

AKTUELNOSTI 32
2015

ACTUALITIES
Journal of Social Issues
First launched in 1996
The Journal has a scientific orientation

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ISSN 0354-9852

By the Decision of the Ministry of Information of the Republika Srpska, No. 01-492 / of 12.23.1996., Journal »Actualities« Banja Luka, has been inscribed into the Register of Public Editions under the number 183

Journal »Actualities« is on the list of categorized national scientific journals in accordance with the Regulations on Publication of Scientific Papers (Official Gazette of the RS No. 77/10), with the Ministry of Science and Technology of the Government of the Republika Srpska.

AKTUELNOSTI

Časopis Banja Luka College-a
Prvi put pokrenut 1996.g.
Časopis ima naučnu orijentaciju

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ISSN 0354-9852

Rješenjem Ministarstva informacija Republike Srpske, broj 01-492/ od 23.12.1996. g. časopis »Aktuelnosti« Banja Luka, upisan je u Registar javnih glasila pod brojem 183.

Časopis »Aktuelnosti« nalazi se na rang-listi kategorisanih nacionalnih naučnih časopisa u skladu sa Pravilnikom o publikovanju naučnih publikacija (Službeni glasnik RS br. 77/10) kod Ministarstva nauke i tehnologije Vlade Republike Srpske.

Banja Luka College Journal

ACTUALITIES

number 32



Banja Luka College

Banja Luka, 2015.

Časopis Banja Luka College-a

AKTUELNOSTI

broj 32



Banja Luka College

Banja Luka, 2015.

CONTENTS

MARKETING FRAMING OF TELEVISION SERVICES <i>Natalija Trivić</i>	8
PKI SYSTEMS, DIRECTIVES, STANDARDS AND NATIONAL LEGISLATION <i>Nikola Novaković, Milan Latinović</i>	63
INTERNAL AND EXTERNAL FACTORS OF THE ORGANIZATIONAL STRUCTURE <i>Dragana Došenović</i>	74
THE INFLUENCE OF MODERN TOURISM TRENDS ON SOCIO- CULTURAL DEVELOPMENT OF A DESTINATION <i>Tena Perović, Maria Popović</i>	88
ACHIEVING THE POLITICAL AND ECONOMIC GOALS THROUGH PUBLIC EDUCATION <i>Aleksandra Broćeta</i>	102

SADRŽAJ

MARKETINŠKO OBLIKOVANJE JAVNIH TELEVIZIJSKIH SERVISA <i>Natalija Trivić</i>	9
PKI SYSTEMS, DIRECTIVES, STANDARDS AND NATIONAL LEGISLATION <i>Nikola Novaković, Milan Latinović</i>	63
INTERNAL AND EXTERNAL FACTORS OF THE ORGANIZATIONAL STRUCTURE <i>Dragana Došenović</i>	74
UTICAJ SAVREMENIH TURISTIČKIH KRETANJA NA SOCIO- KULTURNI RAZVOJ DESTINACIJE <i>Tena Perović, Maria Popović</i>	89
POSTIZANJE POLITIČKIH I EKONOMSKIH CILJEVA KROZ OBRAZOVANJE JAVNOSTI <i>Aleksandra Broćeta</i>	103

MARKETING FRAMING OF TELEVISION SERVICES

Natalija Trivić¹

Abstract

Numerous demands are put before public service broadcasting of today. It mostly concerns achievement of public interest through program quality, a guarantee that all types of information that citizen might expect will be publicly procured, as well as to resist program commercialization which is characteristic to private television organizations. Because of the mentioned reason the need for usage of marketing occurred in business of public emitters, as part of socially managerial process in which creation of qualitative program offer, according to needs and demands of the market, individuals and groups to get what they want and need. On the other hand, high viewership will attract advertisers that will provide additional budget for public service broadcasting in sense of money investment in production and buying of more qualitative and various contents.

The aim of this research is to prove that all the sectors in television organization and not only marketing section, must work according to marketing principles.

The above mentioned influenced on the decision to structure the paper on methodology of general theory of the system and structure functionalism, and methodology principle of causative-functional analyses directed on necessity of the company as a unit, in this case a television, and its part – marketing.

It is proven in this paper that marketing framing of public service broadcasting imply constant monitoring of outer influence of the market (viewers, advertisers) and competitors, as well as other factors (social –political) that cannot be foreseen. Only this on way public service broadcastings will formulate strategies that will fulfill their business goals. Applying of strategic analyses (PESR, SWOT), management of public service broadcastings will explore outer and inner environment that directly influences their work, which was proven through analyses of Public service broadcasting of Television of Republic Srpska.

Key words: public television service, television market, marketing, marketing strategies

JEL classification:M3

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MARKETINŠKO OBLIKOVANJE JAVNIH TELEVIZIJSKIH SERVISA

Natalija Trivić¹

Sažetak

Pred javne televizijske servise današnjice stavljaju se brojni zahtjevi. Oni se prvenstveno odnose na ostvarivanje javnog interesa kroz programski kvalitet, garancije da će sve vrste informacija koje građani očekuju biti javno posredovane, kao i na otpor komercijalizaciji programa koji je karakterističan za privatne televizijske organizacije. Iz navedenog razloga javila se potreba primjene marketinga u poslovanju javnih emitera kao društveno upravljačkog procesa u kojem stvaranjem kvalitetne programske ponude, prema potrebama i zatjevima tržišta, pojedinci i grupe dobijaju ono što žele ili što im je potrebno. S druge strane, visoka gledanost privući će i oglašivače koji će obezbijediti dodatni budžet za javne servise u smislu ulaganja novca u proizvodnju i kupovinu kvalitetnijih i raznovrsnijih sadržaja.

Cilj istraživanja je bio da se dokaže da svi sektori u okviru televizijske organizacije, a ne isključivo marketing odjeljenje, moraju da posluju u skladu sa marketinškim načelima.

Gore navedeno uticalo na opredjeljenje da se naučni rad bazira na metodološkoj osnovi opšte teorije sistema i strukturalnog funkcionalizma, te metodološki pristup uzročno-funkcionalne analize koji je usmjeren na neophodnost preduzeća kao cjeline, u ovom slučaju televizije, i pojedinog njegovog dijela – marketinga.

U radu je dokazano da marketinško oblikovanje javnog servisa podrazumjeva stalno praćenje vanjskih uticaja tržišta (gledaoci, oglašivači) i konkurencije, ali i drugih faktora (društveno-politički) koji se ne mogu predvidjeti. Samo na taj način javni servisi će formulisati strategije kojima će ostvariti svoje poslovne ciljeve. Primjenom starteških analiza (PEST, SWOT), menadžement javnih servisa istražiće spoljašnje i unutrašnje okruženje koje se direktno odražava na njihovo poslovanje, što smo dokazali kroz analizu Javnog servisa Televizije Republike Srpske.

Ključne riječi: javni televizijski servis, televizijsko tržište, marketing, marketinške strategije

JEL klasifikacija: M3

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INTRODUCTION

Dramatic reconstruction of national media industries took place at the beginning of 80th years of 20th century. The main characteristic of global media classification is aggregative commercialization and obviously the downfall of importance of public emitters, as well as the usage of the standard of public service broadcasting. Such concentration of media power in organizations that lay on the support of advertisers, primarily respond to share holders, and they represent clear and direct danger for active participation of citizens in social happenings, but also to understanding of social problems and functioning of democracy.

The public broadcasting service was created from the monopoly of state radio-television, public broadcasting service was the realization of the idea to create social influence on acting of very powerful media system, and later, in the moment of appearance and widening of private television stations, protect general interest, save and provide enough competitiveness of public radio diffusion.

There is clear dichotomy in argues of emitters between the program of public broadcasting service which nourish public opinion, and entertaining programs of commercial televisions, created to entertain, relax and attract numerous audience. Commercial media model has its own logic according which they 'lean on the support of advertisers, tends to erode public and create the culture of entertainment which is abhorrent with democratic classification. Media products generate into goods, and they are designed in such a way to serve the goals of the market, not to needs of the citizens.'²

Public television service, by definition should produce programs of the highest quality, created for all the citizens. Public television services should serve to public. Experts in communication defined public as 'the space where sphere of society and sphere of state interfere, but at the same time it is the field that allows freedom of communication of people. Public, as politically – legal category, indicates outer sphere of social life, which unlike the private, institutional or party, becomes the bearer of criteria validation those social characteristics that interfere interests of all members of the society.'³

Stabile financing is essential for success and survival of public RTV broadcasting services. Whatever they earn they turn it into program. So called mix model of financing became accustomed in which in a certain share public money (RTV tax) and limited income from advertising. Such partial commercialization of public RTV broadcasting service started at the begin-

2 Herman, E., Mekčesni, P., *Globalni mediji*, Klio, Beograd, 2004, str.16

3 Tomić, Z., *Komunikacija i javnost*, Čigoja štampa, Beograd, 2004, str.90

UVOD

Početkom 80-tih godina XX vijeka došlo je do dramatičnog restrukturiranja nacionalnih medijskih industrija. Glavna karakteristika globalnog medijskog poretka je njegova sveukupna komercijalizacija i očigledan pad značaja javnih emitera, kao i primjenljivost standarda javnog servisa. Takva koncentracija medijske moći u organizacijama koje se oslanjaju na podršku oglašivača i primarno su odgovorne akcionarima, predstavljaju jasnu i neposrednu opasnost za aktivno učešće građana u društvenim zbivanjima, ali i razumjevanju društvenih problema i djelotvornosti demokratije.

Nastao iz monopola državnih radio-televizija, javni servis je bio realizacija ideje da se na djelovanje veoma značajnog medijskog sistema ostvari društveni uticaj, a kasnije u trenutku pojave i širenja privatnih televizijskih stanica, opšti interes zaštiti, očuva i obezbijedi dovoljna konkurentnost javne radio difuzije.

Postoji jasna dihotomija u raspravama emitera između programa javnog servisa koji njeguju javno mnjenje, i zabavnih programa komercijalnih televizija osmišljenih da razonode, opuste i privuku što brojniju publiku. Komercijalni model medija ima svoju unutrašnju logiku po kojoj se „oslanja na podršku oglašivača, teži da erodira javnost i kreira kulturu zabave što je nespojivo sa demokratskim poretkom. Proizvodi medija pretvaraju se u robu i dizajniraju se tako da služe ciljevima tržišta, ne i potrebama građana.“²

Javni televizijski servis po svojoj definiciji treba da proizvodi programe najvišeg kvaliteta, namijenjene svim građanima. Javni televizijski servisi treba da služe javnosti. Stručnjaci u komunikologiji definisali su javnost kao „prostor u kojem se prepliću sfera društva i sfera države, ali je istovremeno i ono polje koje omogućava slobodu komunikacije među ljudima. Javnost, kao političko-pravna kategorija, označava spoljašnju sferu društvenog života, koja za razliku od privatne, institucionalne ili stranačke, postaje nosilac kriterijuma vrednovanja onih društvenih odluka koje dotiču interese svih pripadnika društva.“³

Stabilno finansiranje ključno je za uspjeh i opstanak javnih RTV servisa. Što god da se zaradi, pretvara se u program. Danas se kao način finansiranja javnih televizija udomaćio tzv. mješoviti model u kojem je u određenom omjeru učestvuju javni novac (RTV taksa) i ograničeni prihodi od oglašavanja. Takva djelimična komercijalizacija javnih RTV servisa uslijedila je početkom 80-tih godina prošlog vijeka kada su nakon naglog i zakonski neograničenog širenja komercijalnih televizija, javne televizije doživjele jak finansijski udarac zbog kojeg nisu više mogle da zadovolje bit svog postojanja.

2 Herman, E., Mekćesni, P., Globalni mediji, Klio, Beograd, 2004, str.16

3 Tomić, Z., Komunikacija i javnost, Čigija štampa, Beograd, 2004, str.90

ning of eighties of twentieth century when after sudden and legally unlimited broadening of commercial televisions, public television suffered strong financial attack which resulted their inability to fulfill the essence of its existence. This fact led to new way of thinking in the nineties in Europe on public and commercial televisions, which could be summarized in three key points: public television cannot have unlimited monopoly, commercial televisions must work according to law, and creation of commercial television must not prejudice public television, which have to continue their existence as loyal competition, that will firstly take care of public needs.

There are only few public televisions without commercials – ‘Belgium (only Flemish part, Francophone part has adverts), Finnish, Norwegian, Swedish, Japanese and British BBC. The only two RTV broadcasting services that did not have some kind of RTV tax and which were financed exclusively from advertising changed their way of financing to mix model of financing (Spain and Portugal – RTV tax was abolished during the time of dictator, when refusal of paying the RTV tax became a kind of citizen disobey)’⁴.

In the changing world, the need and necessity for public television broadcasting service occurred to apply marketing concept in general business. This does not mean that they should sell the entire program to advertisers as commercial televisions, on the contrary, to viewers. The whole structure and organization of public emitters should be directed to the ultimate goal – fulfillment of the needs and demands of the viewers. In order to accomplish the mentioned goals and serve the public, which for they exist, television broadcasting services must change the way of structuring, managing, programming and positioning in its core, which is the basic goal of public emitters. In that sense, the viewer is put in the centre in the process of programming, as well as the general work of public broadcasting service.

Several factors (which could be divided on internal and external) influence on functioning of public television broadcasting service.

External factors have strong pressure and reflect outer influence on work of public emitters which is usually unpredictable. In that sense marketing framing of public broadcasting service is very important because with only marketing access, research and strategies, and general marketing framing of television, public broadcasting service can fulfill its basic function of serving public.

Internal factors represent the whole structure and organization of public television services. For example, if marketing department is not positioned on corresponding place in television structure will negatively influence on general work of public emitters. When marketing managers explore citizen needs for certain television programs, they forward them to program ma-

⁴ www.hrt.hr

nja. Ta činjenica dovela je u devedesetim godinama u Evropi do novog razmišljanja o javnim i komercijalnim televizijama koje se i danas može sažeti u tri tačke: javne televizije ne mogu imati neograničeni monopol, komercijalne televizije moraju poslovati u skladu sa zakonom, a stvaranje komercijalne televizije ne može biti na uštrb javnih televizija koje moraju opstati kao lojalna konkurencija koja će prevashodno voditi brigu o potrebama javnosti.

Samo je nekoliko javnih televizija bez reklama – „Belgijska (samo flamanški dio, frankofonski ima oglase), finska, norveška, švedska, japanska i engleski BBC. Jedina dva javna servisa koji nisu imali neku vrstu RTV pretplate i koji su se finansirali isključivo od oglašavanja takođe su prešli na mješoviti model (Španija i Portugal- RTV pretplata bila je ukinuta u vrijeme diktatura kada je neplaćanje pretplate postao oblik građanskog neposlušna)⁴⁴.

U svijetu ovih promjena javila se potreba, ali i neophodnost da javni televizijski servisi primjenjuju marketinški koncept u ukupnom poslovanju. To ne znači da oni kao komercijalne televizije isključivo treba da prodaju program oglašivačima, već narativ, gledaocima. Cjelokupna struktura i organizacija javnih emitera treba da bude usmjerena krajnjem cilju – zadovoljenju potreba i zahtjeva gledalaca. Da bi ostvarili navedeni cilj i bili u službi javnosti, radi koje i postoje, televizijski servisi moraju korjenito izmijeniti načine strukturisanja, upravljanja, programiranja i pozicioniranja. Marketinško oblikovanje javnih emitera je spona koja omogućava djelovanje televizije u skladu sa društvenim interesima, što je i osnovni cilj javnih emitera. U tom smislu, gledalac se stavlja u prvi plan prilikom programiranja, ali i ukupnog poslovanja javnog televizijskog servisa.

Nekoliko faktora, koje možemo podijeliti na interne i eksterne, utiče na funkcionisanje javnog televizijskog servisa.

Eksterni faktori vrše snažan pritisak i reflektuju vanjski uticaj na poslovanje javnih emitera koji je gotovo uvijek nepredvidljiv. U tom smislu marketinško oblikovanje javnog servisa je od naročite važnosti jer samo marketinškim pristupom, istraživanjima i strategijama, te ukupnim marketinškim oblikovanjem televizije, javni servis može ostvariti svoju osnovnu funkciju služenja javnosti.

Interni faktori predstavljaju cjelokupnu strukturu i organizaciju javnih televizijskih servisa. Npr., ako marketing odjeljenje nije pozicionirano na odgovarajuće mjesto u televizijskoj strukturi negativno će se odraziti na ukupno poslovanje javnih emitera. Kada marketing menadžeri istraže potrebe građana za određenim televizijskim programima, proslijeđuju ih programskom menadžeru koji će naložiti njihovu proizvodnju. Međutim, ukoliko javni televizijski servis ne posjeduje potrebne organizacione resurse

⁴⁴ www.hrt.hr

nager, who will order their production. However, if public services do not possess necessary organizational resources (technique, technology, educated staff), will not succeed in production of qualitative programs, and thus will not be in the service of public. Marketing thinking of all employed, in which focus is the viewer, will also contribute to the previously mentioned goal. These are the very reasons why managers of public broadcasting services must structure in marketing overall organization of this media.

All the things previously mentioned point out the necessity of marketing principles in the work of public television broadcasting services.

This research has the goal to point out the necessity of marketing principles application in work of public television emitters. In that sense, the television viewer is the starting point in structuring of program offer, in which application and realization all television sectors participate together. Also, the factors from the environment directly influence the work of public emitters and television management cannot ignore, but adjust to them constantly. We will try to illustrate the above mentioned on the example of Public broadcasting service of Republic of Srpska, which did not use marketing concept up to four years ago, and they still do not use it completely. The aim of this research was to define the potential development trends of this media, as well as the ways of how television broadcasting services will be in the service of the citizens in the future.

Public broadcasting service work in the service of public demands its structuring and organization according to marketing principles. The structure of television organization include all its people, who are as systems characteristic in coordination with other sectors, and that way provide functioning of the television organization as harmonic unit. Beside internal factors, public sectors are under the influence of external factors which are very important for overall work of television companies. This influenced on the decision to write this paper on methodology of general theory of the system and structural functionalism. Also, methodology approach of causative-functional analyses was used in this paper, directed to necessity of the firm as the whole, in this case television, and its specific part – marketing. It will be proven in this paper that marketing, as a subsystem of public broadcasting television service is important sector in overall organizational structure, and whose work is reflected on work of other sectors.

Observing and research of television organizations as a system and their work in complex dynamic environment, and consideration of dynamic interaction subsystem of television is the dominate approach in public broadcasting analyses. With strategic analyses (SWOT, PEST) it is defined the environment of public broadcasting service of Republic of Srpska, and offe-

(tehnika, tehnologija, stručni kadar), neće uspjeti proizvesti kvalitetne programe, a samim tim neće biti u službi javnosti. Marketinško razmišljanje svih zaposlenih, u čijem je centru gledalac, takođe će uveliko doprinijeti navedenom cilju. Upravo su to razlozi zašto menadžeri javnih televizijskih servisa moraju marketinški strukturisati ukupnu organizaciju ovog medija.

Sve navedeno ukazuje na neophodnost primjene marketinških principa u poslovanju javnih televizijskih servisa.

Ovo istraživanje ima za cilj da ukaže na neophodnost primjene marketinških načela u poslovanju javnih televizijskih emitera. U tom smislu, televizijski gledalac je polazna tačka u strukturisanju programske ponude, u čijoj pripremi i realizaciji učestvuju svi televizijski sektori zajedno. Takođe, dokazaćemo da se faktori iz okruženja direktno odražavaju na poslovanje javnih emitera i da ih menadžement televizije ne smije ignorisati već im se stalno prilagođavati. Gore navedeno, pokušaćemo prikazati na primjeru i analizi Javnog servisa Televizije Republike Srpske, koji do prije četiri godine nije primjenjivao marketinški koncept u poslovanju, a i danas ga ne primjenjuje u potpunosti. Cilj istraživanja je bio i da se utvrde potencijalni pravci razvoja ovog medija, kao i načini na koje će javni televizijski servisi u budućnosti obavljati funkciju u službi građana.

Poslovanje javnog televizijskog servisa u službi javnosti zahtjeva njegovo strukturisanje i organizaciju u skladu sa marketinškim načelima. Strukturu televizijske organizacije čine svi njeni ljudi pojedinačno, koji su nkao sistemi karakteristični po tome što sarađuju sa drugim sektorima i na taj način obezbjeđuju funkcionisanje televizijske organizacije kao skladne cjeline. Pored unutrašnjih faktora, javni servisi se pod uticajem vanjskih faktora koji su veoma važni za ukupno poslovanje televizijskih kompanija. Ovo je uticalo na opredjeljenje da se naučni rad bazira na metodološkoj osnovi opšte teorije sistema i strukturalnog funkcionalizma. Takođe, u radu se primjenio i metodološki pristup uzročno-funkcionalne analize koji je usmjeren na neophodnost preduzeća kao cjeline, u ovom slučaju televizije, i pojedinog njegovog dijela – marketinga. U ovom istraživanju dokazaćemo da je marketing, kao jedan od podsistema javnog televizijskog servisa važan sektor u ukupnoj organizacionoj strukturi, a čije poslovanje se reflektuje i na rad ostalih sektora.

Posmatranje i istraživanje televizijskih organizacija kao sistema i njihovog funkcionisanja u složenoj dinamičkoj sredini, te sagledavanje dinamičke interakcije podsistema televizije dominantan je pristup analize javnih servisa. Strateškim analizama (SWOT, PEST) definisali smo okruženje javnog servisa Televizije Republike Srpske, te ponudili startegije čijom će primjenom televizijski menadžeri ostvariti zavidnu poziciju javnog televizijskog servisa na tržištu.

red the strategies which usage will provide television managers high position of television broadcasting service on the market.

MARKETING OF TELEVISION PUBLIC BROADCASTING SERVICE

Marketing in public broadcasting services concerns the business policy, which is much more, as some think, than just selling time for advertising. Marketing of public broadcasting services define relation of this media organization to its market – viewers and advertisers, with special emphasis on audience interests. Regardless weather the public or commercial televisions are concerned; marketing is the bounding that gives the opportunity functioning of the television according to social needs. Marketing in radio fuse organizations ‘appears as the result of their concern for adjusting of the programs to the demands of the audience and increase the productivity of work and also because of the increase of the direct or indirect contacts between these organizations and their audience.’⁵

Marketing in the public broadcasting service represent fulfillment of the need, wishes, preferences of viewers/audience for various television programs that must stand up to the high standards of quality. Regardless weather commercial televisions, which are financed exclusively by advertising, or public broadcasting services, which are financed by RTV tax and miner part form advertising, television programs must provide certain level of value to viewers to satisfy the need for information, education, entertainment, and similar. Only that way television station can provide the level of viewership (rating). Thus, the needs of the viewers, as television program consumer, are the starting and the closing point of marketing organized acting of public broadcasting service.

The role and the function of public television service

The role of marketing sector in great number of television companies is taken exclusively as selling of time for advertising. However, contemporary public broadcasting services need a new systematic access and usage of so called holistic marketing. ‘The concept of holistic marketing starts from the development, shaping and practicing of marketing program, process and activities, by which they admit the wide range and correlation of effects. In holistic marketing it is admitted that in marketing everything is important, and wide and integrated perspective is necessary.’⁶ Concept of holistic marketing in television work is based on te development, production and program

5 Milisavljević, M., Marketing, izmenjeno izdanje, Savremena administracija, Beograd, 2001, str.59

6 www.marketing-pr.fon.bg.ac.yu, april 2011

TELEVIZIJSKI MARKETING JAVNOG SERVISA

Marketing u javnim servisima odnosi se na poslovnu politiku koja je mnogo više, kako mnogi smatraju, od prodaje vremena za oglašavanje. Marketing javnih servisa definiše odnos ove medijske organizacije prema svom tržištu – gledaocima i oglašivačima, sa naglaskom na interese publike. Bez obzira na to da li su u pitanju javne ili komercijalne televizijske stanice, marketing je spona koja omogućava djelovanje televizije u skladu sa društvenim potrebama. Marketing u radiodifuznim organizacijama „pojavio se kao rezultat brige za prilagodljivost njihovih programa potrebe publike i povećanja produktivnosti rada. Takođe i zbog povećanja direktnih ili indirektnih kontakata između ovih organizacija i njihove publike.«⁵

Marketing javnog televizijskog servisa predstavlja podmirivanje potreba, želja, preferencija gledalaca/publike za raznovrsnim televizijskim programima koji moraju zadovoljavati visoke standarde kvaliteta. Bez obzira da li je riječ o komercijalnim televizijama koje se isključivo finansiraju od oglašavanja, ili javnim servisima koji se finansiraju naplatom RTV takse i manjim dijelom od oglašavanja, televizijski programi moraju da pruže određenu vrijednost gledaocima da bi ovi zadovoljili svoje potrebe za informacijama, obrazovanjem, zabavom, i sl. Samo na taj način televizijske stanice mogu da obezbijede nivo gledanost (rejting). Dakle, potrebe gledalaca, kao konzumenta televizijskog programa, početna su i završna tačka marketinški organizovane djelatnosti javnog televizijskog servisa.

Uloga i funkcija javnog televizijskog servisa

Uloga sektora marketinga u velikom broju televizijskih kompanija shvata se isključivo kao prodaja vremena za oglašavanje. Međutim, savremeni javni televizijski sistemi zatjevaju novi sistemski pristup i primjenu tzv. holističkog marketinga. „Koncept holističkog marketinga polazi od razvoja, oblikovanja i sprovođenja marketing programa, procesa i aktivnosti, kojima priznaju širinu i međuzavisnost efekata. U holističkom marketingu priznaje se da je u marketingu sve značajno, i da je često neophodna široka i integrisana perspektiva“.⁶ Koncept holističkog marketinga u televizijskoj djelatnosti zasniva se na razvoju, proizvodnji i emitovanju programa, široko podržanih od svih zaposlenih. Holistički marketing trebalo bi da daje najbolje rezultate u praksi zato što upravlja superiornim vrijednostima koje obezbjeđuju visok kvalitet televizijskih programa. Iz gore navedenog proizilazi da je uloga marketing menadžera javnog televizijskog servisa u: otkrivanju percepcija, sklonosti i zahtjeva gledalaca; saopštavanju želja i očeki-

5 Milisavljević, M., Marketing, izmenjeno izdanje, Savremena administracija, Beograd, 2001, str.59

6 www.marketing-pr.fon.bg.ac.yu, april 2011.

emitting, widely supported by all employed. Holistic marketing should give the best results in practice because it manages superior values that provide high quality of television programs. It could be stated, from the previously mentioned, that the role of marketing manager of public broadcasting service is: revealing the perception and tendencies and demands of the viewers; announcement of wishes and expectations of the audience, work on development of the product, that is television program; taking care of that the programs are correctly structured in program schedule and emitted on time, maintaining the contact with viewers after the emitted program, making sure that the viewers were satisfied; gathering the idea from the viewers for improvement of television program, meaning transferring the ideas in relevant sector in order to improve the program.

In the business of public television services in accordance with the marketing principles the use of internal marketing is required. All employees in the public service need to adopt and implement appropriate marketing principles. A leading expert in marketing Philip Kotler supports the concept of internal marketing in which »marketing does not work exclusively for itself; operates only when all employees observe its impact on the satisfaction of consumers ». ⁷ Marketing activities are usually carried out in the marketing sector which has its own good, but the bad side. The good side is that it brings together a number of qualified people who have the specific skills of understanding, serving and meeting the needs and requirements of program viewers. The downside is that other sectors consider that overall marketing done in one sector.

'Marketing mix' of the public broadcasting service

Marketing mix of public broadcasting service television includes a set of instruments that management can use to sell program successfully to the viewers. The traditional formulation which is Derom McCarthy (Jerome McCarthy) called »4P«⁸, means: the product, price, place and promotion.

Instruments of the marketing mix, in the television business, represent variables that a television company can control. In order for marketing mix to be effective, marketing managers must create such a combination of instruments that adapt the needs of viewers, create certain competitiveness, and are in line with available resources television companies. The goal is to get the viewers create a positive attitude towards the program content which provides public television.

In the television business - *product*, namely the program content is a key element of television deals and the most important element of the marketing

⁷ Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb 2003., str.24
⁸ Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb 2003., str.92

vanja publike koj rade na razvoju proizvoda, odnosno televizijskog programa; briga o tome da programi budu adekvatno strukturisani u programskom rasporedu, uklopljeni i emitovani na vrijeme, održavanju kontakta sa gledaocima nakon emitovanog programa da bi bili sigurni u to da su gledaoci zadovoljni; prikupljanju ideja od gledalaca za poboljšanje televizijskog programa u smislu da se ideje prosljede u odgovarajući sektor da bi se programski sektori doradili.

U poslovanju javnih televizijskih servisa u skladu sa marketinškim načelima neophodna je primjena internog marketinga. Svi zaposleni u javnom servisu treba da prihvate i primenjuju odgovarajuće marketinške principe. Vodeći stručnjak u marketingu Filip Kotler podržava koncept internog marketinga po kojem „marketing ne djeluje isključivo sam za sebe; djeluje jedino kada svi zaposleni poštuju njegov uticaj na zadovoljenje potrošača”.⁷ Marketinške aktivnosti najčešće se obavljaju u sektoru marketinga što ima svoje dobre, ali i loše strane. Dobra strana je što okuplja određeni broj kvalifikovanih ljudi koji posjeduju specifične sposobnosti razumjevanja, usluživanja i zadovoljavanja prprogramskih potreba i zahtjeva gledalaca. Loša strana je što drugi sektori smatraju da se cjelokupni marketing obavlja u jednom odjeljenju.

Marketing miks javnog televizijskog servisa

Marketing miks javnog televizijskog servisa podrazumjeva skup instrumenata koji menadžemntu može da koristi da bi program što uspješnije prodali gledaocima. Tradicionalna formulacija koju je Derom Makarti (Jerome McCarthy) nazvao „4P”⁸, znači: proizvod (Product), cijena (price), distribucija (Place) i promocija (Promotion).

