COMMUNICATION MANAGEMENT AND SOCIAL NETWORKING

MODEL OF CRISIS COMMUNICATION IN MILITARY ORGANISATIONS

Ksenija Djuric-Atanasievski
Military academy, Belgrade; ksenija.djuric@mod.gov.rs

Abstract: *Crisis Communication has become an increasingly important activity of the military organisations. In this study we are considering one of the models of Crisis Communication in the public sector, as well as a special model of responding to crisis, as the most important phase in communication in a crisis case, that may apply in military organization.*

Key words: *crisis communication, crisis communication model, public sector, military organization, crisis management*

1. INTRODUCTION

Crisis communication consists of interlinked processes and activities undertaken by organisations in order to plan for management of unpredictable events. In addition, these activities are parts of continuous research related to public relations and crisis management because inadequate communication, especially in for-profit organisations, can create a perception of crisis; this in turn may affect the reputation, cause financial loss and threaten the existence of the private organisation itself.

Crisis communication has been increasingly perceived as an important activity in the social and public sector. It is due to the fact that the reputation of an organisation relies not only on its ability to manage the crisis, but also in its power to control its public image.

Crisis events in military organisations are always news, because the public is the main stakeholder. The public perceive crisis in military organisations with a lot of scrutiny, as it is the organisation that has a task of protecting the highest values of said society. Crisis communication within military systems creates multiple benefits if it is performed adequately. It lessens the negative effects of the public perception of a crisis, creates trust, and protects the reputation of the military as a socially responsible institution.

Two other elements emphasise the need for preparation and implementation of crisis communication in modern military organisations and these are: the complex roles of the defence forces and the development of information and communications technology (ICT). The tasks of military organisations in many countries worldwide is not only defence but also contribution towards world peace, opposition against asymmetric threats and challenges, and increasingly numerous activities in support of the civic stakeholders of society. At the same time, development of ICT has made mass media an ever-present, accessible, and powerful tool in the information sphere. ICT has reduced the possibility of information control and forced military organisations to be more transparent.

The elements of crisis communication for the Ministry of Defence and the Serbian Army have been included in the existing documents such as *Guidance on Communication Strategy*, as well as instructions on standard operating procedures in the case of unpredictable events. However, there is no policy that would clearly lay out division of jurisdiction and responsibilities related to crisis management; in particular for external stakeholders.

Primary elements of crisis communication in a military organisation that is a part of public sector are not identical with the ones in for-profit organisations or other public sector organisations. Thus it is necessary to examine the model of crisis communication in the public sector and emphasise the specific points of crisis communication in modern military organisations.

2. CRISIS COMMUNICATION MODEL IN THE PUBLIC SECTOR

Various theories of crisis communication, coming mostly from sources within the USA, produced various models. Nevertheless only a few of these are applicable to crisis communication in the public sector. One of these few models was based on analysing the crisis communication in for-profit organisations and then extrapolated to the public sector. Since these model structures of crisis communication in the for-profit sector have been incorporated into the public sector, it is called a **synthesis model**. (Horley, S., Baker R, 2002).

The synthesis model of crisis communication in public sector organisations has six stages:

1.existing activity related to ongoing public relations;
2.identification of and preparation for potential crises;
3.internal training and rehearsal;
4.a response to the crisis event;
5.evaluation and revision of communication; and
6.Inter-agency and political coordination analysis.

1. In order to create an appropriate public image the organisation must proactively form public relations, be socially responsible, and build a good relationship with journalists. Research in this area has indicated that establishing a good relationship with all stakeholders before the crisis and endorsing social responsibility will increase the organisation's ability to positively influence all interested parties during the crisis event. A proactive stand towards media includes continuous survey of news reports on the organisation, regular contact and visits to news agencies; as well as inviting news agencies to attend important events, take part in training for responses to the crisis event and distributing information that are relevant to organisational crisis management. Equally important is the efficient and positive response to media inquiry, such as requests for interviews or specific information related to defence and security matters.

2. A crisis can be defined as 'a specific, unpredictable and unusual event which creates a high level of uncertainty and (possible) threat to organisational priorities'. (Seeger,M.T and others 2012) In addition to this, another important defining characteristic is the need for change. In the case that change is not needed, the event may be described as (only) a failure. Some organisations define crises as accidents, incidents or conflicts. For this reason it is important that each government entity identify what their perception is of a possible crisis. (Venette, S. J, 2013)

Preparation for a potential crisis starts with identifying and reducing risk that can lead to said crisis. Communication on risk is a two way dialogue between organisation and stakeholders who should be aware of potential risks that the organisation may face and the methods of risk management. Certain government entities and in particular, military organisations often consider risk data to be confidential. This also applies to communication on risk management. The result of such policy is that the public is not sufficiently informed.

The most important activity in the second stage of the model is the preparation of a communication plan. The plan sets out the way in which the organisation will communicate with the public in a certain crisis. Every organisation in the public sector, even those that have not adopted a plan for crisis management, should prepare a plan for effective communication with the public in a case of an unpredictable event. The model for these plans is to contain the following steps: establishment of a special crisis team; selection of the most effective communication methods (communication tools), and assessment of the results. The emphasis in crisis communication plans should be on proactive action in the pre-crisis phase. These plans should be adjusted to each specific potential crisis.

The authors of the synthesis model conducted a study on readiness for crisis communication in 107 state government agencies. The results showed that government agencies do not have proactive communication with the media, although they have developed a good relationship with journalists. Less than half of these agencies had a crises communication plan in place. (Horley, S., Baker R, 2002)

3. The third stage of the model is rehearsal of roles in crisis communication, training and acting out prepared scenarios, and undertaking simulations of crisis communication. A crisis communication team is institutionalised within the preparation for crises with fewer numbers of permanent members. The number of the team members will grow in the moment of crisis with other members joining. These newly joined members would have their role, authority, and expertise defined beforehand.

At this stage the most important thing is selection and training of the spokesperson; one or more of whom will communicate with the public in an instance of crisis. Large organisations, such as an army, should have several spokespersons, i.e. people trained and ready to undertake communication with the public when crisis strikes. In order to gain public trust and support, the most important goals for the organisation are to have enough public exposure, show concern for crisis development, and issue public statements of key personnel. Nevertheless, other member of the military organisation can gain public trust if they are well trained. Well trained staff are capable enough to prepare and announce appropriate messages, control their statements, and interact well with the media. They also know to provide the right answer that highlights important facts without jeopardising confidential data, prepare succinct answers, and be ready for various requests from the media.

At this stage it is also required to prepare policies on security and quality controls of the measures that organisation employs to prevent a crisis. These policies should be available to media representatives and other stakeholders in the case of a crisis.

The preparation stage of crisis communication relies on three pillars: a crisis plan, a crisis team and a spokesperson that is trained in proper media handling for efficient crisis communication.

4. A response to the crisis event when it actually happens is the key moment for communication. The Synthesis model does not provide specific elements for this phase of crisis communication. The model does not define necessary steps in response to a crisis. However, it would be advisable to identify these steps, which can be outlined as: observation, interpretation, choice and dissemination of crisis messages. (Hale J., Dulek R., Hale D, 2005)

An organisation faces public reaction which is mostly formed by media reports. Crisis produces more intense public emotions which can be influenced by limited access to information, rumours, speculations, and assumptions that may lead to wrong conclusions. Research in crisis communication (Coombs, T, 2005) confirms that a negative reaction by the public to the crisis in any organisation does not always have roots in the crisis itself. It is rather that the organisation refuses to accept responsibility or provide complete and accurate information.

Observation encompasses gathering information on crisis from the place of origin as well as from other sources such as responsible entities outside of the organisation and experts for certain elements of the crisis. The most frequent problems at this stage can be lack of adequate physical indicators of the crisis and inability to use regular channels of communication to collect data due to malfunction of said channels or other various forms of telecommunication network.

Existing information is analysed at the **interpretation** stage. The key task is to establish and identify what is true or half-true, and what is confusing or contradicting information. This is done to address shortcomings such as incomplete and/or contradictory interpretations of the crisis event.

The **choice** of information for dissemination in crisis communication is influenced by the necessity to answer the most important questions and whether the message satisfies public interest. The information must answer questions of interest to the public such as: *What has happened?* What *is the cause?* and *What measures has been undertaken to address the crisis?* At the same time, addressing the public should express behaviour such as empathy and care; competency and credibility, honesty, openness, and commitment. (Djuric-Atanasievski K*,*Karovic S*,* 2011)

The message will satisfy public perception if it is well presented which, in other words, means that it has chosen the appropriate aspects of reality. The message should contain the definition of the problem, interpretation of the

cause to it, moral evaluation and/or proposed solutions. Successful presentation of crisis content enables key public stakeholders to assess information, understand implications and, if applicable, undertake action.

