the aim of the presented project is to analyze selected marketing communication tools\(^{41}\) and look into the impact they have on the selected group in order to be able to give innovative recommendations for optimization of the applied marketing components in the business sector. The whole project, in line with theoretical principles set by Karlíček et al.,\(^{42}\) analyzes the way Generation Z perceives marketing communication. At the same time, information obtained from questionnaire surveys is


\(^{41}\) As in the marketing mix according to KOTLER, P. et al.: *Moderní marketing*. Praha : Grada, 2007, p. 809.

analyzed in accordance with methods set in Kupec\textsuperscript{43} and Chlubna.\textsuperscript{44} The suggestions should ideally lead to optimal approaches of the company’s marketing communication to the consumer segment of the selected generation.

### 3 Results

The results of the research which was carried out from September 2015 to March 2016 on a sample of 232 respondents aged 18-22 are inspirational. In the first place, they confirm the hypothesis concerning a necessary adaptation of the marketing communication to the digital era as Generation Z lives online in the real world and at the same time it lives online in the digital world. This generation differs from other generations mainly in its approach to received information which Zees obtain from electronic devices or social media rather than from the real world. This is given mainly by the fact that smart devices (gadgets) allow users to follow more information at the same time (widgets). This fact can be proved by the paradoxical situation when in order to find out what the weather is like it is faster and the information is more complex if you look at the screen of the mobile phone than when you look out of the open window.

The paradox of the “mobile phone and an open window” is then crucial for the analysis of communication\textsuperscript{45} tools aiming at Generation Z. The posture of this group has changed not only metaphorically but also physically. Across all demographic groups using mobile devices, a pandemic of an awkward posture has spread which is characterized by a bowed head and by looking at the device held in one hand. If we adopt the traditional game of calling different generations or notions by the letters of the alphabet, then the side-view silhouette of such a person resembles the letter F. And as Generation Z suffering from syndrome F does not look around them too much, it is really difficult to impact them with classic media.


\textsuperscript{45} As in the marketing mix according to KOTLER, P. et al.: *Moderní marketing*. Praha : Grada, 2007, p. 809.
The fact that Generation Z faces an influx of different information thanks to technology also results in its fast/restricted selection and fast/superficial decoding. Only after assessing the summary of information does this segment access a detailed message or some type of marketing. Moreover, the Zees are rather good at working with ICT. They are able to optimally set their devices in order to minimize the amount of unsolicited information (spam) as well as reduce their electronic footprint (cookies). And as Generation Z picks up information selectively and is careful when it comes to privacy (Adblock), it is also more difficult to approach them even by using some features of the social media.

The primary results yielded by questioning (see Graph 1) clearly confirm the working hypothesis of the Generation Z’s resistance (65%) to the marketing communication (advertising, personal selling, sales promotion, public relations, and direct marketing defined by Kotler et al.) spread through classic media (press, radio, TV, etc.), or shared online (Internet pages, social networks, professional networks, etc.). In secondary questioning, Zees respondents added that they do not let any communication affect them in their purchasing decisions.

As examples of a positively accepted marketing, Generation Z mentioned sharing of personal experience or recommendation received in the digital world (evaluation, commentaries, reviews, etc.). Taking into account the strong individualism of the group, sharing of marketing information or marketing communication is accepted by Zees mainly in the form of intelligent sharing of experiences (videos, blogs, vlogs, etc.).

Graph 1: Level of accepting marketing communication in Generation Z
Source: own processing

As examples of a positively accepted marketing, Generation Z mentioned sharing of personal experience or recommendation received in the digital world (evaluation, commentaries, reviews, etc.). Taking into account the strong individualism of the group, sharing of marketing information or marketing communication is accepted by Zees mainly in the form of intelligent sharing of experiences (videos, blogs, vlogs, etc.).
The importance of this finding lies primarily in the word *intelligent* as this generation closely watches their image in both the real and digital reality. Therefore, they think carefully before they connect their name (nick) to a certain marketing as the shame cannot be easily undone in the digital world, save some exceptions (Snapchat).

Based on the results we can conclude that classic media of marketing communication are not suitable for Generation Z. However, this does not mean that these approaches are generally ineffective. It depends on the target group and the setting of the integrated communication. *Zees* accept mostly marketing communication spread via smartphones, tablets, laptops, by means of 3I, that is, *Intelligent Individual Information*. Here, the word *intelligent* does not mean intelligent content, but using intelligent media. The *individual* form refers to more positive perception of marketing sent and received online by individualities that this group is literally infested with. And the word *information* concerns the general status of the era Generation Z lives in.

### 4 Discussion about the topic

In the next part, the presented results need to be confronted with other theories. The primary thesis of the paper states that Generation Z is resistant to some marketing communication tools. The resistance of the recipients to marketing communication through classic media has been clearly supported by Kotler – Keller, who say that the electronic era has disrupted the efficiency of newspapers, radio and TV.\(^{49}\) This idea is further developed in Přikrylová – Jahodová with reference to social media. The authors claim that even Internet users are insensitive to certain advertising techniques\(^{50}\) which also include the abovementioned e-mailing. It is consequently clear that each customer segment requires adequate media.

The ongoing discussion also highlights another interesting fact. The abovementioned claim shows that some consumer groups do not perceive e-mailing as an appropriate communication means. On the


other hand, Karlíček et al. say this technique is a key marketing tool\(^{51}\) and Kotler – Keller are of the same opinion.\(^{52}\) This may in the end confirm the final thesis concerning the Generation Z’s individualism and at the same time help develop the discussion about individual targeting of marketing communication. While both author teams speak about marketing communication targeting general costumer groups, the recorded answers provided by Generation Z clearly hint at the necessity of individual targeting of campaigns.

Selected data yielded by the questionnaire should be compared to similar statistics in secondary sources. The current poll *Postoje české veřejnosti k reklamě* (Approaches of Czech population to advertising) seems to be ideal.\(^ {53}\) The poll was conducted in January 2016 on a sample of 1,000 individuals aged 15+ and thus it also covered Generation Z as its subset. In general, the report draws attention to the advertising saturation across all media. Another result, i.e. the resistance to advertising, has also been confirmed in the compared research, stating that 36 % of respondents, mainly younger people, are oversaturated by advertising in the digital world. The results are also in line with the research when it comes to percentage of younger respondents, 46 % of whom state that advertising rather helps them in making marketing decisions, according to the report.\(^ {54}\)

According to findings in Hultén, own expectations of Generation Z should also be discussed. The author comments on the Zees’s individualism in a way which is similar to this study. Among other things, he claims that the analysed generation waits for what the market will offer them for their individualized self-representation.\(^ {55}\) “*In this context, it can be said that the younger children, in particular, are driving consumption and are developing an entirely new behaviour, compared to the older generations.*”\(^ {56}\) Based on this thesis, company managements would be well advised to apply the 3I approach focused, among other things, on marketing individualism. Furthermore, this also clearly shows how


\(^{54}\) Ibidem, p. 3.


\(^{56}\) Ibidem, p. 82.
ambitious the group is, so marketing should target them in an innovative way, which is in line with findings in Mendelová – Zaušková\textsuperscript{57} and Matúš – Matúšová – Findra.\textsuperscript{58} This is what Generation Z is waiting for.

**Conclusion**

The study analyzes selected marketing communication tools and looks into the impact on Generation Z in order to be able to give innovative recommendations for optimization of company’s marketing strategies. The research results show that costumers and consumers born after 1995 do indeed respond to marketing stimuli. The primary finding is the confirmation of the hypothesis concerning the generation’s resistance to marketing communication spread by classic media (press, radio, TV, etc.) which was confirmed by 65\% of respondents. On the other hand, 56\% respondents perceived marketing communication as positive if it was spread via social media (smartphones, tablets, laptops, etc.) Therefore, we can say that respondents accept such media that spread marketing communication through the theoretical 3I model (\textit{Intelligent Individual Information}). This means they accept marketing \textit{information} which is distributed through \textit{intelligent} media in an \textit{individual} way. Consequently, the advice to company managements is to apply such marketing approaches that combine digital media and digital environment by the aforementioned 3I components. This communication will then allow them to effectively and economically manage sales strategies of selected businesses aimed at Generation Z.

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A CONSTRUCTIVE AND RESPONSIBLE APPROACH TOWARDS „OUT-OF-HOME“ MEDIA

Martin Köteleš – Alena Kusá

ABSTRACT:
The paper deals with the topic of external offline media which are referred to as „Out Of Home“ media – also known under the abbreviation OOH. It briefly defines the key areas of OOH nowadays and explains particular approaches to be applied when creating visual advertising. The conclusion focuses on our new view of the approach towards these media so as an advertiser has a simple key how to use particular advertising space in the most effective way. Its main target is to enhance communication effectivity for target audience. The paper also highlights some of the main mistakes the promoters often make and recommend the approaches how to avoid them.

KEY WORDS:
external media, outdoor advertising, movable advertising, indoor advertising, contrast, colour, extent of information

Introduction

The marketing communication as we know it nowadays has a countless number of possibilities for mediamix. In the past few years, only offline communication was considered to be a core part of marketing while online communication was known only as an additional tool of marketing communication. At present online environment is as powerful as offline environment. Nobody dares to doubt about importance of online mediamix. First offline media may have seemed to be badly affected or even neglected or their market value was bound to fall down. This was not certainly the case, they were only evolving in course of time.

The main purpose of our paper was to provide a closer view of the issue of offline media including outdoor or indoor advertising space of various aspects, sizes and technologies. This type of media are often referred to as OOH – the abbreviated form of „Out-Of-Home“. The term refers to all types of media out of one’s premises. This group of media is often misinterpreted as „outdoor“ which, however, define only exterior media. OOH are a broader term including also indoor or transport media.
A billboard represents outdoor advertising. Nevertheless, its fame has already gone as it has had to face greater and more varied outdoor advertising. Smaller space is being transferred indoor while becoming more interactive and impulsive. Brands can benefit from large outdoor advertising to show their importance and power through image and thus fight their competitors.

1 Characteristics of OOH media

As already stated, for an advertiser OOH refers to a large scale of usable media to be specifically chosen for a particular campaign or communication. In general these media can be split into four separate categories: indoor (interior), outdoor (exterior), transport (movable) and special (atypical)\(^1\), as set forth in the portfolio by the company BigMedia, a pioneer of OOH media in Central Europe.

**Indoor**
The indoor space is usually of a smaller size, mostly located in the place with higher presence of the public, e.g. shopping centres, department stores, airports, bus/railway stations, pharmacies, banks, etc.\(^2\) It is not rare, however, that these areas can be often found in lifts in blocks of flats.

**Outdoor**
It is said to be the most known and largest group including all traditional outdoor stationary areas. We distinguish small-scale, middle-scale and large-scale outdoor advertising.\(^3\) Its main advantage is variability of its forms, huge impact, high frequency, relatively good geographical targeting and the possibility of technological innovations.\(^4\) The disadvantage lies in rather complicated and lengthy realization, a short period of interaction and a low information rate.

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Transport
Communication through public transport is nothing new. Public transport can serve various advertising purposes, e.g. handles, A3 formats, window banners or large-scale advertising covering the whole vehicle. Apart from that, also aircraft, taxis, lorries, trucks or even bikes and personal vehicles are branded.

Special
The most interesting group is formed by special carriers known for their innovations. It is rather questionable what media belong to this group as what is seen a special medium now can quickly turn into an ordinary one. These carriers are offered by any larger advertising agency.

As far as the costs are concerned, OOH media represent a relatively low-cost masmedia means. Their effectivity is directly linked to their

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quantity. In campaign communication OOH media are usually used as an additional type of media to enhance a synergic effect hereof. They can be effectively combined with radio or TV commercials so as the key message is specifically displayed. The overall effect of advertising is deeper and stronger.

2 Basis for creating visuals for OOH media

Creating visuals itself might involve various drawbacks that need to be taken into account so as the overall communication is effective.