Instrumenti marketing miksa, u televizijskoj djelatnosti, predstavljaju varijable koje televizijska kompanija može kontrolisati. Da bi marketing miks bio efikasan, marketing menadžeri moraju kreirati takvu kombinaciju instrumenata koji će se prilagoditi potrebama gledalaca, kreirati određenu konkurentnost, te biti usklađen sa raspoloživim resursima televizijske kompanije. Cilj je da se kod gledalaca stvori pozitivan stav prema programskim sadržajima koji pruža javni televizijski servis.

U televizijskoj djelatnosti – *proizvod*, tačnije programski sadržaj jeste ključni element televizijske ponude i najvažniji je element marketing miksa. Javni televizijski servis treba da ima takav programski sadržaj koji će adekvatno zadovoljiti potrebe gledalaca, efikasnije nego programi drugih televizijskih stanica. Teoretičar medija Rade Veljanovski naglašava da „javni televizijski servis treba da proizvodi programe najvišeg kvaliteta, namijenje-

⁷ Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb 2003., str.24

⁸ Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb 2003., str.92

mix. Public Broadcasting Service should have such program content that will adequately meet the needs of viewers, more effective than programs of other television stations. Media theorist Rade Veljanovski stressed that »public television should produce programs of the highest quality, designed for all citizens on equal terms. It must not be politically, culturally or ethnically one-sided. All social groups: the rich, the poor, people of different professions, children, teenagers, women and men, the majority population, and minority groups, ill or handicapped, trade unions, NGOs, government, opposition and political abstainers, everyone should have the opportunity to communicate across the public service. »⁹ Hierarchy of products defined by the Philip Kotler in the television offer would be content of: A set of needs (for television program), a collection of program products (programming genres), and types of program products (e.g. News Program), the line of the program (within the types of programs), type of program product (news, reportage), brand of program product (the name that identifies the type of program), individual program product (the content of the show). Thus, the television program is very dynamic instrument of marketing mix which allows constant adjustment of program content to the needs of television audience.

Product mix of public service television is a set of programming content that television offers viewers. Product mix of public service television is characterized by the following dimensions:

- Width of the product mix - refers to the number of different genres of programming line of products that the public service has. E.g. The news program, cultural, artistic and entertainment program, children's, scientific-educational and economic propaganda;
- Depth refers to the number of offered variants of a given program genre, for example, within the news program broadcast daily news programs, specialized programs and programs with special issues, shows of sports program.
- Density mix of software product refers to the composition of each show in the program genre. E.g. daily news programs made up from the ground, reports, surveys, interviews, etc.
- Consistency mix refers to the connection between different program contents that with television audience realize joint function.

Price is the only element of the marketing mix of television, which generates income, all the other represent costs. Price in public television service is the amount that citizens, in the form of license tax, pay to watch television programs.

⁹ Veljanovski, R., Javni RTV servis u službi građana, Klio, Beograd, 2005, str.11

ne svim građanima pod jednakim uslovima. On ne smije da bude politički, kulturno ili etnički jednostran. Sve društvene grupe: bogati, siromašni, ljudi različitih struka, djeca, omladina, žene i muškarci, većinsko stanovništvo, ali i manjinske grupe, bolesni ili hendikepirani, sindikati, nevladine organizacije, vlast, opozicija i politički apstinenti, svi treba da imaju mogućnost komuniciranja preko javnih servisa.⁹ Hijerarhiju proizvoda koju je definisao Filip Kotler u televizijskoj ponudi bi činilo: Skup potreba (za televizijskim programom), skup programskih proizvoda (programski žanrovi), vrsta programskih proizvoda (npr. Informativnog programa), linija programa (unutar vrste programa), tip programskog proizvoda (vijesti, reportaža), marka programskog proizvoda (ime koje se identifikuje sa vrstom programa), pojedini programski proizvod (sadržaj emisije). Dakle, televizijski program je veoma dinamičan instrument marketing miksa koji omogućava konstantno prilagođavanje programskih sadržaja potrebama televizijske publike.

Miks proizvoda javnog televizijskog servisa predstavlja skup svih programskih sadržaja koje televizija nudi gledaocima. Miks proizvoda javnog televizijskog servisa karakterišu sljedeće dimenzije:

- Širina miksa proizvoda – odnosi se na broj žanrovski različitih programskih linija proizvoda koje javni servis posjeduje. Npr. Informativni program, kulturno-umjetnički i zabavni program, dječiji, naučno-obrazovni i ekonomsko-propagandni;
- Dubina se odnosi na broj ponuđenih varijanti određenog programskog žanra, npr. u okviru informativnog programa emituju se dnevne informativne emisije, specijalizovane emisije i emisije posebne problematike, emisije sportskog programa.
- Gustina miksa programskog proizvoda odnosi se na sastav svake emisije u okviru programskog žanra. Npr. Dnevne informativne emisije sačinjene su sa terena, izvještaja, ankete, intervjua, itd.
- Konzistentnost miksa odnosi se na povezanost različitih programskih sadržaja koji kod televizijske publike ostvaruju zajedničku funkciju.

Cijena je jedini element televizijskog marketing miksa koji ostvaruje prihod, svi ostali predstavljaju troškove. Cijena u javnom televizijskom servisu predstavlja iznos koji građani, u obliku RTV takse, plaćaju za gledanje televizijskog programa.

Cijene za proizvode javnog televizijskog servisa formiraju se na specifičan način. S obzirom na to da je riječ o televizijskim kućama koje su u programskom smislu isključivo odgovorne javnosti (publici), cijena za televizijske programe utvrđena je zakonima o javnom radio-televizijskom servisu. Naime, svako domaćinstvo i pravno lice na teritoriji određene države, dužno

9 Veljanovski, R., Javni RTV servis u službi građana, Klio, Beograd, 2005, str.11

Prices for the products of public service television are formed in a specific way. Given that these are TV companies that are in its programming exclusively responsible to the public (audience), prices for television programs are established under the laws on the Public Broadcasting Service. In fact, every household and legal person in the territory of a particular country is obliged to pay a monthly license fee for owning a television set. Income from television subscription is sufficient to finance the basic activity of public service television.

Second, an additional way of financing public service television is the sale of advertising time for different message types, primarily advertising messages. Marketing advertising of public service television represents any payment or similar consideration or self-promotional public notice, including sponsorship, in order to promote the sale, purchase or renting of products or services, promote a cause or idea, or causing some other effect desired by the advertiser or service.

Prices of advertising on the public service are created by the established rating and competing television stations. »When the ratings of a particular program or the entire program of the given broadcaster impact on the pricing strategy, we can talk about the price of a quality assessment program, mainly based on the opinion of the market viewers.«¹⁰ Public services determine the price in comparison to the competition television companies, which depends on the territory covered by its signal. Given the fact that the public service's signal usually covers the entire country, the price of advertising is usually higher compared to competing television stations.

The laws governing business of public broadcasting television services set out the principles of marketing: »Public service broadcasters have the right to refuse to broadcast marketing advertisements whose content is contrary to the program principles established by law or other rules and regulations governing public advertising.«¹¹

Distribution in the television business includes covering of the given territory by television signal, which provides access to programs to households all over the country. Coverage of TV signal is one of the conditions of successful work of television, regardless whether it is a commercial television or public service. Distribution of television signals is done by the transmitter network, and can be transmitted via terrestrial networks, satellites, cable, internet or other technical means. Television signal coverage is a direct influence on advertisers and provides better income.

By *promotion*, the public television companies present products and it could be understood in two ways. In the first case, as one of the functions

10 Peković, G., Menadžement komercijalne televizije, Fakultet dramskih umetnosti, Beograd, 195, str.97

11 Zakon o Javnom RTV sistemu Bosne i Hercegovine, član 30, maj 2005.

je da plaća mjesečnu RTV taksu za posjedovanje televizijskog prijemnika. Prihod od televizijske pretplate dovoljan je za finansiranje osnovne djelatnosti javnih televizijskih servisa.

Drugi, dodatni način finansiranja javnog televizijskog servisa jeste prodaja vremena za oglašavanje raznih vrsta poruka, a prevashodno reklamnih poruka. Marketinško oglašavanje javnog televizijskog servisa predstavlja svaki plaćeni, slično nadoknađeni ili samopromotivni javni oglas, uključujući sponzorisanje, u svrhu promocije prodaje, kupovine ili iznamljivanja proizvoda ili usluga, promocije ideje ili cilja, ili uzrokovanje nekog drugog željenog efekta od oglašavača ili servisa.

Cijene oglašavanja na programu javnih servisa formiraju se prema utvrđenom rejtingu i konkurentskim televizijskim stanicama. „Kada gledanost određenog programa, ili cjelokupnog programa date televizijske kuće utiče na strategiju cijena, možemo govoriti o cijeni kao ocjeni kvaliteta programa i to prvenstveno na osnovu mišljenja tržišta gledalaca.“¹⁰ Javni servisi određuju cijenu i u odnosu na konkurentske televizije, a koja zavisi od teritorije koju pokriva svojim signalom. S obzirom na to da javni servis svojim signalom najčešće pokriva cijelu teritoriju države, cijena za oglašavanje je obično veća u odnosu na konkurentske televizijske stanice.

U zakonima koji regulišu poslovanje javnih televizijskih servisa, propisani su principi marketinškog oglašavanja: „Javni RTV servisi imaju pravo odbiti emitovanje marketinškog oglasa čiji je sadržaj protivan programskim principima utvrđenim zakonom, te drugim pravilima i propisima za javno oglašavanje.“¹¹

Distribucija u televizijskoj djelatnosti podrazumjeva pokrivenost date teritorije televizijskim signalom koji omogućava dostupnost programa domaćinstvima širom zemlje. Pokrivenost televizijskim signalom jedan od uslova uspješnog poslovanja televizije, bez obzira na to da li se radi o komercijalnim televizijama ili javnom servisu. Distribucija televizijskog signala vrši se posredstvom predajničke mreže, a mogu se prenositi preko zemaljske mreže, satelita, kabla, interneta ili drugih tehničkih sredstava. Pokrivenost televizijskim signalom je i direktan uticaj na oglašivače i ostvarivanje većeg prihoda.

Promocijom se javnosti prezentuju proizvodi televizijske kompanije i shvata se na dva načina. U prvom slučaju, kao jedna od funkcija televizijskog marketinga, a u drugom kao instrument marketing miksa. Perica Macura ističe da je promocija „aktivnost koja se realizuje unutar preduzeća, a odnosi se na planiranje i organizovanje strategije i taktike promocije preduzeća.“¹²

10 Peković, G., Menadžement komercijalne televizije, Fakultet dramskih umetnosti, Beograd, 195, str.97

11 Zakon o Javnom RTV sistemu Bosne i Hercegovine, član 30, maj 2005.

12 Macura, P., Sistem informacija promocije, Glas Srpski, Banja Luka, 2000, str.50

of television marketing, and in the second as an instrument of marketing mix. Perica Macura points out that the promotion is »an activity that is carried out within the company, relating to the planning and organizing strategies and tactics of promotion of the company«. ¹² The main goals of promotional activities are in keeping existing television audience and attracting new viewers; creating, maintaining and improving the image of the public service, its programs; pointing out the features of the existing program content and introducing television audiences with new programs. Service of promotion of the television company will achieve these targets in two ways: by propagating their own program and creating their own image.

The combination of marketing mix instruments is of great importance for the successful operation of public service broadcasting. Possessing good capabilities for the production of quality television programs, affordable price RTV subscription, informed market and widespread distribution system public services will ensure a good marketing system. According to the criteria on which marketing system is based and built, the viewer is the starting and ending point of television marketing.

TELEVISION MARKET AND MARKETING STRATEGIES

The television market is very specific and consists of audience and advertisers. Mass communication theorists define *television audience* as »persons of certain psychological and physical abilities and qualities that at the certain moment, in time-defined moment, monitored (listened or watched) television.« The most numerous audience or mass audience, in the true sense of the word, makes television audience. It is differentiated according to the program that watch, the program genre that consumes, social profile, and so on. In media marketing the accent is put not only on the number of viewers, but more and more on their composition.

Advertisers presents the other part of the television market. They are defined as those companies and individuals who by paying or sponsoring the program time of public broadcasting service promote their products or services. Although advertising is characteristic for commercial television stations, and basic form of their co-financing, public broadcasting service by selling time for advertising provide additional resources that contribute to business success. The funds from the collection of the fee are usually sufficient for performing basic activities of public service television, but are insufficient to invest in new programming and improve the quality of existing programs. The public broadcasters, with its principal function of serving the public apply certain principles of marketing, which are governed by the laws

¹² Macura, P., Sistem informacija promocije, Glas Srpski, Banja Luka, 2000, str.50

Osnovni ciljevi promotivnih aktivnosti su u zadržavanju postojeće televizijske publike i privlačenju novih gledalaca; stvaranje, održavanje i unaprijeđenje imidža javnog servisa, njegovih programa; ukazivanje na karakteristike postojećih programskih sadržaja i upoznavanje televizijske publike sa novim programima. Služba promocije televizijske kompanije će navedene ciljeve ostvariti na dva načina: propagandom vlastitog programa i kreiranjem sopstvenog imidža.

Kombinacijom instrumenata marketing miksa od velikog je značaja za uspješno poslovanje javnog televizijskog servisa. Posjedovanjem dobrih mogućnosti za proizvodnju kvalitetnih televizijskih programa, prihvatljivoj cijeni RTV pretplate, informisanim tržištem i rasprostranjenom sistemu distribucije javni servisi osiguraće dobar marketing sistem.

Prema kriterijumima na kojima se zasniva i izgrađuje marketing sistem, gledalac je polazna i završna tačka televizijskog marketinga.

TELEVIZIJSKO TRŽIŠTE I MARKETINŠKE STRATEGIJE

Televizijsko tržište vrlo je specifično i sastoji se od publike i oglašivača. *Televizijsku publiku* teoretičari masovnih komunikacija definišu kao „lica određenih psihofizičkih sposobnosti i osobina koje su u datom trenutku, vremenski definisanom, pratila (slušala ili gledala) televiziju.“¹³ Najbrojniju publiku ili masovnu publiku, u pravom smislu riječi, čini televizijska publika. Ona se diferencira prema programu koji gleda, programskom žanru koji konzumira, društvenom profilu, itd. U medijskom marketingu akcenat se stavlja ne samo na brojnost gledalaca već sve više na njihov sastav.

Oglašivači predstavljaju drugi dio televizijskog tržišta. Definišu se kao one kompanije i pojedinci koji plaćanjem ili sponzorisanjem programskog prostora javnih servisa promovišu svoje proizvode ili usluge. Iako je oglašavanje karakteristično za komercijalne televizijske stanice, i osnovni vid njihovog sufinansiranja, javni televizijski servisi prodajom vremena za oglašavanje obezbjeđuju dodatna sredstva koja doprinose uspješnosti poslovanja. Sredstva od naplate RTV takse obično su dovoljna za obavljanje osnovnih aktivnosti javnog televizijskog servisa, ali su nedovoljna za ulaganje u nove programske sadržaje i poboljšanje kvaliteta već postojećih emisija. Javni emiteri, s obzirom na osnovnu funkciju služenja javnosti primjenjuju određene principe marketinškog oglašavanja, koji su regulisani zakonima o radiodifuziji: „Lice ili organizacija koja vrše marketinško oglašavanje ne mogu uticati na koncept programa, sadržaj ili uređivačku politiku javnog servisa; marketinški oglas mora biti jasno prepoznatljiv i kao takav uočljivo odvojen

13 Timotić, M., Metode mjerenja auditorijuma radija i televizije, Fakultet političkih nauka, Beograd, 1998, str.31

of broadcasting: »A person or organization carrying out an advertisement may not influence the program concept, content or editorial policy of the public service; marketing shall be clearly recognizable as such and clearly separated from other programs by visual and acoustic content; television advertising will not jeopardize respect for human dignity, include discrimination based on race, gender and nationality, be offensive to religion and political beliefs, etc. »¹³ The main task of television managers is to identify potential markets, demographic and psychographic characteristics of viewers who follow television programs and rating of certain programs and overall program of individual shows.

Segmentation of the television market represents ways to increase the accuracy of public service television in the selection of the target market. According to Milosavljevic, there are several levels of market segmentation and "it is made difference between mass marketing, segmented marketing, marketing niche, micromarketing, local marketing and individual marketing".¹⁴ In the sector of public service television segmented marketing and marketing niches are practiced. Management of public service television using segmented marketing notice how the audience is different in their requirements and needs for a television program, while trying to isolate some broad audience segments with wire characteristics that would make up the television market. On the other hand, part of the program content is designed for smaller groups of viewers with specific characteristics (e.g. A national minority), that is marketing niches is applied. For the segmentation of audiences, television managers can apply the so-called segmentation according to characteristics of consumers. These are the cultural, social, personal and psychological characteristics (Illustration 1-1).

CULTURAL CHARACTERISTICS	SOCIAL CHARACTERISTICS	PERSONAL CHARACTERISTICS	PSYCHOLOGICAL CHARACTERISTICS	
*culture	*referential groups	*gender	*motivation	VIEWER
*sculpture	*family	*age	*perception	
*social layer	*roles and status	*occupation	*believing and standpoints	
		*way of life		

Illustration 1-1: Segmentation of the television market according to the characteristics of the audience

The management of public broadcasters, after the segmentation of the television market, decides on the choice of characteristic groups of viewers

13 Zakon o Javnom RTV sistemu BiH, oktobar 2005. godine

14 Milisavljević, M., Marketing, Savremena administracija, Beograd, 2001, str 116

od drugih programskih sadržaja putem vizuelnih i akustičkih sadržaja; televizijsko oglašavanje neće ugrožavati poštovanje ljudskog digniteta, sadržavati diskriminaciju na osnovu rase, pola i nacionalnosti, biti uvredljiv za religiju i politička uvjerenja, itd.¹⁴

Osnovni zadatak televizijskih menadžera je da utvrde potencijale tržišta, demografske i psihografske karakteristike gledalaca koji prate televizijski program, te rejting pojedinih emisija i ukupnog programa pojedinih emisija.

Segmentacija televizijskog tržišta predstavlja načine da se poveća preciznost javnog televizijskog servisa u odabiru ciljnog tržišta. Prema Milisavljeviću postoji nekoliko nivoa segmentacije tržišta pa se „pravi razlika između masovnog marketinga, segmentiranog marketinga, marketinga niše, mikro-marketinga, lokalnog marketinga i individualnog marketinga“¹⁵. U djelatnosti javnog televizijskog servisa praktikuje se segmentirani marketing i marketing niše. Menadžment javnog televizijskog servisa primjenjujući segmentirani marketing uočava kako se publika razlikuje u svojim zahtjevima i potrebama za televizijski program, pri čemu pokušava da izoluje neke široke segmente publike sa sličnim karakteristikama koji bi činili televizijsko tržište. S druge strane, dio programskih sadržaja namijenjeno je manjim grupama gledalaca sa specifičnim karakteristikama (npr. nacionalne manjine), odnosno primjenjuju se marketing niše. Za segmentaciju publike, televizijski menadžeri mogu primijeniti tzv. segmentaciju prema karakteristikama potrošača. To su kulturne, društvene, lične i psihološke karakteristike (Prikaz 1-1).

KULTURNE KARAKTERI- STIKE	DRUŠTVENE KARAKTERI- STIKE	LIČNE KARAK- TERISTIKE	PSIHLOŠKE KARAKTERI- STIKE	GLEDALAC
*kultura	*Referentne	*Pol	*Motivacija	
*supkultura	grupe	*Starosna dob	*Percepcija	
*Društveni sloj	*Porodica	*Zanimanje	*Vjerovanja i stavovi	
	*Uloge i status	*Način života		

Prikaz 1-1: Segmentacija televizijskog tržišta prema karakteristikama publike

Menadžment javnih emitera, nakon izvršene segmentacije televizijskog tržišta, odlučuje o izboru karakterističnih grupa gledalaca prema čijim potrebama će kreirati programske sadržaje. U savremnom sistemu poslovanja, javni servisi moraju biti svjesni da se ne može programski opskrbiti sve grupe televizijskih gledalaca. Kotler je ponudio „pet modela odabira ciljnog

14 Zakon o Javnom RTV sistemu BiH, oktobar 2005. godine

15 Milisavljević, M., Marketing, Savremena administracija, Beograd, 2001, str 116

according to whose needs, they will create program content. In the modern system of doing business, public services must be aware that it cannot provide program for all the groups of television viewers. Kotler offered »five models of selecting of target markets«,¹⁵ which can be applied in the activities of public service television. These are:

- *Focus on one segment* is more characteristic of commercial stations than public television services.
- *Selective specialization*. Public Broadcasting Service program focuses on several segments, or custom programming genres adjusted to selected target markets. What is important is that every program genre achieves a high rating.
- *Specialization of the product*. Public broadcasters put emphasis on the production of typical program for a number of program genres which are recognizable among competition, and viewers appreciate them
- *Specialization of the market*. Television organization is channeled to meet the different needs of specific groups of viewers.
- *Covering the entire market*. Production and broadcasting of programs for different categories of viewers to service the entire market characteristics of the public television service that apply differentiated marketing, which leads to increased production of the program, but also costs.

The marketing strategies of public broadcasting television service

The strategy, as a way of achieving the goals of the organization in the market, where the constant changes are taking place, and transferred to the television activity towards Pekovic »is a series of decisions taken by the television station or its organizational units which are directed towards its medium long term goals and priorities. Such decisions re-create the position of TV stations, depending on the external environment (government, politics, culture, economy, market, technology) at the same time taking into account the pressures arising from competition, as well as the availability of resources (capital, personnel, equipment, distribution, etc.)«. ¹⁶ The task placed before management of public television service is to plan and create such a marketing strategy that will achieve the goals of the television business. Unique strategic performance of public service television can be presented through the »wheel of television strategy« (Illustration 1-2). ¹⁷ At the center point are the defined objectives of public service television and instruments to cope with competitor television stations, which are mediated by the tar-

¹⁵ Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb, 2001, str.270

¹⁶ Peković, G., Menadžemnt komercijalne televizije, Fakultet dramskih umetnosti, Beograd, 1995, str.88

¹⁷ Isto

tržišta¹⁶, a koji se mogu primjeniti i u djelatnosti javnih televizijskih servisa. To su:

- *Koncentracija na jedan segment* karakteristika je više komercijalnih stanica, nego javnih televizijskih servisa.
- *Selektivna specijalizacija*. Javni televizijski servis programski se usmjerava na nekoliko segmenata, odnosno programskih žanrova prilagođenih odabranim ciljnim tržištima. Ono što je važno jeste da svaki programski žanr ostvaruje visok rejting.
- *Specijalizacija proizvoda*. Javni emiteri stavljaju akcent na proizvodnju karakterističnih programa za nekoliko programskih žanrova čime su prepoznatljivi među konkurencijom, a cijene ih i gledaoci.
- *Specijalizacija tržišta*. Televizijska organizacija usmjerava se da zadovolji različite potrebe određenih grupa gledalaca.
- *Pokrivanje cijelog tržišta*. Proizvodnja i emitovanje programa za različite kategorije gledalaca radi opsluživanja cijelog tržišta karakteristika je javnih televizijskih servisa koji primjenjuju diferencirani marketing, što vodi do povećanja proizvodnje programa, ali i troškova.

Marketinške strategije javnog televizijskog servisa

Strategija, kao način ostvarivanja ciljeva organizacije na tržištu, na kome se odvijaju stalne promjene, a prenesene u televizijsku djelatnost prema Pekoviću „čini niz odluka koje donosi televizijska stanica ili njene organizacione jedinice koje svoj medij usmjeravaju ka ugoročnim ciljevima i prioritetima. Takve odluke ponovo stvaraju poziciju TV stanice u zavisnosti od spoljašnjeg okruženja (vlada, politika, kultura, ekonomija, tržište, tehnologija) pri tome uzimajući u obzir pritiske koji nastaju zbog konkurencije, kao i dostupnost resursa (kapital, kadrovi, oprema, distribucija, itd.)¹⁷“.

Zadatak koji se stavlja pred menadžemnt javnog televizijskog servisa jeste da planira i kreira takvu marketinšku strategiju koja će ostvariti ciljeve televizijskog poslovanja. Jedinstven strateški nastup javnih televizijskih servisa može se predstaviti kroz „točak televizijske strategije“¹⁸(prikaz 1-2). U središtu točka su definisani ciljevi javnog televizijskog servisa i instrumenti za borbu sa konkurentskim televizijskim stanicama, koji se ostvaruju kroz ciljna tržišta publike i oglašivača, marketing, prodaju vremena za oglašavanje, distribuciju, proizvodnju i emitovanje, tehnologiju, zaposlene, kupovinu tehnike i programa, istraživanje tržišta i razvoja, finansije i kontrolu, pro-

16 Kotler, F., Upravljanje marketingom (analiza, planiranje, primjena i kontrola), Mate, Zagreb, 2001, str.270

17 Peković, G., Menadžemnt komercijalne televizije, Fakultet dramskih umetnosti, Beograd, 1995, str.88

18 Isto

get market audiences and advertisers, marketing, sales time for advertising, distribution, production and broadcasting, technology, personnel, purchasing techniques and programs, market research and development, finance and control, production process. After defining the core functions of public service, management approaches to designing the unique business strategy.



Illustration 1-2: Wheel of strategies of public service television

Marketing Strategy of public broadcasters should not be confused with long-term activities and development of this medium. Pekovic stands out »the basic models of the marketing strategy of commercial television«¹⁸ that can, with certain adjustments apply business practices of public television services. These are:

Coverage with television signal. Management of public broadcasters should constantly increase the number of transmitters or maintain existing in order to distribute television program throughout the country. This strategy

¹⁸ Isis

dukcioni postupak. Nakon definisanja ključnih funkcija javnog servisa, menadžemnt pristupa izradi jedinstvene poslovne strategije.



Prikaz 1-2: Točak strategije javnog televizijskog servisa

Marketing strategija javnih emitera ne smije se poistovjetiti sa dugoročnim aktivnostima i razvojem ovog medija. Peković izdvaja „bazične modele marketinške strategije komercijalne televizije“¹⁹ koji se mogu, uz određena prilagođavanja, primjeniti i u poslovnoj praksi javnih televizijskih servisa. To su:

Pokrivanje televizijskim signalom. Menadžemnt javnih emitera konstantno treba povećavati broj predajnika ili održavati već postojeće da bi se televizijski program distribuirao širom zemlje. Ova strategija je naročito važna za javne televizijske servise, radi pridobijanja i onih grupa gledalaca koji nisu imali signal javne televizije. Primjenom strategije distribucije, televizijska kompanija će povećati svoju produktivnost, ali i profitabilnost.

19 Peković, G., Menadžment komercijalne televizije, Fakultet dramskih umetnosti, Beograd, 1995, str.92

is particularly important for public television services, in order to gain and those groups of viewers who did not have a signal of public television. By applying the strategy of distribution, television companies will increase their productivity, and profitability.

Improving and increasing the program is primary strategy in the business of public service. They are expected to place the highest quality programs of different program genres. Besides the quality, quantity of program is also important, which is the fundamental role of public broadcasting services.

Increasing market refers to the segmentation of already existing markets and adjustment of program offers to groups of viewers with special requirements. By applying this strategy, public television will attract not only a larger number of viewers but also advertisers.

Specialization of the program and the concentration is the strategy of public service in planning the program that meets the wishes of small audience which often are not interested in commercial television organizations.

Quality strategy and differentiation of programs relates to the development of such program contents of public services which will vary from program competing television stations. The application of this strategy is of great importance in order to gain a leading position in the media market.

Strategy of pricing policy. Regardless whether it is public service or commercial stations, prices are formed in relation to the visibility of the programs, but also in relation to competing television.

Defining and exploring the television market and the use of marketing strategies in line with the objectives of television companies are important steps in the television business. After the detailed market analysis (auditory / advertisers) public services accessed important task - programming. If their programs are adapted to market demands, they will surely achieve enviable position among TV competitors and achieve the basic function of serving the public.

PROGRAMMING OF PUBLIC BROADCASTING TELEVISION SERVICE

The role of public service television programming is of utmost importance. The television program is now the name for a variety of television content broadcast by the public service in the form of specific show during a precise period. Programming is structuring television program by days, weeks or seasons.

Public broadcasters today are changing schedules programs according to viewers, who thus retained, and the programs of competing television. The Recommendation of the Parliament of the Council of Europe states that

Poboljšanje i povećanje programa primarna je strategija u poslovanju javnih servisa. Od njih se očekuje da plasiraju najkvalitetnije programe različitih programskih žanrova. Pored kvaliteta, važan je i kvantitet programske ponude što je osnovna funkcija javnih servisa.

Povećanje tržišta se odnosi na segmentaciju već postojećeg tržišta i prilagođavanje programske ponude grupama gledalaca sa posebnim zahtjevima. Primjenom ove strategije javni televizijski servis privući će ne samo veći broj gledalaca već i oglašivača.

Specijalizacija programa i koncentracija je strategija javnog servisa koji programski udovoljava i malobrojnoj publici za koju često nisu zainteresovane komercijalne televizijske organizacije.

Strategija kvaliteta i diferenciranja programa se odnosi na kreiranje takvih programskih sadržaja javnih servisa koji će se razlikovati od programa konkurentskih televizijskih stanica. Primjena ove strategije je od velikog značaja radi osvajanja vodeće pozicije na medijskom tržištu.

Strategija politike cijena. Bez obzira da li je riječ o javnom servisu ili komercijalnim stanicama, cijene se formiraju u odnosu na gledanost programa, ali i u odnosu na konkurentске televizije.

Definisanje i istraživanje televizijskog tržišta, te primjena marketinških strategija u skladu sa ciljevima televizijske kompanije važni su koraci u televizijskom poslovanju. Nakon detaljne analize tržišta (gledaoci/oglašivači) javni servisi pristupaju važnom zadatku – programiranju. Ukoliko svoje programe prilagode zahtjevima tržišta zasigurno će ostvariti zavidnu poziciju među televizijskim konkurentima i ostvariti osnovnu funkciju služenja javnosti.