Communication done by public sector and private companies differs in legal obligations to provide information. Government institutions and public companies have procedures in place which implement freedom of information and insist on answering the public on any question they may have. Requests for information may be submitted through the media or by individuals requesting access to certain documents. It is common that the public sector would have certain legislative provisions that deal with public access to certain types of information related to military operations, security, investigation and casualties.

Problems that may be present at the choice stage are: lack of time to evaluate and choose alternatives as well as inadequate communication filters. Well prepared communicators in a crisis event need less time to evaluate the significance of all received information and the effectiveness of communication filters. Effective communication filters should give priority to only the information that is relevant to the crisis.

Dissemination or forwarding refers to fast and resolute communication that can help to lessen the effect of rumours and speculations during the time of the crisis; especially in a situation when it produces public fear and uncertainty.

Four steps at the response stage do not represent linear model since one of the activities initiates and completes the other one. These steps represent instead a spiral model. One step would be incorporated into the next one; but at the same time the steps may be repetitive as new information is introduced, interpreted, chosen and addressed to the public (Hale J., Dulek R., Hale D, 2005).

At the response phase, various strategies of crisis communication are implemented. Each one of these strategies may be carried out with different tactics. More than a decade ago, the experience of the US military system offered a list of twelve strategies which represent the stage of proactive response in communication crises (Hunter, D.,2000 as cited in Beyond Maximum Disclosure, Minimum Delay, Military Public Affairs Practitioners on Proactive Crisis Communication Strategies):

1. Openness – all information released immediately;
2. Agenda setting – everything is open to public access, especially at the beginning of the crisis;
3. Relevance – release of information that led to a crisis but without permitting questions on responsive actions
4. Legal privileges – input from a legal team within the organisation that has to be provided at the same time as the media questions are submitted;
5. Legal privileges that are specific to the host country – this is applicable when a crisis is unfolding in a foreign country
6. Coordination of public announcement – this entails that everyone involved in the process of coordination is aware of questions related to the crisis, in order to avoid making any contradictory statements
7. Public opinion – it is necessary to respond to public opinion on said crisis and provide answers to public request for information
8. Response readiness – quick reaction and response to any request for information that the media may have
9. Messages – the appropriate message should be prepared in advance for all scenarios, especially at the initial stages of a crisis;
10. Respect for cultural differences, i.e. awareness of culture, ethnic and language sensitivity;
11. One spokesperson – engagement and training of one person who is ready to answer to all tasks related to the organisation and its role in the crisis;
12. Engagement of a 'fireman', i.e. staff that can analyse all questions that can aggravate the situation during a crisis.

A survey was conducted with professional military personnel of the US army that were engaged in the communication crisis process. The survey results revealed that the most frequently used strategies were messages that were prepared beforehand alongside quick reaction and response to any request for information from journalists and the public media. After that on a list of the most frequently used strategies, comes

'openness' and readiness to provide all relevant information immediately in order to impose their own story. At the bottom of this list are coordination of public announcements, making sure that everybody is on the same page on a crisis and that no contradictory statements are issued. (Beyond Maximum Disclosure, Minimum Delay, Military Public Affairs Practitioners on Proactive Crisis Communication Strategies, 2000).

5. The evaluation is the fifth stage of the crisis communication model which encompasses various activities. As a priority, it includes follow up communication with stakeholders, release of new information on progress and recovery from the crisis, actions that were undertaken to prevent a new crisis, and also, the release of information that have been promised during the crisis but were not presented.(Djuric-Atanasievski K, Karovic S, 2011)

At this stage, proper information will be released to these agencies and services that are in charge of investigating the cause of the crisis. All crises involves investigation that is led by responsible government agency or the organisation itself which is the case with most military organisation. These information must be easy to understand and must be released in due time. During the previous stage of responding to the crisis event, many organisations would initially announce the release of the results of the investigation, but would fail to do that or they would do it after considerable period of time. If an organisation fails to release the outcome of its investigation then the media may do it.

The last component of this stage of crisis communication is an assessment of the 'lessons learnt', that is to say, an evaluation of what was successfully completed and what steps in the process need improvement. This stage is also known as 'post mortem'. The key issue here is an analysis of different aspects of crisis communication. It is related to an analyses of the usefulness of information released as a response to a crisis; and how effective was the dissemination of various messages to numerous stakeholders during the crisis communication.

6. The model of crisis communication for government agencies and public sector differs significantly to crisis communication for independent and for-profit organisations due to the last stage which is inter-agency coordination. Crisis in security sector and especially in military systems, effects the other public sector agencies. Crisis that is of larger proportion and with more casualties can also have impact on other executive and regulative government bodies. It is for this reason that the coordination of crisis communication is very important. It encompasses transparent exchange of information open to public eyes. In addition, this stage includes political analyses that deals with cause and consequences of the crisis effecting not only military organisations but other institutions of public sector as well.

3. CONCLUSION

Crisis communication in a military organisation can be analysed as a specific case of crisis communication within public sector. The synthesis model of crisis communication in public sector organisations sets out six stages; puts emphases on preparation and training for a crisis and clearly defines a response to potential crisis as the most important stage of them all.

In addition to that, it is necessary to be aware of a specific role of military organisations that can greatly influence potential crisis communication. On one side, military organisations are part of public sector and government body that has the task of protecting society and the state. On the other, these specific tasks are influenced by unique nature of military organisations which is characterised by chain of command and decision making process within the limited time-frame.

For these reasons, the synthesis model of crisis communication must be extended to define strategies of proactive response. It is also necessary to choose appropriate policy for relationship with the media. With these additional actions, the syntheses model becomes optimal for military organisations.

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COMMUNITY MANAGEMENT IN SERBIA AND FACEBOOK INFLUENCE ON SERBIAN SOCIETY

Katarina Stojanović[1], Marijana Tasić[2], Marijana Šehović[3]
[1]Student, Faculty of Organizational Sciences, katarina.v.stojanovic@gmail.com
[2]Student, Faculty of Organizational Sciences, marijana.tasic@hotmail.com
[3]Student, Faculty of Organizational Sciences, marijana.sehovic@gmail.com

Abstract: *The concept of community management in Serbia is spreading in the last few years. Companies became aware of the importance of social networking and their influence on business as well as everyday life. The basics of community management are communication with customers and answering to their needs on the best possible way. Considering the fact this business direction is still in developing process, the most influence on Serbian society have Facebook. The main idea of this study is to approach the concept of community management to people in Serbia, to point out its advantages and development process, but also to point out the differences between social media management and communication management in Serbia and abroad.*

Keywords: *management, communication, customers, social networking, research, development, community*

1. WHAT IS COMMUNITY MANAGEMENT?

Community management can be best described as a complex term, which includes variety of management basics, as well as networking skills. It is a combination of data analysis and strategic inputs for supporting social media strategy, social media campaigns and social reporting, both long-term and short-term engagement. To simplify, it is a mix of skills and knowledge needed for a project, which depends on nature and the purpose of the community. Community management has been treated as a special business direction since the huge expansion of social networks, so today almost every company has its own account on Facebook, Twitter, Google etc. (Gentle, 2012)

Community management is a kind of job direction which is not clearly understandable in Serbia thus is not developed. Still, employers realized that communication with customers is one of the top priorities in their business and that shouldn't be ignored. The most appropriate person for this position is someone who understands the policy of a company, mission and vision, who has information about company itself, but at the same time has marketing skills and creativity. It is important that person is patient and capable to answer to all questions customers have, and to take care about the content of posts which will be posted on some social network.

Considering that on-line communities are really "sensitive", community manager needs to be aware that every mistake can be fatal. It's important that the information we're giving is right and given on time. Besides that, it's of great importance to know when to post something on Facebook, how to reach our target groups and make them trust us.

By defining essential responsibilities of a community manager we can see the complexity of that job. Besides the daily, or better say minute by minute interaction with customers, for that position is important to be “eyes and ears” of a promoting brand as if our own reputation is depending on it. Not only the communication with customers is important, but also interaction with other legal clients and cross corporate agencies. Managing and tracking campaigns, coordinating different spheres of business, creating and updating daily, weekly and monthly reports, translating data into plans for revising the social media campaigns – it’s only a part of job description of community manager. (Bacon, 2009)

In this research focus is on Facebook influence on Serbian society in general and what is the role of community management in business purposes. The goal is to prove what kind of Facebook communication will be the most effective, when we talk about the promotion of a brand or company’s activities. Considering the activities community manager has, which is primarily maintenance of profiles on social networks, here will be focus on the most common ways of communication between companies and customers in Serbia. By companies we mean on international and domestic brands and branches that exists in Serbia.