Eye test
It is used to verify visual’s functionality for a particular medium. It can have two basic resources. In the first case we measure the memorability of a message we need to communicate in a short time. It is especially designed for the areas our recipient perceives for a short time only, i.e. a few seconds. The second resource focuses on attracting attention and eyes of a recipient so as s/he is interested in a message as much as possible.

This test is very simple – the visual is displayed at appropriate distance for a short time, two or three seconds. After this time, the visual is hidden. The test is considered successful once it has communicated the message in the first case and attracted recipient’s attention in the second one.

Colour and contrast
They represent an essential aspect to attract recipient’s attention. In order to enhance effectiveness of the message, aggressive colours with high contrast to the background of a visual are being used.

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Text
It is generally known that OOH media provide only little information and a minimal text, mostly in the form of a logo or an advertising slogan or a product name. A slogan should be concise and cogent. Letters should be simple, easy to read and rather large.

Picture and light
The images and graphic design should be clear and easy to identify with. In case of illuminated boards it is advisable to use darker background even in the months when days are shorter. When it comes to unilluminated boards, visuals should be rather lighter.

3 Ratio – information to area
Advertisers often make a mistake by placing as much information as possible on a billboard. The bigger it is, the more information it contains.

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Such a visual, however, becomes completely unreadable and as a result, it hardly ever communicates a message.

![An example of a congested billboard](image)

**Picture 3: An example of a congested billboard**

*Source: Our own photo take in May 2016 in Bratislava*

Opinions of advertising experts differ considerably depending on whether the outdoor space is located in the areas where traffic jams occur or near the roads typical with smooth traffic. Some try to create a universal advertising, the others take an individual approach to every type of advertising space in order to maximise its usability. Such an approach, however, would be demanding with regards to production of visuals and their placing on particular billboards or when it comes to large advertising campaigns, even time-consuming. Instead we prefer to think that a right visual in outdoor advertising tries to combine a picture and a text in the most suitable way. The main elements are created by a picture of a product representing a particular product segment, a company logo naming the company offering a product and its price, mostly special price offers. The product’s name and its slogan come only second. Any other text, placed on a billboard, comes third as it should be rather small and plain so as it could not endanger the main product message. An excellently prepared message can be certainly caught by
a driver who drives at maximum speed while those stuck in a traffic jam can have the main message communicated in the lower part of a visual.\(^9\)

![Picture 4: An example of appropriate billboard visual](source)


Based upon our own research on outdoor space it can be stated that the smallest areas bear only navigating or identifying information or a brand itself. The smaller the area, the more information it can bear. Such a phenomenon stops at one time and even though the area can be extended, the quantity of information remains stable, or even becomes smaller. In contrast to larger areas, middle-sized areas (e.g. billboards, bigboards) are relatively simple and affordable for production. Therefore they are mostly used for campaign communication while megaboards are mostly used for long-term communication, branding and image.

\(^9\) Ibidem, p. 173.
As stated in the Graph 1, OOH areas can be divided into three groups by their size:
1. Large areas – image, brand, mid-term use
2. Medium-sized areas – campaign, additional, short-term use
3. Small areas – information, navigation, identification, branding – long-term use
As shown in the Picture 5, graphic display of advertising space is sufficient only for those advertisers who prefer smaller, less time-consuming and less costly advertising. The companies which use a larger mix of OOH media in marketing communication are required to opt for a more effective approach towards creating visuals for such advertising space. It would be rather demanding to focus on each carrier separately and create visuals only by traditional division depending on the size of the area. Thus we were trying to find a way of dividing OOH media into relatively homogeneous groups in order to change the way people see them. By analysing particular OOH media we found out that their functionality is mostly influenced by distance at which a recipient can see the area and time spent looking at the board. Consequently, the media can be divided into three main groups as shown in the Picture 6.
1 Long distance – little time
These media are represented by outdoor advertising, e.g. billboards and bigboards located near main roads. Under normal circumstances a recipient cannot get close enough and s/he spends only little time looking – just a few seconds. All the definitions mentioned in the Chapter 2 can be applied to this type of visuals.

Characteristics of the first group:
- to draw attention, to capture
- to generate sensation, controversy
- little information, only the main one
- only a big headline
- no illumination
- a simple message
- focus on a picture, contrast, simplicity and expression
- building up branding, increasing brand awareness
- an easy-to-read message/clear identification
2 Small distance – little time
The second group can be defined by those areas that can be reached really close, but in general we do not intend to study them in depth, we only pass through. The group involves both indoor and outdoor media, mostly smaller-sized or mid-sized ones. We have an opportunity to communicate a message, or even explain it or sell it directly if a company runs an e-shop. It is crucial for a visual to be catchy and attract a recipient longer than just for brief looking. If we succeed in attracting recipient’s attention and make him/her come closer, we are able to communicate a message or even a controversial approach.

The second group can be defined as follows:
• to generate interest, impulsive behaviour
• to hold a recipient, to make him/her come closer and attract his/her attention
• headline – the main message (action)
• a broader message, presentation
• to start a conversation
• to emphasize a picture and an additional text

3 Small distance – enough time
Media in this group can be defined by one common thread, i.e. necessary time a recipient should look at the media. At this time s/he is trying not to perceive it, but under normal circumstance s/he cannot restrain her/himself from looking. The group includes e.g. advertising boards placed at bus stops and railway stations, in lifts, public transport and many others. There are two main technical characteristics: static or dynamic. Static one involves all printed visuals or static displays on digital boards. A dynamic form refers to shorter videos or animations, in some cases even in an audio-visual form.

These media do not need to make any special effort to attract recipient’s attention. However, this effect should not be underestimated. Generally speaking, they draw attention to the information on a visual or in a video. Communication should be simple and clear so as a recipient could proceed it easily.

Brief characteristics of the third group:
• to enter people’s mind
• emphasis on corporate elements
Conclusion

The paper dealt with a new approach towards using OOH media while pointing out a new method of creating their visuals. We did not only make use of theoretical knowledge of various authors, but we also implemented our long-term practical experience we consider unreplaceable in the field. OOH media have evolved a lot since their first occurrence and they are still transforming in time. They offer a wide choice of specific carriers and therefore it can be sometimes complicated for a marketer to embrace the whole marketing mix. We believe that we have managed to state briefly all important information in order to make practical usage of OOH simpler and more effective.

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COUNTRY IMAGE AND COUNTRY BRAND BUILDING

Veronika Moravčíková

ABSTRACT:
The paper deals with the issue of creating and building country brand via the so-called nation branding. Creating country brand with an international reach is part of foreign political activities pursued by individual countries. This piece further provides a theoretical background on creation of nation brand and its final perception on various levels, noting that nation brand is one of the chief tools of marketing communication employed by individual countries in their quest to achieve positive perception abroad. In addition, this contribution provides a brief outline of the current situation involving the creation of a country image and nation brand for the Slovak Republic.

KEY WORDS:
brand, nation branding, country image

1 In Place of Introduction

“The ideals of the French Revolution opened up venues for new interpretations of human being and his/her relationship to the world. Of utmost importance was the idea of freedom which, from the time of the Revolution, assumed the status of a guiding motto on the way to liberation – for human individuals as well as for whole nations – and which became an impetus for further search for justice, rule of law, and one’s own identity.”

Image as an idea held by people about others has taken particularly deep roots in current society and the lives of its individual members, obviously becoming a social phenomenon in its own right, permeating all segments of society. It is part of commercials, individuals’ personal lives, as well as carefully devised communication strategies of business companies and mass culture. Meanwhile, it is also increasingly becoming a solid component in the process of building the status of individual countries abroad. Overall perception of countries in foreign political context is due to a range of pretty complex processes. This issue is particularly interesting also from the point of foreign political goals pursued by individual countries. Our contribution thus focuses on one specific issue

- nation branding, while it also provides a brief outline of how the Slovak Republic (hereafter referred to as Slovakia) is viewed abroad, and how the brand ‘Slovakia’ is being built, with a special focus on the upcoming Slovakia’s Presidency of the Council of the European Union.

2 Presentation of Issue and Terminological Synopsis of Specific Terms

Before broaching the topics of creation and significance of nation branding, we deem it appropriate to sketch how the image of a certain territory is being built. When it comes to evaluating how a given territory has developed, a significant role is being played by the so-called hard localisation factors, with measurable features and degrees of actual development. They include, according to Radoslav Klamár and Martin Rosič, “factors with direct effect on regional predispositions for certain economic activities and immediate effect on net profit, i.e. they are determined by market forces and/or direct market interventions.”

Nonetheless, the so-called soft localisation factors have also been gaining in importance as of late in countries’ quest for boosting their competitiveness. They include territory brand, image of the particular area, quality of life, locals’ mind-set, cultural factors etc. Attempting to define localisation factors, we can state that their “impact is either indirect, or lacking any visible and measurable effect on economic output (putting it simply, they do not feature in accounting books).”

Considering the purpose of this contribution, we pay attention mainly to image and brand of a territory, as well as to some of the related categories, including quality of life and certain cultural attributes with key importance for the subject of our research. According to K. Matlovičová and J. Kolesárová, these categories are “qualitative, more or less subjective and immaterial attributes of a certain territory that are difficult to grasp, while they present a certain potential for differentiation of individual territories displaying ever closer similarity when viewed from the point of traditional localisation factors.”

3 Ibidem.
4 MATLOVIČOVÁ, K., KOLESÁROVÁ, J.: Place branding – význam a možnosti
The entire issue involving the creation of brands – concerning companies, products, as well as cities, regions and countries – is a widely debated cultural and social phenomenon, exerting significant influence on how individuals set their preferences and make specific choices. The process of how a country brand is created is similar to creation of a product brand in many aspects. On the market, a unique brand should ensure that the product sets itself somehow apart from others, contributing also towards building people’s individual preferences. A similar process is in place when attempting to produce a country brand. The term “nation branding”, which applies here, was used for the first time in 1996 by Simon Anholt, a widely acknowledged international expert in the area.

Nation branding involves a range of comprehensive strategies aimed at the creation of a country’s brand, rebranding and further enhancements of existing brands. A particular country brand should be specific and clear enough when appearing in international environment. Such a country will thus become easily identifiable according to its specific features. This mainly concerns the country’s reputation abroad. “The art of creating a brand in the sphere of international relations chiefly includes the creation of identity as anchored in reality. It is necessary to create and mould an identity allowing local people to become identified with, while at the same time this identity needs to correspond with reality.” According to Ľudmila Čábyová, “when talking about creating a country’s image, we need to realise that this process is relatively difficult. A number of factors are involved, while they can carry the process of creating the country’s image in an undesired direction. One environmental disaster, political scandal, economic crisis and botched foreign visit each are enough to damage the country’s image.”

Obviously, this is a very sensitive and fragile thing that takes much effort to build. “... Government’s tools are employed for creating a positive image and/or preserving the nation’s reputation and nation branding ... according to the model of building a product brand. This brand then helps

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to make the country’s perception appear distinct on the international level, with the goal of creating a positive image and thereby attracting investors, business partners and tourists. Generally speaking, it should whet appetite to cooperate with the given country.” This means that the actual cultural, economic, political and any other potential of a given country is being used for creating and building its status on the international stage. Meanwhile, it is obvious that a country’s perception abroad can be damaged far more easily than it takes to build a positive image. “Current intense information environment carries along an unprecedented dynamics of risks for credibility and attractiveness of individual countries. This does not only concern the speed of how a specific country’s attractiveness can be undermined, but also simplicity and availability of instruments allowing such negative consequences to appear.”

Generally speaking, the term branding involves efforts to create a brand, identity and image for a country. Putting it in other words, this concerns opinions of the country generally held abroad, including notions of its culture, tradition, customs, art, values, ideas, tourism, apart from notions influenced by the country’s political and economic systems, business environment, and geographic, demographic and other specifics.

