

je autor previdio negativne učinke virtualnog marketinga osobito za područja (zdravstvo, turizam, ...), na kojima je neposredni odnos i komunikacijska interakcija među ljudima veoma važna. Isto tako, čitanjem ove knjige može se zapaziti da je izostalo ukazivanje na moguće štetne utjecaje ovih naprava i uređaja za dostupanje u virtualnu stvarnost, na njihove korisnike. Dakle, ovom knjigom je područje virtualne stvarnosti obogaćeno novim istraživanjem i novim saznanjima, koja opet postavljaju nova pitanja. Zbog toga iskreno preporučujem ovo djelo svima onima, koji su prepoznali aktualnost virtualne stvarnosti, uključujući i doktorske studente na programu Strateški komunikacijski management.

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Audra Diers-Lawson: CRISIS COMMUNICATION - MANAGING STAKEHOLDER RELATIONSHIPS, Routledge, Oxon, United Kingdom, 342 pages, 2019, 2020 E-book, ISBN 9780429437380.

At the beginning of 2020, when media were already flooded with the coronavirus pandemic, emerging work by strategic communication expert Diers-Lawson could not be more topical. The book *Crisis Communication - Managing Stakeholder Relationships* presents developmental milestones and main features of crisis communication as a necessarily interdisciplinary field of applied practice and research, a field that can overcome its limitations and potential dogmatism when a stakeholder is put in his rightful place. Now in 2021 this book only gains in value, as the present world situation clearly shows the urgency of broadening the knowledge about appropriate crisis response across all contexts.

Despite many studies, academic articles, and co-authorship of various scientific contributions by Audra Diers-Lawson who currently teaches crisis management, corporate social responsibility, and others at Leeds Beckett University in the UK, this book is her first monograph. The result of two decades of studying communication, which Diers-Lawson diligently builds on empirical data and imparts knowledge to those interested also as the head of the crisis communication department in ECREA, is summed up in a work that is structured (and displays a narrative) of a textbook for an introduction to crisis communication.

The book is divided into six parts, which gradually introduce the basic concepts of crisis communication and ten short views from practice. The matter in the book is condensed, but Diers-Lawson facilitates the

reader's understanding with prefaces and well-written summaries to each chapter. Understanding of theoretical emphases is achieved also through a set of high-profile examples of crisis management (Nike, BP oil and gas, WHO, Adidas, Bayer, Fonterra, and others), placed just right to intensify the reader's attention.

The first part begins with approaching the development of crisis communication theories to the present day, shifting to data-rich and already more human-oriented theories. Furthermore, she places crisis communication in relation to theories of public relations and theories of management and presents in detail the foundations upon which she built her model of managing stakeholders relations. The first part also announces the concepts that come under scrutiny in the following parts of the book and are supposed to guide the understanding, research and implementation of crisis communication: the factors of the issues or risk, organizational factors (its management within the internal and external environment), stakeholders (from different publics to employees, lobbyists, state regulators, etc.), factors related to the response to the crisis and its outcomes. The second part focuses on risk management, the third part delves into the organization's ability to respond to a crisis, the fourth part takes a closer look at the stakeholder and characteristics of his relationships (emotions, attributing blame, attributing competence to resolve the crisis, demographic and cultural background, etc.), the fifth part critically evaluates the types of crisis response, appropriate messages on different occasions and offers to the reader a comprehensive overview of creating a good crisis plan.

In the last part Diers-Lawson finally drops the crisis into the world. She puts us in the moment, where it is clear whether we understood the importance of intertwined relationships of all stakeholders and proper leadership in times of crisis, theoretically highlights the recommended communication with the media and the establishment of priority thematization through various communication channels, constantly emphasizing the importance of learning and post-crisis analysis and post-crisis development of organizations. In conclusion, the author leads her thought to the creation of rich databases and the importance of research for (also to her personally) extremely important goal: the application of research. Mastery of research methods is argued as essential also for »classic« PR people, as it allows them not to be misled by the presentation of results.