2. FACEBOOK INFLUENCE ON SERBIAN SOCIETY

Development of community management in Serbia is definitely rising. Community manager, as we said before, could be treated as online PR manager of a company, intermediary between customers and companies, someone who is following situation on market and with online activities is making the brand even better and more successful. Social media marketing as a business direction is trying to get people’s attention, then to make profile visitors to profile followers, followers to buyers, which lead us to sales increase. Only in Serbia there are 3 million Facebook users, which can be treated as a market with a lot of potential clients. Companies, aware of that, are starting to invest in occupation known as “community manager”. However, we can still find a lot of misplaced pages, analytics, market tracking etc. It is of a great importance for companies to realize that the most important thing is following the user’s needs and data updating.

When talking about the specifics of the community manager job on Facebook, it is important to start from the beginning, to give all possible information about the company, business activity, foundation, awards, to leave a contact, pay attention to “about me” part – actually, whatever visitors of Facebook page give the impression of a serious business. Before all of that, it is important to create a strategy for all networks we want to operate on. The Facebook situation is that a people have experienced it as more intimate social network than others, so we need to put an effort to share and post things with positive connotations. We should write simply, understandably, enrich pages with pictures, videos, applications – leave a good visual impression. Often we can unconsciously run negative campaign, so in this situations is important not to argue, but to admit the mistake and to divert attention from the bad to a good thing brand carries. Statistics should be regularly monitored, content changed and adapted according to indicators. (Kirkpatrick, 2010)

2.1. Mistakes and crisis situations on Facebook from the perspective of community manager

As in any business, mistakes are the part of it. Without them we wouldn't be able to have a real insight into what is good and what is bad for us, how to approach to a problem, what to edit, what to delete. When a company has a good community manager or some external collaborator who takes care of company's account on social networks, there is larger possibility errors will be corrected on time and situation will be solved in the best possible way. In every business there are crisis and the reason for their occurrence may be accidental, intentional, products of competition or perhaps expressions of customer's dissatisfaction.

Crisis situations, although they can be very stressful, in the future can reduce the possibility of mistakes in business. In community management there is a "Response Time", which means there is a certain agreed period of time for which community manager needs to respond to an emergency. It suggests that if some undesirable situation happens, community manager will have some time to respond to that situation. The essence of that is to reduce the time as much as possible.

When we talk about those problems in Serbia, crises are usually associated with Facebook, but also with Twitter. Users on these social networks are very different and therefore, there are different approaches for solving problems. As we said before, critical situation can be caused by competitors, dissatisfied clients or some third group of people. People who are loyal to brand usually solve problems directly and they are trying to find a solution. Problems can be made by Facebook status, posting pictures, creating "anti-groups" etc. To reduce and eliminate mistakes and crises, it's very important that community manager react to any kind of people's dissatisfaction and for doing that, it's important to have skills we mentioned before.

Considering that people are the key factor in this type of business, we should try to include them in as many activities, like – asking them for advice, for suggestions about work, brand, actions etc. It is important to build trust with customers, because that will help us to get over crisis.

3. SPECIFICS OF SOCIAL MEDIA MANAGEMENT AND COMMUNITY MANAGEMENT IN SERBIA

It is often a case that, when the job description of a community manager should be given, people think it is a campaign guiding and collaborating with people who are in charge of budget, brand, stores, better say - with anyone who can give us any information about the brand. In Serbia, the practice differs from the theory, so the job of a community manager often identifies with customer service. However, this is far from the truth, although the description of the community manager includes communication with target groups /customers/consumers. People don't pay too much attention to this job, unaware of the fact that it is a job without work time, without holidays and weekends – you always need to be there for your followers. If this work is done within an agency highly specialized for social media marketing, which is rarely the case in Serbia, it can be treated as a desk job, considering you need to participate in activities, starting with creating online campaigns through collaboration with designers, up to posting something on social network.

For this job is important that there is awareness of the individual who is doing this job that he not only represents the brand but also the company. Besides rich vocabulary, creative writing and creativity in general, computer literacy and continuous developing, reading and following trends (or better say, be well informed) is also of a great importance. Another "skill" need is listening to the needs of the target group and indentifying what content will be the most interesting for them. Although this job is still not well defined in Serbia, the competition in this business exists so we need to put an effort to create something new, unique and something which no one else has the thought of, and in this time of facilities hyper-production, it is very difficult to achieve.

In Serbia is often a situation that clients usually know what they want to achieve by promoting their brands, on which networks they want to promote and how much they want to invest in a particular project. Usually the situation is everyone wants to be represented on Facebook, not realizing the importance of other social networks, so basically the number of clients who want to be promoted on other social networks beside Facebook and Twitter is negligible.

The problem with community management development in Serbia is the fact that a small amount of companies has internal resources (employed persons) who can answer to needs of online communication. In that case, companies often decide either to introduce the business direction under the leadership of their company or to engage the help of an external collaborators (outsourcing). External collaborators in Serbia are usually marketing and PR agencies, which are not focused precisely on online marketing and PR, but they perform those activities as a part of their regular activities, ie. diverted part of the social media campaign on specially created social media accounts for specific campaigns. For social media marketing mostly are engaged companies whose representative offices are outside of Serbia and that's the reason there aren't enough trained experts in the field of community management. In Serbia, situation is that often individuals are conducting various campaigns, instead of separate specialized agencies for social media marketing. Therefore, companies should wait for using social media for business purposes, while they don't "build" a person who will deal only with community manager. (Solis, 2010) Until then, companies operating in Serbia will be forced to hire external resources to communicate on social media, but only at a basic level of communication. As usually happens with most of professions, it's very likely to happen the invasion of this profession of community manager, but it's well know that situation will make clear as to distinguish individuals and companies that have measurable results.

3.1. Difference between community management in Serbia and abroad

Talking about this occupation, the difference in business should be found especially in culture and area we live on. It is difficult to present something which will fully respect the spirit of the Serbian language. This is especially the case when it comes to foreign brands, whose campaigns adapt the area in which the brand is promoted. In addition, our culture is more narrative than visual, grammar is complex and it is difficult for us to seen the message in shorter forms. The opposite example we can find in Western cultures, which can send the message in a short way, without the fear it won't be understood. Besides that, we can see that people more invest in campaigns and contents abroad thus they are getting better and more complete feedback, customers are becoming more interested and they are always waiting for more. Considering all of this, the fact is that creators of campaigns have in mind also the psychological aspect of customers/users. (Evans & McKee, 2010)

People in Serbia are not yet relaxed when it comes to using social networks. Again, culturally speaking, people generally do not debate online, do not express their opinions publicly and usually they don't go beyond some of its narrow interests. However, there is a lot of potential to encourage people to engage and embrace all the benefits social networks have.

3.2. Difference between Community Manager and Social Media Manager

Marketing experts have pretty same opinion about the difference between those two professions. They treat them as separate – community manager is someone whose activities we mentioned before, that is – they are in charge of placement of the content and social media manager is a person who is in charge of planning network strategies as well as budget part, with experience in that area. In Serbia is case that the entire job is done by one person, but there are certainly chances that result will be better if more than one person is involved in that work and if their activities are divided, instead of dealing with everything in the same time.

Confusion is made because in both cases the person managing the initiative is responsible for being conversational, for making sure that the success of interactions have the desired outcome and they are sometimes using similar tools. (The Community Roundtable, n.d.)

Social Media Manager	**Community Manager**
Responding to conversations about the brand	Moderating conversation and encouraging specific topics
Managing tools - mostly social networks (Facebook, Twitter, etc)	Managing tools – might be a combination of enterprise and social networks
Planning and developing strategies for increasing engagement	Building relationships with key members of the community
Reporting	Welcoming members to the community
Content creation designed to induce conversation	Enforcing guidelines

4. RESEARCH RESULTS

In order to examine the habits and attitudes of Facebook users, with aim to increase effectiveness of Facebook communication between companies and consumers, we conducted an online survey. The main objective of companies which are present on Facebook is to send the right message at the right time, in the right place. In this way, the relationship between companies and consumers becomes stronger and consumers are more engaged to their favorite brands, and therefore to companies that produce these brands.

The survey involved a random sample of 200 respondents – Facebook users, where 60 % are female and 40 % male. 75 % of participants are aged between 21 and 25 years, 16 % are younger than 20, and 10 % are aged between 26 and 30 years. They are all people who live in Serbia, with different household incomes, but the largest group is the one where income is bigger than 100.000 RSD, with 27 % of survey participants.

The question regarding to frequency of use of Facebook indicated that 97 % of survey participants visit their profiles several times a day, with an average stay of 10 minutes per visit. Other 3 % of respondents visit their profiles once a day.