The concept of nation branding pretty much resembles PR, involving indirect promotion of an entity among the audience, presenting information aimed at creating a lasting positive relationship of recipients with the entity. Nation branding employs carefully devised and well-targeted communication to achieve desired results. It represents a progressive and apparently indispensable solution mainly for countries attempting to gain international acceptance – in economic, political and cultural terms. Given the fact that the process of building a country’s brand involves making the country more distinct, it also has its sense for countries that have already become established internationally, but are still striving to make their particular features more distinct compared to other nation brands.

Creating a brand by a particular country is frequently also important due to the fact that its image abroad is unclear and distorted to a lesser or greater degree. This also applies to Slovakia, which is often

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confused by public abroad with the Czech Republic and Slovenia. A lack of coordination and systematic approach in communication frequently results in producing an image that has little in common with reality, creating such counterproductive effects as communication dissonance with other countries. Such a country than tends to be overlooked in international context, partly also due to prejudice that has emerged in the process.

Every country has a certain brand that is created by foreign people’s notions of the country on one hand, and by those involved in intercultural communication on the other hand. As stated above, brand is being created by systematic communication and presentation that also can change or recreate an existing brand. “A campaign is usually driven by a desire to make a certain territory (city, region or small country) more visible, revive it, restore its old fame (in order to help towards achieving economic goals and development of the given unit), and, in some cases, prevent the reputation of the territory from falling behind reality.” The process of nation branding takes place in several phases, notes E. Tomalová. The first phase involves presentation of the brand, mainly when it comes to less known countries and cities. Another phase is targeting the audience – if a brand has already been known, but it is necessary to shift focus on a different part of population. The final phase consists in correcting actual perception of the brand – this mainly concerns countries and other territories that are rather known due to negative circumstances and countries with distorted image not corresponding with reality.

Brand also helps to boost perception of the country in the sphere of international relations with the aim of approaching potential sponsors, investors, partners, tourists, students, media and others. It pursues similar goals as public diplomacy in this regard, i.e. it is about whetting appetite to cooperate with the presented country. Meanwhile, appetite for cooperation increases prosperity, progress and overall development of the country.

The process of nation branding does not only concern big countries attempting to change the way of how their brands are being perceived and small countries desiring to distinguish themselves, but also larger units, such as the European Union. It needs to be noted here that EU’s brand, for example, also influences the way of how brands of its individual

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member states are being viewed. Similarly, brands of countries are also influenced from within – by brands of individual cities, regions and other internal units.

Part of a country’s brand is also the human factor, i.e. how the territory’s human capital is being viewed, notes S. Anholt. Another sphere is tourism, which is obviously the most visibly promoted part of nation brands. Culture, meanwhile, includes folk culture and mass culture, apart from higher culture and perception thereof. At the same time a country’s business brand is closely related to the brands of its individual business companies. The category of investments represents intensity of foreigners’ motivation to go to live and work in the given country, while the category of politics relates to how internal political affairs of the country and its position in international environment are viewed.10

3 Slovakia – First Steps towards Creating Nation Brand

Slovakia’s situation concerning this issue is a particularly hot one with respect to the upcoming presidency of the EU Council as of July 1, 2016. Country’s presentation abroad often tends to be reduced only to activities of official representation offices and state officials. Sure, their activities are the most visible ones, but they are frequently narrowed only to the political level. This cannot be enough for pursuing comprehensive presentation of a country, however. According to J. Adamcová, presentation of a country involves a variety of activities. This includes, for example, “the country’s official participation in prestigious exhibitions and fairs, long-term and permanent cooperation with foreign media, continuous release of promotion leaflets, presentation via electronic mass media, active presence of officials representing state bodies at various expert seminars and conferences, foreign development aid, support of Czech language education, international cooperation in science and research, and foreign trips of state officials.”11 The author also mentions activities of creative figures from the social, scientific and artistic spheres whose significance goes beyond the country’s borders, apart from spreading the good name

of both traditional and modern products sold by local entrepreneurs and presentation of notable brands. In the context of artistic spheres Miroslav Ballay states: “The expression influence and reception effects of current theatre in the context of transcultural communication are due to the innate aesthetic potentiality of theatre. Many directors present in their plays significant and peculiar poetics, which also requires capturing parameters of expression quality.”

It can be observed that although Slovakia is a progressively developing democratic country, making an integral part of the Euro Atlantic area, and having undergone social transformation and international integration, it is still facing quite a few challenges – including when it comes to its image abroad. In the eyes of a broader foreign public, Slovakia continues to be a relatively little known country, without any significant notions of its potential. This is also partly attested to by The Anholt-GfK Roper Nation Brands Index 2011, which evaluated 50 countries, with Slovakia taking 38th place. So, it is obvious that Slovakia does not have any conceptual and elaborated strategies for its presentation abroad. This affects the country in several ways, for example when it comes to effectiveness in promoting its interests abroad in various spheres. Only a sufficiently known and positively viewed country can be perceived as trustworthy, whet appetite for cooperation and appear attractive for investors, students, tourists etc. Meanwhile, country’s image abroad – also as a result of nation branding – is of key importance. Established countries with strong brands and effective branding can significantly help their entrepreneurs towards gaining a footing in other countries, whereby confirming the key economic aspect of this issue. According to the Report on Activities of Working Group for Coordinated Presentation of Slovakia Abroad in 2013, the creation of a brand for Slovakia is one of the Slovak Foreign and European Affairs Ministry’s strategic pillars when it comes to the country’s coordinated presentation abroad. “This includes creating a country brand, identifying the most appropriate specific attributes of

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13 Simon Anholt drew up a system of evaluating individual countries according to the quality and strength of their national brands. Results of the first evaluation were presented in 2005, with national brands being evaluated on an annual basis since then. Several aspects and criteria are taken into account, including exports, tourism, culture and cultural relations, politics, investments, people etc. (Remark by V. M.).
our country, finding attractive and trustworthy expression for them, and delivering them to target groups.”¹⁴ The Foreign and European Affairs Ministry has assumed the remit over ensuring unified presentation of Slovakia abroad based on an amendment to the Competency Act effective as of October 1, 2012. The drawing up of a comprehensive branding for Slovakia gains special importance mainly in view of the upcoming Presidency of the EU Council in the second half of 2016. Country image is an immaterial issue that is difficult to build, with a host of factors that can easily damage the country’s reputation entering into play. So, it is necessary to make sure that most of the country’s public is able to identify with the national brand – this is why it must be based on truth and be trustworthy for both the locals and foreigners. When it comes to effectiveness, it is important to make it unique and clearly distinct from brands of other countries. Last but not least, it also must be attractive enough. Slovakia, as an independent state, should have its own brand to provide the basis for creating its unique image. The Foreign and European Affairs Ministry has already taken several steps in this direction. The scope of this contribution does not allow us to deal with its individual studies in detail, so we remain on a rather informative level. The ministry has carried out research into how Slovakia is viewed by foreign public (a study entitled Slovakia’s Image from Foreign Perspective¹⁵), and it has also analysed processes of creating national brands and country images by other countries, mainly in northern Europe (Country Branding: Norway’s, Sweden’s and Finland’s Experience¹⁶). Based on this inquiry, a process of grasping and defining the Slovak identity was launched, including how the feature of being Slovak is viewed by people living in Slovakia. It was necessary to identify Slovakia’s positive attributes and causes of its uniqueness in order to present them to foreign public as well (Slovakia-Country with Potential, a study drawn up in 2011¹⁷). This


¹⁷ Slovensko – krajina s potenciálov, štúdia bola vypracovaná v roku
document, providing quite comprehensive information and focusing on defining Slovakia's brand concept, has been the first step towards creating an actual strategy for the country's branding. There is also a similarly important study entitled Slovakia’s Branding-from Concept to Messages and Communication, drawn up on behalf of the Foreign and European Affairs Ministry in 2013. This document extends on the aforementioned concept of Slovakia’s presentation (Slovakia-Country with Potential), identifying individual values, and positive and strong features to build on. At the same time it suggests ways of translating them into how Slovakia should be presented both at home and abroad. Slovakia thus underwent this initial phase of creating its country brand, with a further step consisting in collecting feedback to the four key attributes presented. This was carried out by approaching Slovakia’s broader public in a broad national debate. The four basic areas that have been defined as Slovakia’s branding features are as follows:

- Peculiarity,
- Vitality,
- Diversity,
- Ingenuity.

Slovakia’s turbulent history has defined it as a peculiar country replete with paradox. Slovakia is being viewed by foreign public as a country with a strong story and a country that has achieved stability despite adverse circumstances, thus deserving a great deal of respect. According to Oľga Gyárfášová, there is a challenge for Slovakia to revive this strong story that has already partly become a matter of the past. The value of vitality is related to Slovaks’ historical ability to survive, and to their tenaciousness and adaptability. This also goes hand in hand with such attributes as force, health, originality and natural character. Even though Slovakia is a small country, it displays a great deal of diversity that is pretty unusual for such a small territory. Diversity, for its part, associates...
to innovative potential, unexpected and peculiar combinations, new meetings, confrontation and dialogue. Considering also intended economic effects of creating Slovakia’s brand, diversity here includes cultural and natural variety providing a significant potential for tourism. Meanwhile, ingenuity is a result of the aforementioned values. The need to survive and find one’s way out from adverse conditions, along with diversity that is typical for Central Europe, has developed an ability in Slovaks to find unusual solutions. “Another of Kierkegaard’s stresses is that man is worried about his life, and what he will eat and wear. Under the influence of mass media and society, the top priority for man nowadays is accumulation of property, and consequently he worries that he might lose it. On the other hand, there are gospel words and the certainty that God gives (...) Therefore do not worry about tomorrow, for tomorrow will worry about itself. Each day has enough trouble of its own.”20

We are not only referring to the four basic and invariable values, and communication and idea frameworks, but we also stress the need of ushering these considerations in tangible measures, i.e. in capturing these individual key values in actual life, including minute features and their mutual links.21 As mentioned above, Slovakia is still not sufficiently known abroad. Nevertheless, this feature can also be used as an opportunity – for presenting Slovakia as a country that could surprise and show something unexpected. This phase of creating Slovakia’s branding mainly involved group debates and focus group inquiries carried out by an expert team (M. Timorácky, O. Gyárfášová, J. Bátora) between May and July 2013. The six debate groups featured 45 participants from various segments of society (copywriters, journalists, students, staff of individual ministries, people involved in tourism etc.). These debates resulted in the picking of four basic values that were subsequently put forth for a broad public debate on how Slovakia’s branding should have looked like. Forty interpretations of the aforementioned key values were defined, including authenticity, emotionality, natural authentic folklore (involving also the intertwining of traditional and modern elements),

20 KRÁLIK, R., TOROK, Ľ.: Concept of relationship God-man in Kierkegaard’s writing ‘What we learn from the lilies in the field and from the birds in the air’. In European Journal of Science and Theology, 2016, Vol. 12, No. 2, p. 65-74.

a number of contrasts to be found on a small territory, intersection of civilisations, progressive country where something is going on all the time, adaptability, innovations, skilfulness, ambitiousness etc. The study represents an inspiring document that certainly deserves more attention than allowed by the scope of this contribution. The paper develops the ‘Slovakia-Country with Potential’ document into specific messages to be used in communicating Slovakia’s brand. “Among further steps in preparing Slovakia’s branding, it could be recommended to translate the presented communication messages into visual rendition. Meanwhile, the entire process should be accompanied by a broad expert and public debate. After receiving and processing feedback, it will be possible to draw up a comprehensive communication strategy for Slovakia’s brand and implement it in actual presentation practice of individual state and self-administration bodies, as well as other players taking part in creating Slovakia’s image.”

The expert discussion and the subsequent public debate being concluded, a public tender on drawing up Slovakia’s comprehensive branding was planned to be announced. The Slovak Foreign and European Affairs Ministry thus does not manage the process of creating Slovakia’s brand – it coordinates it instead. Key messages produced in the process should provide a ground for specific communication of the ‘Slovakia’ brand. This should result in developing a comprehensive communication strategy to be applied in Slovakia’s presentation on all levels by state bodies and other relevant entities.