PROGRAMIRANJE JAVNOG TELEVIZIJSKOG SERVISA

Uloga javnih televizijskih servisa u programiranju od izuzetne je važnosti. Televizijski program je naziv za različite televizijske sadržaje koje emituje javni servis u obliku specifičnih emisija u tačno određenom terminu. Programiranje je strukturisanje televizijskog programa po danima, sedmicama ili sezonama.

Javni emiteri današnjice mijenjaju rasporede programa prema zahtjevima gledalaca, koje na taj način zadržavaju, i prema programima konkurentskih televizija. U Preporuci Parlamenta Savjeta Evrope navodi se da „javni servisi samim ti što su javni već predstavljaju garanciju da će svi segmenti javnosti, uključujući i manjinske grupe, imati pristup programima koji su raznovrsni i lišeni predrasuda, da na njih neće uticati ni vlasti ni političke partije, i da će u njima informativne, obrazovne, kulturne i zabavne emisije biti

»public services therefore you as a public already constitute a guarantee that all segments of the public, including minority groups, have access to programs that are diverse and devoid of prejudice, meaning that there will not be affected by either governments or political parties, and that in them informational, educational, cultural and entertainment shows be represented in the preferred proportions ».¹⁹ A program offer of public service and commercial television station is just reflected in the diversity of program. Program managers of public broadcasters create content based on the results of market research, adapting programs to different requirements of viewers, even those small groups for which commercial television have no interest. Public services should create programs that will contribute to the development of democracy.

Although public services are funded solely through public revenue (license fee) and donations, a certain part of funds could be raised through advertising. This does not mean that the programs of public broadcasters comply with the requirements of advertisers. On the contrary, advertising income public broadcasting service will invest in program production of new or improving the quality of existing facilities.

Programming obligations of public television, established, financed and controlled by the public, are legally prescribed: »Programs produced and broadcast within the public broadcasting service must ensure diversity and balance of content that support democratic values of modern society, and in particular respect for human rights and cultural, national, ethnic and political pluralism of ideas and opinions ».²⁰ Popularity of public broadcasters depends precisely on its programs. How programs are meaningfully and by terms adjusted to market of viewers shows the best rating achieved. Program managers, in the preparation of the programming schedule, must take into account the following factors: competitive programs television, number of channels, increase the number of receivers in a household, the presence of a DVD player and monitoring via the Internet. Using remote viewers choose the program at its discretion. For this reason it is necessary to structure the program of public service in a way that will attract and retain the attention of television audiences.

Based on experience in media marketing, experts in this area propose several strategies programming²¹:

- *Strategy »head-head«*. Program contents offered to viewers are similar to those emitted by competing television stations;

19 www.assembly.coe.int, Media and democratic culture, Parliamentary Assembly, Recommendation 1407, June 2012.

20 Zakon o radiodifuziji, član 77, Narodna skupština Srbije, 2002.

21 Pringle, P., Starr, M., McCavitt, W., Electronic Media Management, Focal Press, USA, str.142

zastupljene u poželjnoj razmjeri²⁰. Programska ponuda javnih servisa i komercijalnih televizijski stanica upravo se ogleda u različitosti programa. Programski menadžeri javnih emitera kreiraju sadržaje na osnovu rezultata istraživanja tržišta, prilagođavajući programe različitim zahtjevima gledalaca, čak i onih uskih grupa za kojima komercijalne televizije nemaju interesovanje. Javni servisi treba da kreiraju programe koji će doprinijeti razvoju demokratije.

Iako se javni servisi finansiraju isključivo posredstvom javnih prihoda (RTV taksa) i donacija, dio sredstava mogu da ostvaruju i posredstvom oglašavanja. To ne znači da će se programi javnih emitera povinovati zahtjevima oglašivača. Naprotiv, prihod od oglašavanja javni servisi će uložiti u programsku proizvodnju novih ili poboljšanje kvaliteta postojećih sadržaja.

Programske obaveze javnih televizija, osnovanih, finansiranih i kontrolisanih od javnosti, i zakonski su propisane: „Programima koji se proizvode i emituju u okviru javnog radiodifuznog servisa mora da obezbijedi raznovrsnost i izbalansiranost sadržaja kojima se podržavaju demokratske vrednosti savremenog društva, a naročito poštovanje ljudskih prava i kulturnog, nacionalnog, etničkog i političkog pluralizma ideja i mišljenja²¹“. Popularnost javnih emitera zavisi upravo od njenih programa. Koliko su programi sadržajno i po terminima prilagođeni tržištu gledalaca najbolje pokazuje ostvareni rejting. Programski menadžeri, prilikom sastavljanja programskog rasporeda, moraju uzeti u obzir sljedeće faktore: programe konkurentskih televizija, brojnost kanala, povećanja broja prijemnika u jednom domaćinstvu, prisustvo DVD plejera i praćenje putem Interneta. Upotrebom daljinskog upravljača gledaoci biraju program po svom nahodanju. Iz tog razloga potrebno je strukturirati program javnog servisa na način koji će privući i zadržati pažnju televizijske publike.

Na osnovu iskustva u medijskom marketingu, stručnjaci u ovoj oblasti predlažu nekoliko strategija programiranja²²:

- *Startegija „glava-glavi“*. Programski sadržaji koji nude gledaocima slični su onima koje emituju konkurentske televizijske stanice;
- *Startegija „suprotnosti“*. Plasiranje televizijskog programa na koje nije ciljalo konkurencija;
- *Startegija „niza“*. Ovakva praksa poznata kao horizontalno programiranje stvara naviku publike u gledanju televizijskog programa, npr. na programu javnog servisa se svaki radni dan u isto vrijeme emituje serijski program.

20 www.assembly.coe.int, Media and democratic culture, Parliamentary Assembly, Recommendation 1407, juni 2012.

21 Zakon o radiodifuziji, član 77, Narodna skupština Srbije, 2002.

22 Pringle, P., Starr, M., McCavitt, W., Electronic Media Management, Focal Press, USA, str.142

- *Strategy »opposite«*. Placing television program that is not targeted by competition;
- *A strategy »line«*. This practice is known as horizontal programming creates the habit to the audience in watching TV, for example, the program of the public service every working day at the same time broadcast serial program.
- *A strategy »Control Panel«* means the daily broadcasts of different serial program. This strategy has several disadvantages: it is expensive; it is very hard to promote these programs and cannot create habits of viewers watching all series;
- *A strategy »block«*. Several shows in the block are intended for a similar profile of the audience. The aim of this strategy is longer keeping the attention of people in the public service channel.

Only quality programs of public services will attract the largest number of viewers, but also exquisite (»strong«) advertisers. They will insist that advertise their products exclusively in blocks before and after broadcasts in prime time, or even in the context of emissions. For this reason the production of public services must be of high quality in every program genre. Commercial television will produce programs, mainly entertainment, which proved to be the most watched, and attract a large number of advertisers. Public services are primarily accountable to the public and bound to the requirements of their produce and broadcast program content. It follows that the public broadcasters produce and less attractive programs (cheek, cultural), which will go into the hands of advertisers, but will meet the requirements of those small population.

Program sector and organizational resources

The creation of television programs is a serious business that requires competent and creative staff. Employed in the program have the task based on the identified requirements and needs of viewers structure program offer of public broadcasting service, and then create a program schedule. In this sense, public service obligations are significantly different from commercial television.

The programming department of public service television leads the program manager or program director who is responsible to the general director. Important activities also carry out the production manager, the director of the film and video program, the artistic director and other staff of the programming department.

Production and broadcast of quality television program, among other things, requires quality staff, distribution system, infrastructure and equipment.

- *Strategija „kontrolna tabla“* podrazumjeva svakodnevno emitovanje različitih serijskih programa. Ova strategija ima i nekoliko mana: veoma je skupa, veoma je teško promovisati ove programe i ne može se stvoriti navika gledalaca u gledanju svih serija;
- *Strategija „blok“*. Nekoliko emisija u bloku namijenjeno je sličnom profilu publike. Cilj ove strategije je duže zadržavanje pažnje gledalaca na kanalu javnog servisa.

Samo kvalitetni programi javnih servisa će privući najveći broj gledalaca, ali i probranih („jakih“) oglašivača. Oni će insistirati da reklamiraju svoje proizvode u blokovima isključivo prije i poslije emisija u udarnom terminu, ili čak i u okviru emisija. Iz tog razloga produkcija javnog servisa mora da bude visokokvalitetna u svakom programskom žanru. Komercijalne televizije će proizvoditi programe, uglavnom zabavnih sadržaja, koji su se pokazali najgledanijim, i privući veliki broj oglašivača. Javni servisi su prvenstveno odgovorni javnosti i dužni da prema njihovim zahtjevima proizvode i emituju programske sadržaje. Iz navedenog proizilazi da će javni servisi proizvoditi i manje atraktivne programe (obrazovi, kulturni), koji neće ići na ruku oglašivačima, ali će udovoljiti zahtjevima i one malobrojne populacije.

Programski sektor i organizacioni resursi

Stvaranje televizijskog programa je ozbiljan posao koji zahtjeva stručan i kreativan kadar. Zaposleni u sektoru programa imaju zadatak da na osnovu uočenih zahtjeva i potreba gledalaca struktuiraju programsku ponudu javnog servisa, a nakon toga kreiraju programsku šemu. U tom smislu obaveze javnog servisa se bitno razlikuju od komercijalnih televizija.

Programsko odjeljenje javnog televizijskog servisa predvodi programski menadžer ili direktor programa koji je odgovoran generalnom direktoru. Važne aktivnosti obavljaju menadžer produkcije, direktor filmskog i video programa, umjetnički direktor, te ostalo osoblje programskog odjeljenja.

Proizvodnja i emitovanje kvalitetnog televizijskog programa, između ostalog, zahtjeva kvalitetan kadar, sistem distribucije, infrastrukturu i opremu.

Kadrovi su značajan faktor u poslovanju javnih televizijskih servisa čiji se rezultati rada direktno odražavaju na programske sadržaje. U proizvodnji televizijskog programa veoma je važno da su zaposleni visokoobrazovani i stručni ljudi čije će znanje i vještine doprinijeti programskom kvalitetu, ali i ukupnom poslovanju javnih emitera.

Personnel are a significant factor in the business of public service television broadcasting whose results will directly affect the program content. In the production of television programs it is important that employees are highly educated and professional people whose knowledge and skills contribute to the quality of the programming, but also the overall operations of public broadcasters.

Distribution in the public television services is a means of delivery of programming content to their subscribers. Distribution is done via terrestrial, cable, satellite and the Internet.

Infrastructure is very important due to the fact that the majority of public service mainly own production and television production requirements adequate spaces, furnished and equipped with modern techniques and technology. Newsrooms should be adapted to preparation of adequate television content, studio spaces to their production, and broadcasting systems to television signal systems developed so that programs are readily accessible to a wider audience.

Equipment for the production and broadcasting of public service should be high quality and functional, which handled professional and technical staff on which depends the visual quality of program content.

According to basic marketing concept of public broadcasters, production and acquisition of high-quality programs tailored to the requirements of viewers in the public service shall be exercised exclusively by possess the above resources.

MARKETING MODEL OF PUBLIC BROADCASTIN SERVICE TELEVISION OF REPUBLIC OF SRPSKA

Public Service Television of the Republic of Srpska is one of three equal Bosnian public broadcasters. The vision of the broadcasting organization is »that as part of the Public Broadcasting System of Bosnia and Herzegovina become a broadcaster to the territory of the Republic of Srpska set standards to its viewers, providing high-quality television and multimedia services against which all other television services will be measured, and in this sense, act as standard of public service.«²² However, a number of endogenous and exogenous factors disrupt the performance of the public service of the Republic of Srpska.

Signal of Republic of Srpska Television covers 78% of the territory of Republic of Srpska. This coverage is provided through the primary network of transmitters (graph 3-1) and additional coverage using 47 inverters. Te-

²² Presjek stanja i plan mjera sa sprovođenje reformi, RTRS, 30.jun 2011.

Distribucija u javnim televizijskim servisima predstavlja način dostavljanja programskih sadržaja svojim pretplatnicima. Distribucija se vrši posredstvom zemaljske i kablovske mreže, satelita i Interneta.

Infrastruktura je veoma važna s obzirom na činjenicu da je većina programa javnih servisa uglavnom vlastite proizvodnje i da televizijska produkcija zahtjeva adekvatne prostore, opemljene savremenom tehnikom i tehnologijom. Novinarske redakcije treba da su prilagođene odgovorajućoj pripremi televizijskih sadržaja, studijski prostori njihovoj produkciji, a sistemi emitovanja televizijskog signala razvijeni tako da programi budu dostupni što širem auditorijumu.

Oprema za proizvodnju i emitovanje programa javnih servisa treba da je visokokvalitetna i funkcionalna, kojom rukuje stručnotehnički kadar od čega zavisi vizuelni kvalitet programskih sadržaja.

Po osnovnom marketinškom konceptu javnih emitera, proizvodnja i nabavka visokokvalitetnih programa prilagođenih zahtjevima gledalaca i u službi javnosti ostvariće se isključivo posjedovanjem navedenih resursa.

MARKETINŠKI MODEL JAVNOG SERVISA TELEVIZIJE REPUBLIKE SRPSKE

Javni servis Televizije Republike Srpske je jedan od tri ravnopravna bosanskohercegovačka javna emitera. Vizija ove radiodifuzne organizacije je „da kao dio Javnog RTV sistema Bosne i Hercegovine postane emiter koji će na području Republike Srpske svojim gledaocima postavljati standarde, pružajući kvalitetne televizijske i multimedijalne servise prema kojima će se mjeriti svi ostali televizijski servisi, te u tom smislu djelovati kao standard javnog servisa“²³. Međutim, niz endogenih i egzogenih faktora ometalo je vršenje funkcije javnog servisa Televizije Republike Srpske.

Signal Televizije Republike Srpske pokriva 78% teritorije Republike Srpske. Ovakva pokrivenost ostvaruje se pomoću osnovne mreže predajnika (grafički prikaz 3-1) i dopunskog pokrivanja pomoću 47 pretvarača. Program Televizije Republike Srpske je gledan putem satelita i kablovskih operatera.

Predajnik	Emisona frekvencija radija (MHz)	Emisioni TV kanal
Banja Luka	90.9	UHF 31, VHF 10
Veliki Žep	90.3	VHF 9
Duge Njive	90.7	VHF 12
Kmur	87.3	VHF 6
Kozara	92.7	VHF 6
Leotar	92.8	UHF 37, VHF 10

²³ Presjek stanja i plan mjera sa sprovođenjem reformi, RTRS, 30.jun 2011.

levision Program of the Republic of Srpska is seen via satellite and cable operators.

Transmitter	Radio emission frequency (MHz)	TV channel emission
Banja Luka	90.9	UHF 31, VHF 10
Veliki Žep	90.3	VHF 9
Duge Njive	90.7	VHF 12
Kmur	87.3	VHF 6
Kozara	92.7	VHF 6
Leotar	92.8	UHF 37, VHF 10
Petrovo	93.5	-
Trebeviæ	88.7	UHF 33, VHF 12
Udrigovo	89.9	VHF 5

Illustration 1-3: Frequency of broadcasting over the core network

In the rest of this paper will focus on analyzing the program dimensions of RTRS, and then the factors that have the negative impact on programming, thereby endangering the basic mission of public service - service to the public.

Program dimensions of RTRS

In 2011, Public Broadcasting Service of Television of the Republic of Srpska emitted »average broadcast 63% of the program in their own production and 37% of foreign programs«²³ (Illustration 1- 4).

■ Informativni program - 23.9%	■ Kulturno obrazovni program - 3.1%
■ Omladinski program - 0.7%	■ Dječiji program -5.6%
■ Religijski program - 0.8%	■ Muzički program - 7.1%
■ Zabavni program - 15.5%	■ Filmski,serijski i dramski program - 27.5%
■ Ostali programski sadržaji - 3.9%	■ Dokumentarni program - 4.7%
■ Ekonomsko propagandni program - 2.1%	■ Sportski program - 5.1%

Illustration 1-4: The program broadcast by RTRS in 2011

These data show that the maximum time at RTRS occupy movies and series, as well as news and political programs. Emphasis on news and political programs is quite justified considering that this is a public television service and its role. Film, serial and drama program occupies most of the

²³ www.rtrs.tv, mart 2012.godine

Petrovo	93.5	-
Trebević	88.7	UHF 33, VHF 12
Udrigovo	89.9	VHF 5

Prikaz 1-3: Frekvencije emitovanja preko osnovne mreže

U nastavku rada ćemo na prvenstveno analizirati programske dimenzije Televizije Republike Srpske, a potom i faktore koji se negativno odražavaju na programiranje, čime se ugrožava osnovna misija ovog javnog servisa - služba javnosti.

Programske dimenzije Televizije Republike Srpske

Javni servis Televizije Republike Srpske u 2011. godini „prosječno je emitovao 63% programa sopstvene produkcije i 37% stranog programa“²⁴(Prikaz 1- 4).

■ Informativni program - 23.9%	■ Kulturno obrazovni program - 3.1%
■ Omladinski program - 0.7%	■ Dječiji program - 5.6%
■ Religijski program - 0.8%	■ Muzički program - 7.1%
■ Zabavni program - 15.5%	■ Filmski, serijski i dramski program - 27.5%
■ Ostali programski sadržaji - 3.9%	■ Dokumentarni program - 4.7%
■ Ekonomsko propagandni program - 2.1%	■ Sportski program - 5.1%

Prikaz 1-4: Programsko emitovanje Televizije Republike Srpske u 2011.godini

Ovi podaci pokazuju da najveću programsku zastupljenost Televizije Republike Srpske imaju filmski i serijski, te informativno-politički programi. Stavljanje akcenta na informativno političke programe je sasvim opravdano s obzirom na to da je riječ o javnom televizijskom servisu i njegovoj ulozi. Filmski, serijski i dramski program zauzima najviše prostora u programima ovog medija (27.5%), a potom i zabavni program (15.5%), što je u odnosu na omladinski (0.7%) i kulturno-obrazovni program (3.1%) preobimno.

Analiza makro okruženja Televizije Republike Srpske – „PEST“ analiza

Televizijske kompanije, komercijalne ili javne, posluju u okruženju na koje djeluju snage i trendovi koji oblikuju mogućnosti i predstavljaju prijetnje njenom poslovanju. To su elementi koje televizijska kompanija ne može kontrolisati pa ih zato mora stalno pratiti i prilagođavati se. U nastavku ćemo analizirati ekonomske, političke, sociokulturne i tehnološke faktore koji se

²⁴ www.rtrs.tv, mart 2012.godine

space programs of the media (27.5%), followed by entertainment (15.5%), as compared to youth (0.7%) and cultural-educational program (3.1%) is overeating.

The analysis of the macro environment of the RTRS - »PEST« analysis

Television companies, commercial or public, operate in environments that are responsive to forces and trends that shape the opportunities and represent a threat to its business. These are the elements that television companies cannot control, and therefore, must constantly monitor and adjust it. Below we analyze the economic, political, socio-cultural and technological factors that directly affect the operations of the public service of the RTRS.

Political factors. Political factors have a big impact on the regulation of the television business, as well as the ways in which television viewers will understand specific program content. During the production and placement of television program managers must take into account the country's political system, as well as laws governing the media business. The Law on Radio and Television of Republic of Srpska, adopted at the session of the National Assembly of the Republic of Srpska in May 2006 confirmed the Council of Peoples of Bosnia and Herzegovina as a »law that does not compromise vital national interest of the constituent peoples in the Republic of Srpska«. ²⁴

Although the founder of a public service of RTRS is Serbian National Assembly of Republic of Srpska, this medium has to function in the service of the public, and all citizens of the Republic of Srpska, to whom alone they are responsible. This means that it must not act for political interests, but only for the interests of the public.

Economic factors affect the business of public television services, including the RTRS. Law on RTRS provides that television is primarily funded by the license fee and marketing, but also to be able to generate revenue from their core activities, including copyright and related rights, production and sale of audio-visual works, and offering teletext and other services. In the Republic of Srpska license fee is 7.50 KM, and is made through bank payment slip and collectors. The main problem occurs in irregular payment of RTV subscription and slow judicial process in the case of suing the debtor. Chief of Cabinet of the Director General RTRS Sasa Risovic states that »even completely not solved the system of collection of taxes from citizens. There are legal sanctions for people who do not pay the fee. However, they are very slow processes, which last for one or two years. People use it. « ²⁵

24 Zakon o Radio-televiziji Republike Srpske, Službeni glasnik, br.49/06

25 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske

direktno odražavaju na poslovanje javnog servisa Televizije Republike Srpske.

Politički faktori. Politički faktori imalju veliki uticaj na regulaciju televizijskog poslovanja, kao i na načine na koji će televizijski gledaoci shvatati određene programske sadržaje. Prilikom proizvodnje i plasiranja televizijskog programa menadžeri moraju uzeti u obzir politički sistem zemlje, kao i zakone koji regulišu medijsko poslovanje. Zakon o Radio-televiziji Republike Srpske, usvojen na sjednici Narodne skupštine Republike Srpske u maju 2006. Godine potvrdilo je Vijeće naroda Bosne i Hercegovine kao „zakon kojim nije ugrožen vitalni nacionalni interes konstitutivnih naroda u Republici Srpskoj“²⁵.

Iako je osnivač javnog servisa Televizije Republike Srpske Narodna skupština Republike Srpske, ovaj medij mora da funkcioniše u službi javnosti, odnosno svih građana Republike Srpske, kojima jedino i odgovoran. To znači da ne smije zastupati političke interese, već isključivo interese javnosti.

Ekonomski faktori utiču na poslovanje javnih televizijskih servisa, pa tako i na Televiziju Republike Srpske. Zakonom o RTRS-u je propisano da se Televizija primarno finansira od RTV takse i marketinga, ali i da može ostvarivati prihode iz vlastite djelatnosti uključujući komercijalizaciju autorskih i srodnih prava, proizvodnju i prodaju audio-vizuelnih djela, pružanje usluga teleteksta i drugih servisa.

U Republici Srpskoj RTV taksa iznosi 7,50 KM, a naplaćuje se putem bankovnih uplatnica i inkasanata. Osnovni problem javlja se u neredovnom plaćanju RTV pretplate, te sporim sudskim procesima u slučaju tuženja dužnika. Šef kabineta generalnog direktora RTRS-a Saša Risović navodi da „još u potpunosti nije riješen sistem naplate RTV takse od građana. Postoje zakonske sankcije za građane koji ne plaćaju RTV taksu. Međutim, to su jako spori procesi, koji traju godinu-dvije. Ljudi to koriste.“²⁶

Pored RTV takse, Televizija Republike Srpske se finansira se od marketinga. Regulatorna agencija za komunikacije (RAK) u Bosni i Hercegovini ograničila je vremensko trajanje reklama i drugih plaćenih komercijalnih programa na način da takvi programi „ne mogu premašiti 6 minuta programa po satu, s tim da mogu redistribuirati dozvoljeno vrijeme reklamiranja u toku udarnih termina, ali tako da ni u kojem slučaju ne smije preći osam minuta po satu programa“²⁷

Socijalni i kulturni faktori. Analiza socijalnih i kulturnih karakteristika u Republici Srpskoj veoma su važan faktor u poslovanju ovog javnog servisa. Činjenica da ljudi redovno ne plaćaju RTV taksu u ovom bosanskoherceg-

25 Zakon o Radio-televiziji Republike Srpske, Službeni glasnik, br.49/06

26 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske

27 www.cra.ba, april 2012.

In addition to the license tax, RTRS is funded by marketing. Communications Regulatory Agency (CRA) in Bosnia and Herzegovina has limited the duration of advertisements and other paid commercial programs so that such programs »cannot exceed 6 minutes per hour, provided that can redistribute the allowed advertising time in prime time, but so that in no circumstance do not exceed eight minutes per hour »²⁶.

Social and cultural factors. Analysis of the social and cultural characteristics of the Republic of Srpska is a very important factor in the business of public service. The fact that people regularly do not pay the fee in this BiH entity, tells about social issues. When it comes to employment in the Republic of Srpska situation is quite unfavorable as confirmed by the data of the National Bureau of Statistics: »The employment rate in the Republic of Srpska is at the level of 17%, and the unemployment rate of 40% compared to the working population.«²⁷

Program managers of RTRS must take into account the cultural characteristics of the population, due to the fact that in Republika Srpska there are three constituent peoples (Serbs, Croats, and Bosnians) and other minorities. It is especially important not to ignore the religion of these people, because they tend to be the backbone of most of the values and attitudes of the population living on the territory of Bosnia and Herzegovina. *Technology.* Technology is the fourth factor that is vital for the competitive value of the television company. Before you purchase new equipment and modern technologies in production and broadcasting, at the end of 2012, the RTRS is thus could boast: »Outdated and poor quality transmission devices and connections and difficult terrain configuration, the main characteristics of the sector transmission and broadcasting of Television of the Republic of Srpska«²⁸. The small and outdated technique is serviced its own production of 63%.

Thus, the macro environment in which RTRS operates is unfavorable for the operation of this television as a public broadcaster. Political, economic and technological disadvantages directly affect the program of RTRS, and its viewers.

»SWOT« analysis

This type of analysis record the ratio of internal strengths and weaknesses of the RTRS with opportunities and threats from the external environment. Firstly, we analyzed the external environment in order to point to those things that directly affect the operations of the media, and then internal

26 www.cra.ba, april 2012.

27 www.rzs.rs.ba, mart 2012.

28 Presjek stanja i plan mjera za sprovođenje daljih reformi, RTRS, 30. jun 2011.

vačkom etitetu, govori o socijalnoj problematici. Kada je riječ o zaposlenosti u Republici Srpskoj situacija je dosta nepovoljna što potvrđuju podaci Republičkog zavoda za statistiku: "Stopa zaposlenosti u Republici Srpskoj je na nivou 17%, a stopa nezaposlenosti 40% u odnosu na radno aktivno stanovništvo"²⁸.

Programski menadžeri Televizije Republike Srpske moraju voditi računa o kulturnim karakteristikama stanovništva, s obzirom na to da u Republici Srpskoj žive tri konstitutivna naroda (Srbi, Hrvati, Bošnjaci) i ostale manjine. Posebno je važno da se ne zanemari religija ovih naroda jer ona obično predstavlja okosnicu većine vrijednosti i stavova stanovništva koje živi na prostoru Bosne i Hercegovine.

Tehnologija. Tehnologija je četvrti činilac koji je vitalan za kompetitivne vrijednosti televizijske kompanije. Prije nabavke nove opreme i savremene tehnologije u proizvodnji i emitovanju programa krajem 2012. godine, Televizija Republike Srpske se time nije mogla pohvaliti: "Zastarjeli i nekvalitetni transmisioni uređaji i veze i teška konfiguracija terena, glavne su karakteristike sektora Prenosa i emitovanja programa Televizije Republike Srpske"²⁹. Malobrojna i zastarjela tehnika opsluživala je sopstvenu proizvodnju od 63%.

Dakle, makro okruženje u kojem posluje Televizija Republike Srpske je nepovoljno za funkcionisanje ove televizije kao javnog emitera. Političke, ekonomske i tehnološke nepogodnosti direktno se odražavaju na program Televizije Republike Srpske, odnosno njene gledaoce.

„SWOT“ analiza

Ovom vrstom analize evidentirali smo odnos unutrašnjih snaga i slabosti Televizije Republike Srpske sa mogućnostima i prijetnjama iz vanjskog okruženja. Prvenstveno smo analizirali eksterno okruženje kako bismo ukazali na one pojave koje se direktno odražavaju na poslovanje ovog medija, a potom unutrašnje snage i slabosti koje treba da usklade sa djelovanjem vanjskim faktora.

ANALIZA SPOLJAŠNJEG OKRUŽENJA TELEVIZIJE REPUBLIKE SRPSKE – MOGUĆNOSTI I PRIJETNJE

Mogućnosti javnog servisa Televizije Republike Srpske nalaze se u:

Opštim ustavnim načelima koji garantuju programsku orijentaciju Televizije Republike Srpske u službi javnosti. Npr., Zakon o RTRS-u garantuje da će Televizija RS „u proizvodnji vlastitog programa i programa u kopro-

²⁸ www.rzs.rs.ba, mart 2012.

²⁹ Presjek stanja i plan mjera za sprovođenje daljih reformi, RTRS, 30. jun 2011.

strengths and weaknesses that need to comply with the action of external factors.

ANALYSIS OF THE EXTERNAL ENVIRONMENT OF THE REPUBLIC OF SRPSKA TELEVISION - OPPORTUNITIES AND THREATS

Options of the public service of the Republic of Srpska Television can be found in:

General constitutional principles that guarantee program orientation of the Republic of Srpska Television in serving the public. E.g., Law on RTRS guarantee that the Television of Republic of Srpska »in the production of its own program and program in co-production to ensure equal representation of contents that correspond to the traditional heritage of all three nations (Serbs, Croats, Bosnians) and adequate representation of all three constituent peoples and others«²⁹. Public Service of diverse programming genres must achieve its primary function - service to the public.

Stimulating economic policy. When importing program Television Republic of Srpska do not take any legal limitations (taxes, duties) so that it can acquire quality foreign programs that will meet the needs of the television audience.

Accessible market of the audience submissive to further segmentation. Republic of Srpska audience consists all its citizens who own television sets. During the segmentation of the audience must be taken into account that in the Republic of Srpska there are no precise data on the population, the ratio of urban / rural population, nor the gender structure. According to the Serbian Statistical Office in the Republic Srpska population of 1,479,634 inhabitants, of which³⁰:

- Gender: 51.1% men, 48.9% women;
- Education: 17.3% primary school, 22% craft, 42.9% high school, 17.8 higher and high education;
- Household income: 2.7% less than 50 KM, 5.1% from 50-149 KM, 12.6% 150-249 KM, 30.1% of 250 – 499KM, 25.2% 500-999 KM, 8.1% from 1000 to 1499 KM, 2.2% more than 1500 KM, 8.1% declines, 5.9% do not know;
- The village / town: 40% - city, 60% - the village;
- Regions: 35.2% of Banja Luka, Prijedor 10.5%, 14.1% Doboje, 14.1% of Bijeljina, Zvornik 11.7%, 3.5% Sokolac, 5.8% Herzegovina, 4.7% Visegrad.