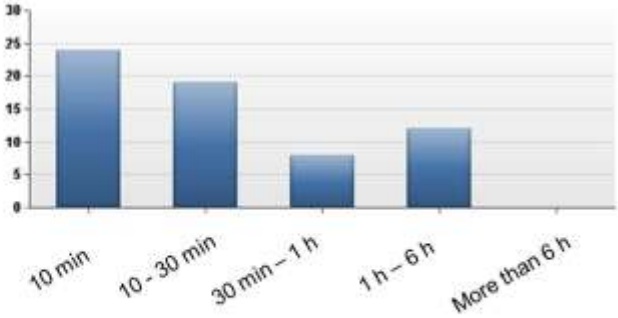

Figure 1: Frequency of Facebook use

We have analyzed the time of the day when our respondents most often visit Facebook. The highest percentage of visits occurs after 9:00 PM (52 %). Possible reason lies in the lifestyle of the majority of Serbs. Working hours in Serbia are until 5:00 PM, but employees often stay longer at work. Students are attending schools and faculties during the day, and unemployed are busy with the house chores. They all have in common the fact that their free time occurs just after 9:00 PM, when they like to socialize through social networks unless they have not done it in person.

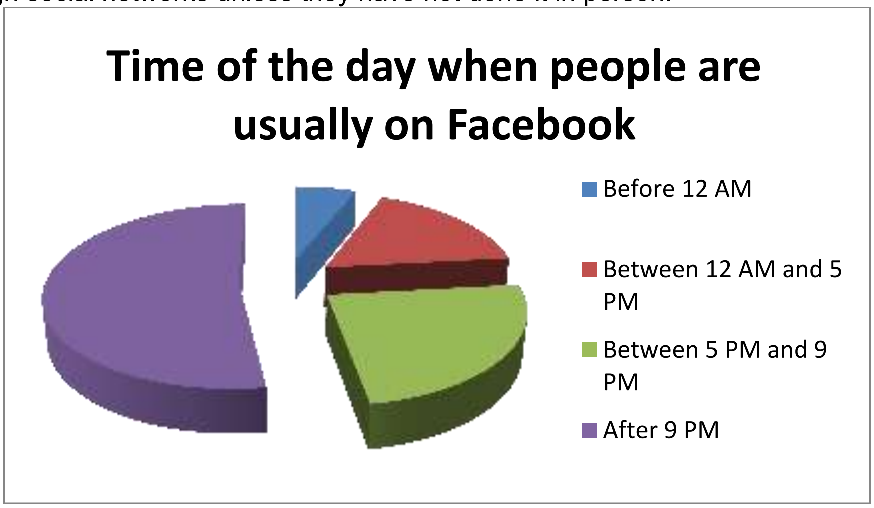

Figure 2: Time of the day when people are usually on Facebook

Taking this into consideration, companies should think about communicating with their fans mostly after 9:00 PM, because it is obvious that then is the greatest opportunity to attract someone's attention.

Examing the attitudes about advertising on Facebook, 41 % of respondents click on the link of an advertisement they are interested in, while 51 % completely ignores it. Only 8 % of respondents said they noticed sponsored advertisements, so companies should otherwise attract the attention of their target audience. 81 % of respondents said they like a Facebook page only when something really interests them. If you offer interesting content to your Facebook page's fans, be sure that they will focus their attention towards you.

Interesting fact is that 78 % of survey respondents are more likely to be informed about company's product or services via company's website, rather than via official Facebook page, while 54 % of respondents are using rather Facebook page for informing about promotional campaigns rather than website. This sets a challenge in front of the companies, where the question is how to interest Facebook users to frequently visit their page. This is where content marketing takes steps.

Furthermore, only 21 % of participants contact the page administrator when something interest them. Contradictory, regarding to 67 % participants who agreed that communication via Facebook company's page is more efficient and easier than via e-mails and telephones, it is possible that people do not trust the person running the page, or they are suspicious that the page is official, or they are simply indifferent about this type of communication.

5. CONCLUSION

Summing up the impressions from research we made, we came to the conclusion that community management became the necessity of today's business development, when the subject is online marketing and social media management. Therefore, investing in this branch of management could increase the profit of companies and make huge number of satisfied clients in our market. Still, it is necessary to be worked on people's activation and freedom on social networks, not only Facebook, but also on Twitter, Linked in, Google + etc. This is also supported by the fact that our market is suitable for development and on the basis of the above in this study, we can agree that expansion of this profession and business direction generally is expected in the near future.

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NEW MEDIA IN INTERNAL COMMUNICATION

Milan Okanović[1], Tijana Stefanović[2], Monika Sužnjević[3]
Faculty of Organizational Sciences, milan.okanovic@fon.bg.ac.rs
Faculty of Organizational Sciences, csibelgrade@gmail.com
Faculty of Organizational Sciences, monicasuznjevic@hotmail.com

Abstract: In this paper will be discussed the consideration and the implementation of the elements of mobile applications that are important for internal communication in daily business operations. Regardless of the company size or market position, a good and accurate internal communication provides companies the opportunity to direct their supplies to customers and solve their problems. Internal communication takes place between employees in the organization. Today, it is considered one of the most important tools in the organizational management. Improvement of the internal communication system includes diagnosing the current situation in the organization, identifying difficulties, points of failure and deformation process of communicating with analysis of the key barriers. Improving internal communication can be achieved by changing the organizational structure to combining the existing or establishing new communication channels.

Key words: *Internal communications, internal marketing, Mobile applications*

1. THE CONCEPT OF INTERNAL COMMUNICATIONS AND MOBILE APPLICATIONS

Internal communication significant changes are happening in the organization, it is almost impossible to hide the truth from the employees. In other words, they will create their own version of the truth. In these types of situations, it is necessary to inform employees as much and as quickly as possible, to enable the process of changing. The development and effective performance of internal communication requires:

• establishing the time and the form of communication (meetings, reports, etc)
• utilising all existing and already tested communication channels
• developing efficient channels that are missing
• being familiar with the sources of information
• checking and eliminating rumors
• targeted linking message content to a narrow circle of recipients.

Poor internal communication is considered a key factor to poor employee relations (Proctor&Doukakis, 2003). Therefore, it is necessary for each target group in the organization to develop a separate communication strategy that includes more information about the target group, knowledge of formal channels of communication, informal leaders, and finding more places where the information can be found. Most organizations are in a constant process of change, within which the changing habits of employees and organizational culture are changing as well. Internal communication is almost always a goal and a means of creating a change. This requires openness and a willingness of a holder of internal communication; a message must contain the following: a clear and current substance, call for participation, a broader explanation of why something works. The internal communication receivers know the sender, or have more or less correct information about them. Senders or sources of information must provide feedback and insight into the effects that produced the information. Certain messages or information causes much greater effect if the present context, or the entire process. This avoids the feeling of contempt, and provides behavior that is consistent with the main ideas. People often, consciously or unconsciously, make relevant conclusions and decisions based on impressions from smaller parts of planned and unplanned communication.

Networking through mobile applications is a way of interacting in a virtual environment, where individuals with similar or the same type of interests exchange opinions, views and information, using only their mobile devices. Design and implementation of a specific application is based on the requirements defined by the identified needs and limitations of associates on the interactive mobile systems. Therefore, today there are more organizations that provide formal communication of their employees through mobile applications, while the informal is mainly done through prevalent applications for mobile devices.

The development of the software known by the acronym MoSoSo (Mobile Social Software) was prompted by the fact that users are physically inseparable from their mobile devices, and often wants to use it outside of their homes and offices. This software does not limit the use of mobile phone only to telephone calls between two individuals, and it provides a variety of social networking opportunities (Counts, ter Hoft & Smith, 2006). Authors Biel, Grill and Gruhn (2010) describe the context of use of mobile applications as mobile context factors (MCF). By using these mobile context factors, we can explain mobile applications with the help of mobile environment and the perspective of the user of mobile devices. Also, the mobile context factors are used to describe mobile applications.