One of the steps on the path of creating a national brand for Slovakia and its unified presentation abroad concerned the announcement of a call on creating a visual identity for Slovakia’s Presidency of the EU Council. The process of creating a logo and a comprehensive visual identity was open for the expert and lay public, a move that demonstrated the Foreign and European Affairs Ministry’s determination to engage the public more intensely into the matter. It was possible to present individual proposals until March 16, 2015, with all proposals (presented by 229 applicants in total) then evaluated by an expert commission. All key criteria for selection of the logo had already been stated in documents cited above, but it was also stressed in the process that the logo should fully reflect Slovakia’s identity and its character, should be easy to remember and viewed positively by the domestic and foreign public. Obviously, high quality standards were required, as the logo is one of the most visible

\(^{22}\) Ibidem.
aspects of the Slovak presidency’s presentation. The selected logo was unveiled on February 22, 2016. A quality logo but mainly Slovakia’s overall performance as the presiding country of the EU can significantly help towards making it better known in the eyes of foreign public. This, in turn, can have many positive effects on various spheres of political, social, economic and cultural life, apart from the brand ‘Slovakia’ as such becoming more firmly established abroad.

The winning design was authored by Jakub Dušička, 23, a designer, visual artist and student of the Academy of Fine Arts and Design in Bratislava. The logo “contains some specific Slovak elements – diacritical marks and the Slovak tricolour. The font used for the logo belongs to the Deva Ideal family, which has likewise been authored by a Slovak designer”. The presidency logo was presented as youthful and playful. For example, it is possible to produce various facial expressions by changing the arrangement of diacritical marks, with this feature serving as a reference to Slovakia’s dynamics and variety of its countenance. The logo represents a creative minimalistic shortcut, being composed of punctuation and diacritical marks typical for Slovak language. Nevertheless, apart from positive feedback, the winning design also stirred up some turbulent and controversial reactions, including mockery logos being published on social networks and by some media outlets. Despite several critical reactions, Foreign and European Affairs Minister Miroslav Lajčák believes that the logo is “first of all authentic and unique. Nobody has ever used anything similar during their presidency. It is easily to be remembered, it is easy to grasp, it is attractive by its very essence, and it is also perhaps slightly provocative. Second, it is absolutely human and universal, expressing the most positive and nicest of all feelings – smile and cheer, which are common to all people worldwide, serving as a universal language. Third, it is typical Slovak. It is youthful and dynamic, with dynamics and energy being part of our presidency’s fundamental philosophy. At the same time it uses something peculiar to our Slovak language – our diacritical marks ... Fourth, it is indubitably European, with positive energy emanating from this logo symbolising our positive relationship with the European Union”.

23 Appendix A. (Remark by V. M.).
24 Logo slovenského predsedníctva. [online]. [2016-09-04]. Available at: <https://www.mzv.sk/europske_zalezitosti/predsednictvo_v_rade_eu-logo_slovenskeho_predsednictva>.
25 Príhovor M. Lajčáka počas slávnostného odhalenia loga slovenského predsedníctva v Rade EÚ (Full Video) HD. [online]. [2016-09-04]. Available at: <https://www.youtube.com/watch?v=Mg7Nm96wq5c&ebc=ANyPxo
There is a long way to go to create an interesting, attractive and valuable brand for Slovakia in order to make the country clearly and easily identifiable abroad. At the same time it is an equally complex matter to implement this effort in actual presentation and diplomatic practice, with this area being closely associated to the issue of unified country presentation abroad. Nonetheless, the first steps have already been taken – the Slovak Government on February 17, 2016 approved a document entitled 'Brand Slovakia: Unified Visual Identity of State Administration, Coherence of Government Policies and Need of Systemic Solutions for Slovakia’s Presentation Abroad in the Future', defining a course of steps to be taken in implementing Slovakia’s brand and its unified visual identity.

Appendix A: The logo of Slovakia’s Presidency of the Council of the European Union

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MEGATRENDS AND MEDIA


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COMMUNICATION OF SLOVAK UNIVERSITIES TOWARDS PROSPECTIVE STUDENTS VIA SOCIAL MEDIA

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ABSTRACT:
The paper is part of a complex study focused on the online communication of Slovak colleges and universities. It refers to the target group of potential applicants reached via social media and websites which are one of the most important communication channels in the Internet era. We analysed information about “Open days” events that are supposed to provide the overall view at study programs, student life, technological and material equipment, programs for studying abroad and praxis opportunities.

KEY WORDS:
universities, communication, social media, open day, prospective students, online marketing

Introduction

There are 20 public, 3 state, 12 private and 5 foreign colleges in Slovakia. The competition in this area is therefore very strong. At the same time the number of applicants and students at the colleges declines. Comparing the year 2013 there were 7% less students in 2014 (13 455).\(^1\)

The population development (see Chart 1) shows, that this decrease will continue. Ninety thousands of children were born in 1980. Twenty years later in 2000 there were only 55 000 children born and they now represent the population that will graduate from high school in the next few years and will become the group of potential applicants for the tertiary education institutions.

1 The importance of online communication

In this fast changing online environment with high competition level on higher education market and with the downward population trend it’s obvious that the colleges should react and adjust to this situation.

The marketing mix of an educational organization relates to the core business of the colleges – to provide higher education – and its fundamentals are in the marketing of non-profit organizations. Next to the main 4 P’s – product, place, price, promotion – there are other P’s used to reach the stated objectives and these are Personalities, Process pedagogical approaches, Participation activating and Physical evidence.²

The main function of the communication of the colleges is to transform the other P’s to the language close to the target group and use it to reach and address prospective and existing students, partners, etc., build the brand and to build a community. It’s important to mention, that every communication plays its role in the image of the institution. One positive or negative experience with a teacher or clerk from the office of the college can change the attitude towards the organization and its brand.

Integrated marketing communication presupposes strategic coordination of all messages, optimal coordination of communication tools and controlled communication with all relevant target groups. Then using social media doesn’t only mean to publish and spread the relevant content, but it is necessary to understand and interpret the data from the analytics, to define key performance indicators and the differences between the social media and devices.

**Target group**

The potential applicants are not only high school students, but also students in elementary schools deciding about their future studies and career. When choosing high school they and their parents might often already think about the future college or university. Therefore the target group represents people aged between 14-20 years.

The survey conducted by TNS in 2014 showed, that almost 100% of Slovaks aged 12-26 have a Facebook account. 82% of the respondents claimed, they use Facebook daily. The average time spent online was 4 hours per day. Most importantly 78% of this age group own a smartphone and use it as an access to Internet and mobile applications.

The other social media that are used by young Slovaks are YouTube, Instagram, Twitter and Snapchat. The development in this area is very fast, any new social platform can gain rapid popularity as it’s the case of Snapchat, but can also drop out very fast from the preferences of the teenagers and adolescents.

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2 Research

To analyse the way universities and colleges communicate their open days via social media we conducted a survey focusing on the form, tone of voice, visual style and other aspects of social media posts published to reach and attract the audience to come to these events.

Methodology

Within the time period from September 2015 (the beginning of winter semester) until the end of April 2016 (usual deadlines of sending applications) we analysed all the posts published on official social media profiles of Slovak universities and colleges.

Social plugins on websites as the main online environment where to gain overall information about universities gave us a good lead to their social media appearance. We also used a search engine to get the rest of them and we’ve also made the internal search within every platform.

The quantitative approach of our research was aimed on gathering information about the number of social media platforms used for online communication by Slovak universities and colleges (foreign colleges excluded). To get the qualitative data, we analysed the amount and form of posts published, tone of voice and CTA (call-to-action as an important marketing aspect of the copy) of these posts created to inform, persuade or remind potential applicants to come to open university day.

Findings: Slovak colleges/universities and social media

From 35 Slovak colleges and universities 32 do have a Facebook page. From 112 faculties only 65 have their own Facebook page (56 %). There’s even lower number of Slovak colleges using the other social media (Chart 2). And even though the colleges have an account on the social media, it doesn’t necessarily mean they actively publish content there.
Graph 2: Social media accounts of Slovak universities and colleges
Source: Custom chart, 2016.

In our analysis we focused on the communication of “open days” that were organized for prospective students by colleges or universities themselves (not as a specific faculties’ events). From 35 colleges and universities 13 did so in the academic year of 2015/2016 (from September to April). We analysed communication on their web sites, Facebook pages and YouTube channels. Altogether it was 74 Facebook posts, 11 YouTube videos and 13 websites.

The style of the communication

In many cases the style of the communication was non-uniform – they prefer the formal tone on websites, but rather go informal on posters or in promotional videos, which is understandable on one side as they can utilize the specifics of individual types of promotion tools to get closer to their target group. On the other hand some of the institutions mix the formal and informal style on the same Facebook page which might be confusing in the way of building the brand. Picture 1 shows an example of Matej Bel University website, where we can see two different communication styles in the same text.
As mentioned above communication on the websites usually needs to be non-personal and informative. But the information on Facebook pages needs to be more personal, often playful to grab attention and have a potential to be “shareable”. It has to use the language of the target group in the meaning of the words but also in the meaning of symbols such as hashtags, emoticons, memes and related to the cultural phenomenon in music, movies, TV shows or celebrities.

Communication of the Slovak colleges is mostly boring, austere, often serves only to offer the basic description e.g. “The photos from our Open Day” (Picture 2). Their communication doesn’t follow the basic Facebook recommendations (to post with picture for better reach and interaction, not to post too many statuses following each other) and it’s clearly not based on the analytical approach (the statuses were published randomly and not on the best times that work for this area). Except for the communication of one university (University of Ss. Cyril and Methodius where the person responsible for the Open day communication was the co-author of this paper Dasa Muzikova) the colleges don’t use call-to-action elements, rarely try to motivate the fans to react and interact, express their opinion or to share the content.

From 13 Facebook pages 6 created FB events and from those only three actively communicated in the created event. That is a wasted potential as
the people that confirm going to the event receive notification about each status posted by the host page to the event.

Picture 2: Post example (photo album) of Pan-European University from its open day
Source: Fun page of Pan-European University on Facebook. [online]. [2016-04-12]. Available at: <https://www.facebook.com/PaneuropskaVS/posts/1104740529559532>.

A very common problem here is also the uniform visual style – whether they don’t use it, or don’t follow the visual identity rules and don’t use all its elements throughout communication. One example is University of Ss.
Cyril and Methodius. The design of the poster for the open day was used in the Facebook communication, but the promotional video on YouTube didn’t use these elements (Picture 3 and 4).

Picture 3, 4: Different visual styles used in poster and promotional video for UCM Open Day

YouTube is mostly used only as a tool and not as a communication channel. Promotional videos for the open days were informative and in this area can be seen big differences in the level of professional work. Three universities had professionally made videos that were short, dynamic and offered all the necessary information. The rest of the videos missed clear concept, were too long or unexciting and lacked professional processing.

**Conclusion**

The paper analyses the communication style of Slovak universities via social media. Focusing on how they inform about their “open days” to grab attention of prospective students the aim of this paper was to analyse the style, scope, content and form of these social media posts. As we mentioned above, we can see, that these institutions do not fully understand the potential of social media and the power of professional visual elements as they work together with a good copy – meeting the target audience characteristics.

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THE ROLE OF A SPOKESPERSON IN BUILDING THE UNIVERSITY IMAGE\(^1\) BASED ON THE EXAMPLE OF ADAM MICKIEWICZ UNIVERSITY IN POZNAŃ

Dominika Narożna

ABSTRACT:
The thesis of the article comes down to the statement about a justified need to create the reality with the participation of the spokesperson of a public university in the media. The author of the publication has indicated the tasks of such a person, presented operational procedures in the field of media relations binding at Adam Mickiewicz University in Poznań and also the methods and tools of work of a person in charge of contacts with the mass media. She has also referred to selected forms of cooperation with journalists (press conferences, press releases, informal meetings, etc.).