29 Zakon o Radio-televiziji Republike Srpske, Službeni glasnik Republike Srpske, br.49/06

30 www.rzs.rs.ba, mart 2012.

dukaciji osigurati ravnopravnu zastupljenost sadržaja koji odgovaraju tradicijskoj baštini sva tri naroda (Srbi, Hrvati, Bošnjaci) i adekvatnu zastupljenost sva tri konstitutivna naroda i ostalih³⁰. Javni servis raznovrsnim programskim žanrovima mora da ostvari svoju osnovnu funkciju – služba javnosti.

Stimulativnoj ekonomskoj politici. Prilikom uvoza programa Televizija Republike Srpske ne trpi nikakva zakonska ograničenja (porezi, carine) tako da može nabavljati kvalitetne strane programe koji će zadovoljiti potrebe televizijske publike.

Pristupačnom tržištu publike posložnom daljoj segmentaciji. Publiku Republici Srpskoj čine svi njeni građani koji posjeduju TV prijemnike. Prilikom segmentacije publike mora se uzeti u obzir da u Republici Srpskoj ne postoje precizni podaci o broju stanovnika, odnosu urbanog/ruralnog stanovništva, niti o polnoj strukturi. Prema podacima Republičkog statističkog zavoda u Republici Srpskoj živi oko 1.479.634 stanovnika. Od toga³¹:

- Pol: 51.1% muškarci, 48.9%žene;
- Obrazovanje: 17.3% osnovna škola, 22% zanat, 42.9% srednja škola, 17.8 viša i visoka škola;
- Primanja domaćinstva: 2.7% manje od 50 KM, 5.1% od 50-149 KM, 12.6% od 150 – 249 KM, 30.1% od 250 - 499KM, 25.2% 500 – 999 KM, 8.1% 1000 – 1499 KM, 2.2% više od 1.500 KM, 8.1% odbija, 5.9% ne zna;
- Selo/grad: 40% - grad, 60% - selo;
- Regioni: 35.2% Banja Luka, 10.5% Prijedor, 14.1% Doboje, 14.1% Bijeljina, 11.7% Zvornik, 3.5% Sokolac, 5.8% Hercegovina, 4.7% Višegrad.

Dakle, mogućnost javnog servisa Televizije Republike Srpske je u segmentaciji tržišta publika, ali jedini nedostatak tome je što ne postoje precizni podaci o stanovništvu/publici.

Potrebe gledalaca za diverzifikovanim programima. Televizija Republike srpske mora da poznaje različite potrebe televizijske publike i da na osnovu njih proizvodi i emituje programske sadržaje.

Dobre poslovne veze sa oglašivačima. Televizija Republike Srpske se dodatno finansira od prodaje vremena za oglašavanje. Prema riječima Saše Risovića, šefa Kabineta generalnog direktora RTRS-a, sredstva od oglašavanja „su od velikog značaja za poslovanje Televizije Republike Srpske. Novac od RTV pretplate nije dovoljan za funkcionisanje ovog medija. Stoga se trudimo da održavamo dobre odnose sa oglašivačima³²“. Dobre poslovne veze sa oglašivačima će sigurno doprinijeti uspješnosti funkcionisanja ovog medija

30 Zakon o Radio-televiziji Republike Srpske, Službeni glasnik Republike Srpske, br.49/06

31 www.rzs.rs.ba, mart 2012.

32 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske, 2011.

Thus, the ability of the public service of the Republic of Srpska Television in market segmentation audience, but the only drawback is that there are no precise data on the population / audience.

The needs of viewers for diversified applications. Television of the Republic of Srpska must know the different needs of the television audience and that on the basis of them produces and broadcast program content.

Good business relationships with advertisers. Television of the Republic of Srpska additionally financed from the sale of advertising time. According to Sasa Risović, chief of staff for the CEO RTRS, means of advertising »are of great importance for the business of the Republic of Srpska Television. The money from the license fee has not sufficient for the functioning of the media. Therefore, we strive to maintain good relations with advertisers. »³¹ Good business relationships with advertisers will certainly contribute to the success of the functioning of the media as it will make money from advertising to invest in the acquisition, production and broadcasting in the public interest.

Threats to Public Service Television Republic of Srpska can be defined as: *Aggressive competition.* Competition Television Republic of Srpska make all domestic commercial stations and stations in the region, but also all televisions that are found in the programs of cable operators and satellite. »The biggest domestic competition is PINK BH and BN TV, and from competitors is by far the strongest Nova TV, RTL Television and Radio Television of Serbia«³². According to the research audience Agency Mareco Index Bosnia, data showed that the Republic of Srpska Television third viewership in this BiH entity (Illustration 1-5). On the front positions are PINK and TV BN. In the table are displayed individually foreign televisions that together make up a high percentage viewership in the Republic of Srpska.

Television stations	Viewership (%)
PINK BH	13.2
TV BN	12.1
RTRS	9.4
ATV	7.7
OBN	3.6
BHT	3.0
FTV	1.4
K3	1.0
Other local televisions	2.8

31 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske, 2011.

32 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske, 2011.

jer će se novac od oglašavanja uložiti u nabavku, proizvodnju i emitovanje programa u interesu javnosti.

Prijetnje javnom servisu Televizije Republike Srpske se mogu definisati kao:

Agresivna konkurencija. Konkurenciju Televizije Republike Srpske čine sve domaće komercijalne stanice i stanice iz okruženja, ali i sve televizije koje se nalaze u programima kablovskih operatera i satelita. „Najveća domaća konkurencija je PINK BiH i BN Televizija, a od konkurenata je ubjedljivo najjača Nova TV, RTL Televizija i Radio-televizija Srbije³³“. Prema istraživanju gledanosti Agencije Mareco Index Bosnia, podaci su pokazali da je Televizija Republike Srpske treća po gledanosti u ovom bosanskohercegovačkom entitetu (Prikaz 1-5). Na pozicijama ispred su PINK BH i TV BN. U tabeli nisu prikazane pojedinačno inostrane televizije koje zajedno čine visok procenat gledanosti u Republici Srpskoj.

Televizijske stanice	Gledanost (%)
PINK BH	13.2
TV BN	12.1
RTRS	9.4
ATV	7.7
OBH	3.6
BHT	3.0
FTV	1.4
K3	1.0
Druge domaće televizije	2.8
Druge inostrane televizije	44.4
Druge satelitske televizije	1.5

Prikaz 1-5: Gledanost televizijskih stanica u Republici Srpskoj (januar-jun 2011)

Nemogućnost tehničkog obnavljanja. Zastarjeli i nekvalitetni transmisio- ni uređaji i veze i teška konfiguracija terena glavne su karakteristike sektora Prenosa i emitovanja programa. Loš kvalitet signala nerijetko izaziva prigo- vore RTV petplatnika. Televizijska tehnika je takođe u vema lošem stanju. Malobrojna i zastarjela, ona opslužuje sopstvenu proizvodnju Televizije Republike Srpske, a zbog ograničenih finansijskih sredstava nije se nabavljala u skladu sa programskim potrebama. Ono što svakako ohrabruje jeste najava upravljačke strukture javnog servisa Televizije Republike Srpske da će se „do početka jesenje šeme 2012. godine nabaviti i instalirati nova pro- dukciona TV tehnika i tehnologija“³⁴.

33 Intervju sa Sašom Risovićem, šefom Kabineta generalnog direktora Radio-televizije Republike Srpske, 2011.

34 Presjek stanja i plan mjera za sprovođenje daljih reformi, RTRS, juni 2011.

Other foreign televisions	44.4
Other satellite televisions	1.5

Illustration 1-5: The ratings of television stations in the Republic of Srpska(January-June 2011)

Inability of technical renewal. Obsolete and low-quality transmission devices and connections and difficult terrain configuration are the main characteristics of the sector Transmission and broadcasting. Poor quality signal often causes complaints subscriber base is dominated broadcasting. Television Technology is also sporadically in poor condition. The small and outdated, it serves its own production of the Republic of Srpska Television, and because of limited financial resources not procured in accordance with programming needs. What is encouraging is the announcement of the management structure of the public service of the Republic of Srpska Television that »until the beginning of autumn 2012, the scheme to obtain and install a new film production TV techniques and technologies«³³.

Political constraints. Public Broadcasting Service of the Republic of Srpska must not allow any political influences and constraints; otherwise this medium will not fulfill its basic function of serving the public. Governance of the Republic of Srpska Television denies the existence of any political interference in the functioning of the media, but NGO representatives claim that it is impossible to avoid the influence of political parties in power as the founder of a public service by the National Assembly of the Republic of Srpska.

Analysis of the internal environment - strengths and weaknesses

Weaknesses of the public service of the Republic of Srpska Television are: *The dysfunction of staff.* Radio Television of the Republic of Serbian, according to data from 2011, employed a total of 492 workers in sixteen organizational units. Of the total number of employees under 40 years of age was 59%, and from 40-50 years 28% of workers. This means that the RTRS total employed 87% of workers under the age of 50 years. A university degree had 87 employees (18%), a higher 42 (9%), secondary 304 (62%) and the basic 59 (11%). College or university degree usually had employees in the administrative sector and part of the programming sector, while the majority of journalists and technical staff characterized the secondary school level. A number of journalists and technical staff were entitled to the status of part-time associates. Results of the survey among employees in all three public broadcasters in Bosnia and Herzegovina, which in 2005 spent BBC consulting team Show that an employee in the Republic of Srpska Television believe that »their

³³ Presjek stanja i plan mjera za sprovođenje daljih reformi, RTRS, juni 2011.

Politička ograničenja. Javni televizijski servis Republike Srpske ne smije dozvoliti bilo kakve političke uticaje i ograničenja jer u suprotnom ovaj medij neće ispunjavati svoju osnovnu funkciju služenja javnosti. Upravljačka struktura Televizije Republike Srpske negira postojanje političkih uticaja na funkcionisanje ovog medija, ali predstavnici nevladinog sektora tvrde da je nemoguće izbjeći uticaj političkih partija na vlasti jer je osnivač ovog javnog servisa Narodna skupština Republike Srpske.

Analiza unutrašnjeg okruženja – snage i slabosti

Slabosti javnog servisa Televizije Republike Srpske su:

Nefunkcionalnost kadrova. Radio televizija Republike Srpske, prema podacima iz 2011. godine, zapošljavala je ukupno 492 radnika u šesnaest organizacionih jedinica. Od ukupnog broja zaposlenih do 40 godina starosti bilo je 59%, a od 40-50 godina 28% radnika. To znači da je RTRS ukupno zapošljavala 87% radnika mlađih od 50 godina. Visoku stručnu spremu imalo je 87 zaposlenih (18%), višu 42 (9%), srednju 304 (62%) i osnovnu 59 (11%). Visoku i višu stručnu spremu uglavnom su nosili zaposleni u administrativnim sektorima i dijelu programskog sektora, dok je većinu novinara i tehničkog osoblja karakterisala srednja stručna sprema. Jedan broj novinara i tehničkog osoblja ostvarivao je status honorarnog saradnika. Rezultati ankete među zaposlenima u sva tri javna emitera u Bosni i Hercegovini koji je 2005. godine proveo BBC konsultantski tim pokazala je da zaposleni u Televiziji Republike Srpske smatraju da se „njihove karijere ne razvijaju, ne vjeruju u dobijanje posla zbog svojih vještina, iskustva ili znanja, ne vjeruju da se najbolji talenti zadržavaju i razvijaju, ne osjećaju da su uključeni u odluke ili planove, nemaju otvorenu komunikaciju među sobom, te ne vjeruju da se menadžeri bave problemima lošeg učinka³⁵“.

Dakle, rezultati anketa pokazuju da menadžemnt javnog servisa Televizije Republike Srpske ne motiviše svoje zaposlene ni na koji način.

Tehnika i tehnologija nedovoljna je za proizvodnju kvalitetnih i raznovrsnih programskih sadržaja koji treba da udovolje zahtjevima diferenciranih grupa gledalaca.

Infrastruktura. Televizija RS do 2012. Radila je na tri razdvojene lokacije, pri čemu je najveći studio bio smješten u bivšoj samoposluži, a najznačajniji studio u hodniku kulturne institucije Banski dvor. „Vlada Republike Srpske je 2002. godine sprovela tender kojim je željela da na bazi kompenzacionih odnosa izgradi RTV zgradu. Potpisan je i Ugovor o izgradnji početkom 2003. godine, zvanično je otvoren u maju 2010., a proizvodnja i kompletan prelazak svih resursa planirana je u jesen 2012. godine.

35 Anketa, BBC Consultancy, Public Broadcasting System in Bosnia and Herzegovina, 2005.

careers do not develop, do not believe in getting a job because of their skills, experience or knowledge, does not believe that the best talents maintain and develop, do not feel that they are involved in decisions or plans, have open communication with one another, and do not believe that managers deal with problems of poor performance »³⁴.

Thus, survey results show that the Management of the public service of the Republic of Srpska Television does not motivate their employees in any way.

Engineering and technology is insufficient for the production of quality and variety and programming content that should meet the requirements of differentiated groups of viewers.

Infrastructure. Television RS until 2012. She has worked at three separate locations, with the largest studio was housed in a former grocery store, and the most important studio in the hallway cultural institutions Bans court. »The Government of the Republic of Srpskain 2002 conducted a tender in which they wanted to on the basis of compensatory relations build RTV building. Signed contract for construction in early 2003, was officially opened in May 2010, and the production and complete transition of all resources is planned in the fall of 2012.

Finance. The main problem in financing is unresolved system of the license fee. Contracts for the collection of license tax with telecom operators provided the collection rate of 90%. Expectations management Television RS were that the degree of collection of RTV tax be reciprocal value of telephone service they expect telecom operators to the quality collecting service revenue from license tax doubled. However, telecom operators have not committed citizens that when paying and must pay the fee but can individually make payments. Results of such relations have led to a slight increase in revenues, which are not sufficient for the functioning of the public service of the Republic of Srpska Television.

Dysfunctional organization of managerial structure. The organization and managerial structures RTRS, the placed of the following sectors and services³⁵: Management Board, Office of Director General, Sector program television, television technique, Sector radio programs, multimedia newsroom, Logistics, Informative data centers and bureaus Sector transmission and broadcasting, Legal Department, Human Resources Department, the Department for Economic and Financial Affairs (Department of Accounting, Department of RTV subscription, Sales Department, Marketing Department).

In particular, sector programs and television Department for Economic and Financial Affairs, according to the existing structure, is critical for the

34 Anketa, BBC Consultancy, Public Broadcasting System in Bosnia and Herzegovina, 2005.

35 www.rtrs.tv, juni 2011.

Finansije. Osnovi problem u finansiranju jeste neriješen sistem naplate RTV takse. Ugovorima za prikupljanje RTV takse sa telekom operaterima predviđao se stepen naplativosti 90%. Očekivanja menadžmenta Televizije RS bila su da će stepen naplativosti RTV takse biti recipročan vrijednosti telefonskih usluga koje očekuju telekom operateri da bi se sa kvalitetnom inkaso službom prihod sa RTV taksom udvostručio. Međutim, telekom operateri nisu obavezali građane da prilikom plaćanja računa moraju plaćati i RTV taksu već mogu pojedinačno vršiti uplate. Rezultati takvih odnosa su doveli do neznatnog rasta prihoda, koji nisu dovoljni za funkcionisanje javnog servisa Televizije Republike Srpske.

Nefunkcionalno organizovanje menadžmentske strukture. Organizacija i menadžmentska struktura RTRS-a, sa stavljena je od sljedećih sektora i službi³⁶: Upravni odbor, Kabinet generalnog direktora,

Sektor programa televizije, Tehnika televizije, Sektor programa radija, Redakcija multimedija, Sektor logistike,

Informativno-tehnički centri i dopisništva, Sektor prenosa i emitovanja programa, Sektor pravnih poslova, Sektor ljudskih resursa, Sektor ekonomsko-finansijskih poslova (Služba računovodstva, Služba RTV pretplate, Komercijalna služba, Služba marketinga).

Konkretno, Sektor programa televizije i Sektor ekonomsko-finansijskih poslova, prema postojećoj strukturi, od izuzetne su važnosti za funkcionisanje Televizije Republike Srpske. Međutim, upravljačka struktura ovog medija nije shvatila važnost organizovanja Službe marketinga i promocije kao zasebnog sektora. Služba marketinga se nalazi u istoj ravni sa službama računovodstva, RTV pretplate i komercijalne službe.

Bez obzira na to što je televizija Republike Srpske javni servis građana, i što joj prioritet u poslovanju nije prodaja vremena za oglašavanje, marketing služba treba da bude organizovana kao poseban sektor Televizije Republike Srpske. Naime, marketing u ovom mediju svodi se samo na prodaju vremena za oglašavanje. Šef Službe marketinga Vesna Rodić objašnjava da „Služba marketinga Televizije Republike Srpske ima isključivi zadatak obezbijediti klijente koji će svojim reklamiranjem, sponzorisanjem omogućiti dodatna sredstva Televiziji. Zbog nedostatka novca nismo u stanju da se bavimo istraživanjima tržišta već ih, s vremena na vrijeme, nabavljamo od agencija čija je to djelatnost³⁷“.

Marketing služba javnog servisa Televizije Republike Srpske direktno ne učestvuje u praćenju i strukturisanju programa, već posrednim putem, informacije dobijaju od direktora programa koji je posrednik između Službe marketinga i redakcija.

36 www.rtrs.tv, juni 2011.

37 Intervju sa Vesnom Rodić, šefom Marketing službe Radio-televizije Republike Srpske, 2011.

functioning of the Republic of Srpska Television. However, the management structure of the media did not understand the significance of organizing services marketing and promotion as a separate sector. The marketing is flush with accounting services, broadcasting subscription and commercial services.

Regardless the fact that the television of the Republic of Srpska is citizens' public service, and that her priority in business is not selling time for advertising, marketing services should be organized as a separate sector of the Republic of Srpska Television. The marketing in this medium is required to sell advertising time. Head of Marketing Vesna Rodic explains that »The marketing of the Republic of Srpska Television has the exclusive task to provide customers who will use their advertising, sponsorship provide additional funding Television. Due to lack of funds we are unable to deal with market research but are, at times, supplied by agencies whose activities it»³⁶.

Marketing service of the public service of the Republic of Srpska Television does not directly participate in monitoring and structuring of the program, but indirectly, the information obtained from the director of the program, which is an intermediary the Service Manager and editing. Presentation of the Department and promotions also located within the software sector instead is organized as a separate sector of the Republic of Srpska Television.

Thus, inadequate organization of the management structure cannot provide the performance of the public broadcaster in accordance with the marketing concept. Marketing Service of the media exclusively sells advertising time for indicating a lack of understanding of management RTRS about the importance of marketing and business marketing of organization that is expected of public television services today.

The strengths of public service Television of the Republic of Srpska are:

Public Broadcasting Service in the service of all citizens of the Republic of Srpske. Program facilities Television Republic of Srpska should be structured so as to meet different segments of the television audience. It is obliged to broadcast the so-called unpopular programs that are not in the interest of commercial stations, for example transfer session of the National Assembly of the Republic of Serbian, concerts of classical music.

News and political programs as a priority. Given that Radio Television of RS in the service of all citizens, emphasis was placed on information and political content this is of particular importance for all citizens.

Investments (TV Production). According to the announcements of the management structure to fall program schedule in 2012 is expected recep-

36 Intervju sa Vesnom Rodić, šefom Marketing službe Radio-televizije Republike Srpske, 2011.

Odjeljenje prezetacije i promocije takođe se nalazi u okviru programskog sektora umjesto da je organizovan kao poseban sektor Televizije Republike Srpske.

Dakle, neadekvatno organizovanje upravljačke strukture ne može obezbijediti poslovanje ovog javnog emitera u skladu sa marketinškim konceptom. Marketing služba ovog medija isključivo prodaje vrijeme za oglašavanje što ukazuje na neshvatanje menadžmenta RTRS-a o značaju marketinškog poslovanja i marketinške organizacije koja se očekuje od javnih televizijskih servisa današnjice.

Snage javnog servisa Televizije Republike Srpske su:

Javni televizijski servis u službi svih građana Republike Srpske. Programski sadržaji Televizije Republike Srpske treba da budu strukturirani tako da udovolje različitim segmentima televizijske publike. Obavezna je da emituje i tzv. nepopularne programe koji nisu u interesu komercijalnih stanica, npr. prenos sjednica Narodne skupštine Republike Srpske, koncerti ozbiljne muzike.

Informativno-politički programi kao prioritet. S obzirom na to da je Radio televizija RS u službi svih građana, akcent je stavljen na informativno političke sadržaje koji su od naročitog značaja za javnost građana.

Investiciona ulaganja (TV Produkcija). Prema najavama upravljačke strukture do jesenje programske šeme 2012. godine očekuje se prijem, instalacija i produkcija programa sa novom tehnikom i tehnologijom što će doprinijeti poboljšanju kvaliteta i kvantiteta programskih sadržaja.

Pokrivenost TV signalom oko 75% teritorije Republike Srpske, snaga je ovog medija u odnosu na komercijalne televizijske stanice. Većom dostupnošću programa građanima Republike Srpske, ostvaruju se i veći rejtinzi gledanosti programa.

SWOT analizom ukazali smo na unutrašnje snage i slabosti, kao i na vanjske mogućnosti i prijetnje javnog servisa Televizije Republike Srpske. Cilj menadžmenta u službi javnosti treba da bude maksimiranje mogućnosti i minimalizovanje prijetnji tako što će povećavati snage i prevazilaziti ili kompenzovati slabosti.

Marketing strategije javnog servisa Televizije RS

Nakon analiza, istraživanja tržišta i definisanja poslovnih ciljeva menadžment Televizije Republike Srpske pristupiće izradi marketing strategije, koju će primjenjivati u sljedećim oblicima:

- Pokrivanje TV signalom. Televizija Republike Srpske pokriva 75% svoje teritorije. Da bi program bio dostupan svim gledaocima, upravljačka struktura ovog medija mora usmjeriti sredstva ka izgradnji dodatnih repetitora.

tion, installation and production program with new techniques and technologies which will improve the quality and quantity of programming content.

Coverage of the TV signal about 75% of the territory of the Republic of Srpska, power is the media in relation to commercial television stations. With greater availability of programs to the citizens of the Republic of Srpska, it is possible to realize and higher viewership ratings of the program.

The internal strengths and weaknesses were pointed out by SWOT analyses, as well as the external opportunities and threats of the public service of the Republic of Srpska Television. The goal of management in the public service should be maximizing opportunities and minimizing threats, thus increasing the strength and overcome or compensate for weaknesses.

Marketing strategies of public broadcasting service of Republic of Srpska

After analysis, market research and defining business goals the Management of Television Republic of Srpska will join the preparation of marketing strategies, which will be applied in the following forms:

- Covering the TV signal. Television of the Republic of Srpska covers 75% of its territory. To make the program available to all viewers, the leadership of this media must channel resources towards the construction of additional repeaters.
- Improvement and increasing of the program. Management of public service Television RS must increase the program offer (primarily youth and children, and informative-political program), as well as improve the quality of existing program content.
- Market increase is closely connected with the program offering. If managerial structure gives viewers a variety of television programs adapted to their needs, it will certainly increase the viewership of the program, and therefore attract advertisers.
- Specialization programs and concentration. Television managers must concentrate on the specialized market or adapt programs containing special categories of viewers and their needs. These are e.g. National Minorities, fans of virtual reality, scientists of different profiles, and so on. In this way, advantage over the competition and increase overall viewership will be achieved.
- A strategy of quality shows, but also on their originality. Distinguishing program content compared to competing television is a basic requirement that is required of public broadcasters.

- Pобољшање i повећање programa. Menadžemnt javnog servisa Televizije RS mora povećati programsku ponudu (prvenstveno omladinski i dječiji, te informativno-politički program), kao i poboljšati kvalitet već postojećih programskih sadržaja.
- Povećanje tržišta usko je vezano sa programskom ponudom. Ukoliko menadžemntska struktura pruži gledaocima raznovrstan televizijski program, prilagođen njegovim potrebama, sigurno će povećati programsku gledanost, a samim tim i privući oglašivače.
- Specijalizacija programa i koncentracija. Televizijski menadžeri moraju se koncentrisati i na specijalizovano tržište, odnosno prilagoditi programske sadržaje posebnim kategorijama gledalaca i njihovim potrebama. To su npr. nacionalne manjine, ljubitelji virtuelne stvarnosti, naučnici različitih profila, itd. Na taj način, ostvariće se prednost u odnosu na konkurenciju i povećati ukupnu gledanost.
- Startegija kvaliteta i diferencijacija programa. Programiranje javnog servisa treba da se bazira na kvalitetu emisija, ali i na njihovoj originalnosti. Razlikovanje programskih sadržaja u odnosu na konkurentske televizije osnovni je zahtjev koji se traži od javnih emitera.

Za realizaciju marketinških strategijani servis Televizije Republike Srpske ostvariti uspješno poslovanje, menadžent ovog medija mora obezbijediti sljedeće organizacione resurse:

- Budžet. Menadžement mora obezbijediti sredstva kojim će poboljšati ukupan programski kvalitet i kvantitet. Naime, menadžemnt Televizije RS treba insistirati na donošenju zakona koji će regulisati naplatu RTV takse. Uz RTV taksu, menadžment ovog medija mora pridobiti i odgovarajuće oglašivače. Na taj način sredstva će se uložiti u proizvodnju kvalitetnog programa.
- Televizijski kadar. Pethodna analiza pokazala je da Televizija Republike Srpske ne posjeduje dovoljno stručan i jobrazovan kadar. Menadžent ovog medija treba televizijske radnike slati na stručna usavršavanja, uključiti u rad studente Akademije umjetnosti Republike Srpske, ali i naći instrumente kojim će zadržati postojeći kvalitetan kadar.
- Tehnička opremljenost. Pred televizijsku kompaniju današnjice postavlja se zahtjev za upotrebu savremene tehnike koja se direktno odražava na televizijske proizvode. Obnavljanje tehničkih kapaciteta poboljšaće ukupan vizuelni kvalitet televizijskog programa.
- Infrastruktura. Useljenje, postavljanje, proizvodnja i emitovanje programa u novom RTV domu sigurno pospješuje ukupnu vizualizaciju, kvalitet i tehnologiju u proizvodnji i emitovanju programa.

For the realization of marketing strategy Television Service of the Republic of Srpska achieve a successful business, management of the media must provide the following organizational resources:

- Budget. Management must provide the means of improving overall program quality and quantity. The Management of Television RS should insist on passing laws that will govern the collection of the fee. In addition to the fee, the management of the media must obtain the appropriate advertisers. In this way the funds will be invested in the production of quality programs.
- Television staff. Previous mode analysis showed that the Republic of Srpska Television does not have enough competent and educated staff. Management of this media should send television workers on professional training; include the work of students of the Academy of Arts of the Republic of Srpska, but also to find tools that will keep the existing quality staff.
- Equipment. There is a requirement for the use of modern techniques, which directly reflects on television products. Recovering technical capacity will improve the overall visual quality of television programming.
- Infrastructure. Moving, setting, production and broadcasting in the new broadcasting home safely enhances the overall visualization, quality and technology in production and broadcasting.
- Marketing orientation. All sectors and departments of the Republic of Srpska Television must be marketing oriented. This means that the results of each sector directly reflected in other sectors, but also on the overall operations of the public service.

If management of the Republic of Srpska Television does not respond to the demands that are placed in front of a contemporary business public services will fail to achieve its primary function to serve the public. The absence of the aforementioned organizational resources directly affects the production of the program and the overall program offer. Bad programming content will adversely reflect on the television audience, which will lead to lower credit rating, and thus will be brought into question the purpose of existence and functioning of the public broadcaster. So, marketing and design of public service Television of the Republic of Srpska television requires structuring and organizing at the center of the audience. Only in this way the public service will fulfill the main task - to serve the public.

- Marketinška orijentacija. Svi sektori i odjeljenja Televizije Republike Srpske moraju biti marketinški orijentisani. To znači da će rezultati svakog sektora pojedinačno direktno odraziti i na ostale sektore, ali i na ukupno poslovanje javnog servisa.

Ukoliko menadžment Televizije Republike Srpske ne odgovori zahtjevima koji se postavljaju pred savremno poslovanje javnih servisa neće uspjeti ostvariti svoju osnovnu funkciju služenje javnosti. Nepostojanje navedenih organizacijskih resursa direktno se odražava na proizvodnju programa i ukupnu programsku ponudu. Loš programski sadržaj negativno će se refektovati na televizijsku publiku, što će dovesti do niskog rejtinga, a samim tim će se dovesti u pitanje svrha postojanja i funkcionisanja ovog javnog emitera.

Dakle, marketinško oblikovanje javnog servisa Televizije Republike Srpske zahtjeva televizijsko strukturisanje i organizovanje u čijem centru je publika. Samo na taj način ovaj javni servis ispuniće osnovni zadatak – služenje javnosti.

ZAKLJUČAK

Funkcionisanje javnog televizijskog servisa treba korjenito promjeniti u smislu shvatanja njegovog mjesta i uloge u društvu, kao i načina struktuiranja, upravljanja, programiranja i pozicioniranja. Nasuprot komercijalnim televizijskim, javni servisi moraju pružiti raznovrstan program, strukturiran prema utvrđenim zahtjevima i potrebama građana, radi ostvarivanja osnovne funkcije služenja javnosti. Iz navedenog razloga javila se potreba primjene marketinga u poslovanju javnih emitera.