2. COMMUNICATION BETWEEN EMPLOYEES

Communication structure affects the efficiency of operations in the organization. Goldhaber (Berlogar, 1999) defines the communication structure as a system of roads and canals that the messages go through - lines of communication within the organization. In every organization there are both formal and informal communication structures. All organizations communicate with their relevant public inward and outward. Every organization regardless of its size has its own internal public. Relationships with internal public or communication with employees is perhaps the most important communication in the organization, because employees actually represent the organization and achieve the competitive advantage in the marketplace. Employees are not a unified group. They consist of workers, leadership and administration. In order for the organization to be successful, communication between management and the employees must be efficient - and two-way symmetrical. Cutlip (1971) points out that the relationship with the staff is very important for the successful functioning of the organization and he says that: "Nothing is more important for the organization, as much as relationship with employees at all levels." Employees in organizations serve as a means to achieve goals, but they are primarily a group of key stakeholders that affect organizational performance and achieve competitive advantage. For most organizations, this means that good foreign relations are based on the quality of internal relations. Well-informed employees are motivated to be more productive, which certainly helps the organization in its external action. The organizations that communicate with their employees know well what they can expect from them, and vice versa, the employees know what to expect from the organization. Both sides will not always find a common solution, but will achieve an understanding, which is one of the main goals in successful internal communications. The essence of internal communication is to reach a compromise in communication, so that the company will achieve profit without difficulty. Through internal communications, executives 'pilots' the organization, as well as assure and guide employees to follow the mission and goals, encourage loyalty, enhance employees to identify with the organization, increase their motivation and satisfaction with their work, develop mutual positive relationships between employees and the impact on the socialization of employees and organizational culture. Employees receive important information about the work of the organization through internal newsletters, intranet, bulletin boards, mobile applications, meetings, etc. The inside communication takes place in different directions and through different channels, as it depends on the organizational culture.

3. CHARACTERISTICS AND PROBLEMS OF INTERNAL COMMUNICATION

Employee relations are functions of organizational management. Therefore, systematic comunication is necessary, and communication strategies must allow smooth operation in the organization. Employees must be properly informed about the important issues, because it is the only way to get a feedback and create a feeling of being a part of the company. Stone suggests that it is necessary to appoint individuals that will mediate the transfer of information to others (Theaker, 2001). Employees must be provided with the following information: about the organization and everyday activities, the purpose of business, politics, image, reputation, goals, principles, vision, information on the individual department work, information about other companies, of the industry in which the organization operates, about marketing, advertising and sales, information on personnel policy, employees and professional achievements, additional information on education, information on recreational and cultural activities. The diagnosis of the current situation of internal communication include: research awareness and attitudes of employees, the research culture of the company, research the communication channel, to identify delays in the communication of key messages to be transmitted and the way in which communication is performed.

Determining the objectives of internal communication planning involves answering the question: What are the reasons for intensifying the internal communication, and what do we want to improve? Goals in planning internal communication are:

a) Improve internal communication at all levels of the organization
b) Improve clear and accurate expressing of ideas in written and oral form, by mastering communication skills (oral and written communication, managing a business meeting, communication with employees, communication in crisis situations, teamwork, leadership groups, performance in a group...)
c) Removal of information uncertainty, reduce the spread of rumors, raise employee awareness

Practice has shown that middle management is the most responsible for inadequate internal communication - so, when applied to it, these measures give the best result.

There are two opposite extremes which occur as one of the problems of internal communication. These are the lack of information and redundant information. Optimum is somewhere between too little and too much information. Employees will not be satisfied if they do not have enough information that are important for effective job performance. But also, too much unnecessary information leads to confusion and reduces motivation, and employees become dissatisfied with the job. In contrast, the optimum amount of information gives employee maximum satisfaction. The satisfied worker works more and better, and good communication can save time which can be used for work that the employee performs at their workplace. This all leads to increased productivity. (Filipović & Kostic - Stankovic, 2009). An example of a poor internal communication is the fact that many companies fail to link brand strategy with internal communication. People outside the company are traditionally a target group for all the messages about the company's brand. On the other side, employees get a sense of purpose and loyalty through internal branding. The sense of belonging to the company is important because it reduces the departure of the company workers. The departure of skilled workers from the company and hiring new employees is very expensive, and these costs can also affect the productivity of the company.

4. CHANNELS OF INTERNAL COMMUNICATIONS

Communication channels are the media through which messages are sent and received. Today, organizations and their employees have access to many channels of communication. Selection of relevant media for communication is very important for professional communicators who have specific goals and strategies set forth by the relevant public and created posts.

McLuhan (2001) makes a division between "hot" and "cold" media that differ in the degree of participation of the recipient. "Hot" media (eg, print media) require less active participation and involvement, are more segmented and linear than "cold" media (eg TV, FTF), which are more abstract and require participation in understanding the Vedas . Internal communication can be (Wilcox et al, 2005) written, oral, visual and audiovisual.

4.1 Mobile applications in modern communication

Available on almost all phones nowadays, mobile applications represent one segment of the global mobile market which is the largest and fastest-growing. They help a company to easily and efficiently manage and inform its employees of any changes in the market, the stock market and the organization. Their purpose may vary, ranging from basic functionality of mobile phones such as chat and messaging, to play video games, or more advanced services such as search the internet and watching video content. Different types of mobile applications are used in the upgrading of internal communication. Of course, it is possible to combine in a single application and do a number of different categories, all depending on what is the target group of the company. The expansion of mobile telephony in the last year is more expressed. Smartphone or mobile computer is dominant in all business transactions. Smart phones are cheaper and more companies are using packages for their employees. They have a Web browser, PDF reader, DOC, XLS and WiFi.

4.2 The evolution of mobile applications in social networking

The enormous development of mobile / wireless telecommunication networks and the emergence of computers, palmtop and PDA devices have caused the emergence of many new mobile applications and services that enable access to the Internet, corporate intranets and databases, electronic mail, teleconferencing anytime and anywhere. Two main types of mobile applications include: 1) horizontal applications that operate independently of the type of operating system and 2) vertical applications, tailored to specific operating systems. Horizontal mobile applications typically require access to specific local databases depending on the current location of the user , based on which they provide information on local newspapers, information on special offers in supermarkets or films shown in local cinemas. On the other hand, vertical mobile applications are designed for a niche market, ie. segments with specific requirements that make and use mobile devices. For example, technicians who do their work on the ground must have access to the instructions to repair the machine. As a sub-type of mobile applications there are also those that have been developed based on infrared communication, and are used to track employees and divert voice mail and data (Pierre, 2001).

Original mobile applications that are developed for social networking are:
1) MAMJ - a platform for the communication of people who are on the same or relatively near the location via SMS, developed in the UK;

2) Rummble - similar to the previous application also connects people based on their location, ie. their postal code , and for exchanging the same or similar interests and views with friends ; (Terdiman , 2005)
3) Dodgeball functions within twenty two cities in the United States and by advising the networked individuals on the movement of others, their current locations, especially if they are close to the range of ten blocks.
4) Plazes is also an interactive mobile application that connects friends or people who have similar occupations and interests globally.
5) Jumbo Networks connects people with similar interests, which are close to each other, and who want to achieve personal, direct contact. This application requires a stable WiFi connection between laptops, mobile phones and PDAs.
6) ProxyDating is a mobile application that, if it is installed on the mobile phone automatically via Bluetooth technology comes into contact with people with similar interests, provided that the maximum distance of individuals is fifteen meters.

Some of these applications are still operating but under different names. A significant increase in the use of laptop computers, primarily by users who are constantly on the move for accessing Internet services like e - mail and WWW contributed to the increase in demand for mobile applications, which will allow the use of Internet services through other mobile devices (cell phones and PDAs). Internet protocols on mobile devices contribute to the solution of key problems in the development of a mechanism that ensures that IP nodes change their physical location without changing IP addresses, thereby offering Internet users called "nomadism" (Pierre, 2001). This means that you can make telephone calls from their cars or while on the beach, receiving all voice (voice), e- mail or fax messages, and are available all over the world.

In addition to access social networking sites through a desktop computer and a laptop, users can use their smart phones to connect to these services. According to a survey conducted by Ruder Finn (PR agency) showed that 91% of smartphone users in social networks, as opposed to 79 % of the users of traditional desktop computer. This study also showed that 43% of smartphone users use the same communication with other people on social networking sites (Finn, 2012).

4.3. Contemporary mobile applications for social networking

Contemporary mobile applications have become a part of everyday life, as shown by their daily development. They are still developing and are used depending on the mobile device and the operating system on which they operate. Currently present mobile devices that support the installation of mobile applications are mobile smartphones, iPad, iPhone, Tablet, PalmPilot (PDA), etc. Mobile applications are developed in accordance with the operating system (OS) that exists on the mobile device. The latest mobile applications which were developed and caused strong popularity are Viber, Facebook Messenger, Twitter, LinkedIn, WhatsApp, Skype, Hi5, SAPO Messenger, My Space, GoogleTalk, etc.