Diers-Lawson upscales the practical edge of a book by serving us valuable tools in the form of

schematics and tables such as the proposal of the most important terms for the register of risk factors, examples of how to summarize the analysis of stakeholders in a useful form, concrete action plans and many more. She warmly recommends the use of simulations and replays of crisis situations (Part 3).

Throughout the book author convincingly demonstrates the meaning of being »well-read« (p. 19) and the key importance of attracting communication professionals to theory and at the same time academic theorists to practice, while helping them establish respectful and patient cooperation (Parts 1-6). This would add to the further development of the discipline of crisis communication and especially the effective management of new crises. In addition, Diers-Lawson accentuates the existence of black spots of our knowledge about crisis communication in the vast majority of the world, since studies have been dominated by the U.S. and European perspectives. In the Southern Hemisphere, the Middle East, and other areas of the developing world academics lack sufficient access to data on organizations, news about crises, and other things, which enables analysis (Parts 1, 4).

But all efforts mentioned above are claimed as in vain if we don't get to know our stakeholders as thoroughly as possible, as they actually decide on the beginning, course, and outcome of the crisis (Parts 1-6). As the title of the book suggests, the author introduces her conceptual model of stakeholder relationship management (SRM) which focuses on analysis and constant care for relations with all stakeholders of (crisis) communication. The model puts the issue, organization, and stakeholder into a triangle and shows their relationships as multi-layered and changeable. She recommends it to researchers of crisis communications, risk management, and above all practitioners. Stakeholder has been theoretically neglected for almost six decades (Part 2) and so was the understanding that the crisis arises from issues, as a »gap between an organization's behavior and stakeholders' expectations« (p. 60). The relationship between the two is always dynamic, as »they co-create the narrative« of a situation (Part 5, p. 210). We need to adapt our presence, communication tactics, or response tactics to the stakeholders (the author lists 40 handy ones), tailor messages for them and hope that we have heard and understood their fears, opinions, emotions ...

As crisis communication begins »long before a crisis emerges« (p. 48) relationships with stakeholders require constant work. So if the role of PR manager in an organization is limited to an advisory role or

just to short action in times of crisis, then crisis management is almost doomed to failure. Communication experts should be in the decision-making body of organizations since the recommended communication with the public draws from the pool of openness, consistency of information, and accessibility at 24-7.

This book is a rewarding manual for every student and communication practitioner. Moreover, highlighting theories that underline the importance of looking at stakeholder as a person that must be properly treated, emphasizing the view of a crisis situation as a relationship crisis and, last but not least, reminding us of the fact that attentive presence in communication should always be an integral part of our interpersonal relationships - gives Diers-Lawson's first monograph a very welcomed humanistic dimension.

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## GODINE I SUDBINE

*Velik dio zapadne civilizacije proslava je iluzije da dobro može postojati bez zla, svjetlo bez tame i užitak bez boli; i to je istina za obje njezine faze, kršćansku i sekularnu.*

ALAN WATTS, Dvije ruke Božje

Ova je priča čudna, ali istinita. Govori o dvojici sasvim različitih ljudi koji se gotovo ni u čemu nisu slagali, ali su dugi niz desetljeća prijateljevali. Razlikovali su se baš u svemu. Od temperamenta i karaktera do socijalnog statusa i svjetonazora. Klasična je to priča o odnosu učitelja i učenika. U ovom slučaju o odnosu profesora i studenta. Njihovi su odnosi, naravno, imali uspona i padova. Na trenutke su, baš kao i život sam, bili ležerni i opuštani, a na trenutke svadljivi, polemični, pa čak i dramatični. Pripovjedaču je bila muka kako ih realno opisati, a pri tome u patetiku, moraliziranje i ideologiziranje ne upasti. Koliko je u tome uspio, ili nije uspio, sud prepuštamo vašoj prosudbi, cijenjeni i dragi čitatelji!

Želimo još jedino pripomenuti da je glavni junak ove priče već dugi niz godina stanovnik eshatona. Pripovjedač s velikim eshatološkim nestrpljenjem želi ga što prije u eshatonu susresti. Zašto? Priča će vam