Marketing javnog televizijskog servisa je društveni u upravljački proces u kojem stvaranjem kvalitetne programske ponude, prema potrebama i zahtjevima tržišta, pojedinci i grupe dobijaju ono što žele ili što im je potrebno. S druge strane, visoka gledanost obezbijediće i oglašivače koji će obezbijediti dodatni budžet za javne servise u smislu ulaganja novca u proizvodnju i kupovinu kvalitetnijih i raznovrsnijih sadržaja.

Javni televizijski servis mora da izvrši procjenu uticaja svih svojih sektora na zadovoljstvo publike. To znači da svi sektori u okviru televizijske organizacije, a ne isključivo marketing odjeljenje, moraju da posluju u skladu sa marketinškim načelima. Marketing je suviše važan da bi se prepustio samo sektoru za marketing. Svi u organizaciji moraju da donose odluke koje se zasnivaju na uticaju koje imaju na gledaoce.

Marketinško oblikovanje javnog servisa podrazumjeva stalno praćenje vanjskih uticaja tržišta i konkurencije, ali i drugih faktora (društveno-politi-

CONCLUSION

The functioning of public service television should be radically changed in terms of seeing its place and role in society, as well as ways of structuring, management, programming and positioning. In contrast to commercial broadcasters, public service broadcasters must provide a varied program, structured according to the established requirements and needs of citizens, in order to achieve the basic functions of service to the public. For this reason there is a need of marketing in the business of public broadcasters.

Marketing of public service television is social in the control process in which the creation of high quality software offers, according to the needs and requirements of the three markets, individuals and groups obtain what they want or what they need. On the other hand, it will provide high viewership and advertisers who will provide additional budget for public services in terms of investing money in the production and purchase of higher quality and more diverse content.

Public Broadcasting Service must carry out an impact assessment of all its sectors in the delight of the audience. This means that all sectors within the television organizations, not only the marketing department, the need to operate in accordance with the principles of marketing. Marketing is too important to be left only to the marketing sector. Everyone in the organization must make decisions based on the impact they have on viewers.

Marketing and design of public service includes continuous monitoring of external influences market and competition, and other factors (socio-political) that cannot be predicted. Only in this way public services will formulate strategies that will achieve the business goals. Applying with strategic analysis (PEST, SWOT), Management of public services will explore the external and internal environment that reflects directly on their business, as we have proved through the analysis of the Public Service of the Republic of Srpska Television. The management of this media marketing by joining in the planning and preparation of program and organizational strategies will lead to the primary objective - the program in the service of the public.

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tički) koji se ne mogu predvidjeti. Samo na taj način javni servisi će formulisati startegije kojima će ostvariti svoje poslovne ciljeve. Primjenom starteških analiza (PEST, SWOT), menadžment javnih servisa istražiće spoljašnje i unutrašnje okruženje koje se direktno odražava na njihovo poslovanje, što smo dokazali kroz analizu Javnog servisa Televizije Republike Srpske. Menadžment ovog medija marketinškim pristupanjem u planiranju i izradi programskih i organizacionih strategija doveste do ostvarenja osnovnog cilja – programa u službi javnosti.

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PKI SYSTEMS, DIRECTIVES, STANDARDS AND NATIONAL LEGISLATION

Nikola Novaković¹, Milan Latinović²

Abstract

This paper describes Public Key Infrastructure (PKI). It is a platform for the realization of secure methods of information exchange based on public key cryptography. The introduction of these systems implies knowledge of the directives and standards prescribed by the organization for the introduction and improvement of standards. Similarly, the introduction of PKI system must meet the legal requirements prescribed by national legislation. This paper presents a list of organizations and standards related to PKI systems, and analysis of domestic legislation which is necessary to know prior to the realization of any specific methodology or implementation. The aim of this paper is an introduction to the problems of PKI systems and view at the basic regulations (directives, standards and legislation), whose knowledge is a prerequisite for the concrete implementation of these systems.

Key words: Public Key Infrastructure (PKI), key cryptography, basic regulations

*JEL classification:*C8

INTRODUCTION

With the development of information and communication technologies (ICT) new modern IT societies started to appear based on usage and exchange of information strictly in electronic form. One of the steps that every informatics society must pass through (in order to get the title informatics society) is transformation of the administration to fully electronic administration. In order to make it possible, it is necessary to provide mechanism of electronic documents exchange that guarantee authenticity of electronic documents, that is, it is necessary to find the mechanism that stands for signature and seal, that are proof of authenticity and mechanism for determination of document's issuer identity in paper administration

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Public Key Infrastructure (PKI) is a platform that provides public networks users, such as Internet, secure transactions of dates and money. Prime goal of this paper is to define main terms of PKI systems and finding of existing analyzes that describe their planning and realization. The aim of this paper is to provide basic information to institutions that are thinking about progress with introduction of the above mentioned systems.

Key aspect of SKI system is **security** that is accomplished with usage of symmetric and asymmetric cryptographic algorithms. Cryptology is a term from Greek words *krypton* (hidden, secret) and *logos* (science) and is used discipline that deals with secure communications. In proceedings two disciplines of cryptology are analyzed: cryptography and cryptanalyzes.

By **cryptography** methods and algorithms for providing of information secrecy are studied, while **cryptanalysis** observes methods and algorithms for violation of the same.

The main function of cryptography in SKI systems are defined as follows:
[1]

- data protection – information are available only to authorized users,
- authenticity – possibility of checking and guarantee of identity of participants in communication,
- data integrity – possibility of detection of unauthorized data change, and
- Non-repudiation of transactions – prevention of possibility of denial of realization of certain activities of participants in communication (such as messages sending, transactions etc.)

Besides competence in cryptography methods and algorithms, introduction of PKI systems will imply and familiarizing with directives, standards and local laws from this area.

PKI SYSTEMS

A key aspect of PKI's security, which is achieved by encryption of data. Basic cryptographic algorithms may be grouped as follows:

- Symmetric algorithms and
- asymmetric algorithms.

A special place in the cryptographic systems take up functions for creating prints (Eng. Hash functions), which are closely related to the electronic signing of documents and processed in the next section.

Symmetric cryptography is the oldest form of cryptography. Basic symmetric cryptographic algorithm has defined and introduced in 1949. C. Shannon [2]. This method of cryptography implies knowledge of the algorithm which

performs encryption and encryption key that must be known only to the participants in the communication. So every two users in communication must have and use a common and unique private key. The working principle of a symmetric cryptographic system, is shown in Figure 2.1.

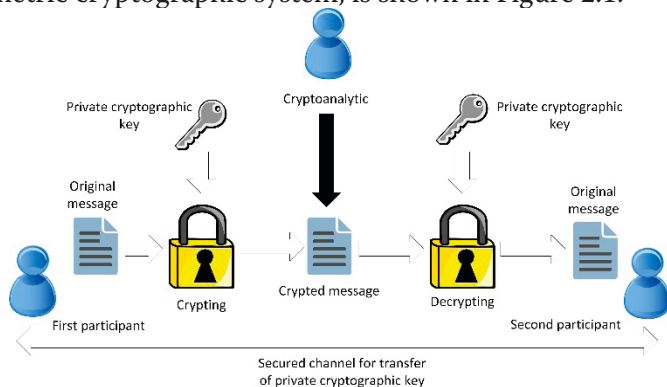


Figure 2.1. – *Principle for functioning of symmetric cryptograph system*

The main disadvantages of symmetric cryptography are:

- problems of distribution of keys – how to deliver the keys to the communicating parties, without compromising in the process of delivery, and
- a large number of keys required for communication between multiple users - namely the n participants in the communication, the $n(n-1) / 2$ keys.

Asymmetric cryptographic algorithms (Eng. Asymmetric Key Algorithms) are cryptographic algorithms where the encryption and decryption use different keys. Each participant in the communication has a cryptographic key pair, i.e., private and public key. The public key is available to all participants in the communication, while the private key is known only to the owner of the key.

Communication is established by using the pre-arranged transmission of the channel and encryption of messages exchanged is performed using previously exchanged public keys and private keys that are known only to owners, that is, the creators of individual messages. The working principle of asymmetric encryption system is shown in Figure 2.2. Today's PKI systems are based on a combination of symmetric and asymmetric cryptographic algorithms and hash functions.

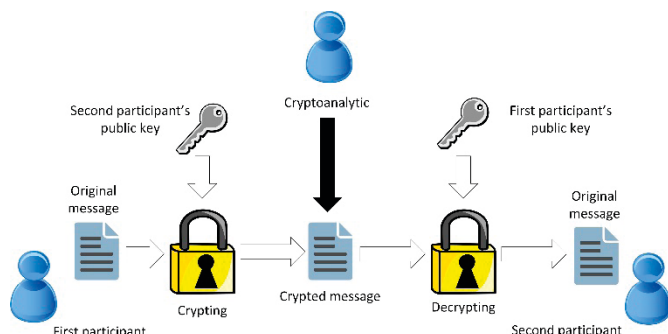


Figure 2.2 – Principle of functioning of asymmetric cryptographic system

There are two general problems with the PKI systems:

- the amount of data that need to be encrypted and
- time for calculating of asymmetric functions for encryption.

Hash functions are classified in cryptographic algorithms without a key. According to [3] the basic idea of the hash function is to create a print of the document that is encrypted. Basic characteristics of the print is that it is considerably smaller than the original document and clearly describes the document. Using these functions to the document, it is obtained the print that is easier, faster to encrypts, which in addition, prove the identity of the document and non-repudiation of documents.

According to [4], PKI systems are a combination of hardware and software products, policies and procedures related to allow users who do not know or do not have physical access to each other to communicate securely through a network of trust.

Confidence in PKI systems is based on digital certificates. In practice, the term digital identities (Digital ID) is also used. Digital certificates link user identity with their digital signature, and in practice the term electronic signature has also been used since

The basic components of a PKI system are:

- Certification policy (Eng. Certificate Policy - CP)
- Practical work rules (Eng. Certificate Practice Statement - CPS),
- Certification body (Eng. Certificate Authority - CA)
- registration Authority (Eng. Registration Authority - RA)
- systems for the distribution of certificates (Eng. Certificate Distribution Systems - CDS), and
- PKI applications.

CP sets out the basic policies of the certification body and other components of the PKI system. Basic policies includes the manner of publication of official documents on certification and their location, means of identification and authentication of users, writing the application for the issuance and withdrawal of digital certificates, electronic security and control of the protection profile certification, audit methods and legal issues.

CPS is a practical document that describes the operation of the certification body. In practice, the CPS represents a detailed elaboration of the basic policies of the certification body.

CA is the basis of trust and a major component of the PKI system, with the main tasks: generation of digital certificates, governing of certificate life cycle and providing mechanisms of withdrawal and re-activating of digital certificates.

RA provides an interface between the user and the CA, which accepts requests for the issuance of digital certificates, checks the validity of these certificates, but they do not approve them. RV forwards it to CA. Thus RA has a role of Preprocessor of CA, with a significant role of verifying of users' identity.

CDS in practice can be solved in two ways: direct transmission or distribution of certificates to customers through directory server. Definition how the distribution of certificates and their validity checking is out of the scope of this paper.

PKI applications include software solutions for: digital signing of documents, the security of the web server and email servers, Web transactions, virtual private network (Eng. Virtual Private Network - VPN), access control systems and similar.

ELECTRONIC SIGNATURE

Law on Electronic Signature of the Republic of Srpska defines an electronic signature as a set of data in electronic form which are attached to or logically associated with other data in electronic form which are used to identify the signer and the authenticity of the signed electronic document. Also, qualified electronic signature is defined as electronic signature that reliably guarantees the identity of the signer and that:

- is linked exclusively to the signatory,
- indisputably identify the signatory,
- created using means that the signatory can independently manage and that are exclusively under the control of the signatory, and
- is directly linked to the data to which it relates in such a way that unambiguously provides an insight to any amendment to the original data.

In practice, the electronic signature is the process by which a particular block of data or a portion of the block cryptographic is marked by Signatory secret parameter. As noted above, each participant in the PKI system gets its pair of keys: a public and a private key. The public key is available to all participants of the PKI, and the private key is known only to its owner. In case the private key becomes known to anyone beside its owner, all electronic signatures created by this private key are compromised.

The procedure of electronically signing of the document, shown on Figure 3.1. can be viewed through three phases:

The first phase alludes to implementation of function for creation of the print, such as message – digest algorithm – MD or secure hash standard – SHS.

In the second phase the acquired print is encrypted by secret key of the user, by usage of adequate asymmetric cryptographic algorithm, such as RSA.

In third phase the encrypted print is added at the end of original message and acquired data blocks are sent to recipient or recipients.

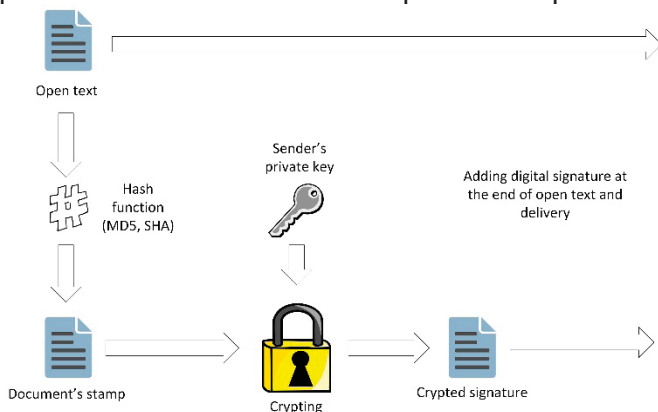


Figure 3.1. – *Creation of electronic signature*

The procedure of electronic signature checking, shown on Figure 3.2. can be seen in three phases:

The first phase means the reception of electronically signed document and separation of original message from the electronic signature.

The second phase is re-using of hash function onto original text. This function must be suitable to the original hash function that was used during making of electronic signature.

The third phase means comparison of the print that we got by hash function usage and the original print. If mentioned prints are identical, then the validity of electronic signature is proved. On the contrary, the document is

considered compromised, as well as private key of the sender, which is the document signer.

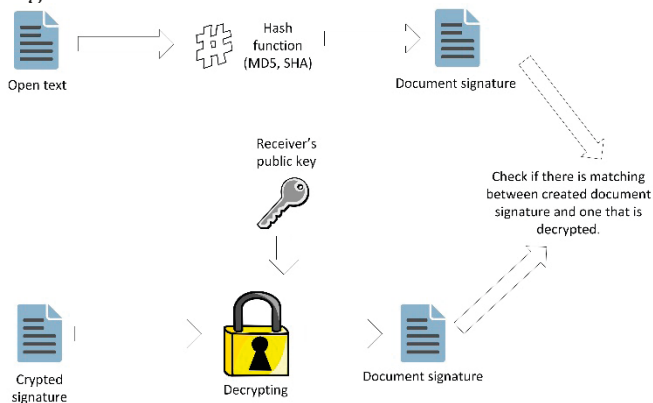


Figure 3.2. - *Checking of electronic signature*

There are many companies that offer ready-made solutions for PKI systems, simple for implementation inside some institution or business process. The security of these PKI systems depends on algorithms and longitudes of the keys used for scripting.

DIRECTIVES AND STANDARDS

Directive is a legal document of the European Union (EU) by which a certain result is demanded from the member states, without given guides how to reach the demand results. The Directive demands implementation, unlike the Regulative which is self-sustainable.

When we talk about SKI, basic directive of the EU are:

- Directive 1999/93/EC Of The European Parliament and Council, and
- Comity's Decision 2003/511/EC.

Directive 1999/93 EC has for the goal facilitating of electronic signature usage through creation of needed legal frames. [5]. Committees' decision 2003/511/EC is not obligatory, but presented as recommendation that states on the security demands of electronic signatures and products based on them[6]. The concrete list of standards is given and grouped according to annexes of this Decision.

The organization Internet Engineering Task Force (IETF) consists of numerous working groups that work on the development and promotion of IKT standards. All developed methods, observations, recommendations,

research and innovations are published in so called **Requests for Comments – RFCs**).

Basic RFC documents connected to PKI are:

- RFC3820 - X.509 PKI, profile of proxy certificate,
- RFC2560 - X.509 PKI, Online Certificate Status Protocol – OCSP), on-line protocol for certificate's status display
- RFC3647 - X.509 PKI, policies and usual practices of certification,
- RFC2511 - X.509, message format certificate demand,
- RFC2797 – certificate managing messages CMS,
- RFC3039 - X.509 PKI, qualified certificate profile,
- RFC3161 - X.509, PKI, Time-Stamp Protocol, and
- RFC3281 – Attribute profile, used for authorization of certificate.

International Telecommunication Union – ITU

Has issued **ITU X.500**, recommendation for data base appearance intended for global usage as directory where every organization manages its own part of the directory. Such global data base is necessary for existence of global PKI system inside which there are no redundant dates. [7]

ITU X.509 is a recommendation for structure electronic certificates. It was published for the first time in 1988. As part of ITU X.500, after that version 2 followed in 1993. and version 3 was published in 1996. This version is still active.

X.500 was not accepted wider, but X.509 set its ground, and it is now basic for providing services of digital certificates.

Based on X.509, on Figure 4.1. structure of digital certificate is presented.

Form Version x.509.
Certificate serial number
Single-valued identity code
Algorithm used for digital signature (SHA1/RSA, MD5/RSA)
CA title that issued the certificate sertifikat
Period of certificate's validity
Certificate's owner, according to X.500
Dates on public key of the signature
Usage certificate conditions
Digital certificate signature with secret key of Certificate body

Figure 4.1. – *Structure of digital certificate*

LOCAL LOWS AND REGULATIONS

According to the Regulation of Republic of Srpska Government Low and Public services system low, on December 26th 2007, Republic of Srpska's Government made decision of creation Public Institution 'Agency for IT Society of Republic of Srpska' (AIDRS). By this Act Republic of Srpska got the institution with the duty of following of development of IT society and promotion of IKT usage, and under government of Ministry for science and Technology.

One of the main functions of AIDRS is creation of legislative necessary for introduction of PKI system in Republic of Srpska, after which, the concrete implementation of these systems is predicted.

In Republic of Srpska for PKI systems usage, following lows exist:

- Low on electronic document of RS,
- Low on electronic signature RS, and
- Low on electronic conduct in RS.

Previously mentioned Lows are amended with following subordinate legislations:

- Act on electronic certification holders,
- Regulations on certification body evidention,
- Regulations on electronic signature protection measures, the lowest amount obligatory security and usage of organizational and technical measurements certificate protection,
- Regulations on the content and the way of managing Certified Body Register for issuing of qualified electronic certificates, and
- Regulations on technical rules for securing the connection between evidention issued and withdrawn Certified Bodies in Republic of Srpska.

SECURITY OF ACTUAL CRIPTOGRAPH ALGORITHMS

As security of PKI systems completely leans on security of cryptograph algorithms used for scripting / describing as part of PKI, it is extremely important to provide and use such cryptographic algorithms that provide high level of security. Up today tens of cryptographic algorithms have been created that are still in use in SKI systems and provide very good security and protection of high level.

There are several scientific-research groups in the world that deal with security estimation of algorithm, and they periodically give recommendations of key longitudes that should be secure for usage in the period of next five to eight years. One of such groups is ECRYPT II, that works under the demand of European Commission on Cryptographic algorithms and key

longitudes that are secure for usage. In The Annual Report for 2008-2009 [8] given on July 29th 2009. the group gave the recommendations on the keys longitudes.

For estimation of **minimal longitude of symmetric keys** rather clear principle is used for calculation of time needed for breaking through of key with the attack

With brute force or with guessing, with which success of braking through depends only on available process power. Calculation on key longitude is done according to available process power P and time needed for protection of the dates, for which is usually taken life span of the protected dates. Accordingly, for minimal key longitude is taken n -importance longitude, such that $2^n/P$ is sometime longer from the life span of the data (the time of data protection). Recommended key longitudes classified to the groups of attackers are given in Table 5.1

Attacker	Available		Min. Long.	Breaking through time
	budget	hardver		
„Hacker“	0 USD	PC(s)	53	222 days
	400 USD	FPGA	58	213 days
Small organization	10k USD	FPGA	64	278 days
Medium large organization	300k USD	FPGA/ASIC	68	256 days
Large organization	10M USD	FPGA/ASIC	78	68 days
State agency	300M USD	ASIC	84	64 days

Table 5.1. – *Recommended keys longitude in 2009.*

As for the evaluation of the minimum »safe« length of asymmetric keys, things are a little more complicated because unnecessarily large keys can significantly reduce performance, there is a significant and constantly growing number of attacks that were discovered in the past 30 years and that give results much faster and better of brute force attacks and the occurrence of special crypto-analytical hardware that is significantly more than the » native « machine - browser (end. Search - Machines). Moreover, symmetric and asymmetric schemes (algorithms) are often used in combination - for example the asymmetric key is often used to protect a symmetric.

As greater length keys significantly affect the performance of encryption, it is important to assess the length of the keys are sufficient to provide any level of data security. Some key length well-equipped organization can break in a relatively short period of time (on the order of 60 to 90 days). Therefore, it is more than interesting to do a review of the length of symmetric keys by an estimated breakthrough time. This classification is given in [5] and is shown in Table 5.2, where * is the level of protection, and ** represents the minimum length of a symmetric key.

*	**	Level of protection	Comments
1.	32	Individual attacks in real time	Should not be used in the development of new systems
2.	64	Very short-term protection against small organizations	
3.	72	Short-term protection against medium-sized organizations, and medium-term protection against small organizations	
4.	80	Very short-term protection agency , long-term protection against small organizations	The lowest recommended level of protection for general purposes , which provides up to 4 years of protection
5.	96	The standard level of protection	The recommended level of protection for general purposes ; Provides data protection for up to about 10 year
6.	112	Mid-term protection	Provides data protection for up to about 20 years
7.	128	Long – term protection	A good level of protection and recommendations and to protect the most important data ; Provides data protection for up to about 30 years
8.	256	Long-term protection for the foreseeable future	Good protection of the quantum computer

Table 5.2. – *The recommended length of symmetric keys by levels of security, 2009.*

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INTERNAL AND EXTERNAL FACTORS OF THE ORGANIZATIONAL STRUCTURE

Dragana Došenović¹

Abstract

Organizational structure is a system of internal relations and links in the organization. Since adequately designed organizational structure is the key to the success of enterprises, efficient operations and achievement of the objectives of each organization, the basic issue of this paper is the process of organizational design, with particular focus on the different factors that affect this process. For this reason, the purpose of this paper is to describe the impact of certain internal and external factors on the organizational structure, as well as to point out their importance in the design process.

Based on the conducted analysis and research, author has come to many conclusions on the basis of which has been proven that there are many internal and external factors that directly affect the organizational structure. In order to successfully operate in today's turbulent conditions, it is necessary for companies to constantly adjust to a number of factors. A successful response to new changes often requires a process of restructuring through which organizational structure adapts to new needs.

Keywords: organization, organizational structure, internal factors, external factors, organizational design, restructuring.

*JEL classification:*L2

INTRODUCTION

Looking at human life from the time he was left only to nature until today, it can be concluded that his progress and development was conditioned by joining with other people. The reason for this is the fact that man alone could not perform many activities that enable the creation of the world as it exists today. Joining together in different groups, in accordance with the appearance and development of a variety of needs, man began to form various organizations that also represent one of the oldest man's creations. It can be said that the organizations are an integral part of life of every indivi-

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dual without which it cannot function. In this way organizations can ensure the survival and prosperity in the nature that surrounds us.

Since the creation of the first organization until today, many different types of organizations have been developed. People can quickly and efficiently meet their needs and fulfill numerous objectives using them. However, it is necessary to design the organization for successful functioning in modern turbulent conditions. This creative design process is used for forming different systems and therefore for organization. It is primarily related to the design of the organizational structure. However, it is not enough just to create an organizational structure to achieve planned goals, but it is also necessary that it adapts and changes according to the changes which take place in the organization, but also the changes that come from the environment. These changes are related to various internal and external factors.

Based on the above, the research problem in this paper could be easiest defined in the form of questions: whether and how different internal and external factors can affect the process of designing the organizational structure? Given the defined research problem which is economic in nature, the subject of research in this paper can be specified area of the economy, especially the part that is linked to the organization of business systems. Based on the previously defined problem and the object of research, the basic objective of this paper is to identify and explain the influence of observed factors on the organizational structures in business systems. For the purposes of this study the main hypothesis is set. It claims that certain internal and external factors may directly or indirectly affect the organizational structure in such a way that these factors create a need to adapt the organizational structure through the process of its redesign.

In addition to introduction, conclusion and literature, this paper consists of four parts. The first part of the paper includes the introductory considerations of the concept of organization, the role and importance it has for man. The second part relates to definition of the organizational structure and explanation of its role in the organization. The third part is dedicated to the various factors that directly or indirectly may affect the organizational structure. The fourth section presents an example of one company (business system "X") and the shape of its organizational structure, which is conditioned by many factors.

THE ROLE AND IMPORTANCE OF THE ORGANIZATION

When we talk about the definition of the organization, what is unique among all the authors is only its name. They consider that the word organization comes from the Greek word *organon*, which means an instrument, a

tool, a means, etc. However, when it comes to the definition of the organization, there is no universal understanding of the organization in theory and in practice, but many different understandings and interpretations of this term can be found. The cause of disagreement of the authors is complexity of this category, but also the different approach used during its observation and study. The inability of systematic research of totality of the organization is the reason that these approaches were usually partial analysis and had a definition of only one part of the organization as a result. Such overall survey was not possible due to the time and scope of the research necessary for examining, analyzing and explaining this complex phenomenon.

In order to explain the role and importance of the organization for a man, it is enough to say that their number is constantly growing. There are also many different organizations in the world. Observing their development through history from the first forms of organization which were formed as random hunting groups, to contemporary forms, it can be seen that a man simply cannot do without them. He spends his entire life in organizations, regardless of whether he is directly in them or they only have a certain influence on his work and life activities.

First organizations emerged as a result of man's need to survive because the scope of an individual was limited and many activities have exceeded his individual capacity. At the beginning people have come together to be able to feed and preserve the various hazards of nature. The organization on its path of development arose from different needs. The most important are the physiological needs and security needs, than the needs for belonging, self-esteem and self-actualization, as well as numerous other needs that facilitate and enhance life. This was made possible by bringing together individual forces. In this way, a synergistic effect and a social force can be created through the joint action which accelerates the processes and extends the capabilities. So the most complex tasks could be performed and finished with less effort and lower costs. It was possible to accelerate the achievement of better and bigger results. Thus, reducing the time of execution of tasks speeds up the processes of achieving goals and satisfies different needs.

There are many benefits that people have not only from business, but also from different social organizations (health, educational, cultural, etc.). However, unlike a number of positive effects, frequent organizational discipline appears as a negative effect of individual organizations. Such discipline is imposed by force and it often restrains and brings man into a subordinate position forcing him to perform tasks that he does not want. Regardless of the existence of negative effects, it can be concluded that life without

organizations would be unthinkable, which is enough to show how much they are important for the life of every individual.

ORGANIZATIONAL STRUCTURE AS A SYSTEM OF INTERNAL RELATIONS AND LINKS IN THE ORGANIZATION

When we talk about organization, it is impossible to bypass organizational structure that represents its most important part. It arises as a result of the design process in organizations or the process of organizing as one of the functions of management. This process defines different elements of the organization, assigns tasks to these elements and connects them into one coherent unity. Thus, organizational design determines the appearance and characteristics of organizational structure, based on anatomy (number of elements) and physiology (forms of interaction). In this way, the design or the form of company organization is in fact a model of organizational structure which is usually shown by the image or the schematic drawing.

„Every organization has, in the embryonic or developed form, its structure, its particular system of internal relationships and connections. Each of them has certain quantitatively different factors of labor, which, as such, must, in order to ensure their simultaneous, coordinated action in the direction of the set goal, align and connect in the appropriate, compact unit, in a properly installed and unified system of work“.²

Although the authors agree that organizational structure is the result of the process of organizing, we can find different definitions of these categories in literature and in practice. The reason for this is the fact that the authors asserted different structural elements in the foreground, holding other less important. Thus, some claimed that the structure is actually the organization, others that it is only a schematic representation, third that it is the process, while some identify structure with the system of relations between the elements of the organization. However, what is common with all theorists is that the organizational structure is the complex creation whose purpose is to enable and facilitate the achievement of the objectives of the organization. Most of them consider that this creation is made up of the system or schedules of available resources in organizations (material and human) along with their mutual relations and connections.

According to the definitions of prominent authors, under the organizational structure is considered to be:

2 Babić M., Lukić, Z.: *Organization - Theory, structure, design and behavior*, Faculty of Economics, Banja Luka, 2008, p. 117.

- The mean of achieving the objectives and tasks of the organization³,
- The extent to which and the manner in which the organization subjugates and controls its members, distributes tasks and responsibilities, as well as organizational procedures and regulations⁴,
- The totality of the ways in which the organization makes the division of work on various tasks and ensures coordination of the performance of these tasks⁵,
- cause or system layout of departments and operations which need to be performed⁶,
- The organization schedules of organizational potential at different organizational basics⁷,
- The system or network of relationships between different parts of the organization, or even places in it and those who are there⁸,
- The system of relations between people, to accomplish a specific work⁹,
- The system of connections and relationships between elements in the organization which are designed for a relatively long period of time and formally sanctioned by the company statutes¹⁰,
- Formally established system of relationships between individuals and groups, in which the links between them are determined with schedule tasks (clustering), the amount of authority and responsibility¹¹.

Although it can be seen from specified definitions that the organizational structure has its own dynamic and static element, the fact is that it has to be flexible category that must be changed, corrected and supplemented under different influences from the organization and from the environment. This also applies to its static element, graphic scheme of the organizational structure, which is static only if viewed at one time, while it usually changes its appearance in a longer period of time.