Viber is a cross-platform application for instant messaging (chat) over the Internet Protocol that was developed for smart phones by Viber Media. Through Viber , users can not only share text messages but also share pictures, video and audio media file. Client software is available for Android, BlackBerry OS, iOS (iPhone Operating System), Series 40, Symbian, Bada and Windows Phone. Viber works over 3G and over Wi - Fi networks, originally launched for iPhone in December 2010, as a direct competitor to Skype. The first release version of Viber for Android is released in May 2011, but was limited to 50,000 users; unlimited version was released on 19 July 2012. Viber application for BlackBerry and Windows Mobile was launched on 8 May 2012. Services group of correspondence and HD Voice have been added on July 24, 2012 for Android and iPhone applications, which has reached 90 million users. Viber includes text, picture and video messages on all platforms, with voice calls (voice calling), which is only available for iPhone, Android and Nokia Windows Phone . The user interface includes an application tab (title) bar on the bottom that provides access to messages, access recent calls, contacts, and keypad and includes a button to access more options. After installation it creates a user account using the personal phone number as the user name. Viber synchronizes contacts from the phone's address book, so that users do not need to add contacts to a separate directory. Since all users are registered with their phone number, the software returns the members of one's contacts.

Facebook Messenger is a service for instant messaging (chat) and a software application that provides text and video communication. Characteristic of Facebook chat is that connects users to Facebook and syncs with the website. Facebook Messenger is developed for mobile devices and desktop computers. This application for mobile devices was released in August 2011 for iOS (iPhone operating system) and Android, and on October 11th was updated in the development of applications available for the BlackBerry OS. In December 2012 Facebook Messenger app for Android added the possibility that in some regions (such as Australia, India, Indonesia, South Africa and Venezuela) use Messenger without Facebook accounts easily using the name and mobile phone number. These changes are intended to enable Facebook Messenger in order to compete with other similar mobile messaging platforms such as WhatsApp.

LinkedIn is a social networking site for business people, which makes it a unique network to establish business contacts. The site was founded in December 2002 and launched in May 2003 and is mainly used for professional networking. According to the LinkedIn in January 2013, it had registered 200 million users in more than 200 countries. The mobile version of the site was launched in February 2008 which was giving access to reduced operational site via mobile phone. It syncs contacts with selected personal mail and automatically sends request to connect. It also provides an insight into the personal LinkedIn profile, sending messages, reading messages, reading news etc. Mobile service is available in six languages: English, Chinese, French, German, Spanish and Japanese. In January 2011 LinkedIn added a mobile app CardMunch , which scans business cards and converts them into contacts. In August 2011 LinkedIn redid mobile applications for iPhone, Android and HTML 5. The percentage of usage of Linkedin via mobile applications has increased approximately 400% in the last year according to CEO Jef Weiner.

WhatsApp is a cross-platform mobile application for instant messaging (IM) for smart phones. In addition to the text messages users can send each other images, video and audio media files. Client service is available for Android , BlackBerry OS , iOS, Series 40 , Symbian (S60) and Windows Phone . After installation it creates a user account using the personal phone number as the user name, for example: (Jabber ID: [phone number] @ s.whatsapp.net). WhatsApp is facing strong competition Messaging service created in Asia, such as LINE and KakaoTalk. However, WhatsApp recorded about 10 billion messages per day in August 2012, and previously in April 2012 their number amounted to $ 2 billion per day in October 2011 1 billion messages per day. According to the Financial Times "WhatsApp is done for SMS messages to mobile phones what Skype did for international landline calls."

Skype is a software application and service voice (Voice). Skype was first released 2011, written by Estonian developers Ahti Heine Priit Kasesalu and Jaan Tallinn, who originally developed Kazaa application. Skype has evolved into a platform with over 600 million users which was purchased in 2011 by Microsoft for $ 8.5 billion. Skype works on a number of platforms such as Android, BlackBerry 10, iOS, Symbian and Windows Phone. This service enables users to communicate via voice with colleagues and peers using a microphone, allows video calling and instant messaging (chat) over the Internet. Calls can be placed on recipients over the traditional telephone network. Calls to other users within the Skype service are free, while calls to both fixed and mobile networks are charged and collected over debit - based user account system. Skype has also become very popular for its additional features such as file transfer, and video conferencing (group video or just audio call). Its competitors are Linkphone and Google Talk. In October 2007 Skype has launched its own mobile phone under the brand name Skypephone. Skype also offers wireless mobile phone that allows users to make calls within the Skype via wireless (wireless) internet connection. Skype Wi-Fi has a menu screen that allows Skype users to see who is online and available to talk, similar to what is seen on the desktop computer. It can also be used to talk with non - Skype users. SkypeOut minutes can be used to call any mobile phone for a very low price and no monthly fees.

Hi5 is one of the most successful social networks of Web-based assessment with the usage of about 60 million users. This application allows users to create a profile and to present information to their friends and visitors to their profiles, such as interests, age, location, along with a personal photo - album and music preferences. Much like Twitter and Hi5 service allows users to send a message to the network with information about the current activity that the user does. Context information is published via Wi-Fi or GPRS/3G connection and is available at a time.

SAPO Messenger is an instant messaging client (IM - instant messenger client) through which different users can chat via text messages in real time. This allows them to assign each user status message that displays all contacts. In a similar way as the previous scenario, the system announces the context information to update the status messages in the SAPO Messenger.

5. EXAMPLES OF MOBILE APPLICATIONS IN INTERNAL COMMUNICATION

5.1 Example of e-mail application

Communication is the basis of establishing contacts and creates business relationships in the marketing process. Electronic mail is a great communication channel for sending, sharing, receiving information and exchange opinions. For some topics communication via e - mail is more useful than a brief meeting, because e - mail discussions among the participants give more time to think, to consult and to reflect on all the received information. All participants can easily share documents, images, audio and video recordings. Electronic mail (e - mail) has taken over a large part of business communication, which usage is increasing everyday. All modern mobile units which have e-mail applications that are built-in accelerate the correspondence between the employees themselves as well as internal stakeholder's enables timely information and quick action in emergencies. Suitable means of communication in large organizations, where it is not possible to talk directly. The point of it is to satisfy two factors: the communication needs of employees (information needs and vocational training) and communication goals of management (communication and transfer of the mission and vision of the organization to employees, justification of business decisions that require consensus employees). Increasing the authority (and responsibility) of workers - employees of a company are encouraged to make changes, big and small, every day. Ideas are collected from all employees. All of the information are published via email in need of quick correspondence. Increasing the authority implies that frontline employees are motivated to apply discretion in some sense when providing services. An Innovative hotel chain allows employees expense in the amount of $ 2,000 to correct deficiencies service which were encountered by or to respond to the complaint. E-mail as a mean of internal communication speeds up the flow of information and decisions.

5.2 Example of Instant Messaging applications

Instant messaging has even a full range of benefits of SMS messages. Depending on the tariff or package of traffic that the company uses for the price of one SMS message hundreds of instant messages are sent. Employees of a company use iPhone messaging applications (Beejive), the best known and most reliable application for instant messaging on iPhone. Although the price at which it is sold is relatively high, Beejive offers wide range of options and adjustments to the needs of the company. The application allows you to receive push news and not be active in the background to receive them.

A large number of the studied companies are using horizontal integration in order to achieve the effects of internal marketing , believing that should be addressed each communication with all employees in order to maximize employee participation and commitment. To encourage the commitment of employees, most companies have a shallow hierarchy management processes and provide decision support to employees in many key business decisions. This is done with virtual meetings. Internet and information technology are connecting people who are physically in different locations. By holding virtual meetings temporal and spatial distance is resolved. Also this way of communication helps with addressing important issues. This mode of communication has its advantages and its disadvantages, which will be discussed in the remainder of this paper. Benefits of virtual meetings:

- The main advantage, which is usually put in the first place, is money because they are useful and less expensive than live meetings:
- They eliminate the cost of travel, lodging and meals.
- They minimize the inconvenience of work being constantly interrupted.
- Reduce downtime and increase productivity.

Another great advantage is that it can connect people who are separated by time and space, such as employees who work in different locations and / or in other time zones. It also claims to increase objectivity, because every participant feels the presence of others in the group less than what it would be in person. In famous food company employees in marketing, brand management and communications with other employees have additional applications that the company paid for. By doing so, they ensure meeting the needs of consumers. Some companies implement internal marketing through widely covered steering committee composed of representatives of the departments of human resources, operations, brand management, sales and marketing, among others.

5.3 Example of application news

This type of application is as a periodic reminder to certain contents. Most employees bring about innovations in their field of work, changes in organizational policies, introducing new products and services, specific achievements and awards, and news about specific events, outings, etc. (Wilcox et al, 2005). Their purpose is to make all employees with less cost and more quickly be informed about the overall developments in the organization and to attract them to participate in various activities of the organization. The development of modern technology and IOS systems, especially the Intranet and e-mail makes it easy to quickly and easily perform. That is why they are appropriate for rapid, highly targeted and specific information (Newsom & Carrell, 2001). The practice is to be written in a clear and concise style. With more than 123,000 employees worldwide, the consulting company has put a strong focus on internal communications during the period of reduction of the workforce. Once this trend was set, consulting company continued efforts to improve internal communications. An important lesson drawn from a series of focus groups through internal communications revealed the desire of employees to communicate with them only the information they need to perform their jobs. The company includes each employee to measure attitudes toward the individual responsibilities of each position in the company, the attitude towards the management, performance and evaluation of corporate programs and initiatives. It was so widespread as to have the applications that they had all the employees in the company.