KEY WORDS:
spokesperson, Adam Mickiewicz University in Poznań, journalists, media, image

Introduction

A journalist (in fact as everyone else) is never “objectively objective” because they see the world through “their own eyes”. The way they see the world around depends on where they were born, how they were brought up, on their life circumstances as well as problems and people they have ever come across. However, from the perspective of the law and professional ethics, they are obliged to seek objectivity. They should do everything in their power to get closer to the truth, so they have to be “subjectively objective”. Hence, the author of this article assumes that not every example of creating the reality by a journalist is a type of manipulation (which assumes deliberate action). The way of presenting the world is not always intentional.

The inspiration for the author to write this article was her acting as the spokesperson for one of the top public universities in Poland, namely

\(^1\) For the purposes of this article, the author assumes that image is the way people perceive somebody or something, which may but does not have to reflect the facts. (Remark by D. N.).
Adam Mickiewicz University in Poznań (AMU), which inaugurated its activities on 7 May 1919.\textsuperscript{2}

The AMU spokesperson is in charge of the Press Office (PO) and manages its work. This organisational unit was established pursuant to the order of His Magnificence, Professor B. Marciniak, and has operated since 1 January 2011 in line with the guidelines included in the document entitled “The development strategy for Adam Mickiewicz University in Poznań for the years 2009-2019” as one of the operational objectives 4.1 “Introduction of strategic university management” under actions 4.1.3. “Brand management and creating the university image”.\textsuperscript{3} The responsibilities of the spokesperson include: replying to questions asked by journalists, organising press conferences and briefings for AMU authorities, obtaining media patronage, writing statements and disclaimers, supervising crisis situations in the media, acquiring external financing (e.g. research grants, sponsors) for PR activities and supervising its expenditure, managing the PO budget, mentoring trainees and interns assigned to the press office.\textsuperscript{4}

\textsuperscript{2} In 1519 the bishop of Poznań, J. Lubrański, founded Lubranscianum (Lubrański’s Academy). It was a branch of the Cracow Academy, however it did not have the right to award academic degrees (so it did not enjoy full academic rights). There were several attempts to establish a university in Poznań. The “first impulse” appeared in 1579 and was connected with the establishment of the Jesuite College in 1573. Actual attempts were made under the reign of Stefan Batory. Subsequent attempts took place in 1611 (privilege of king Sigismund III Vasa) and in 1650 (decree of Jan Kazimierz). Such activities may also include efforts of the rector of the Poznań College, B. Wąsowski, which were temporarily successful and which boiled down to awarding academic degrees pursuant to the Jaworów privilege granted by Jan III Sobieski in 1678. This right was revoked in 1685. Also, at the time of reforms by the Commission of National Education (KNE) the school operated for several years as Wielkopolska Academy. However, a university was not established (mainly due to the objection of Primate M. Poniatowski and H. Kołłątaj). (For more information, see: ŻOŁĄDŹ-STRZELCZYK, D. et al.: Wokół jezuickiej fundacji Uniwersytetu z 1611 r. Poznań : Uniwersytet im. Adama Mickiewicza, 2011, p. 9-11; LASKOWSKI, J. et al.: W hołdzie naszym Antenatom. 85 lat Uniwersytetu im. Adama Mickiewicza.Poznań : Uniwersytet im. Adama Mickiewicza, 2004, p. 13-29; Uniwersytet im. Adama Mickiewicza w Poznaniu. Album. Poznań : Uniwersytet im. Adama Mickiewicza, 2012).


\textsuperscript{4} NAROŻNA, D.: Biuro Prasowe Uniwersytetu im. Adama Mickiewicza w Poznaniu jako podmiot odpowiedzialny za kształtowanie relacji z mediами.
Currently, AMU spokesperson manages three employees who work based on assigned scopes of responsibilities which have been presented in the table below.

**Table 1: Scope of responsibilities**

<table>
<thead>
<tr>
<th>Independent clerk</th>
<th>Independent clerk</th>
<th>Senior clerk</th>
</tr>
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</table>

*Source: Internal materials of the AMU Press Office*

The research objective of this article is to indicate the methods, procedures, tools and forms of operation of the person who shapes relations with the media. The general thesis of the paper to which the structure of the dissertation has been subordinated comes down to the statement about a justified need to create the reality with the participation of a spokesperson in the media. To prove the thesis, the author of this article has employed the behavioural method due to the fact of being a spokesperson at AMU. She has also resorted to the comparative method, comparing reactions of the academics and journalists to a given event. In doing that, she relied on a critical analysis of press materials in order to analyse the reasons, points of contact and discrepancies in the approach.

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of the two parties to a given problem. The researcher has also processed specific issues using deduction (e.g. compilations).

It is encouraging that interest in media relations (MR) among the university staff in Poland has risen in the last years. This trend, however, does not significantly translate into the number of publications dealing with the topic in question. Numerous publications include fragmentary accounts of these obviously difficult contacts. Against this background, the books by: P. Andrzejewski and W. Kot, H. Pietrzak and J. B. Hałaj, I. Martela and D. Rott dealing with the tasks and role of an entity in charge of contacts with the media have been more than useful in writing this paper. For the purpose of illustrating the problems of legal nature related to media relations, a commentary on the press law by J. Sobczak has proved to be helpful in writing this article.

1 Methods of cooperation

The mediatic culture in which the press creates the reality dominates in the contemporary world. If a given entity wishes to exist in the public perception via the mass media, it has to adapt to the rules of the game offered by the media people. However, it should be stressed that (even in search for exclusive information) journalists more and more often try to establish at least correct relations with those in charge of media relations. They build contacts based on the feedback principle. By that, both parties establish cooperation based on specific mutual requirements.

5 For the purposes of this article it is assumed that media relations are one of the dimensions of public relations (next to sponsoring, lobbying, crisis management, etc.). It means shaping relations with the mass media in order to build, reinforce and maintain a positive image of an entity in its surroundings. (Remark by D. N.).
What academics require of the journalists in the first place is to seek objectivity, be reliable and explore the subject. For the time being, these expectations are rather impossible to fulfil. The proof of it is the statement made by one of the journalists dealing with higher education topics. “Sparkling sense of humour and the insight of a Talmud scholar. Then a little bit of creativity and good command (by no means) of English – and we have a perfect scientific journalist. In view of such requirements, can anybody be surprised that science sections in editorial offices are usually the smallest?”. In turn, journalists have different expectations towards the staff authorised by institutions to contact the press. They accuse the university staff authorised to contact the media of lack of professionalism. They explain it with the fledgling activities in the field of media relations in Poland.

Journalists demonstrate two types of behaviour towards their interlocutors. The first experienced group, who is often familiar with the working techniques, makes use of its privileged position. The other group is churlish and intrusive. An employee in charge of media relations (MR) is obliged to recognise the type of a journalist and adequately adapt their behaviour using intuition and specific techniques of exerting influence. In contacts with the press they should always use the rule of reciprocity. The rule comes down to explaining complex problems to the journalists, devoting free time to them or assistance in handling various issues, which is aimed at benefiting from it through publication of favourable materials. Apart from exerting mutual influence, this form of ‘barter trade’ is also a method of building positive relations and at the same time the way to avoid conflict situations. In the case of the spokesperson for a public university (including Adam Mickiewicz University in Poznań), this may boil down to the following situation: continuous help offered to a specific journalist in acquiring experts.

makes it more probable that they will not take up the topic which would affect the university image. On the other hand, if a journalist is to take up a problematic issue, obviously they will substantially tone down the pejorative impact of the press material.

Another one boils down to the assumption that it is easier for those in charge of contacts with the media to speak with their supporters or people with no definite opinion about them, rather than with their adversaries. From the interpretation of the principle of social proof\textsuperscript{17} it turns out that the company reputation depends on the opinion other people have about it. In turn, the opinion of other people depends on the media which create such opinions. Thus, it is important for spokespersons to rely in their work on the rule of being liked.\textsuperscript{18} They should seek affection of the journalists applying the method of social involvement. However, it may not take the form of ‘buttering up’ because such behaviours will be seen as manifestation of weakness and submissiveness. It should boil down to assuring a journalist that they can count on the assistance of a media relations employee. A good example to illustrate this method is answering calls from journalists at any time of the day.

We should bear in mind that a spokesperson who is perfectly prepared for the interview and at the same time meets the expectations of the media while maintaining self-respect, commands respect of others. Journalists start to respect their opinions. However, referring to the rule of authority,\textsuperscript{19} they should not apply the rule of unapproachability\textsuperscript{20} which in contacts with the press may apply only to the head of the institution. The MR employee has to be available in order to maintain recognition.

The assets of a spokesperson may also include knowledge of the specificity of media functioning. They are obliged to know the jargon used by journalists. For example, when they hear: “I will come for surówka (literally ‘raw’ material) and we’ll make a 100%” from a TV journalist, they should understand it as their intention to come and record the

\textsuperscript{18} Ibidem, p. 185-196.
\textsuperscript{19} Ibidem, p. 224-234.
starting material which also includes a short statement made by a given person in front of a camera.

Persons authorised to contact the media who are familiar with social engineering techniques and use them in their work should also get familiar with the methods of avoiding manipulation by the media. According to T. Witkowski such methods include e.g. accepting compliments without showing the will to deny them; changing evaluation to opinion using the maximum number of arguments; exposing allusions by asking open questions which consequently are intended to deny something; using a ‘smoke screen’ by accepting critical remarks; acknowledging mistakes and by that anticipating a wave of media attacks; the concept of ‘a worn record’,\(^\text{21}\) that is the strategy of repeating the same statements all over again and violating the reciprocity rule when the expectations are disproportionate to assumed benefits.\(^\text{22}\)

In countries with long-standing democratic traditions, from 60 to 80% of the information published in the press is the effect of the work of PR services.\(^\text{23}\) Thus, MR staff should live in symbiosis with journalists because they enable them to have influence on shaping the public opinion.\(^\text{24}\) In that, they employ various procedures of contacts with the press.

2 Procedures, tools and forms

In the organisational structure of Almae Matris, the Press Office of Adam Mickiewicz University is located directly next to the rector. This means a relation of direct reporting of the spokesperson (managing the Press Office) to the university central administrator. This is justified even from the perspective of reducing the time needed to obtain information

by a person who forwards the information to the journalists. Any type of an intermediary (manager or director) lengthens the procedure of data acquisition. In addition, transmitting the information through a third party increases the risk of different interpretation of the rector’s intentions because an intermediary has the right to interpret the data they are provided with, and the spokesperson may additionally reinterpret what they have just heard. That being so, the situation of “Chinese whispers’ is likely to occur to the detriment of the university, because the media will hear a message which is different from the message assumed by the head of the university. This may lead to negative consequences, especially when the subject is a potential crisis situation or a topic related to the university policy (e.g. approach to admitting refugees as students).

As already mentioned, the spokesperson at AMU manages the Press Office and consequently has prepared and assigned responsibilities to the staff of this organisational unit. From the table above (table 1) it may be concluded that the same task is frequently assigned to all representatives of the Press Office. This is the consequence of the enormous amounts of information arriving from the whole university. We should remember that there are about 40,000 students and over 5,000 employees at AMU. Therefore, it is physically unfeasible for one person to prepare 30 professional releases at the same time, which are sent to the press during one working day. Operation of the Press Office reflects current needs of the journalists (what questions they have, what information they need). At the time of developing new media technologies and technological acceleration, fast acquisition of messages plus their competent communication by the spokesperson and their staff let them participate in building the university image. In addition, when assigning duties the issue of “institutional memory” is of vital importance. If a given person were to deal with a given topic or organisational matter alone, any absence at work would generate a knowledge gap in this respect. Due to the fact that the Press Office employees link their main field of


26 Adam Mickiewicz University in Poznań comprises 15 faculties. Its structure includes branches (in Piła or Słubice) and many other organisational units (e.g. library, leisure centres, etc.). (Remark by D. N.).