How big the importance of creating the structure is can be seen from the attitudes of many authors who claim that the design of the organizational structure is one of the key factors which influence the success of a business

3 Kuzynski, A., Buchenon, D.: *Organizational Behaviour*, Prentice Hall, New York, 1991, p. 369.

4 Kuzynski, A., Buchenon, D. *ibidem*, p. 369.

5 Mitchel, T. R., Larson, J. R.: *People in Organization*, McGraw Hill, Book Co. New York, 1987, p. 43.

6 Moore, F. G.: *Management-Organization and Practice*, Harper and Rouo, New York, 1964, p. 506.

7 Štefan, I.: *Diagnosis and Design of the Organizational Model of Industrial Enterprises*, Kamnik, 1972, p. 56.

8 Rosenzweig, K.: *Organization and Management*, McGraw Hill Inc. New York, 1974, p. 104.

9 Perrow, C.: *A Framework for the Cooperative Analysis of Organizations*, American Sociological Review, 1967, p. 195.

10 Petković, M., Jovanović-Božinović, M.: *Organizational Behavior*, Business School „Megatrend“ Belgrade., 1996, p. 23.

11 Petković, M., Janićijević, N., Bogićević, B.: *Organization - Theories, design, behavior, changes*, Faculty of Economics, Belgrade, 2003, p. 58.

and therefore the growth and development of the organization. This is confirmed by Peter Drucker who believes that »well-designed organizational structure does not create a good performance itself. But organizational structure which is set bad makes it impossible to establish good performance, no matter how good managers are. Improving the organizational structure will therefore always improve organizational performance“.¹²

However, the organizational structure must meet three requirements to make contributions to the business success of the company. The first requirement is the need that structure responds quickly to opportunities and threats from the environment. Further, organizational structure should enable the company to coordinate its activities successfully in order to operate effectively, i.e. to achieve the purpose and defined goals. The third request relates to enabling of company to operate efficiently, i.e. to achieve an optimal relationship between input and output.¹³

FACTORS OF ORGANIZATIONAL STRUCTURE

In order to enable and facilitate the achievement of the objectives of the organization, it is not enough that it is formed. It is also necessary to constantly change and adapt to the different influences that come from the organization or from its environment. There are many factors that affect the organization and thus its organizational structure. These factors are divided into two groups:¹⁴

- The internal factors,
- The external factors.

The first group of factors are those factors that are placed in the organization and are directly under its influence. They can largely be controlled and changed. These factors are very flexible and numerous. The most important internal factors are:

- The size and age of the organization,
- The strategy,
- The types of production,
- Personnel and material factors,
- The location of the organization,
- The stage of development of the organization,
- The ownership status of the organization.

12 Mullines, L. J.: *Management and Organizational Behaviour*, Pitman, London, 1993, p. 308.

13 Petković, M., Jovanović-Božinović, M., ibidem, p. 23.

14 Stefanović, Ž., Petković, M., Kostić, Ž., Kolarić, V.: *Organization - theories, structure, behavior, development*, Faculty of Economics, Belgrade, 1995, p. 173.

The size and age of the organization is the most important factor of the organizational structure in most organizations. The organizational structure is different in small, medium and large enterprises, as well as in younger and older companies. Established and small companies usually apply functional organizational structure as they have small number of underdeveloped functions, while large complex business systems apply complex forms of organizational structures because they have large number of advanced functions. So we can say that organization's behavior becomes more formalized, organizational structure becomes more elaborate and the average organizational unit becomes bigger with increasing size and age of the organization.¹⁵

As strategy is a way or mean of attaining the set objectives of the organization, it is closely related to the structure which must follow strategy. A significant change in strategy also leads to changes in the organizational structure in the new format which will allow the achievement of defined objectives. In this way, the strategy has a direct impact on the organizational structure. As in the process of growth and development of the enterprise every serious change of strategy requires certain changes in the organizational structure, strategy is viewed as the central variable or factor of the organizational structure.¹⁶

Type of production also represents an important factor in the choice of organizational structure. It depends on the mode of production, depending on whether it is linear, mass or dislocated. The choice of structure also depends on the extent of its diversification. Changing the type and scope of production directly leads to a reorganization of the existing structure if it is inefficient for the realization of new organizational procedures. Thus production affects the structure depending on the diversity and quantity of products, as well as production methods.

Staffing material factor is a group of factors that often lead to the reorganization of the company. Although there are different opinions whether the organizational structure should adapt to existing staff or necessary staff should be hired depending on the structure, it is considered that the principle that should be respected is: look for appropriate staff in accordance with the optimum organizational structure. Tolerant adjustment of organizational structure to staff potential is permitted. If these deviations are large, it is necessary to reorganize. In addition to personnel, material and technical elements of the organization along with labor technology also influence the choice of organizational structure.

15 Mintzberg H.: *The Structuring of Organizations*. Englewood Cliffs: Prentice Hall, 1979.

16 Chandler, A.: *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*, Frederick, Maryland, USA, Beard Books, 1969.

Location is an important factor which affects the organizational structure, especially in large systems if they are spread across multiple locations. In this case it is necessary to apply the territorial method, but also other forms of the structure for the organizational units that are dislocated in a way that the functioning and efficiency of their operations can be controlled. If organizational units are placed in other states, local regulations must be taken into account. It is also necessary to create structure depending on whether it comes to urban, rural or industrial zone, which determines the infrastructure, the choice of personnel, business contacts and transport.

The stage of development as a factor of the organizational structure is based on the life cycle theory, according to which the organization is going through different stages of development, and the transition from one phase to another requires reorganization. The newly formed organization usually apply simple organizational structure, while organizations in the growth and maturity stage require more complex forms of structure. The reason for this is the fact that the growth and development of the organization comes to the complexity of organizational relationships, employment growth, increase the number of hierarchical levels and increase the number of interactions within and outside the system.

Number of owners or shareholders, their influence and spheres of interest influence the choice of organizational structure. If this number is smaller, the organizational structure is simpler, and vice versa, if this number is higher, the organizational structure is complex. Thus an increase of this number causes the restructuring of the organization. In this way, the ownership status of the organization or changes in ownership structure creates a need for changes in the organizational structure.

As each organization is an open system that exchanges substance, energy and information with its environment that is constantly changing, it is influenced by numerous external factors which are beyond its influence or this influence is limited. Changes of external factors could be easily predicted in the past because they were expected and happened continuously. In the last twenty years these changes are unpredictable, but they also have greater intensity and frequency. The most important external factors affecting the organizational structure are:

- Institutional conditions,
- Market,
- The development of science,
- Globalization,
- The role of the state in economic flows.

Institutional conditions are general conditions of existence of any organization. They define the legal framework for the establishment and functioning of the organization, and they are determined by the type of social structure of the state. Institutional conditions are expressed with certain laws and regulations, which determine the way of the establishment, construction, operation and control of business in organizations, but also regulate the relations of elements in the organization. Given that these conditions should ensure the stability of the organization, they should not be changed often, which is not the case with countries in transition. Given that no organization could not remain if it does not adapt to institutional terms, their impact on the organization and the organizational structure is very important.

The impact of the market on organization is very significant. It is reflected in the changes taking place in the market forms of functioning. The market affects all segments of the organization, but also its structure, organization of production and service functions, the degree and level of education of staff, organization of transport functions and financing activities. Under the influence of the market significant and major changes are taking place in the organization, and very often it happens that the organization leave the production approach and become more market-oriented organization.

Development of science has a great importance for the organization. This applies particularly to information technology. The emergence of new scientific developments changes business environment and creates a whole new area of business, which has a major impact on the organization and its structure. With the advent and application of new technologies new jobs are opened, the way of doing things is changed, jobs are modernized and new tools and new products appeared. These changes require modern concept of organization and new staff trained to work with new technologies. With the advent of the Internet, integrated information systems, operations that can be done outside organizations and electronic business, faster and more radical changes in technologies of work are required. Mass data processing eliminates errors and provides quality information for decision making. In this way, technology is an important factor of organizational structure, which is confirmed by numerous studies.¹⁷

The impact of the phenomenon of globalization of the world economy, which occurred as a consequence of the development of information technology and economy is of great importance for the organization and its structure. Large and complex business systems such as large corporations exceed the size of the national economy and define the conditions for doing

¹⁷ Robbins, S. P.: *The Essential Elements of Organizational Behavior*, Mate, Zagreb., 1995, p. 214.

business in today's market. The weakening protection of domestic enterprises, their possibility of applying to international companies becomes weaker, while the concept of market changes in a way that the competitive struggle takes place on a global and increasingly virtual marketplace. The capital often moves to regions with more favorable business conditions, while manufacturing, distribution and sales are becoming increasingly international. All these changes directly affect the organization and lead to the development of new models of organizational structure (network, cross-functional teamwork, innovative structure by profit centers).

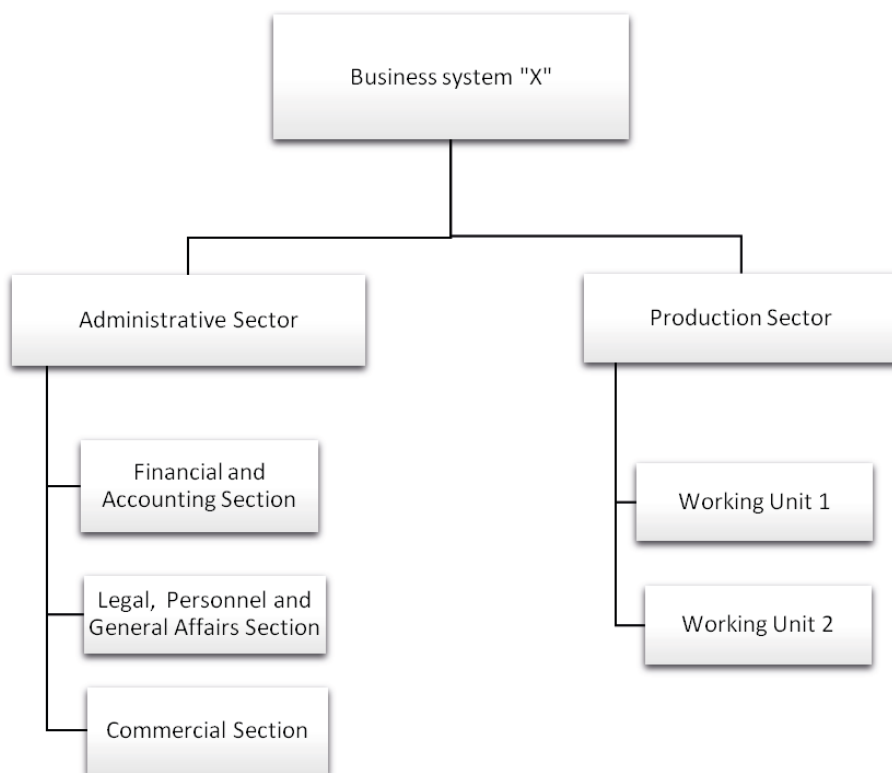
The role of government in economic trends, in addition to creating the institutional conditions of economic activity, is the emergence of the state as the owner of capital in some organizations, but also as a proofreader of the economy functioning. It may be noted that the state is increasingly withdrawing from direct involvement in business organizations and reduces the impact on business conditions which leads to necessary changes in the organization. So the usual traditional organizational structures are changing in contemporary forms, allowing their survival, growth and development.

When designing organizational structure and its restructuring, it is necessary to take into account both the individual impact of these factors, as well as their mutual dependence.

FACTORS OF ORGANIZATIONAL STRUCTURE IN BUSINESS SYSTEM „X“

To show the influence of various factors on the organizational structure the easiest way is to analyze this influence on an example. This paper will analyze the business system that deals with the production and sale of bakery products. This company was founded in 2014 in Banja Luka, Republic of Srpska, and it is owned by an individual. It currently employs 19 workers and sells its products in the territory of Banja Luka city.

The present organizational structure of this business system is shown in the following figure.

Figure 1. Organizational structure in business system "X"

Source: author

The figure shows that the observed company has a very simple organizational structure. It is the result of numerous factors that led to such appearance of the structure. From these factors the size and the age of the organization is certainly important. Given that this is a newly established company with 19 employees, which is in the initial stages of development, the company has an initial form of a functional structure. This initial form means that more functions in the company are located in one organizational unit. Considering that this company produces small quantities of products in one location the use of existing structure is justified. This simple organizational structure is a result of ownership status, given that the organization has only one owner. This company was established in accordance with the institutional conditions, and even though it operates on the local market, it must follow the existing production technology in order to be competitive in the market.

Although the aforementioned factors influence the appearance of existing structure, if they change, the company will be forced to make a redesign of

structure to adapt to new conditions. Since it comes to a small company, the restructuring will be necessary in the case of the growth and development of the company, or in the case of increasing its size, number of employees or the number of locations. Significant changes in strategy, changes in the type of production, as well as changes in the ownership status of the organization may also lead to changes in the structure. These changes can be also caused by changes in the legal framework or institutional conditions, changes in market conditions and changes in technology. In these situations, the organizational structure of the company would have a much more complex form.

CONCLUSION

When we look at business systems around the world, especially those from the Republic of Srpska, it can be seen that a large number of these systems do not achieve significant progress, its objectives and planned results. They often operate with the emergence of certain losses. The number of investigations has been carried out in order to determine which the most common causes of a failed business are. Their findings, among others, point to the inadequate design of organizational structures and a lack of flexibility of the structure as important causes.

On the basis of surveys carried out to demonstrate and explain the impact between the observed variables, this paper leads to several conclusions. Organizational structure, which refers to the system of internal relations and communications, is the starting point for achieving the defined goals and achieving the intended results. Based on the research it can be said that properly designed organizational structure is the key to the success of the company. However, many business systems do not have adequately designed organizational structure which in practice creates a lot of difficulties in the functioning of enterprises, but also prevents the exploitation of the many benefits which brings structure created in accordance with the needs. In order to operate successfully in today's turbulent conditions, it is necessary for companies to constantly adjust to a number of factors that come from the system itself, but also from its environment. In order to successfully answer to these changes, it is often necessary to implement the restructuring of the company, which will make organizational structure adapted to the needs. There are numerous internal and external factors affecting the organization structure design. Internal factors are: size and age of the organization, stage of development, strategy, type of production, personnel and material factors and location and ownership status of the organization. The most important external factors include: institutional conditions, the market,

the phenomenon of globalization, the development of science and the role of the state in economic flows.

Based on the foregoing findings, the hypothesis which claims that certain internal and external factors may directly or indirectly affect the organizational structure in such a way that these factors create a need to adapt the organizational structure through the process of its redesign is proven.

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THE INFLUENCE OF MODERN TOURISM TRENDS ON SOCIO-CULTURAL DEVELOPMENT OF A DESTINATION

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Abstract

Each tourist destination is changing under the influence of tourism. In which degree or intensity this will reflect on the economic, sociological, cultural or ecological profile of a certain location is influenced by the sort of tourist movements present. The commercialization of local culture, standardization of services, adapting to the desires of the modern tourist, economic differences, irritations produced by tourists and their actions, are just some of the questions which need greater attention.

This paper aims to more closely define the tourism effects its progressive development has on any tourist location.. The stress is on the socio-cultural development of the community under changed terms of demand and under the pressure of a rapidly expanding market. The goal is to stress out the impact made on the tourism product of such a geographically small location, which is under the pressure of the aggressive development of modern tourist tendencies, subject to numerous challenges of preserving its social and cultural identity.

Key words: tourist destination, socio-cultural development.

JEL classification: Z3

INTRODUCTION

During the last decades, tourism is one of the leading industry that has managed to cope for dominance in the global market thanks to the enormous revenues, including a large number of the population in their flows and going into almost all aspects of modern life. For a very short period of time, in the struggle for better living standards and a stronger economy, a very large number of new destinations were included in the tourist market, which gave them a »life chance«, but at the same time faced them with a number of negative effects that each invasive change brings. In this context, the transformation and realistic coping experienced many destinations and the

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UTICAJ SAVREMENIH TURISTIČKIH KRETANJA NA SOCIO-KULTURNI RAZVOJ DESTINACIJE

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Sažetak

Svaka turistička destinacija se mijenja pod uticajem turizma. U kom stepenu, tj. kojim intenzitetom će se to sve reflektovati na ekonomski, sociološki, kulturni ili pak ekološki profil određenog lokaliteta uslovljeno je i vrstom turističkih kretanja koja su prisutna. Komercijalizacija lokalne kulture, standardizacija usluga, prilagođavanje željama „modernog“ turista, ekonomske nejednakosti i iritacije prouzrokovane turističkim ponašanjem, samo su neka od otvorenih pitanja kojima treba posvetiti veću pažnju.

U ovom radu se nastoji da se bliže odrede uticaji koje turizam u svojim progresivnim razvojnim etapama i granama stvara na jedno turističko mjesto. Akcenat je stavljen na sociokulturni razvoj zajednice pod izmjenjenim uslovima potražnje i pritiskom naglo uvećanog tržišta. Cilj je istaći u kojoj mjeri je turistički proizvod jedne geografski male destinacije, pod pritiskom „agresivnog“ razvoja savremenih turističkih kretanja, izložen brojnim izazovima po pitanju očuvanja kulturnog i društvenog identiteta.

ključne riječi: turistička destinacija, sociokulturni razvoj.

JEL klasifikacija: Z3

UVOD

Posljednjih decenija turizam je jedna od vodećih industrija koja je uspjela da se izbori za dominaciju na globalnom tržištu zahvaljujući enormnim prihodima, uključujući veliki broj populacije u svoje tokove i zalazeći u skoro sve pore savremenog života. Za vrlo kratak vremenski period, u borbi za boljim životnim standardom i jačom ekonomijom, jako veliki broj novih destinacija se uključio na turističko tržište, koje im je pružilo „životnu šansu“, ali u isto vrijeme i suočilo ih sa brojnim negativnim efektima koje svaka invazivna promjena sa sobom nosi. U tom kontekstu su preobražaj i najrealnije suočavanje doživjele mnoge destinacije i turistička industrija se u

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tourism industry within them reflected in all spheres of life through social, economic, environmental and physical impacts. Under that it specifically refers to: the loss of intangible cultural resources such traditions and old crafts that are modified according to the needs of the new differentiated market; reduction in quality of life and displacement; increase infrastructure costs; pollution, noise and destruction areas and most importantly of all, the destruction of cultural identity and the seizure of a historical nature. Particularly great changes have experienced historical urban units that are trying to promote heritage tourism, while protecting and seeking to preserve the historical, cultural and natural resources, along with a sense of authenticity and tradition, experienced unique circumstances.

THE IMPACT OF TOURISM ON THE DESTINATION

Under the influence of tourism trends the destination is changing its functional and physiognomic characteristics. While physiognomic changes are visible, functional on the contrary are not fully and they carry with them numerous newness. On the one hand, they can have a positive connotation in terms of tourism development that the population perceived as a benefit, but a negative trend - where values can be devastated by the excessive, inadequate and uncontrolled level of development and too many visitors, who bring a variety of negative processes. Tourism development includes different phases of tourists' impact on the local population and vice versa. Some of these changes with a positive or negative reflection on the destination can be the following:

Promotion of cultural tolerance - Very often people are driven by stereotypes when it comes to other cultures, especially if you have never made contact with persons who are members thereof. Tourism is precisely the way to overcome such opinions and the path to nurturing inter-culturality. Such as passports peace brings people together in a positive environment, providing a chance to gain some new experiences, learn about new destinations and expanding horizons.

Preserving culture and heritage - Tourism can contribute to the preservation of traditions and cultural heritage by protecting them from vanishing under the impact of modernization. If there would be no demand for these resources it would led to serious question of their existence and historical units would not be held, it would be under pressure of time lose original form and identity.

Promoting social prosperity and stability-Tourism is a system that generates income and open new positions, which contributes significantly to economic development, social prosperity and stability in the area. Initiates

njima reflektovala na sve sfere života kroz društvene, ekonomske, ekološke i fizičke uticaje. Pod tim se konkretno misli na: gubitak nematerijalnih kulturnih resursa poput tradicije i starih zanata koji su modifikovani prema potrebama novog izdiferenciranog tržišta; smanjenje kvaliteta života i raseljavanje; porast infrastrukturnih troškova; zagađenje, buka i uništavanje područja i kao najvažnije od svega uništavanje kulturnog identiteta i oduzimanje istorijskog karaktera. Posebno veliki preobražaj doživjele su istorijske gradske cjeline koje su u pokušaju da promovišu turizam nasleđa, istovremeno štiteći i nastojeći da očuvaju istorijske, kulturne i prirodne resurse, zajedno sa osjećajem autentičnosti i tradicije, iskusile jedinstvene okolnosti..

UTICAJ TURIZMA NA DESTINACIJU

Pod uticajem turističkih kretanja prostor neminovno mijenja svoje funkcijske i fizionomske karakteristike. Dok su fizionomske promjene i vidljive, funkcionalne naprotiv nisu u potpunosti i nose sa sobom brojne novine. S jedne strane one mogu imati pozitivnu konotaciju u smislu razvoja turizma koji stanovništvo doživljava kao dobrobit, ali i negativan trend – kada vrijednosti mogu biti devastirane, uz preveliku, neadekvatnu i nekontrolisanu izgrađenost i preveliki broj posjetilaca, koji donose razne negativne procese. Razvoj turizma podrazumeva i različite faze uticaja turista na domicilno stanovništvo i obrnuto. Neke od tih promjena sa pozitivnom ili negativnom refleksijom na prostor mogu biti sledeće:

Promocija međukulturne tolerancije - Vrlo često ljudi su vođeni stereotipima kada su u pitanju druge kulture, posebno ako nikada nisu ostvarili kontakt sa osobama koje su pripadnici istih. Turizam je upravo način da se prevaziđu takva mišljenja i put ka njegovanju međukulturalnosti. Poput pasosa mira spaja ljude u pozitivnom okruženju, pružajući šansu da se steknu neka nova iskustva, upoznaju nove destinacije i prošire vidici.

Očuvanje kulture i nasledja - Turizam može doprinjeti očuvanju tradicije i kulturne baštine štiteći ih od iščezavanja pred naletom modernizacije. Ukoliko ne bi bilo portražnje za tim resursima doveo bi se ozbiljno u pitanje njihov opstanak i istorijske cjeline se ne bi održale, već bi pod pritiskom vremena izgubile originalnu formu i identitet.

Promovisanje socijalnog blagostanja i stabilnosti - Turizam je sistem koji generiše prihode i otvara nova radna mjesta, što značajno doprinosi ekonomskom razvoju, socijalnom blagostanju i stabilnosti u destinaciji. Inicira kvalitetniju uslugu u svim službama, čak i u domenu poboljšanja zdravstvene zaštite i podizanja standarda u toj oblasti što je u isto vrijeme od koristi i lokalnom stanovništvu. Ovaj uticaj možda može imati i najveći efekat u

a better service in all departments, even in the domain of health care improvement and raising standards in this area, which is at the same time beneficial to local people. This impact may have the greatest effect in countries that are in development, because these aspects are generally much better in highly developed destinations.³

Spacious overloads (crowd) - There are several ways in which every aspect of tourism trends affect the life of the community. Each destination that is territorially small has a certain carrying capacity in accordance with which can accommodate a certain number of tourists. Any deviation from this number, in terms of increasing visitors, endangers and disrupts daily life and appearance of the destination, as well as the space itself and existing resources.

Cultural conflict-also known as the »Demonstrative effect« - includes the issue of changes which take place among the local population of the affected tourists (type of behavior of tourists affects the changes in the behavior of the local population). Observing tourists, their behavior, their appearance and their attitudes, the locals begin to imitate them, first by imitating the way they dress, and then adopt some other modes of behavior and ways of life. The intensity of effect depends mainly on the size of the differences between tourists and locals. Sometimes this effect can have a positive effect, particularly in those areas which can be progressed in the creation of better conditions of life if you adopt certain behaviors or life of the tourists who visit them. However, more often the case that the »Demonstrative effect« has a negative impact, especially when the differences in consumer behavior, material and social status and lifestyle are very expressed (tourists from developed countries in underdeveloped destinations or developing countries). That could be a big problem for functioning the local community, because there is a strong antagonism between those community members who are adopting new forms of behavior and life, the second part of the community that are held conservatively according to the newness.

It should be emphasized that when it comes to the effect of demonstration it is not only the tourism that contributes, because there is the television also present, various media that also play an important role. The effect may be two-way, because the locals may affect tourists and vice versa. However there are also examples where some traditional local people become even more conservative because of tourism, which is in any case contrary to the above effect.⁴

3 Weaver, D. B. & Lawton, L. 2010. *Tourism Management* (Fourth edition). John Wiley & Sons Australia, Ltd, Milton

4 Bailey, K. S., Mansour, S. E., Silue, R. & Singleton, D. 2004. *Sustainable Tourism and the Cruise Line Industry*. *Kenan-Flagler Business School*. University of North Carolina, Chapel Hill.

zemljama koje su u razvoju , jer su ti aspekti generalno mnogo bolji u visoko razvijenim destinacijama. ³

Prostorna preopterećenost (gužva)- Nekoliko je načina na koje svaki vid turističkih kretanja utiče na život zajednice. Svaka destinacija koja je teritorijalno mala ima i određeni kapacitet nosivosti u skladu s kojim može da primi određeni broj turista. Svako odstupanje od navedenog broja, u smislu povećanja posjetilaca, ugrožava svakodnevni život i narušava kako izgled destinacije, tako i sam prostor i postjeće resurse.

Kulturni konflikt-poznat i kao „demonstracioni efekat“ – obuhvata pitanje promjena koje se odigravaju kod domicilnog stanovništva pod uticajem turista (način ponašanja turista utiče i na izmjene u ponašanju domaćeg stanovništva). Posmatrajući turiste, njihovo ponašanje, njihov izgled i njihove stavove, domaće stanovništvo počinje da ih imitira, prvo putem oponašanja načina oblačenja, a onda se usvajaju i neki drugi oblici ponašanja i načina života. Intenzitet efekta zavisi najviše od veličine razlika koje postoje između turista i domaćeg stanovništva. Nekada ovaj efekat može imati pozitivno dejstvo, naročito u onim sredinama koje mogu da uznapreduju u stvaranju kvalitetnijih uslova života ako usvoje određene oblike ponašanja ili života od turista koji ih posećuju. Međutim, češći slučaj je da „demonstracioni efekat“ ima negativan uticaj, pogotovu kada su razlike u načinu ponašanja, materijalnom i društvenom statusu i načinu života veoma izražene (turisti iz razvijenih zemalja u destinacijama nerazvijenih ili zemalja u razvoju). To onda može biti veliki problem za funkcionisanje date lokalne zajednice, jer dolazi do snažnog antagonizma između onih članova zajednice koji usvajaju nove oblike ponašanja i života, sa drugim delom zajednice koji se drži konzervativno prema novinama.

Potrebno je istaći da kada je u pitanju efekat demonstracije nije samo turizam jedini koji mu doprinosi , jer tu su prisutni još i televizija, razni mediji koji takođe imaju važnu ulogu. Efekat može da bude dvosmjeran, jer mještani mogu uticati na turiste i obrnuto. Međutim ima i primjera gdje neki tradicionalni lokalni stanovnici postaju još konzervativniji zbog turizma , što je u svakom slučaju suprotno od navedenog efekta. ⁴

Vjerovatnoća kulturnog sukoba je prisutna i u situacijama kada turisti djelimično ili u potpunosti ignorišu običaje i moralne vrijednosti receptivne destinacije.

Promjena identiteta i sistema vrijednosti –Ovaj efekat turizma može da se manifestuje na više načina, npr. pojavom dobro poznatih brendova poput

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The probability of cultural conflict is present in situations where tourists partly or completely ignore traditions and moral values receptive destinations.

Changing identities and value systems -This effect tourism can manifest itself in several ways, for example the appearance of well-known brands such as McDonalds, because they are better known to tourists. Also, it happens very often that we change local rituals and traditions that would be interesting and it is known under the term commoditization. According to the definition of this term implies the inclusion of uncharacteristic objects of trading in purchase relations or simplified sales experience or experience as a product. Is it possible, and if so, how to treat the experience as the product you sell or you buy? Research on this topic has shown that in tourism, in fact, this kind of products often occurs. If earlier in tourism dominant structures of trading were buying, selling accommodation, use of transport, souvenirs, now as one of the equally important objects appears also experience. According to some theorists commodification of experience in tourism is achieved in two ways: through promotional material in media and brochures and through the presentation of at the very tourist sites. However, the question is what kind of consequences it has on the authenticity of the tourism product? Opinions are divided and according to some theorists are accepted opinion in the process of commodification certainly loses a part of culture and authenticity of the domicile population. During the adaption of traditional arts and crafts needs and demands of modern tourists disappears component originality and uniqueness of the product, which is basically the foundation on which it is based and differentiated tourism offer one locality. One of the important influences on the culture and the use of different languages that eventually can cause on the one hand the advantage and improvement of communication skills, but on the other the loss of linguistic identity.

Nothing less negligible is neither many physical impacts affecting society and performs considerable pressure. Such examples are such as vandalism, litter, theft of cultural heritage, etc., and all this cause stress on local populations. There could be classified as an example of conversion of land that had until then traditional use but are committed in a tourist facility.