5.4 Java portals

These portals can help employees in the execution of daily tasks and making everyday decisions, because their primary purpose is primarily informing and educating employees (Newsom & Carrell, 2001). This mean of communication is very important especially for new employees, which helps them in understanding the basic rules, strategies and vision of the organization and contributes to their faster and more successful socialization in the environment (Baskin & Aronoff, 1988). The information which are usually shared are about organizational policies, employment insurance, pensions, information about the broader social issues and standards relevant to the environment that may affect the operation (Baskin & Aronoff, 1988). If the guides include o tips for communicating with the media, tips for resolving conflicts and crises, tips for better relations with subordinates and superiors, they can be more effective. The best guides that are the ones designed modularly and that allow employees the possibility to shape them according to their own measure (Gruban, 2002). A car company has applied this portal mobile application with its employees. Satisfaction increases because of the direct communication and direct interaction between the CEO and other employees.

6. CONCLUSION

The importance of communication and the need for internal communication does not expire, regardless of which period the business is doing. What has certainly changed over time is the intensity of the role of the consumer in communicating with the company, as well as the ways in which communication between them may be performed.

The following conclusions can be pointed out:

- New generation, new technologies and “new" relationships between employees.
- Mobile applications and services are organized around people, not interests.
- Mobile applications support pre-existing social relations and have an impact on employee satisfaction with communication.
- Exclusive use of technology does not contribute to good relations and communication satisfaction of all employees in the organization.
- Employee satisfaction and mobile communication network are critical to the organization.
- Internal communication is not a tactical but a strategic tool.

It is necessary to monitor the behavior of employees in the mobile networks given the ambiguous effect that occurs on the fact that the presence and communications staff on mobile applications and networks can not be managed.
The success and forms of internal communication affects the way managers in the management of the organization. The presence of employees in social networks is a multi-layered and multi-component, which means that the very specific characteristics of social networks have become symbols of communication of employees. This is a very important element, because it is a specific form of informal communication, which can not be caused, but it also can not be controlled within the company

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INFOGRAPHIC AS A MARKETING COMMUNICATION TOOL

Dragana Milovanovic[1], Leo Ivanisevic[2]
[1] Student, Faculty of Organizational Sciences, dragana.milovanovic19@gmail.com
[2] Student, Faculty of Organizational Sciences, dreamheart89@hotmail.com

Abstract: *Infographics became powerful and widespread communication tools. Their advantages are related to their design, long history of use and human psychology and behavior on the Web. This paper is taking a special reference on those psychological factors: visual-pictorial primacy, attracting and retaining attention, content organization, shareability and aesthetics. As a marketing tool, infographic has its effectiveness measurement system, its faults and ethical dilemmas, and rules on how to create it and put it to maximum effectiveness. The potential for further research is discovering which industries can profit most with this tool, for its advantages may not be suitable for all target audiences.*

Keywords: *infographic, content marketing, visual communication, Internet, social networks*

1. INTRODUCTION

Communicating with target audiences is one of the functions of marketing. The way that communication is executed determines its success or failure, meaning that marketers are continuously trying to discover more efficient means of distributing their messages. In the age when the quantity of available information overwhelms us, it is challenging to grab our attention. Infographics recently became one of the popular solutions for that. By combining textual and visual elements, they present useful content for consumers and thus attract them to the company.

This analysis will present infographics as a part of content marketing, reasons behind their efficiency, ways they can be created and their advantages and disadvantages.

2. CONTENT MARKETING

Content marketing can be defined as using informative, editorial content in order to direct attention to the company, create impression of it being a leader, with a purpose of attracting present and potential customers (Lankow, Ritchie & Crooks, 2012, p.21). Content launched by the company has a role to empower, engage, educate, inform, entertain, create trust towards the company and connect consumers (The Internet Marketing Academy, 2011, p.11, 15).

As such, content marketing has always existed, but it became more relevant than ever with the increasing number of Internet users and greater availability of information. It is said that this is the age of "information overload", that is, "Big Data" when anyone can publish anything online (Mack, 2011, p.4). These circumstances have forced traditional marketing to change its advertisement-oriented approach and establish new rules (The Internet Marketing Academy, 2011, p.10):

- People are well informed and demand the truth, not "spin";
- Ad-breaks are not tolerated in the age of DVR and e-mail spam filters;
- People are demanding value for their time and are using Internet to get it;
- Marketing and PR strategies are created in a way to target niche audiences, and are using many techniques to achieve that;
- Content stays online forever, thus the campaigns never end.

The general idea behind content marketing is that content consumers will think well of the brand/ company if they find their content useful and if the company creates the image of it being an expert in the industry (Lankow et al., 2012, p.126). For example, technology company Cisco launched the "Internet 2015" infographic based on an internal study about the future of Internet. This showcases the company's reliability and flexibility to changes in the environment, which sells the Cisco brand (Mack, 2011, p.16). Even if the content users do not become consumers, there will still be a non-consumer fan base that can recommend the brand or at least share the content online so potential consumers can see it.

Content marketing is based on five core principles (Lankow et al., 2012, p.11):

- Editorial content which is relevant and valuable to consumers;

- Marketing objectives are a foundation;
- Orientation to changing or maintaining consumer behavior;
- Using different media platforms: print, audio, video, digital media etc;
- Targeting specific consumer segments.

This approach is unique and challenging to marketing professionals because they are not the only ones who create content – consumers can create it and share it online too (The Internet Marketing Academy, 2011, p.11).

It is essential for marketers to understand why consumers share content online. Jason Ho and Melanie Dempsey (2010, p.1004) have identified two key needs which are satisfied by sharing: need to be different and need for altruism. By sharing content, Internet users want to show off their uniqueness in comparison to their group, but they also want to help others. These are the needs campaign creators should have in mind.
Content marketing has several advantages over traditional advertisement: lower expenses and greater interest from consumers who want answers rather than distracting commercials (Houghton, 2013).

3. INFOGRAPHICS – DEFINITION, APPLICATION, HISTORY

An infographic is an image representing an integration of design and visually pictured data helping organizations convey their messages to the audience in a concise fashion. Smiciklas (2012, p.3) defines them as visually presented data or ideas, used to present complex information in a way that makes it easier and faster for audience to understand and adopt it. Infographics can represent (ibid p.5):

- Statistical data;
- Processes;
- Ideas;
- Chronological data;
- Geographical data;
- Anatomy;
- Hierarchy;
- Relations;
- Personality.

It is important to stress that infographics are not only intended for the purpose of communicating with consumers – they are equally used for internal communication (with employees, job candidates, partners, the media and other stakeholders). This way, infographics can be used in a wide range of ways within the framework of a holistic approach to marketing.

The history of the infographic was systematized by Morris and Wocknitz (2013, p.2-8) in the paper they presented at the SAMRA conference.

The visualization of data originated pre-17th century, when it was used to produce maps and geometric diagrams. The beginnings of modern graphics date back to the 19th century, when bar graphs and pie charts came to use, as well as histograms, line charts etc. During this period, graphically represented data were used to analyze military campaigns, meteorological conditions, geology, epidemiological data, social and moral behaviour, economy and trade. In the second half of the 19th century, Florence Nightingale first used the pie chart to show that more British soldiers died during the Crimean war due to poor hygiene conditions in hospitals than in combat. This chart was included in the report of the Royal Commission, and is considered to have been the most significant part of the report, because it quickly relayed important information to the public and thereby instigated public support for reform.
Since 1975 to modern day, the use of computers has been the basis for widespread and speedy development of infographics. The visualization and design of visually presented data are universally available today, and their efficiency and effectiveness have made it so that they are being utilized in nearly all aspects of life.

4. THE EFFECTIVENESS OF INFOGRAPHICS FROM A PSYCHOLOGICAL PERSPECTIVE

There is a sizeable amount of empirical data that attest to advantages of using infographics. In the following section, we shall describe the psychological factors that make the infographic an effective communication tool.

Visual-pictorial primacy

Vision and processing visual information make up a large portion of our brain activity. Around 50% of cerebral structures are in direct or indirect relation to visual function (Sheth, Sharma, Rao, Sur, 1996, p. 2110-2114). Our mind deals mainly with pictorial, not textual data. Reading and writing are skills learned later in life, whereas we deal with pictures from birth. The processing of text, in our minds, takes place in a serial manner, word by word, while a picture is processed as a whole. Accordingly, visual processing of a picture consumes less time and energy than visual processing of textual data (Smiciklas, 2012, p.7).