27 This is the average number of the information processed daily by the Press Office of AMU. (Remark by D. N.).
operation with the broadly-defined information, it would be unwise to assign one task (activity) to just one employee.

Cooperation with journalists should be a planned and coordinated strategy. Occasionality and randomness do not build such cooperation, but generate lack of image cohesion. One of the most important elements of media relations is sending information to the media. Here, we should bear in mind that this activity may not be reduced to disseminating everything about the university life, but it needs to be a carefully selected choice of information. Decisions in this respect should lie within the responsibility of the unit in charge of contacts with the media.

Literature provides for a classification of press releases. An interesting division has been proposed by B. Rozwadowska. She distinguishes current information\(^{28}\) which, as its name suggests, refers to the current situation. However, the authors of the publication do not agree with the statement that it is characterised by short form and its purpose is direct publication. Length of the press release depends on the amount of the content which we want to communicate to journalists. An example of such information from the life of the university is a prize won by students in a competition. Another type of release is a press summary which is often an additional element attached to the current information. It is a comprehensive summary of the information about a given issue. In relation to the university, it will be historical data sent to the journalists on the occasion of the anniversary of the university operation, e.g. 400 years of university traditions in Poznań. In her classification, B. Rozwadowska also distinguishes specialist information\(^{29}\) developed in relation to specialist issues (e.g. definition of the new composition of a chemical element) and the information release isolated due to uninteresting subject matter.\(^{30}\) However, the author of this dissertation takes the view that uninteresting releases should not be sent to the media due to self-respect and respect for the journalists. If representatives of media relations submit such materials to the press, they have to be prepared that other releases will also be ignored, which will affect effectiveness of their work. The author of this dissertation expands the catalogue of

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29 In this category she includes expert information which either explains or further specifies a given issue. (Remark by D. N.).

press releases with statements, which present the university opinion about a given issue; a disclaimer which is a reaction to false or imprecise allegations; and polemics which is used when joining a discussion about a specific topic with the simultaneously assumed disagreement with the arguments of the entity who spoke in a media discussion.

The indicators of an attractive message are: validity (the information has to be up-to-date), closeness (recipients are interested in what they can identify with), consequence (the bigger the group it may refer to, the greater the interest in it), meaning for the public opinion (if the subject refers to a given person, interest in the message increases), gravity (tension and surprise in demand), specificity (originality of message), battle (antagonised parties will always draw media attention), feelings (emotional message is always welcome). A standard release sent to the media should be structured based on an inverted pyramid. The information should answer the questions: who? what? when? where? why? how? Its title does not have to be formulated using the media language – it has to be provocative or mysterious. An important indicator is also the lead composed of max. 3 sentences, which should cover the most essential content. This, however, needs to be done skilfully so that we do not reveal everything and encourage a journalist to further investigate the information. The language should avoid negative expressions (e.g. did not remain), passive voice (e.g. were examined), pompous phrasing (e.g. old-fashioned Polish tudzież – as well). Preferably, the text should be limited to one A4 page written on letterhead paper in line with the Visual Identification System. The reason for that is the fact that media people do not want (because they are lazy) and cannot (too intense work pace) read longer material. We should not forget to provide the data of the message addressee (including telephone number). Press summaries or photos can be attached (of course, in the case of photos with the consent of the author of such work).

The spokesperson at AMU does not provide information to people other than journalists. They are not authorised to do that. In such a case, their sole obligation is to refer the asker to the university organisational unit which may answer the question within their field of specialisation, provided that the questions fall within the so-called “public information”. Indeed, the spokesperson is responsible for the information communicated to the journalists, however they are not responsible for the content created and published/broadcast by media employees. Statements made by the spokesperson are usually a fragment of a bigger whole which is a direct editorial material. Person in charge of media relations has no right to interfere with its content, since this would be against art. 14 of the Constitution of the Republic of Poland concerning the freedom of press, whereas the spokesperson has the right to ask each journalist (printed press, radio, television) to authenticate what they have said (art. 14 para. 2 of the act of 26 January 1984 – Press Law). If the interlocutor requests so, the journalist is obliged to submit the statement for review, correction and approval. Otherwise, in consideration of professional ethics only, a journalist may inform the interlocutor of such a possibility.

Having the press information prepared, we should know to whom and where it should be sent. The database of journalists provides the answer to this question. Such a database may not be a blend of random names. In the case of universities, such a database should include first names, surnames, telephone numbers and e-mail addresses of selected journalists, plus the name of the editorial office they represent, who

37 The press law (pr. pr.) does not explain when and how submit a statement for authentication and how and within what time to authenticate it. Surely, this should be based on the rules of social life. (Remark by D. N.).
39 One more issue needs to be noted: it happens that, especially in a crisis situation, the positive effect of transmitted information depends not only on its content and way it is formulated, but also on the time it is communicated. When a MR employee wishes to anticipate someone’s question, they should employ so-called “information initiative”. It eliminates speculations and at the same time enables having impact on the opinions formulated by the media. (For more information, see: OŁĘDZKI, J., TWORZYDŁO, D.: Leksykon public relations. Warszawa, 2009, p. 73).
present press materials dealing with higher education issues (subjective criterion). The database may be supplemented with persons dealing with educational or social issues. It should include personal data of the journalists working for profiled media (in the case in question this will be e.g. “Forum Akademickie” or “Cogito”). It is worth having contact data to editors-in-chief because they are in charge of the entire functioning of the editorial office both in organisational and substantive terms. As B. Rozwadowska aptly noticed, the database should also include data of the Polish Press Agency (PAP), which is a good carrier of information exchange among various media. Such a list may be compiled in various ways: from Internet research and checking imprints to collecting such information during press conferences. At the same time we need to remember to keep such a list up-to-date. The journalists’ circle may be hermetic, however separate elements in the Polish media system often fluctuate.

Relevant literature stresses that press conferences may be organised either on a regular basis or ad hoc. It should be admitted that M. Tabernacka is right claiming that the first form of communication should be given up if the institutional structures have an organisational unit responsible for MR, whose employees may systematically reply to questions as they appear. Depending on the subject, we may refer to various types of such meetings: a reporters’ conference held in order to present urgent and current information; a briefing being a short summary meeting which limits the possibility of asking questions and is aimed at presenting expert opinions and final effects of activities, or press receptions which are not so much about providing information as maintaining relations. It should be stressed that Adam Mickiewicz University in Poznań uses the first and second option most frequently. The third one is used rarely due to a low budget assigned to the operation of an organisational unit responsible for media relations.

AMU spokesperson is of the opinion that not every single important event at the university should be accompanied by a press conference. These are

organised only in exceptional (important) situations, when their subject is certain to arouse the interest of the public, and consequently of the media. The reason should be unique and original.

An unconventional form of maintaining contacts with journalists are receptions organised by an enterprise. The guests are selected based on the criteria of their usefulness and closeness of relations. The fundamental purpose of such a meeting is to share and boast corporate achievements. It comprises two parts: the substantive part, during which the company data is presented, and the team-building part when it is possible to smuggle some information to a journalist off the record. Each time such an event is organised, there should be a good reason for it, so that we are not accused of attempted bribery in relation to media employees. At Adam Mickiewicz University, such a form of meetings with journalists is the annual Christmas Party organised in December.

Another unconventional form of contact with the press is organisation of Open Days for journalists. It is one of the most effective means of building the company image (both a positive and negative one). Such days can be connected e.g. with opening of a new university building. Among the advantages of such a meeting we can mention the fact that it combines two means of communication, i.e. words and images. The visitors shown around a given facility listen to the information about the institution and at the same time have the opportunity of seeing the rooms and equipment which can be found there. In this case it is important that the head of the institution welcomes all the invited guests. On the other hand, an expert should be the guide who shows the guests around. This form of contact with the media is successful when the journalists feel that they have seen the institution from the backstage. The tour may not exceed 90 minutes, and the guests should be welcomed and seen off in a place located near the main entrance. The meeting should provide for the opportunity to ask questions, and replies to such questions or individual speeches should be concise. Among such forms of building relations with the media in the work of the Press Office of Adam Mickiewicz University the opening of Wielkopolska Centre of Advanced Technologies (WCAT) in 2015 may be included.

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A method used more and more often to reinforce cooperation with the media is the so-called media trip. Such a press trip intended for journalists from a specific field of interest (e.g. academic) is to deepen their knowledge of a specific subject. A *sine qua non* condition for the success of this form of contact with the media is to organise meetings outside the place of work, and at the same time prepare interesting and substantive data which has not been presented to the press earlier. In the case of a public university, a good example of this type of a trip may be meetings in creative work houses owned by the university, located outside the university premises, where innovative research methods used by scientists employed by the university will be presented. Such a trip of the AMU Press Office employees and the journalists took place at the end of 2015, when apart from a scientific seminar entitled: “AMU media relations” a guided tour around the House of Creative Work and Leisure in Obrzycko was organised.

The changing media landscape and dispersed public are both an opportunity and a challenge for media relations. At present, operational strategy should be constructed in such a way so that it can face up the fundamental task, that is contact with the environment in a virtual space. The 21st century will earn its place in history as the time of the Internet. The dimensions of communication which it offers have changed the way of acquiring information by journalists. Public universities should also resort to technological advancement, seeking contact with the media via community portals. As it turns out from a rough analysis of the Internet environment, journalists resort to Facebook more and more often to search for the information about events related to higher education. A fanpage in particular turns out to be useful in collecting friends, whose number usually increases rapidly. Twitter, on the other hand, is a great place to share thoughts and gain new followers. The Facebook profile of the Press Office of Adam Mickiewicz University in Poznań is quite popular. Only journalists are accepted. From the moment it was created (14 October 2011), the Press Office staff has established contact with more than 150 media employees who deal with the issues related to students, culture and education using social media.

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51 To give an example: the Facebook profile of the Press Office of Adam Mickiewicz University in Poznań is quite popular. Only journalists are accepted. From the moment it was created (14 October 2011), the Press Office staff has established contact with more than 150 media employees who deal with the issues related to students, culture and education using social media.
hand, is a service for writing short messages (about 140 characters) which offers the possibility to publish information about current events quickly and from any place you want. The community portals mentioned have one common and very important feature – they connect people by interactivity. The possibility to react to a specific message enables us to see the opinions of journalists about a given issue and how they assess particular activities undertaken by the university staff. Each accusation can be instantly refuted, and each compliment thanked for. Messages published on such platforms are different from traditional forms of communication with the media. They are not formulated based on rigid rules and formal tone of expression.

Undoubtedly, in the 21st century a virtual press office can also become a form of communication with the journalists, which could distribute press materials with the use of videocasts and podcasts and could transmit video and audio materials for the press. The attempts to develop such an organisational form are being made by the staff of the Press Office at Adam Mickiewicz University in Poznań. In the tab “Information for the media”, apart from releases for the media, information concerning the university or specific people who are in charge of the media policy of AMU various videos and downloadable files are published (e.g. university logo); subpages with the archive plus section of disclaimers and releases have been created. To be interactive, a tab has been created this tool. Thanks to posts on the wall, the journalists are up-to-date with the information which interests them and which refers to AMU. (For more information, see: STANULA, P.: Mediatyzacja Biura Prasowego Uniwersytetu im. Adama Mickiewicza w Poznaniu. Internal materials of the Press Office of Adam Mickiewicz University in Poznań, 30 September 2012).

54 Материалы I Международной научно-практической конференции. Заявление новых медиа в Казахстане: опыт и перспективы. Алматы 2013. Международный университет информационных технологий. Кафедра «Медиакоммуникации и История Казахстана». Доминика Нарожна. Новые медиа в деятельности пресс-службы (ПС) Университета им.Адама Мицкевича в Познани. С. 14-26.
through which journalists may send inquiries to the Press Office. Since this requires of a journalist to provide their personal data, the university acquires new contacts.