It should be noted that the effect is inevitable due to intensive trends and large increase in the number of tourists in one area, as well as an increase of crime and promiscuous activities. Tourists are usually easy targets for criminals because they do not know the area that they are visting, carrying large sums of money and many other valuable things. Of course, the victims do not have to always be exclusively tourists, they can also be perpetrators

Mc Donaldsa, jer su oni bolje poznati turistima . Takodje ,dešava se vrlo često da se mjenjaju lokalni rituali i tradicija da bi bili interesantniji i to je poznato pod pojmom *komodifikacija*. Prema definiciji ovaj pojam podrazumeva uključivanje nekaraktersitičnih objekata trgovanja u kupoprodajne odnose ili uprošćeno prodaja iskustva ili doživljaja kao proizvoda. Da li je moguće, i ako jeste kako, tretirati iskustvo kao proizvod koji prodajete, odnosno koji kupujete? Istraživanja na ovu temu pokazala su da se u turizmu, zapravo, ovakva vrsta proizvoda najčešće javlja. Ako su ranije u turizmu dominantni objekti trgovanja bili kupovina, tj. prodaja smeštaja, korišćenja prevoznih sredstava, suvenira, sada se kao jedan od jednako važnih objekata pojavljuje i iskustvo. Prema nekim teoretičarima komodifikacija iskustva ostvaruje se u turizmu na dva načina: kroz promotivni materijal u medijima i brošurama i kroz prezentaciju na samim turističkim lokalitetima. Međutim, postavlja se pitanje kakve to onda posledice ima na autentičnosti turističkog proizvoda? Mišljenja su podjeljena i prema pojedinim teoretičarima je prihvaćen stav da se u procesu komodifikacije svakako gubi jedan deo autentičnosti domicilne kulture i stanovništva. Prilikom adaptiranja tradicionalnih zanata i umjetnosti potrebama i zahtjevima modernih turista nestaje komponenta originalnosti i jedinstvenosti proizvoda koji je u osnovi i temelj na kom se zasniva i diferencira turistička ponuda jednog lokaliteta. Jedan od bitnih uticaja na kulturu je i upotreba različitih jezika koji vremenom mogu poruzrokovati s jedne strane prednost i unapredjenje komunikativnih vještina, ali s druge gubitak jezičkog identiteta.

Ništa manje zanemarljivi nisu ni brojni fizički uticaji koji se odražavaju na društvo i vrše značajan pritisak. Takvi primjeri su poput vandalizma, smeća, krađe kulturnog nasleđa i sl, a sve to izaziva stres kod lokalnog stanovništva. Tu se može svrstati i primjer prenamjene zemljišta koje je do tada imalo tradicionlnau upotrebu ali je preorjentisano u turistički objekat.

Treba istaći da je neizbježan efekat intenzivnih kretanja i velikog porasta broja turista u jednoj destinaciji, turističkom mjestu svakako i porast kriminala i promiskuitetnih aktivnosti. Turisti su obično lake mete za kriminalce jer ne poznaju prostor koji posjećuju, nose veće količine novca i mnoge druge vrijedne stvari. Naravno, žrtve ne moraju isključivo uvijek biti turisti, oni mogu biti i počinioeci kriminalnih radnji poput učešća u ilegalnoj prostituciji. Turizam u velikoj mjeri direktno prouzrokuje veću stopu kriminala.

Turistički rast i razvoj prati ukupan razvoj i modernizacija destinacije. Protok velikog broja ljudi sa različitih govornih , geografskih , kulturnih područja, nosi sa sobom veliki rizik i brojne promjene posmatrano iz svakog ugla jednog društva , a u kojoj mjeri i na koji način će se one odraziti nije moguće tačno odrediti. Jedina mogućnost je upoznati se sa prijetnjama i

of criminal activities such as participation in an illegal prostitution. Tourism is largely causes higher crime rate.

Tourism growth and development follows the overall development and modernization of destination. The flow of a large number of people with different languages, geographical and cultural backgrounds, carries a great risk and many changes seen from every corner of society, and to what extent and how will they affect is not possible to determine precisely. The only option is to get acquainted with the threats and opportunities presented and created in accordance with this particular strategy to the necessary measures and monitoring activities.

SOCIO-CULTURAL INFLUENCES

Social and cultural influences may arise, practically presented, in a few cases. Local residents can face them in direct contact during sales that is purchase of services, but also when they have no role of carrier of offers, but also as a consumer or a simple encounter on the street. Specifically does not have to happen in direct contact in order for influence to be manifested.⁵

It is very difficult to measure the socio-cultural impact, because it has the objective components and there is no universal measure of its intensity and polarity. What is for one man negative, it is not necessarily the case of other persons.

Several frames were created to explain how residents react to tourism and in this context one can speak of Doxey's index of irritation of the local population towards tourists / travelers. Domestic habit goes through several phases:⁶

- euphoria (followed by the initial tourism development)
- apathy (as it develops becomes a part of life)
- discomfort (how tourism complicates daily life and causes problems)
- antagonism (when the relationship turns into a conflict and when the anti tourist behavior spreads).

The level of tolerance when it comes to tourism trends is affected by several factors. If the host and tourists are culturally and economically more similar, then the tolerance is more likely. The number of tourists visiting the destination is also crucial. An ideal example is precisely cruise tourism, where many people come to a destination at the same time. Then most of

5 Mathieson, A. & Wall, G. 1990. *Tourism: economic, physical and social impacts*. Longman Scientific & Technical, Essex.

6 Doxey, G. V. (1975.), A causation theory of visitor-resident irritants: Methodology and research inferences, predstavljeno na Proceedings of the Travel Research Association 6th annual Conference, San Diego California, Travel Research Association

šansama koje donosi i kreirati u skladu s tim odredjenu strategiju sa neophodnim mjerama i monitoringom aktivnosti.

SOCIO-KULTURNI UTICAJI

Socijalni i kulturni uticaji mogu nastati, praktično predstavljeno, u nekoliko slučajeva. Lokalni stanovnici se mogu sresti sa njima u direktnom kontaktu prilikom prodaje tj. kupovine usluge, ali i kada nemaju ulogu nosioca ponude, već su takodje u svojstvu potrošača ili jednostavnim susretom na ulici. Naime, ne mora da se desi direktni kontakt da bi se uticaj manifestovao.⁵

Jako je teško izmjeriti sociokulturni uticaj, jer on ima subjektivno svojstvo i ne postoji univerzalno mjerilo njegovog intenziteta i polariteta. Što je za jednog čovjeka negativno, to nije nužno tako i u slučaju druge osobe.

Nekoliko okvira je stvoreno da se objasni kako stanovnici reaguju na turizam i u tom kontekstu može se govoriti o Doxeyevom indeksu iritacije domaćeg stanovništva prema turistima / putnicima. Domaći habitus prolazi kroz nekoliko faza: ⁶

- euforija (sljedi inicijalni razvoj turizma),
- apatija (kako se razvija postaje dio života),
- nelagoda (kako turizam otežava svakodnevni život i uzrokuje probleme),
- antagonizam (kada taj odnos prerasta u konflikt i kada se širi anti turističko ponašanje).

Nivo tolerantnosti kada su u pitanju turistička kretanja je uslovljen sa nekoliko faktora. Ako su domaćin i turista kulturno i ekonomski više slični, onda je tolerancija vjerovatnija. Broj turista koji posjećuju destinaciju je takodje presudan. Idealan primjer je upravo kruzing turizam, gdje veliki broj ljudi dođe na odredište u isto vrijeme. Zatim većina njih odluči da posjeti mali centar grada, uglavnom nesvjesni ili nespremni za društveno – kulturne uslove u odredištu.

Male destinacije po pravilu su i manje tolerantne od većih destinacija, jer su ograničene malim prihvatnim kapacitetima. U svakom slučaju sporiji razvoj pruža više tolerancije, jer u tom slučaju lokalna zajednica ima više vremena da se prilagodi promjenama nastalim pod uticajem turističkih kretanja.

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them decides to visit the small city center who are largely unaware or unprepared for socio - cultural conditions of the destination.

Small destinations are less tolerant from bigger destinations, because they are limited to small carrying capacities. Anyway slower development provides more tolerance, because in this case the local community has more time to adapt to the changes that occurs under the influence of tourism trends.

In order to build a positive attitude within the local community towards tourism development, it is important to engage the local population in all reproductive processes. The essence is that they show all the benefits that a tourist development progress brings. Also, one of the equally important step is that short-term and long-term plans foresee a balance between the community and the environment, that it is, more precisely possible to keep up with the development of the existing infrastructure. The focus should not be on tourism as the only source of income. In this context it is recommended also to educate tourists about local culture and traditions, especially if different from their original cultural heritage. A guideline is that if tourists meet, learn more about the place they visit, the more they will appreciate it and care about its preservation.⁷

Examples of social and cultural influences may be changes in value systems, the behavior of individuals, families, may affect the collective traditional life style, level of security, moral parameters, creative expression, traditional ceremonies and so on.

Basically speaking about the impacts of tourism shall acquire a negative connotation, which is partly wrong. Tourism and tourism trends achieves a number of positive effects on the receptive area. Some of them are creating new jobs, which offers employment opportunities and achieving better income, preservation of tradition and culture as a unique tourism product, etc.. The human nature is to maximally dedicate stuff that is his source of income and enables existence.

CONCLUSION

In order to develop certain destinations as a tourist destination it is very important to take into consideration several factors. First, it is necessary to understand why tourists visit a particular locality, that is. what are their travel motivations. Equally important are the reasons, precisely attraction, why they choose the targeted location instead of going somewhere else. Most of these factors can be controlled by a man, promotion of natural attractiveness, their maintenance or creation of completely new attraction. It should

⁷ Bailey, K. S., Mansour, S. E., Silue, R. & Singleton, D. 2004. Sustainable Tourism and the Cruise Line Industry. *Kenan-Flagler Business School*. University of North Carolina, Chapel Hill.

Da bi se u okviru lokalne zajednice izgradio pozitivan stav prema turističkom razvoju, jako je bitno da se uključi lokalno stanovništvo u sve reproduktivne procese. Naime, suština je da im se predstave svi benefiti koje jedan turistički razvojni tok donosi. Takođe, jedan od isto tako bitnih koraka je i da se kratkoročnim, kao i dugoročnim planovima predvidi balans između zajednice i životne sredine, da je, tačnije, moguće održati korak sa razvojem i postojećom infrastrukturom. Fokus ne treba da bude na turizam kao jedini izvor prihoda. U tom kontekstu je poželjna i edukacija turista o lokalnoj kulturi i tradiciji, naročito ako se razlikuje od njihove izvorne kulturne baštine. Vodilja je da ukoliko turisti upoznaju, saznaju više o mjestu koje posjećuju, više će ga i cijeniti i brinuti o njegovom očuvanju.⁷

Primjeri društvenih i kulturnih uticaja mogu biti promjene u sistemima vrijednosti, ponašanju pojedinaca, porodice, mogu uticati na kolektivni tradicionalni stil života, nivo bezbjednosti, moralne parametre, kreativno izražavanje, tradicionalne ceremonije itd.

Uglavnom govoreći o uticajima turizma stiče se negativna konotacija, što je dijelom i pogrešno. Turizam i turistička kretanja ostvaruju i niz pozitivnih efekata na receptivno područje. Neki od njih su otvaranje novih radnih mjesta, što nudi mogućnost zaposlenja i ostavriavanje prihoda, očuvanje tradicije i kulture kao jedinstvenog turističkog proizvoda i sl. U prirodi čovjeka je da se maksimalno posveti stavrma koje su mu izvor prihoda i omogućavaju egzistenciju.

ZAKLJUČAK

U cilju razvoja pojedinih destinacija kao turističkih odredišta veoma važno je uzeti u obzir nekoliko faktora. Najprije, potrebno je znati zašto turisti posjećuju određeni lokalitet, tj. koji su njihovi motivi putovanja. Jednako bitni su i razlozi, tačnije atrakcije, zbog kojih biraju ciljano mjesto umjesto da idu negdje drugo. Većinom ovi faktori mogu biti kontrolisani od strane čovjeka, unapredjenjem prirodnih atraktivnosti, njihovim održavanjem ili pak kreiranjem potpuno novih atrakcija. Teba imati u vidu da različite vrste atrakcija privlače i različite vrste turista.

Svaki razvoj treba da bude koncipiran na temeljima održivosti i strateški isplaniran uzimajući u obzir da li da se orjentiše na masovni turizam ili turistička kretanja ograničenog obima, koji tip turizma da se promoviše da bi destinacija zajedno sa svojim stanovništvom imala najveće koristi.

Da bi se pravilno implementirala strategija razvoja destinacije kao turističkog odredišta potrebna je i svijest stanovništva o važnosti istog, kao i

⁷ Bailey, K. S., Mansour, S. E., Silue, R. & Singleton, D. 2004. Sustainable Tourism and the Cruise Line Industry. *Kenan-Flagler Business School*. University of North Carolina, Chapel Hill.

be borne in mind that different types of attractions, attracts different types of tourists

All development should be conceptualized on the basis of sustainability and strategically planned taking into consideration whether to be oriented on mass tourism or tourism trends of limited scope, which type of tourism to be promoted in order for the destination along with their population would have the greatest benefit.

In order to properly implement strategy of development destination as a tourist destination it is required and the awareness of the population of the importance of the same, as well as their positive attitude towards the development of tourism. Prospects are good if the development focuses in the right direction, if the capacity is not loaded, otherwise there is a question, in which time the pressure created by increased tourism activity surpassed the psychological possibilities of residents to tolerate, especially even in a situation where they are not sure that it brings some sort of economic benefit.

Any behavior that reduces the balance of that system is considered to be unsustainable. However, to know whether the system is balanced or not, can be reached only by »ex post«. Naime, only after the disorder we can conclude with certainty how the system behaves, ie, whether it is sustainable or not. The most which can be given before imbalance is more or less successful evaluation.

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njihov pozitivan stav prema razvoju turizma. Perspektive su dobre ako se razvoj usmjeri u pravom smjeru, ako se kapaciteti ne optereće jer u protivnom postavlja se pitanje, u kome će trenutku pritisak koji stvara pojačana turistička aktivnost nadmašiti psihološke mogućnosti stanovnika da je tolerišu, naročito još u situaciji kada nisu ni sigurni da donosi nekakvu ekonomsku korist.

Svako ponašanje koje umanjuje uravnoteženost sistema smatra se neodrživim. Međutim, do saznanja da li je sistem uravnotežen ili nije, može se doći samo „ex post“. Naime, tek poslije poremećaja možemo sa sigurnošću zaključiti kako se sistem ponaša, tj, da li je održiv ili ne. Najviše što se prije poremećaja može dati, jeste manje ili više uspješna procjena.

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ACHIEVING THE POLITICAL AND ECONOMIC GOALS THROUGH PUBLIC EDUCATION

Aleksandra Broćeta¹

Abstract

The aim is to explore and explain the influence of politics and the media to educate the public.

How great is the ethics of public statement and whether it is framed truthful information prove consideration the current socio - political situation. The role of public services is of great importance, as well as the presence of a large number of private media, which daily produce a huge amount of information, trying to gain the trust of major media consumers - viewers and listeners. Educational institutions also run competition for attracting students. Parallel to animate the future, academics, attract and corresponding scientific workers, who on the basis of scientific work and practice should contribute to increasing the quality of education.

Public education takes place in parallel through education and training during the daily reception of information by the media. Rounded whole see the individual as part of the public and the public as a whole, which can result in changes. The decision on the same is of crucial importance.

Keywords: education, public, ethics, public relations

*JEL classification:*A14

INTRODUCTION

Education is the key to success and safety – well known catchphrases, which introduces us to the theme – achieving goals through public education. Studying or not, educated or not, and whether at all informed? How to understand the real situation in the mass of information provided? Whether the public can be educated in terms of achieving specific goals? Is it even possible and how public now accepts to leave it to the impact of external factors and thus to accept whatever was offered and sold mainly through the media?

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POSTIZANJE POLITIČKIH I EKONOMSKIH CILJEVA KROZ OBRAZOVANJE JAVNOSTI

Aleksandra Broćeta¹

Sažetak

Cilj rada je istraživanje i objašnjenje uticaja politike i medija na obrazovanje javnosti. Koliko je prisutna etika javne riječi i da li je uokvirena istinitim informacijama pokazaće sagledavanje trenutne društveno-političke situacije. Ulloga javnih servisa je od velikog značaja, kao i prisustvo velikog broja privatnih medijskih kuća, koje svakodnevno plasiraju ogroman broj informacija pokušavajući dobiti povjerenje glavnih konzumenata medija – slušalaca i gledalaca.

Obrazovne ustanove takođe vode konkurentsku borbu za privlačenje studenata. Paralelno sa animiranjem budućih, akademskih građana, privlače se i odgovarajući naučni radnici, koji na osnovu naučnog rada i prakse trebaju doprinijeti povećanju kvaliteta obrazovanja.

Obrazovanje javnosti se odvija paralelno kroz obrazovanje tokom školovanja i kroz svakodnevno primanje informacija od strane medija. Zaokružena cjelina prikazuje pojedinca kao dio javnosti i javno mnjenje kao cjelinu, koja može uticati na promjene. Odluka o istoj je od presudnog značaja.

Ključne riječi: obrazovanje, javnost, etika, odnosi s javnošću

JEL klasifikacija: A 14

UVOD

Obrazovanje je ključ uspjeha i sigurnosti – opšte poznata krilatica, koja nas uvodi u tematiku – postizanja ciljeva kroz obrazovanje javnosti. Studirati ili ne, obrazovati se ili ne i da li se uopšte informisati? Kako sagledati stvarno stanje u masi ponuđenih informacija? Da li se javnost može obrazovati u smislu postizanja određenih ciljeva? Da li je to uopšte moguće i koliko javnost danas prihvata da se prepusti uticaju spoljnih faktora i na taj način prihvati sve što je ponuđeno i plasirano najčešće putem medija?

U današnje vrijeme svjedoci smo prave poplave informacija, koja često nasilno utiče na stavove i razmišljanja, kao i na svojevršno obrazovanje. Iza tih informacija uvijek stoji neko, ko je odgovoran za njihovo plasiranje. Da li nas taj „neko“ automatski obrazuje i kakvi se ciljevi kriju iza toga? Ponekad

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At the present time we are witnessing a flood of information, which often violently affects attitudes and thinking, as well as the kind of education. After this information is always someone who is responsible for their placement. Are we that »someone« is automatically formed and what are the objectives behind it? Sometimes it's so easy to convince the public as to the veracity of published events and certain groups are inextricably linked under the guise of the facts.

Each activity has a duty to achieve a specific goal. Public education requires meeting several targets. How is the public really educated and how to allow such kind of education, can usually be inferred by a certain media bias and the reactions of the public to know something and find out. A large group of people, made up of teams of PR makes every endeavor to keep the public is educated, usually in a way that suits them. Major role of a specialized part of public relations, which are public affairs, influencing public politics. Public education can be seen from different angles and from different distances and one thing is certain and that is that the public is always interested for "hot subjects". Politics has a huge impact on overall public opinion and their position influences the attitudes and thinking on important topics from everyday life.

POLITICS IMPACT ON PUBLIC EDUCATION

"Today, the whole world market where thousands of votes from the outcries of trying to draw attention to themselves. So it is the highest state and political officials must fight for public attention, otherwise she could not ignore them. Who will vote for a politician who is never heard?"²

It is impossible to remain indifferent and uninformed, and therefore the media uneducated under the pressures of different political parties in their efforts to the public "open their eyes" and to show the actual situation on the ground. Of course, behind every political attitude hides a certain goal, like an enigma often remains inaccessible to the ordinary observer. The public, which is seriously interested in the truth and education, use of quality ways of viewing the situation and get acquainted with the problems and specific topics that interest them. It's not enough to just listen and watch, it is necessary to explore. You could draw a parallel with marketing, because each advertisement is aimed at their interests and their benefit, such as any information aimed at particular liking supporters, someone who has published a specific statement.

Today, education is not only training in specific areas of science, but also the daily research and study of the most important life topics. Of course,

2 Miroslavljević M., *Odnosi s javnošću*, Banja Luka College-Besjeda Banja Luka, 2008., str. 42

je tako lako ubijediti javnost u istinitost objavljenih događaja i određene grupacije neraskidivo povezati pod prividom činjeničnog stanja.

Svaka aktivnost ima zadatak postizanja određenog cilja. Obrazovanje javnosti zahtijeva ispunjavanje nekoliko ciljeva. Koliko je javnost stvarno obrazovana i koliko dopušta takvu vrstu obrazovanja, najčešće se može zaključiti po pristrasnosti određenim medijima i reakcijama javnosti da nešto zna i sazna. Velika grupa ljudi, sačinjena od timova u odnosima s javnošću čini ogromne napore da javnost bude edukovana, najčešće na način, koji njima odgovara. Veliku ulogu ima specijalizovan dio odnosa s javnošću, a to su javni poslovi, koji utiču na javnu politiku.

Obrazovanje javnosti se može sagledati iz različitih uglova i sa različitih distanci i jedno je sigurno, a to je da je javnost uvijek zainteresovana za tzv. „vruće teme.“ Politika ima ogroman uticaj na cjelokupno mišljenje javnosti i sa svoje pozicije utiče na stavove i razmišljanja o važnim temama iz svakodnevnog života.

UTICAJ POLITIKE NA OBRAZOVANJE JAVNOSTI

„Danas je cijeli svijet pijaca na kojoj hiljade glasova sa galamom pokušavaju skrenuti pažnju na sebe. Tako da se i najviši državni i politički funkcioneri moraju boriti za pažnju javnosti, inače bi ih ona mogla ignorisati. Ko će glasati za političara za koga se nikada ne čuje?“²

Prosto je nemoguće ostati nezainteresovan i neinformisan, a samim tim i medijski neobrazovan pod svakodnevnim pritiscima raznih političkih partija u njihovim nastojanjima da javnosti „otvore oči“ i da prikažu stvarno stanje stvari na terenu. Naravno, iza svakog političkog stava, sakriva se određeni cilj, koji kao enigma često ostaje nepristupačan običnom posmatraču. Javnost, koja je ozbiljnije zainteresovana za istinu i edukaciju, koristi kvalitetne načine sagledavanja situacije i upoznavanja sa problemima i određenom tematikom, koja ih zanima. Nije dovoljno samo slušati i gledati, potrebno je istraživati. Ovdje bi se mogla povući paralela sa marketingom, jer svaka reklama ima za cilj svoj interes i svoju korist, kao što i svaka informacija ima za cilj određenu naklonost pristalica, nekoga ko je objavio određeno saopštenje.

Danas, obrazovanje ne znači samo usavršavanje iz određenih naučnih oblasti, već i svakodnevno istraživanje i proučavanje najvažnijih, životnih tema. Naravno, postoji i izbor, zainteresovanost, čvrstina i popustljivost, tačnije fleksibilnost u dopuštanju primanja informacija i saznanja.

„Prvo pitanje, koje neki politički savjetnik na svim meridijanima, pa i u BiH, postavlja svom klijentu – kandidatu na izborima jeste: **Koji cilj želite**

2 Miroslavljević, M.: *Odnosi s javnošću*, Banja Luka College-Besjeda Banja Luka, 2008., str. 42

there is a choice, curiosity, strength and suppleness, namely flexibility in allowing the benefits of information and knowledge.

“The first question, which some political advisor on all meridians, and in BiH, sets his client – a candidate in the elections is: What goals you want to achieve? From the responses, in this case will depend on the electoral strategy of communication and range of activities aimed at attracting and retaining the affection of voters in the upcoming election campaign.”³ This shows the illustrative example of cause-and-effect relationship between the placement of certain information which are of great interest to the person who placed them with promises of those whom they are placed from certain benefits or with a specific purpose. The aim is also known by the sender of the message or information, and it is attracting the public to personal success, to the benefit or detriment of the public.

INFLUENCE OF THE MEDIA ON PUBLIC EDUCATION

“Potter (2001) divides the effects of media on the short and long term, considering that when impact occurs – immediately after consuming a medium or long afterwards. He points out that the media teaches, so the media have consequences for knowledge. Second, the media affect our stance on an issue and create our opinion, strengthen it, shape it. The media affects on the behavior of spectators. Media literacy addresses the issues of the impact of media as an important way of understanding the consequences of exposure to media.”⁴

An important influence on the education of the public arrives daily from the media, that their customers provide certain knowledge through educational programs, special reports, specific emissions. A quicker and easier way of knowing great scientific achievements and discoveries happening over the most powerful media – television, whose presence is critical mass and dependency usually associated with users. Acquiring the habit of monitoring of important events over the small screen to the public is lighter variant, rather than taking the newspaper and browse the press. Often without considering the public acceptance of the provided content and thus comes into a situation to contend with in some way manipulated in various ways and for different purposes. Knowledge, which is obtained in a way to pay, because with all the quality that is served, coming and weight of negative and unnecessary.

Behind the media addiction, a wall is marketing with a huge influx of funds. The goal – profit. And all artfully packaged between news broadcasts

3 op.cit. Miroslavljević M. str.58

4 Zgrabljic Rotar N., *Mediji – medijska pismenost, medijski sadržaji i medijski uticaji*, 2011., str. 19

da postignete? Od odgovora, u ovom slučaju će zavisiti strategija izborne komunikacije i izbor aktivnosti usmjerenih na pridobijanje i zadržavanje naklonosti birača u predstojećoj predizbornoj kampanji.³ Ovdje je prikazan slikovit primjer uzročno-posljedične veze između plasiranja određenih informacija, koje su od velikog interesa za onoga ko ih plasira sa obećanjima onome kome su plasirana iz određene koristi odnosno sa određenim ciljem. Cilj je poznat i od strane pošiljaoca poruke, odnosno informacije, a to je privlačenje javnosti prema ličnom uspjehu, na korist ili štetu javnosti.

UTICAJ MEDIJA NA OBRAZOVANJE JAVNOSTI

„Potter (2001) dijeli uticaje medija na kratkoročne i dugoročne, s obzirom na to kada se uticaj pojavi – odmah nakon konzumiranja medija ili dugo nakon toga. On ističe da se iz medija uči, pa tako mediji imaju posljedice na znanje. Drugo, mediji djeluju na naše stajalište o nekom pitanju i stvaraju naše mišljenje, jačaju ga, oblikuju. Mediji utiču na ponašanje gledalaca. Medijska pismenost bavi se pitanjima uticaja medijskih sadržaja kao važnim načinom razumijevanja posljedica izloženosti medijima.“⁴

Važan uticaj na obrazovanje javnosti stiže svakodnevno iz medija, koji njihovim korisnicima pružaju određeno znanje kroz edukativne emisije, reportaže i specijalne, namjenske emisije. Brži i lakši način saznavanja velikih naučnih dostignuća i otkrića dešava se preko najmoćnijeg medija – televizije, čije prisustvo je omasovljeno i najčešće zavisnički povezano sa korisnicima. Sticanje navike praćenja važnih događaja preko malog ekrana za javnost je lakša varijanta, nego uzimanje novina i prelistavanje štampe. Često ne razmišljajući javnost prihvata sve ponuđene sadržaje i tako dolazi u situaciju da se sa njom na neki način manipuliše na razne načine i zbog različitih ciljeva. Znanje, koje se dobije, na određen način se plati, jer uz sve kvalitetno što je servirano, stiže i masa negativnog i nepotrebnog.

Iza medijske ovisnosti, kao bedem stoji marketing sa ogromnim prilivom novčanih sredstava. Cilj – profit. A sve je vješto upakovano između informativnih emisija i opuštenijeg programskog sadržaja. Znači, kroz obrazovanje javnosti dolazi se do novca. Edukacija, koju nudi jedan medij na kvalitetan način, mnogostruko se vraća kroz razvijanje trgovine putem TV ili radio kanala i to je jedan od željenih i postignutih ciljeva, nekada na obostrano zadovoljstvo, a nekada zadovoljstvo ide u jednom pravcu. Uglavnom, izbor je na korisnicima i konzumentima, odnosno na javnosti, koja može kritički sve da sagleda i da se suprotstavi totalnoj dominaciji medija ili da uzme i prisvoji onoliko edukacije, koliko joj je potrebno za razvoj i informi-

3 op. cit. Miroslavljević, M., str. 58

4 Zgrabljic Rotar, N.: *Mediji-medijska pismenost, medijski sadržaji i medijski uticaji*, 2011., str. 19

and relaxed program content. So, through public education comes to money. Education, which provides a medium in a quality manner, manifold returns through the development of trade through TV or radio channels and it is one of the desired and achieved goals, sometimes to their mutual satisfaction, pleasure and sometimes goes in one direction. Basically, the choice is up to users and consumers, and the public, which can be critical to look at everything and to oppose the total dominance of the media or to take and appropriates as much education as it needs for development and information. "With the fall of communism in Southeast Europe is coming to a rapid expansion of media. Where there was nothing but a state – party media suddenly comes to a rapid increase in the number of private media. The sharp rise in the number of media has led to a sudden increase in the need for journalists and media staff. The market at that time did not offer a sufficient number of adequately trained professionals. As a result, a large number of young journalists in the new media has almost no education in the field of journalism, a large number of them is not even a university education. Having in mind the complexity of the journalist profession and the key role that it plays specialist knowledge, becomes clearer why there is a sudden increase in the volume of the media has led to very low quality of product offered."⁵

Generally speaking, the current level of education of journalists is unsatisfactory – is characterized by uneven education structure, depending on media and low percentage of journalists and media employees with a university degree. In Bosnia and Herzegovina can be found in the media which works even 50 to 70 percent of journalists without a university education.

Based on these data, crystallizing the conclusion is that the contradictory question, and the answer to the same thing: "How can we educate the public with information presenters, who haven t higher education." Like many, other professions, often brings better experience outweighed the knowledge gained diploma or studying. Of course it is an ideal combination blend of both. In recent years, media organizations pay more attention to the particular, university education, which is reflected in the level of quality and the level of eloquence. Presenters offer quality and still provide a quality public education, which recognizes the value and everyday it adopts. So it comes to achieving the goals of the media in relation to their consumers.

5 Jusić T., Dedović M., *Obrazovanje novinara u jugoistočnoj Evropi, Medija plan*, Institut Sarajevo, 2002. god., str. 9

sanje. „S padom komunizma, u zemljama jugoistočne Evrope dolazi do snažne ekspanzije medija. Tamo gdje nije postojalo ništa osim državno-partijskih medija naglo dolazi do rapidnog porasta broja privatnih medija. Nagli porast broja medija doveo je i do naglog porasta potrebe za novinarima i medijskim osobljem. Tržište u tom momentu nije nudilo dovoljan broj adekvatno obrazovanih profesionalaca. Kao posljedica toga, veliki broj mladih novinara u novonastalim medijima nema gotovo nikakvo obrazovanje u oblasti novinarstva, a veliki broj njih nema ni univerzitetsko obrazovanje. Ima li se u vidu kompleksnost novinarskog poziva i ključna uloga, koju u njemu igra specijalističko znanje, jasnije biva zašto je nagli porast obima medija doveo do vrlo niskog kvaliteta ponuđenog proizvoda.“⁵

Generalno govoreći, trenutni nivo obrazovanosti novinara je nezadovoljavajući – karakteriše ga neujednačena obrazovna struktura, zavisno od vrste medija i nizak procenat novinara i zaposlenih u medijima sa univerzitetskom diplomom. U Bosni i Hercegovini mogu se naći mediji u kojima radi čak 50 do 70 procenata novinara bez univerzitetskog obrazovanja.

Na osnovu navedenih podataka, kristališe se konstatacija da je kontradiktorno pitanje, a i odgovor na isto: „Kako se može javnost obrazovati sa prezenterima informacija, koji nemaju visoko obrazovanje.“ Kao i kod mnogih, drugih poslovnih zanimanja, često iskustvo donosi kvalitetniju prevagu u odnosu na znanje stečeno diplomom, odnosno studiranjem. Naravno da je idealna kombinacija spoj jednog i drugog. U novije vrijeme, medijske organizacije sve više pažnje obraćaju na konkretno, univerzitetsko obrazovanje, koje se odražava na nivo kvaliteta i na nivo elokvencije. Prezenteri kvaliteta nude i pružaju dalje kvalitetno obrazovanje javnosti, koja prepoznaje vrijednost i svakodnevno ga usvaja. Na taj način dolazi do postizanja ciljeva od strane medija u odnosu na njihove konzumente.

ODNOSI S JAVNOŠĆU I OBRAZOVANJE JAVNOSTI

„Po Gruingovoj situacionoj teoriji javnosti, poruke moraju biti posebno skrojene za različite javnosti. Stručnjaci za odnose sa javnošću, moraju da odbace pojam – univerzalne javnosti. Godište, obrazovanje i primanja dijele društvo na velike grupe. Uz različite etničke, rasne, religiozne, geografske, političke i druge grupe sa specifičnim interesima, koncept masovne publike predstavlja malu vrijednost u Odnosima s javnošću.“⁶

Odnosi s javnošću i njihovi predstavnici moraju strogo voditi računa o javnosti i modelima Odnosa s javnošću: agenturi štampe, javnom informi-

5 Jusić, T., Dedović, M.: *Obrazovanje novinara u jugoistočnoj Evropi, Medija plan*, Institut Sarajevo, 2002. god., str. 9

6 Katlip, Senter, Brum, *Uspješni odnosi s javnošću*, 9 izdanje, Službeni glasnik, Beograd, 2006. god, str. 236

PUBLIC RELATIONS AND PUBLIC EDUCATION

“By Gruing situational theory public, messages must be specially tailored for different audiences. Experts in public relations, they must reject the notion – universal public. Age, education and income divide society into large groups. With a variety of ethnic, racial, religious, geographic, political and other groups with specific interests, the concept of the mass audience is a little value in public relations.”⁶

Public Relations and their representatives must strictly take account of the public and the models of public relations: Agent's Office press, public information, two-way asymmetric and two-way symmetrical model. For the first model is related to advertising and promotion, as well as another model in which the emphasis is on the use of the press in which are published accurate, affirmative information, without publication of negative information.

The aim, which is achieved public education through public relations is to serve society for mutual benefit. The primary objective is to protect users profesional services. Internal control, which exists in the professions, protecting the professional rights and retain the confidence and support that the public provides professional privileges.

Today damainly revolves around money. Every government is based on a certain type of consent of governors and the governed. In this regard, if such approval does not, if the public, public opinion does not support those who represent authority, the order is usually unstable and short-lived.

Uneducated and often educated people, who live in a world of conflicting information and half-truths, cannot form a clear picture of the complex relationships and forces that govern the society.

How to balance the flow of information and to expand or increase the level of knowledge and understanding about certain topics which are related to the survival of the state, and the individual, it is a complex issue that requires a comprehensive response.

Propaganda much influence on public education, and often at a certain intimidation that eventually produces manipulation. Is it possible, manipulative means, produce real and lasting change in the ways of thinking of the individual and the group? What are the means to this end is, and how some of them effective? What techniques of mass persuasion and manipulation of public opinion are most commonly used, in what way and with what social consequences? Former Yugoslavia is an illustrative example of the answers to the previous questions, because we can safely establish that the

6 Katlip, Senter, Brum, *Uspješni odnosi s javnošću*, 9 izdanje, Službeni glasnik, Beograd, 2006. god, str. 236

sanju, dvosmjernom asimetričnom i dvosmjernom simetričnom modelu. Za prvi model je vezano oglašavanje i propaganda, kao i za drugi model u kome je akcenat na korištenju štampe u kojoj se objavljuju tačne, afirmativne informacije, bez objavljivanja negativnih informacija.

Cilj, koji se postiže obrazovanjem javnosti kroz odnose s javnošću je služenje društvu na obostranu korist. Primarni cilj je zaštita korisnika profesionalnih usluga. Unutrašnjom kontrolom, koja postoji u profesijama, štiti se profesionalno pravo i zadržava povjerenje i podrška, koju javnost pruža profesionalnim privilegijama.

U današnje vrijeme sve se uglavnom vrti oko novca. Svaka vlast počiva na određenoj vrsti saglasnosti onih koji vladaju i onih nad kojima se vlada. U tom smislu, ako ove saglasnosti nema, ako javnost, javno mnjenje ne daje podršku onima, koji reprezentuju vlast, poredak je po pravilu nestabilan i kratkog vijeka.

Neobrazovani, a često i obrazovani ljudi, koji žive u svijetu kontradiktornih informacija i poluistina, ne mogu da formiraju jasnu sliku o kompleksnim odnosima i silama, koje vladaju u društvu. Kako izbalansirati dotok informacija i proširiti, odnosno podići nivo znanja i razumijevanja o određenim temama, koje su vezane za opstanak države, a i samog pojedinca, veoma je kompleksno pitanje, koje zahtjeva sveobuhvatan odgovor.

Propaganda mnogo utiče na obrazovanje javnosti, a često i na određeno zastrašivanje, koje na kraju proizvodi manipulaciju. Da li je moguće, manipulativnim sredstvima, proizvesti stvarne i trajne promjene u načinima mišljenja pojedinca i grupa? Kakva su sredstva tom cilju primjerena i koliko su pojedina od njih efikasna? Koje tehnike masovnog ubjeđivanja i manipulacije javnim mnjenjem se danas najčešće koriste, na koji način i sa kakvim društvenim posljedicama? Područje bivše Jugoslavije je slikovit primjer za odgovore na prethodna pitanja, jer se sa sigurnošću može utvrditi da je javnost izmanipulisana, prije svih političari, a poslije njih narod, odnosno javno mnjenje, koje je na različitim stranama dobijalo kontradiktorne informacije i padalo pod njihov uticaj, obrazujući se bez pogovora i prigovora.

ETIKA JAVNE RIJEČI

„Javna riječ je britka kao hirurški skalpel. U rukama neodgovornog pojedinca, postaje opasno oružje, kojim se drugi može masakrirati. U rukama hirurga postaje dragocjen instrument, kojim se drugom može spasiti život. Razlika je u načinu upotrebe.“⁷ Plastičan i slikovit primjer pokazuje da je neophodna odgovornost za javnu riječ, tj. za plasiranje vijesti od većeg ili

⁷ Begović, B., Živković, M., Beham, M., Radojković, M., Vojnović, Đ., Stanojević, D.: *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str. 52

public is manipulated, above all politicians, and after them the people, or public opinion, which is on different sides were receiving contradictory information and fell under their influence.

ETHICS OF PUBLIC STATEMENT

“The public word is sharp as a surgical scalpel. In the hands of an irresponsible individual, becomes a dangerous weapon, which can be another massacre. In the hands of a surgeon becomes a valuable tool, which can save another life. The difference is in the method of use.”⁷ Graphic and illustrative example shows that the necessary responsibility for public word that is for placing news of greater or lesser importance. Often, to avoid responsibility for the information presented to public opinion and that this responsibility is transferred between the responsible persons. Freedom of the press, as a legitimate right of journalists was often manipulated and never gained full force, and there were no limits to its application. Today we are witnessing the existence of private media, most of which are influenced by various political parties. Some media more inclined to certain political currents and thus the creation and presentation of news gets a different color. Public services have a greater responsibility and try to qualify for the news in a timely manner, without special acuity and personal attitudes of journalists.

“In all codes of professional ethics of journalism in the introductory part is dominated by the acceptance of responsibility of the media and journalists to the public, or audience. In this sense, proclaims that the information shall be accurate, clear and unambiguous. Journalists assume the obligation to respect and defend the rights of citizens and express the awareness that are the main creators of public opinion.”⁸ Listed citation entails the conclusion that the information should be checked, that the news understandable sorted in the right order or in order of importance. Consequently, the integrity of the journalists should be protected from external influences, but as noted earlier, it is difficult for individuals and applicable in practice. Professional language, the restriction of journalists' reports referred to censorship of the press, as well as talk shows and all amenities, which are presented to the public. Journalists often struggle to professional secret in the sense that they do not reveal sources of information. Journalists must respect the laws. In the world of journalism is a popular term 'breaking news', which in practice means that the current news break and access to broadcasting the latest and most important news (eg. Murder statesmen beginning of the conflict,

7 Begović B., Živković M., Beham M., Radojković M., Vojnović Đ., Stanojević D., *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str. 52

8 Begović B. i autori, *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str. 60

manjeg značaja. Često se dešava da se izbjegava odgovornost za iznesene informacije javnom mnjenju i da se ta odgovornost prebacuje između odgovornih lica. Sloboda štampe, kao legitimno pravo novinara, često je bila izmanipulisana i nikada nije dobila na punoj snazi, odnosno nisu postojale granice u njenoj primjeni. Danas smo svjedoci postojanja privatnih medija, od kojih je većina pod uticajem raznih političkih stranaka.

Pojedini mediji više naklonjeni određenim političkim strujama i na taj način kreiranje i prezentovanje vijesti dobija različite boje. Javni servisi imaju veću odgovornost i trude se da se vijesti plasiraju pravovremeno, bez posebne oštine i ličnih stavova novinara.

„U svim kodeksima profesionalne etike novinarstva u uvodnom dijelu dominira prihvatanje odgovornosti medija i novinara prema javnosti, odnosno, publici. U tom smislu proklamuje se da informacije moraju biti istinite, jasne i nedvosmislene. Novinari prihvataju obavezu da poštuju i brane prava građana i izražavaju svijest o tome da su glavni stvaraoci javnog mnjenja.“⁸ Naveden citat povlači za sobom zaključak da informacije trebaju biti proverene, da su vijesti razumljivo sortirane po pravilnom redoslijedu, odnosno po važnosti. Samim tim, integritet novinara bi trebao biti zaštićen od spoljnih uticaja, ali kao što je navedeno ranije, to je teško ostvarljivo i primjenjivo u praksi. Stručnim žargonom, ograničenje novinarskih izvještaja naziva se cenzura štampe, kao i autorskih emisija i svih sadržaja, koji se prezentuju javnom mnjenju. Novinari se često bore za profesionalnu tajnu u smislu da ne otkrivaju izvore informacija. Novinari moraju poštovati zakone. U svijetu novinarstva popularan je izraz „*breaking news*“, koji u praksi znači da se trenutne vijesti prekidaju i pristupa se emitovanju najnovije i najvažnije vijesti (npr. ubistvo državnika, početak ratnog sukoba, teroristički napad u Parizu, katastrofalan zemljotres i sl.) Ova vrsta vijesti mora biti donijeta, obrađena i prezentovana **odmah po nastanku događaja** i u tom trenutku nastaje medijska trka i borba, koji medij će prvi saopštiti javnosti najnovije događaje. Koliko je u ovim slučajevima prisutna i da li je uopšte prisutna cenzura, ostaje u domenu novinarstva.

Kod vijesti, koje se odnose na prekršaje maloljetnih lica, mora se strogo voditi računa o zaštiti iznošenja njihovih imena i djela u javnost. Dozvoljeno je objavljivanje inicijala i uzrasta maloljetnika. Međutim, osavremenjivanjem i napredovanjem tehnike i pojavom Internet mreže, privatnost se teško može sačuvati i zaštititi, tako da je svaki pojedinac, kao i svaki novinar odgovoran za svaku riječ, koja se plasira preko medijskih kanala.

Vijest je veoma moćno oružje, kojim se mase pridobijaju na jednu ili više strana u zavisnosti od strukture i vrste javnosti. Emitovanje vijesti je udarni

8 Begović, B. i autori, *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str.60

terrorist attack in Paris, the devastating earthquake and the like. This kind of news has to be made, processed and presented immediately after the occurrence of the event and at that moment arises media race and battle, which the media will first disclose to the public the latest developments. How many of these cases present and whether it is at present censorship remains in the domain of journalism.

In news related to violations of minors, must be strictly take into account the protection of presenting their names and deeds in public. Permission is granted to publish initials and age juveniles. However, modernization and advancement of technology and the advent of Internet networks, privacy is hard to preserve and protect, so that every individual and every journalist responsible for every word, which is marketed through media channels.

The news is a very powerful weapon, which the masses do win on one or more sides depending on the structure and types of public. Broadcast news is a shock segment media and timely news was the initial trigger for high-quality editing programs. Without short, clear, accessible and affordable to all news in a drop in viewers, listeners and ultimately coverage. The question here is, how to recognize a true story, because the truth has many sides and angles of observation, such as the history is written by the victors, and the truth create more powerful and convincing.

Anatole France said: "I love the truth and I think the people need it. But still they needed more lie, which flatters them that comforted and that gives them an endless hope. No lies, they would die of despair and boredom."⁹

Election campaigns are the right stage, where alternate characters with the truth and the other side of the truth. The audience listens, remembers thinking, hesitating be concluded - sometimes wrongly, sometimes rightly, believes, experiences disappointment and everything comes full circle to some, a new election. Often used a play on words in which viewers do not fully manage and most often be deceived, as products in their deliberations some known only to them the truth. Especially confusing the public debate in live broadcasts with guests who are representatives of a variety of political parties. The amounts are opposing views on the same issues and come up with confusion and seeing events from the worst angle, as well as their own presentations. Citizen rarely has the opportunity to experience the politicians directly, such as the pre-election rallies or in longer live broadcasts on television. The media have the power and against politicians, because they at its own discretion and according to the editorial policy of deciding when and how politicians will be shown.

„The media are intermediaries between politicians and citizens, and their role is, by definition, not only to publish truthful information in order to

⁹ Op. cit Begović B. i autori, *Etika javne riječi u medijima i politici*, str. 94

segment medijskih kuća i pravovremena vijest je inicijalna kapisla za kvalitetno uređivanje programa. Bez kratke, jasne, svima dostupne i pristupačne vijesti dolazi do pada gledanosti, slušanosti i na kraju čitanosti. Ovdje se postavlja pitanje, kako prepoznati istinitu vijest, jer istina ima više strana i uglova za posmatranje, kao što i istoriju pišu pobjednici, tako i istinu kreiraju moćniji i ubjedljiviji.

Anatol Frans je govorio: „Volim istinu i mislim da je ona ljudima potrebna. Ali još im je više potrebna laž, koja im laska, koja ih tješi i koja im daje beskrajne nade. Bez laži, oni bi umrli od očaja i dosade.“⁹

Predizborne kampanje su prava pozornica, na kojoj se smjenjuju likovi sa istinom i drugom stranom istine. Publika sluša, pamti, razmišlja, dvoumi se, zaključuje – nekada pogrešno, nekada pravilno, vjeruje, doživljava razočarenje i sve se vrti u krug do nekih, novih izbora. Često se koristi igra riječi u kojoj se gledaoci baš najbolje ne snalaze i najčešće budu obmanuti, što proizvodi u njihovim razmišljanjima neku samo njima znanu istinu. Naravno, zbunjuju javne rasprave u emisijama uživo sa gostima, koji su predstavnici raznih, političkih stranaka. Iznose se oprečni stavovi o istim temama i dolazi do zbunjivanja i sagledavanja događaja iz najlošijeg ugla, kao i njihova sama prezentacija. Građanin rijetko ima priliku da doživi političara neposredno, kao npr. na predizbornim mitinzima ili u dužim emisijama uživo na televiziji. Tako mediji imaju moć i nad političarima, jer oni po svojoj procjeni i prema uređivačkoj politici odlučuju kada će i na koji način političari biti prikazani.

„Mediji su posrednici između političara i građana i njihova uloga je, po definiciji, ne samo da objavljuju istinite informacije kako bi učinili svijet transparentnijim za građane, nego i da, kao sedma sila, nespristrasno kritički prate procjenjuju rad političara, što bi građanima trebalo da omogući da oblikuju svoje slobodno (političko) mišljenje.“¹⁰ Da li je u stvarnosti sve tako prezentovano kako bi trebalo biti, svakodnevno prosuđuju korisnici medijskih usluga i u sveopštoj manipulaciji dolazi do oprečnih mišljenja. Dešava se da medijska stvarnost zamjenjuje pravu stvarnost i često se ne zna ko kome diktira i uslovljava ponašanje, mediji politici ili politika medijima. Ovdje veliku ulogu mogu da odigraju savjetnici za odnose s javnošću, koji na neki način mogu postati stvaraoci vijesti, jer na scenu izlaze spin doktori, čija je pojava veoma interesantna za razmatranje, pogotovo, ako se dotaknu primjeri perioda 60-tih i 70-tih godina prošlog vijeka.

Lokalne, medijske kuće plasiraju udarne vijesti u najboljim terminima za gledanost i slušanost i često su u uskoj saradnji i komunikaciji sa predstavnicima odnosa s javnošću, koji imaju i zauzimaju svoj prostor u dnevnicima

9 Op. cit Begović, B. i autori, *Etika javne riječi u medijima i politici*, str. 94

10 Op. cit Begović, B. i autori, str. 160

make the world more transparent for citizens, but also, as the seventh force, objectively critically monitor assess the work of politicians, as citizens should make it possible to shape their free (political) opinion.”¹⁰ Is it in reality everything is so presented as it should be, judged users daily media services and the ever present manipulation comes to opposing opinions. It happens that the media reality replaces actual reality and often do not know who to whom dictates and conditional behavior, media policy and media politics. Here, a major role could be played by consultants for public relations, which in some way may become creators news, because the scene outputs spin doctors, whose appearance is very interesting to consider, especially if touched examples of period 60 - and 70 th of the last century.

Local media marketed headlines in the best terms for viewers and listeners and are often in close cooperation and communication with the public relations, who have occupied its space in journals and other, news broadcasts. In this way news and information received in the form of a communication received on the additional weight and significance. More credible is when a representative of the PR reports on current events in the city, but when viewers have the opportunity to hear just dryly reporting manager, announcers on television with a few short sentences in the form of notification.

ACCURACY AND TRUTH

“Respect for the truth is the central theme of journalistic responsibility and places are usually the first place among the duties. In the Munich Declaration states that the duty of journalists to respect the truth, whatever the consequences for him / her, because of the public's right to know the truth.”¹¹

Journalists are obliged to seek the truth and their commitment to the search for truth, is usually rewarded, and above all, transformed into high-quality reports, report, articles and comments. Objectivity and accuracy of information inevitably leads to greater publicity and circulation, or listenership and viewership. Carefully check the information and their not concealing is of great importance for society. It is the duty of searching for the truth complements the public better flow of information between the media and citizens. Subjectivity journalist does not guarantee the veracity of the information.

“In the literature there are a number of limitations of journalism / media search for truth: speed journalistic work, inability to always be “on the spot” inability to many events and phenomena to fully investigate, relativity cate-

10 Op. cit Begović B. i autori, str. 160

11 Begović B. i autori, *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str. 182

i drugim, informativnim emisijama. Na taj način vijest i informacija pristigla u vidu saopštenja dobija na dodatnoj težini i značaju. Vjerodostojnije je kada predstavnik za odnose s javnošću izvještava o aktuelnostima iz grada, nego kada gledaoci imaju priliku čuti samo suhoparno izvještavanje voditelja, tj. spikera na televiziji sa par kratkih rečenica u vidu obavještenja.

TAČNOST I ISTINA

„Poštovanje istine centralna je tema novinarske odgovornosti i stavlja se obično na prvo mjesto među dužnostima. U Minhenskoj deklaraciji se kaže da je dužnost novinara da poštuje istinu, ma kakve bile posljedice po njega/nju, zbog prava javnosti da istinu dozna“.¹¹

Novinari su dužni da tragaju za istinom i njihova odlučnost u traganju za istinom, najčešće je nagrađena, a prije svega pretočena u kvalitetne izvještaje, raporte, članke i komentare. Objektivnost i tačnost informisanja neminovno vodi većem publicitetu i tiražu, odnosno slušanosti i gledanosti. Brižljivo proveravanje informacija i njihovo ne prećutkivanje ima veliki značaj za društvo. Dužnost traganja za javnom istinom upotpunjuje kvalitetan protok informacija između medija i građana. Subjektivnost novinara ne garantuje istinitost informacije.

„U literaturi se navode brojna ograničenja novinarskog/medijskog traganja za istinom: brzina novinarskog rada, nemogućnost da se uvijek bude „na licu mjesta“, nemogućnost da se mnoga događanja i pojave do kraja istraže, relativnost kategorije objektivnosti, ideološke i socijalne uslovnosti, tehnološka ograničenja.“¹²

U današnje vrijeme mediji neiscrpno izvještavaju građane o dešavanjima u svijetu u kojima su najčešće akteri političari, državnici i zemlje, koje se nalaze u kriznim situacijama i ratnim područjima. Mnoštvo informacija se prepliće na raznim kanalima, koje građanstvu pruža savremena tehnika i nakon primljenih informacija, može se postaviti pitanje: „Šta je prava istina“.

FAKTORI, KOJI UTVRĐUJU VRIJEDNOST VIJESTI

„Od vitalnog je značaja da reporteri i pisci svih profila poznaju svoju publiku. Da li pišete za čitaoc u svojoj zemlji ili na lokalnom nivou? Da li novine kupuju bogatiji ljudi u društvu ili obrazovani ili cijela zajednica? Da li su vaši čitaoci mladi ili sredovječni ljudi? Šta je za njih relevantno i šta ih interesuje? Vrijednost vijesti zavisi od čitalaca – o tome šta oni žele pročitati ili šta im može privući pažnju. Četvrti osnovni element vijesti je **ISTINA**.

11 Begović, B. i autori, *Etika javne riječi u medijima i politici*, Centar za liberalno-demokratske studije, Beograd, 2004. god., str. 182

12 Op. cit Begović, B. i autori, str. 183

gories of objectivity, ideological and social conditionality, technological limitations.”¹²

At the present time, the media report inexhaustible citizens about developments in the world where actors are mostly politicians, statesmen and the countries that are in crisis and war zones. A variety of information is intertwined at various channels, which provide citizens with modern techniques and after the information received, it may be asked, “What is the truth”.

FACTORS WHICH DETERMINE AMOUNT OF NEWS

“It is vital that reporters and writers of all kinds know your audience. Do you buy newspapers richer people in society or education, or the whole community? Are your readers are young or middle-aged men? News value depends on readers – about what they want to read or what they can to attract attention. The fourth basic element of the news is true. The stories, which are based on inaccurate data – regardless of the reason, gives untrue – can be new and often interesting, but may not be news.”

It is important to distinguish between what is news and what is fact and which are placed the same. If in certain social circles are academics, it is logical that are in circulation magazines with scientific topics and news in the domain of higher-ranking knowledge. The quality of news in newspapers and creates the very quality of these newspapers and their reputation and readership. With the growing variety of texts spectrum, greater coverage and less impact outside the editorial politics. Only interesting content will attract readers, listeners and viewers.

News, which are boring, too long and presented in a lazy tone of influence that the medium is automatically discarded. The story, which is presented to be new, hitherto untold and as such will retain the attention of media users and it will be important for them. Each story or news, which was repeated loses its force and interesting, which is logical. It is also important that journalists know their audience, which know exactly what they want to hear or read.

“Factors that determine the value of news are: timeliness, speed, proximity, size, importance, and topics are: interest, money, relationships, conflicts, unusual events, the celebration of heroes, suspense and drama, human interest, the discovery and invention, crime.”¹³

When all, of these factors, and cover all topics mentioned, we get a large circulation, or extremely satisfactory interest in the product marketed in the form of news.

¹² Op. cit Begović B. i autori, str. 183

¹³ Op. cit str.10

Priče, koje se baziraju na netačnim podacima – bez obzira iz kojeg se razloga pruža neistina – mogu biti nove i često su interesantne, ali ne mogu biti vijest.¹³

Veoma je važno da se razluči šta je vijest, a šta je podatak i kome se plasiraju isti. Ako se u određenim, društvenim krugovima nalaze akademski građani, logično je da su u opticaju časopisi sa naučnim temama i sa vijestima u domenu višeg ranga znanja. Kvalitet vijesti u novinama stvara i sam kvalitet tih novina i njihov ugled, kao i čitanost. Sa većom raznovrsnošću spektra tekstova, veća je pokrivenost i manji uticaj izvan uređivačke politike. Samo zanimljiv sadržaj privući će čitaoca, slušaoca i gledaoca. Vijesti, koje su dosadne, preduge i prezentovane u nekom, lijenom tonu utiču da se taj medij automatski odbaci.

Priča, koja se prezentuje treba biti nova, do tada neispričana i kao takva će zadržati pažnju korisnika medija i ona će biti za njih važna. Svaka priča ili vijest, koja je ponovljena gubi na snazi i zanimljivosti, što je i logično. Takođe je značajno da novinari poznaju svoju publiku, za koju tačno znaju šta želi čuti ili pročitati.

„Faktori, koji utvrđuju vrijednost vijesti su: blagovremenost, brzina, blizina, veličina, značaj, a teme su: interesovanje, novac, odnosi, konflikti, neobična događanja, slavljenje heroja, neizvjesnost i drama, ljudski interes, otkriće i izum, kriminal.“¹⁴

Kada se ispune svi, nabrojani faktori i obrade sve navedene teme, dobijemo veliki tiraž, odnosno izuzetno zadovoljavajuću zainteresovanost za plasiran proizvod u vidu vijesti

ZAKLJUČAK

Velika odgovornost za obrazovanje javnosti je na državnim institucijama, koje bi trebale voditi računa o svim mogućim segmentima društvenog života, a posebno o uticaju medija na obrazovanje javnosti. Potrebno je pronaći pravu mjeru i iskristalisati protok informacija, koje bi na realan, iskren i istinit način uticale na postizanje najvažnijeg cilja – unaprijeđenje i stvaranje zdravog, obrazovanog društva u kome pojedinci imaju pravo na izbor tržišta, zaposlenja, medija, obrazovnih, zdravstvenih i svih ostalih institucija u kojima će se pojedinac osjećati sigurno i sa kojima može doprinijeti kvalitetnom, ličnom životu. Ako to ne postoji, nijedan politički ili bilo koji društveni cilj se ne može ostvariti, jer sama država zavisi upravo od jednog pojedinca okupljenog u veliku zajednicu zadovoljnih članova.

13 Internews B&H, Radio novinarstvo u funkciji ljudskog napretka, UNICEF, Sarajevo 2003. god., str. 8

14 Op. cit str. 10

CONCLUSION

Great responsibility to educate the public on the state institutions, which should take into account all the possible aspects of social life, and in particular on the impact of media on public education. It is necessary to find the right measure and clarify the flow of information, which in a realistic, honest and truthful way affect the achievement of the most important goal – promotion and creation of a healthy, educated society in which individuals have the right to choose the markets, employment, media, education, health and all other institutions in which the person feel safe and which may contribute to high-quality, personal life. If it does not exist, no political or any social goal can not be achieved, because the state itself depends on just one individual assembled in a large community of satisfied members.

Control of all educational, training, educational and media institutions and their daily progression can be achieved much; otherwise there is a general collapse and dissatisfaction. The public is inextricably linked with the media, with all stakeholders and decision information content, with representatives of public relations and informing of the exact expected. Every second goal and motive leading to the termination of these precious connections and departure on slippery paths that were taken on glass legs.

Both sides dignity and respect, bringing benefit and achieve a good balance between freedom and responsibility of both sides. The stability of a country is reflected primarily on the intellectual level. By increasing this level, there is greater prosperity, and a reduction to the fall of the same on the always ebullient, the political scene.

Finally, the parallel can be drawn: education – public – Media – Public relations – politics – true – individual – country and come to a conclusion that omission only one link in this chain of participants in education, comes to cracking a unique and high quality system of information and education, which is the main purpose and objective is survival.

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Kontrolom svih obrazovnih, edukativnih, školskih i medijskih ustanova i njihovim svakodnevnim napredovanjem može se postići mnogo, a u suprotnom slučaju dolazi do opšteg kolapsa i nezadovoljstva. Javnost je neraskidivo povezana sa medijima, sa svim nosiocima i donosiocima informativnog sadržaja, sa predstavnicima Odnosa s javnošću i očekuje tačnu obaviještenost. Svaki drugi cilj i motiv dovodi do raskida te dragocjene veze i odlaska na klizave staze, čiji su koraci na staklenim nogama.

Obostrano dostojanstvo i uvažavanje, donosi korist i postiže se ravnoteža između slobode i odgovornosti obe strane. Stabilnost jedne države se ogleda prvenstveno na intelektualnom nivou. Porastom tog nivoa, dolazi do većeg prosperiteta, a smanjenjem do pada istog na uvijek uzavreloj, političkoj sceni.

Na kraju se može povući paralela: obrazovanje – javnost – mediji – Odnosi s javnošću – politika – istina – pojedinac – država i doći do zaključka da izostavljanjem samo jedne karike iz ovog lanca učesnika u obrazovanju, dolazi do pucanja jedinstvenog i kvalitetnog sistema informisanja i obrazovanja, koji je glavni razlog i cilj opstanka.

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