**Conclusions**

As one of the many sins of the Polish higher education institutions M. Buszman points to low activity of the entities in charge of contacts with the media.\(^56\) It is demonstrated even in the fact that the staff responsible for media relations do not make use of the comfortable situation where journalists ask for information. Indeed, it requires of the former to send free materials and ideas for a release, however it is a ‘win-win’ situation. Journalists easily fill the airtime or pages of daily newspapers and magazines, and the Press Office staff have effects in the form of publications which they have created themselves and thus have influence on their content.\(^57\)

An effective spokesperson is able to create reality with the use of the media. They show the reality in the way which will create a positive image of the presented entity. If they do not employ specific mechanisms of operation in order to present the position of a given enterprise or institution, they have little influence on what the media will write about their employer. By that, their meaning is marginalised, and their role boils down to rejecting allegations of the journalists. At the time of the general tabloidization of the mass media, reluctance to cooperate with the media means constant conflict-triggering relations between the Press Office and individual editorial offices.

The spokesperson of Adam Mickiewicz University in Poznań makes use of the whole array of social engineering methods (starting from the rule of reciprocity through the power of authority to the rule of being liked) in order to generate and maintain partner relations with the journalists. The tools employed to achieve this may be legal (e.g. authentication or disclaimers) or non-legal (e.g. polemics, telephone intervention). Meetings with media representatives are both official

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\(^56\) **BUSZMAN, M.:** Autostradą do nieba. Rola planowania działań public relations na przykładzie szkoły wyższej. In **TWORZYDŁO, D., CHMIELEWSKI, Z.** (eds.): *Problemy i wyzwania public relations w świetle badań i praktyki*. Rzeszów, 2009, p. 64.

(e.g. press conference or press briefing) or semi-official (e.g. off-site training sessions for journalists). Cooperation is either conventional (e.g. interview meeting) or unconventional (e.g. media trip). All such activities make it possible for the spokesperson of AMU to get to know people working in the journalism sector.

“Since the mass media are becoming the main tool of informing the public about various issues, we can take the risk and make a statement that <what is in the media really exists, and what is not there does not exist> in public awareness. So, the university is obliged to shape media policy in this respect”. For the time being, the academic community of Adam Mickiewicz University in Poznań lacks a media strategy. Guidelines included in such a document would allow for working out and making certain activities more uniform both at the level of the university headquarters and its individual faculties. Implementing procedures throughout the whole university would give a chance for applying model methods of operation depending on the topic tackled by a journalist or a type of situation. This issue indicated by the author of the article was confirmed in the results of a survey conducted among the AMU authorities concerning shaping relations with the media by AMU.

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59 27 respondents were surveyed, selected according to a specific principle, who perform various functions at Adam Mickiewicz University in Poznań. Answers to presented questions were provided by: 6 rectors, 15 deans, 5 chancellors and 1 director. (Remark by D. N.).


Konstytucja RP z 2 kwietnia 1997 r., Dz U. 1997, Nr 78, poz. 483, z późn. zm.


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PAY PER CLICK ADVERTISING AS A MEDIUM FOR FRAUD

Andrej Trnka

ABSTRACT:
The article deals on fraud practices of Pay per Click (PPC) advertising. We focused on regional PPC in Slovak Republic. The most of PPC advertising is redirect to the fraud web pages, which are focus to the “health”. The main goal of these web pages is to sell doubtful pills or medicaments. The problem is that these medicaments are not registered in Slovak Republic. The companies, who provide these fraud web pages, use fraud social network’s profiles, stolen photos, unknown names of experts, etc. This article shows the way, how to prevent the fraud of unfair companies that use PPC advertising. The customer is fooled by fake’s pictures and slogans. Fraudulent web pages or e-shops show more signs of fraud. On the first view, they look like perfect designed web pages. They use blog themes or they look like journals or magazine. Customer should be clever and before ordering they should check signs of fraud. The ways how to fool the customers are unfair practices of marketing. The fraudulent e-shops offer merchandise or services that promise huge muscles in one month, rapidly fat loss, high sexual potency, antidote against the obesity, penis enlargement and many others.

KEY WORDS:
Pay per Click, fraud, redirect

1 Introduction

Pay per click (PPC) is an internet advertising model used to direct traffic to websites, in which advertisers pay the publisher (typically a website owner or a host of website) when the ad is clicked. It is defined simply as “the amount spent to get an advertisement clicked”.¹ In 1996, the first known and documented version of a PPC was included in a web directory called Planet Oasis. This was a desktop application featuring links to informational and commercial web sites, and it was developed by Ark Interface II, a division of Packard Bell NEC Computers. The initial reactions from commercial companies to Ark Interface II’s “pay-per-visit” model were skeptical, however.²

² JOHNSON, B.: Planet Oasis gives web sites promotion clout. [online]. [2016-
PPC advertisements are shown on web sites or search engine results with related content that have agreed to show ads. Websites that utilize PPC ads will display an advertisement when a keyword query matches an advertiser’s keyword list, or when a content site displays relevant content. The PPC advertising model is open to abuse through click fraud, although Google and others have implemented automated systems to guard against abusive clicks by competitors or corrupt web developers. Click fraud is understood as a type of fraud that occurs on the internet in PPC advertising when a person, automated script or computer program imitates a legitimate user of a web browser clicking on an ad. The goal of click fraud is the purpose of generating a charge per click without having actual interest in the target of the ad’s link. The fraud described in this article is focused on customer.

2 PPC fraud in Slovakia

The most of information web pages, news web pages or common web pages include advertising banner, which is PPC advertising. The way of PPC advertising is very effective for the client. The client pays only for click on the banner. But from customer’s point of view this method of advertising could be very dangerous. Not all PPC advertising is fraud. Unfortunately, we can see special looking banners. They promise big muscles, they guarantee high potency, weight loss within one month, etc. All are very fine sounding slogans of on-line shops.

These on-line shops look like perfect designed web pages. They contain information about medicaments or procedures, statements of experts, statements of satisfied customers or lot of perfect looking pictures.

All these things are only for one goal. They lure of customers to buy incredible product.

We do not mention the PPC systems which provide fraud PPC advertisement, because the legal penalties. We mention only the ways of fraud PPC systems and the ways of the protection against fraud PPC advertising.

2.1 Signs of fraud

At the first moment, we should recognize the signs of fraud PPC advertising. As is shown on picture 1, we can see the photoshoped pictures. The parts of human body look like the parts of Hulk body from Marvel Universe. This can be as a first sign of fraud.

Picture 1: The first sign of fraud
Source: own processing, downloaded from PPC systems
The next signs of fraud are the PPC’s slogans. The slogans sound very unlikely. The typical slogan to attract the customers is the promise of something unreal. Effortlessly, of course. On the Slovak we can observe a lot of fake captions, which promise huge muscles in one month, rapidly fat loss, high sexual potency, antidote against the obesity, penis enlargement and many others. Picture 2 shows most widely PPC’s slogans.

![Picture 2: PPC’s fraud slogans](source: own processing, downloaded from PPC systems)

When we overlook signs of fraudulent advertising and we click on the banner, we will be redirect to the fraud web pages or fraud e-shops. Ordinary user may be misled by how these web pages or e-shops look. Their design and their orthography are on high level. They contain very few spelling errors, statements of experts, statuses from social networks, merchandise descriptions, lot of links – perfect signs of professional web page or e-shop. Each element of these pages or e-shops is fraud. However, the deficiency is that they do not meet the legislation of Slovak Republic. Knowledge of legislation is a serious lack of on-line customers. In Slovak Republic is applying several laws related to the e-shops. 7

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7 Nakupuj bezpečne – zákony. [online]. [2016-03-05]. Available at: <https://nakupujbezpecne.sk/legislativa>.
Server zn.sk published 10 practices of fraudulent e-shops:

1. stolen photos,
2. expert, moderator or reporter,
3. pages look like a magazine,
4. bought Jozef from Bratislava,
5. fake social networks and comments,
6. fictive stories,
7. language mutations,
8. time limits,
9. unknown merchandise,
10. unclear terms and conditions.

3 Fraud detection

Recognizing of the fraud signs is the first step to the detection and prevention of fraud. We can check originality of pictures or photos, which are used in PPC's advertising. The easiest way is to use Google and find the pictures. Finding the same pictures does not indicate the fraud. The fraud can be indicate, when we will find the same pictures in others countries or when we will find original pictures. Picture 3 shows PPC photoshoped picture and original picture.

There is many ways how to modify the pictures. We can use a lot of graphics programs, or we can code the secret information to the pictures. It may be a new way for information flow in PPC's advertising.

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8 Podvodné reklamy smerujú na 10x podvodné stránky. [online]. [2016-03-05]. Available at: <https://zn.sk/podvodne-reklamy-smeruju-na-10x-podvodne-stranky>.

The photoshoped man on the photos is Alfonso del Rio, professional bodybuilder who has a lot of titles thanks to his perseverance and effort.\(^\text{10}\) The next sign, we can check are statements of experts or doctors with unknown names. Their photos are stolen too or they origin is in photo banks. On Picture 4 is “dietologist” Štefan Hornáček, Marcin

\(^{10}\) DEL, RIO, A.: alfonsodelrioifbbpro. [online]. [2016-03-03]. Available at: <https://www.instagram.com/alfonsodelrioifbbpro>. 
Kwiatkowski, Gergő Bodor or Markus Gühring. The same picture (cropped) with different names, which is placed into fraud web pages or e-shops is bought from photo bank.

Picture 4: Fake experts
Source: Fraud webpages and dreamstime.com, zazzle.com

The similar case is with social network’s comments. Each comment or each photo are fraud, the text is mythical. On Picture 5 is shown fake photo from profile, which added the comment. The name or nick of this woman is Monika Balážová, slečna Mirka, elan 7, Anna Rusínová, la signora_manuela, Débora Tavares, Anneli Ruusunen, Andelka Ribić, Angélique Boyeux, nowa, doña_sonia, etc. It folows, that the profile and comment are fake.
The web pages that offer false merchandise look like the magazine or blog. This may confuse the customers. Fortunately, these web pages consist of large amount of links that redirect to only one page or they are nonfunctional. On Picture 6 are shown fake magazines and blogs. The content consists of fictive stories.
In connection with magazines, we must mention about language mutations. Language mutations are the next sign of fraud. This problem shows that fraudulent PPC advertising is worldwide phenomenon. Picture 7 shows the same “magazine” but with language mutations.
The not last recognizable sign of fraud time limit of the offer and unclear terms and conditions. Almost all fraudulent e-shop declares that the actual offer is time limited. This time limit is the same every day, so there is no time limit.
Conclusion

The fraud prevention is on the customer side. We suggest do not buy merchandise that promise wonders. Customer should by clever, prudent and not deceivable. After clicking on the PPC advertisement is necessary check the originality of the web page or e-shop. We suggest check the owner and provider of web page or e-shop by Whols Lookup (e.g. who.is, eurid.eu). When the owner of e-shop is from abroad, is very dangerous to buy. The problem may be in the diversity of the law. An important part of each e-shop is return policy and the contact. When the residence of e-shop is in abroad, it can be the sign of fraud, too. If the customer is registered in social networks, he should be able to add the comment. In fraudulent web pages or e-shop is impossible to add a comment.

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ABSTRACT:
The transfer of science to the economy and widely understood social area is now, apart from the educational process, a priority for the activity of the academic institutions. It is anticipated by the business and social entities, and is strongly promoted in the European Union. When skillfully implemented it accelerates the development of civilization. At the same time, however, it is amenable to political influence and ill practices for financial gain. It also requires transparent and ethical regulations. The applied science achievements are implemented by the media - for their organization, products and tools. This largely contributes to the growth and attractiveness of the media.

KEY WORDS:
science, scientific knowledge, marketing research, research problem, the media

Introduction

Bogdan Klepacki points out that in the functioning and development of the mankind the level of knowledge is of basic importance. Never is the level constant. It is higher or lower depending on the developmental stage of the community. Undeniably there was a different situation in the tribal communities, in antiquity or in the Middle Ages, and it is different in contemporary times. The level of knowledge, therefore, depends on the starting point of every generation and how much of it was acquired in the previous periods. It is also influenced by the level of affluence, education and scientific advancement, not to mention location. It can be exemplified by an open or completely closed attitude towards other civilizations. Continuing the trace of thought of the author mentioned above there are two types of knowledge: scientific and common knowledge, depending on its origin.

Common knowledge concerns the accumulated life experience of the present generations on the basis of the knowledge passed from one generation to the next. This type of knowledge is purely practical and has been the core of how social and economic life was organized throughout
ages. Knowledge gathered in such manner is a good way to implement scientific advancements. A common man does not need to wander if the applied means and methods come from a refined scientific research, or are at this point something obvious and natural.

Scientific knowledge directly derives from research conducted in accordance with strict and precise principles. This type of knowledge is often hermetic by nature and is not fully understandable for the whole community. The examples can be such scientific disciplines as quantum physics or genetics, which are not accessible to the majority of people, even those well-educated. Scientific knowledge is gained through experts in, e.g. banking, securities, insurance, public finance management or enterprise.¹

1 The perception of science and its focus on set research aims

There are many definitions and approaches to scientific research. One of them is the concept known as the Karl Popper’s three worlds theory, which splits the world into three categories:²

- physical objects (physical state of things),
- mental objects (subjective impressions, states of consciousness),
- objective thought contents (scientific theories, objects of scientific research, and the results of scientific research).

This broad research spectrum comprising both the material world as well as what surrounds it is hard to measure by means of scientific tools. This sphere, however, strongly affects the human conduct, perception of the world, values or ability to assimilate the rules of existence, and cause and effect relationships present in the economy, biology, physics, society, etc.

For the proper understanding and correct perception of what scientific knowledge is, it needs to be emphasized that not all knowledge defined

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and presented by the academics is in fact, academic. If it is to be acknowledged, the following criteria of scientific knowledge need to be met:

1. generality,
2. oryginality,
3. objectivity,
4. legitimacy,
5. accuracy,
6. communicability,
7. order,
8. applicability.

Bearing in mind the historical and spatial approach, what plays a very important role in the development of a community and science are the paradigms, distinct sets of basic concepts:

- ontological paradigms which provide the framework of what is to be observed and scrutinized with regard to the nature of reality, the role of science, and according to which the social world is created by the living people,
- epistemological paradigms which provide the framework of concepts of how the results of scientific investigations should be interpreted.

The perception of science and its focus on set research aims and objectives evolves constantly. In the recent years there has been an apparent involvement of the so-called practitioners (politicians, entrepreneurs, economy experts) in applied science. This is the kind of science that has practical applications, e.g. problems that are the subject of multidisciplinary academic interest (social science, economics, technical sciences, biology). Other researchers convince that research should be done within a single field. It can, therefore, be concluded that the first group favors applied research, and the other – basic research (allowing the evaluation of the facts, with no direct application to the real world).


In consequence, the question of the role of theory in science and empirical research arises. There are various academic approaches to this problem. Many scientists believe that research can be conducted separately from the real world. What is important, however, is placing the research in a certain scientific stream. Those scientists who work in the fields of industry, agriculture, or broadly understood economy, and, increasingly, politics, are generally very appreciative of the results of empirical investigations.5

Presently, four basic functions of science can be distinguished:
1. the diagnostic function, which serves to investigate the actual state of the subject of research, and occasionally to determine the direction of the ongoing changes,
2. the explanatory function, that is recognizing the cause and effect relationships of the investigated phenomena,
3. the prognostic function, which facilitates the prognosis of the state of the investigated phenomenon in the future,
4. the practical function, which provides tangible techniques for large-scale handling of matter.6

A model scientific research must follow a series of steps: the demonstration of a vast knowledge of the theoretical background of the investigated field, the performance of literature reviews of past research, and at the concluding stages of research, reliable submitting of the author’s own findings, on the basis of which practical conclusions can be drawn by the reader. The aim of research is a reliable account of a given situation or investigated phenomenon. The form of the final description classifies and organizes the phenomena taking place in research and showing how they are related.

To identify new phenomena appearing on the market researchers perform suitable analyses, which can be in the form of marketing research and market research.

2 The media and marketing process

According to Stefan Młyński, marketing research and market research are a set of analyses performed to identify the phenomena and processes

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5 Ibidem, p. 39, 40.
6 Ibidem, p. 41.
taking place on the market. They enable better-informed strategic decisions. Market research is the domain of the market analysis, marketing research is in turn, the domain of marketing. In the author’s opinion this distinction derives from the different roles of the types of research mentioned and the functioning of different institutions on the market. Market research incorporates two large sections: market analysis and market prognosis. The former provides insights into the phenomena and processes that take place on the market, the latter offers market forecast. Marketing research is particularly valued by the media, as it verifies their attractiveness in terms of their product: the broadcasts, programs, or selection of movies. Additionally, it assesses the effectiveness of advertising messages, which is a very important if not key factor determining the financial standing, alliances and the potential of resources. Daily research and a thorough analysis is a routine task of media companies, be it the press, television, radio, or the new media. The scope and methodology of research are frequently the same, but different tools are used. Nowadays, the more interactive the media are, the more accessible is customer opinion, which is always considered when implementing corrections and pursuing strategies.

The scientific character of the aforementioned research makes it very reliable. This research is always based on academic methodology, which unequivocally points to its objectivity. Different methods, techniques and tools are used to undertake the outlined research accurately. Through the media the research can be done faster, and what is of significance in the process of globalization, with no limit with regard to the localization. The mutual collaboration of science and the media is beneficial for both parties.

Marketing research is of more subjective character in comparison to the objective market research. Marketing research distinguishes two modules; the first one related to marketing-mix, the second related to consumer behavior. The former includes:

- research on the development of product,
- research on pricing strategy,
- research on the efficiency of promotion activity,⁷
- research on the selection of the optimal channels of distribution.


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Research on consumer behavior focuses on careful study of the decision-making processes of buyers. Also in this case, marketing research attempts to understand people’s current and future potential buying decisions.\(^8\)

Once research problem is identified the following criteria need to be met for the study to be recognized as scientific:

1. identification of the scope of research, selection of the research topic, formulation of the purpose and hypothesis of research,
2. defining terminology commonly used in research, particularly specialist concepts, and those that have many distinct definitions or contrasting computational schemes presented by experts in the field,
3. obligatory use of the current state of knowledge in a given field, including foreign findings,
4. precise description of the presented statements, evidence, source materials, as well as research findings and final conclusions,
5. the use of modern methods and models for problem solving is highly regarded in research. Those methods can be either multidisciplinary or applicable in a single area,
6. the contents of the research should be presented in a concise, clear and transparent manner, written correctly, well edited, and in compliance with the current editorial guidelines.\(^9\)

The responsibility for the conducted research is an important aspect, as the findings will be taken into consideration in the managerial decision-making process, including correction of activities already undertaken, planning new endeavors or the analysis of the competitive advancements. The transfer of knowledge to real life does not only consist in invoking the results of research and the products made on its basis. The main objective and also inspiration of research papers is search for the truth and sharing it with the general public. While conducting research the interviewees need to be trusted, because the results of research are largely based on their account. Research is highly sensitive to any form of distortion.\(^{10}\)

\(^{8}\) Ibidem.


3 The knowledge and the media

Bringing scientific achievements closer to the media both the researcher and the person in charge of the media need to remain cautious. Science is extremely important in people’s lives and in the development of civilization. Nevertheless, despite its obviously great potential science in itself has limitations regarding innovations. Popularization of knowledge for wide use requires popularization of scientific research. The internet, which is the new media tool makes it possible in an unlimited way. Another driving force for science are significant financial resources as innovations are essential for the economy and society.

The relations between politics, business, media and science have become an integral and indispensable element of the development of civilization. These relations bring about many challenges and risks. It cannot be assured that both parties always pursue the objective truth. Therefore, the question arises whether the media and science function genuinely in the name of the truth, or they are in pursuit of other agenda, e.g. political, and if this all is in a private or public interest. The fact that this matter is being questioned suggests that credibility of science raises some doubts.

Maciej Grabowski formulates the question if protection against social ills which appear more frequently together with the advancement of science and its relations with other entities is possible. In the process of improving the quality of science there are examples of institutions that while carrying out research detach from their original mission to serve the general public and become commercial institutions where profit and recognizability is of more value than the truth. Necessary steps should be taken in order to prevent such conflicts of interest and intellectual corruption.11

How scientific achievements are used, particularly the methods and instruments of research, must not be confused with manipulative implementation of science in order to gain public or political credibility, and deriving personal benefits. Science may be subject to manipulation by those who can potentially profit from it, e.g.:

1. politicians – to gain ideological advantage, or in the name of political correctness, as well as to justify their intentions;

2. government institutions – to extend their powers, or increase their budget;
3. the media – to generate sensational news;
4. business – to gain advantage on the market, or to get, i.e. government contracts;
5. social activists and various extremist groups – to enforce ideology-bound social or political changes;
6. lawyers – to bamboozle the courts of justice in order to win compensation for their private or institutional clients.\textsuperscript{12}

It is worth considering why, as Maciej W. Grabski says, politicians are at the top of the above classification. The author is of the opinion that there are certain threats deriving from this relation and they are worth considering, i.e. the cooperation of researchers with politicians, who the author describes quite radically as:

- mercenary\textsuperscript{s} who justify any given opinion. They constitute the largest number of the recipients and junk science creators,
- advocates who are deeply devoted to their point of view beyond all doubt. They are suitable for achieving strategic goals as they look convincing in the media,
- sages who demonstrate comprehensive knowledge but intentionally presenting ambiguous opinions. They are the largest group, however, paradoxically, they are of little significance in the political game.\textsuperscript{13}

The media are in the third place of the above classification. This fact requires serious consideration. It is necessary to work out and modify the mechanism of social control over the media as it is more credible than political control. The politicians have numerous ties with the media which both parties use for personal gain.

The control over public media is easier to exert than over commercial media whose offer regularly increases the number of recipients. Close relations of the media with science produce positive effects. Nevertheless, the negative sides of this collaboration should also be known, especially when the scope of wrong practices puts the social order in danger. It needs to be remembered that the media are business entities formed to yield a profit.

\textsuperscript{12} Ibidem, p. 45.
\textsuperscript{13} Ibidem, p. 47.
The media modernize the marketing process profiting from the scientific achievements of both the academics in the university centers and scientists working in the corporate strategic research laboratories. The result of the collaboration of the media and science are the new media tools which revolutionized the process of communication. They enabled the unlimited access to the market, but at the same time, they reduced their users to being ‘a commodity’ which can be resold for commercial purposes. This clear example of positive and negative effects of technological development should evoke a wider reflection on the changes taking place in the media.

The media establish relations with their recipients by making their product more appealing through the scientific research carried out on their customers. On the other hand, the media often take advantage of the intellectual and scientific environment to arouse interest, or even to create a sensation owing to the contents of the program they offer. Unfortunately, not always are the contents based on real facts. Attractiveness of a product and proper distribution guarantees success on the market, which does not necessarily concur with the public interest.

**Conclusion**

The media are one of the most rapidly developing fields. They are present in both the economic and social domain. Their growth is strictly connected with the development of science, including applied scientific achievements. The newest media tools constitute technological progress based on the research centers. Scientific research considerably enhances the marketing process facilitating its planning and adjusting to the ongoing changes and customer expectations. What is more, scientific research makes the product of the media more attractive for the client. The new media tools aid the research process. The media contribute to the popularization of science and can even become an incentive to pursue academic career. Science and the media reciprocally benefit from one another and together they advance faster and more effectively. Through the media and their tools science left the laboratory walls forever. It also became accessible, better understandable and essential in many areas.
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