Initial research of visual representations (Nickerson, 1965; Rock & Englestein, 1959; Shepard, 1967) shows that people are successful in the visual stimuli recognition task, even when a great deal of time has passed since the initial exposure to the stimulus. Later research (Standing, Conezio & Haber, 1970, p.73-74) confirms that even when the number of images that the subject is exposed to is drastically increased, successfulness in delayed recognition does not drop significantly. The fact that such high percentages of correctly recognized stimuli are not achieved in tasks that show verbal (textual) material has lead psychologists to the conclusion that the mechanism of storing and arousing visual representations differs from the mechanism of storing and arousing verbal, symbolic representations. Paivio's research (1969; 1971; Paivio & Csapo, 1969) shows that in the case of recalling and reproducing verbal material, people are better at memorizing concrete terms as opposed to abstract terms. He attributes this phenomenon to the possibility that concrete terms are double-coded. Namely, a concrete term may be memorized verbally, as a written or spoken word, but also visually, as an image of the object it refers to. This theory implies that verbal content is better retained when it can be, or is, accompanied by an image. Infographics provide us with the option of giving visual support of abstract terms (often used in marketing and business) which will result in better memory.

The research of Nelson, Metzler and Reed (1974, p.184-186) showed that superior retention of pictorial material does not depend on the amount of detail contained in the image. This fact contains yet another advantage of infographics: even when reduced and simplified to the extreme, they are still equally successful in improving the retention of material.

One must not forget the VARK model (Fleming & Mills, as cited in Smiciklas, 2012, p.11) which refers to different learning styles. According to this model, people use four primary learning styles by which they process information. An estimated 65% of the population belongs to the group that learns visually (through observing graphs, maps and diagrams), giving infographics an advantage as a form of marketing communication.

Attracting and retaining attention

Today's audience consumes more information than ever by using the Internet. Because of this, it is important to know what separates the process of interacting with digital data as opposed to the process of interacting with printed data. Generally, people have a tendency to read much more slowly from a screen than off of paper. Since we are subjected to an avalanche of data on a daily basis, we have gotten into the habit of skimming online texts without lingering or immersion. During the last two decades, Jakob Nielsen (Weinreich et al, as cited in Smiciklas 2012, p.12) has been conducting research on the ways which users interact with Internet data. He discovered that people do not like to read texts on the Internet almost at all, and that the average person reads a total of 20% of words from a web page. Also, the way we maintain attention when it comes to Internet content has changed. Users are simultaneously connected via multiple channels to maximize their information access. However, Smiciklas (ibid, p.12), despite larger exposure to data, each channel is given attention on a much more superficial level, resulting in fragmented and divided attention. The rapid pace of life prevents us from dedicating too much time to any content. Along with growing time pressures, there is an increasing need for short, clear and concise communication.

Although the world has changed since the first researches of human attention, certain knowledge acquired at the time is useful to us to this day.

Anne Treisman’s research (1960, p.242–248) indicated that even when we devote our undivided attention to a certain content, we are not entirely “blind and deaf” to other stimuli we are exposed to. It is possible to divert attention from one channel to another if some content that differs from the rest, presents news or touches us on a personal level (our own name, emotionally charged content, etc) appears on the other channel.

As an innovation in the world of marketing communication, infographic often stands out from the context in which it is found, so it fulfils all the prerequisites of attracting and keeping the audience’s attention long enough to convey its message in an “online” environment.

Content organization

In 1965 George Miller (as cited in Kostic, 2006, p.115-116) examined the capacity of the human operative memory and got to the conclusion that people can handle a maximum of five to nine elements at a time. In this context, an element does not constitute a piece of information or a fact, but a meaningful unit. One meaningful unit may contain multiple pieces of information. The cognitive system is sensitive to the number of meaningful units, but not to the amount of information derived from the number of elements. Thus, people are capable of simultaneously manipulating a great number of facts if these facts are organized in a meaningful way.

Research conducted by Pressley and McCormick in 1995 (as cited in Vizek-Vidovic, 2003, p.173) shows that, while studying, subjects spontaneously attempt to tie together material that is not meaningfully organized.
An infographic aims to represent data in a clear, concise and organized way, which makes content consumption quicker and easier.

Shareability

One of the core aspects of Internet communication is the possibility of sharing information between people (Smiciklas, 2012, p.15). In addition, people do not like to share links to articles, pages or blogs that they hadn't read. With the aforementioned time pressures in place, less time is dedicated to reading long texts on the Internet. Since an infographic does not take up too much time, it has better odds of being consumed and forwarded to a large number of people.

Aesthetics

A well-designed infographic is an efficient communication tool now when the fight for attention is ruthless. Visual and aesthetic differentiation in organization, brand or idea is critical. The use of attractive colours and shapes, modern design and aesthetic appeal may be the decisive element in winning over audience's attention.

Back in 1933, Nelson Gilbert (1933, p.52) proved that aesthetics play an important role in remembering newspaper ads and advertisements. Respondents were more successful in remembering the products marketed with colour ads than with those printed black and white.

5. MEASURING THE EFFICIENCY OF INFOGRAPHICS

Defining the best way to measure efficiency of infographics can be a futile task. The organization's goals, the way it defines return on an investment – all this affects the decision of how and if at all to measure the business performance of an infographic. Favouring quantitative financial indicators of performance has a long history. In many organizations, it is thought that if the marketing investment is not measurable through a return of the investment, it cannot be considered sustainable or useful.

However, not every marketing initiative can always be directly linked to its results. Understanding the relationship between resource allocation and marketing performances is more important than measuring the direct correlation between marketing initiatives and financial results. To managers justifying the internal and external value of infographics as communication tools is a priority (Smiciklas, 2012, p.159).

This implies the short-term and long-term consideration of tangible indicators and intangible benefits of infographics. Since they are usually distributed via the Internet, we shall focus on indicators in the digital environment, as divided by Smiciklas (ibid, p.161-163).

Tangible indicators include: awareness and engagement of the audience.

Awareness refers to the level of audience exposure to an infographic through various digital channels. It can be measured in several ways:
- Through potential range (using the Google Analytics and Google Webmaster Tools services);
- Through hyperlinks (using the Google Analytics service);
- Data on search keywords;
- By the number of content subscribers.

Engagement refers to how the audience relates and behaves towards infographic content. When measuring engagement, it is important to take into account the level of commitment needed for a content-related action

to take place. Leaving a comment on a blog takes a higher level of engagement than “liking“ content on Facebook or sharing it on Twitter. Engagement may be measured in several ways:
- Through the average amount of time spent on a website monthly (using the Google Analytics service);
- Through the number of comments and their tone;
- Through the number of shares on social networks (using tools such as Hootsuite).

The intangible benefits of infographics can be classified as internal and external.

Intangible external benefits include:
- Establishing relations (through publishing and promoting infographics an organization has the opportunity to establish relations with numerous influential individuals, media and organizations);
- Credibility (publishing relevant and useful infographics and offering first-hand perspectives on an organization builds credibility);
- Connection to the brand (infographics and other content create micro-interactions with their audience thus supporting positive audience experiences related to the organization).

Intangible internal benefits include:
- Ease of communication (infographics facilitate the exchange of problems and ideas among employees, as well as sharing information and relating knowledge, and their viral nature gives them the potential to spread through all parts of an organization and encourage internal debate and dialogue);
- Corporate pride (in the event that an infographic gains popularity and is widely shared through social networks, it may spark employee and organizational pride);
- Easier decision making (infographics expedite the consumption and comprehension of information - quicker decision making follows as a result);
- Better organizational learning (infographics make complex information more understandable, and help employee education).

6. CREATING INFOGRAPHICS

When designing an infographic, the first thing one should have in mind is the end-user, says Natasha Loyd (as cited in Yuk, Diamond, 2014, p.9). According to her, the most important qualities of good visual data presentation are usefulness, because people use them to make decisions, and desirability, because it gives them satisfaction to use data arranged in a pleasant way.

Focusing on the end-user means answering two questions – what the message is and who the receivers are (Smiciklas, 2012, p.77). Smiciklas (ibid, p.78) differentiates the following types of audiences: present and potential consumers, present and potential employees, partners and the media. The type of information that will be launched depends on the audience. For example, employees are interested in the organizational structure, consumers in products and prices, and partners in the value chain. Therefore, an inforgraphic must have a communication goal – to increase awareness of the brand, to entertain, inform, increase web page visibility etc.

One of the key tasks for designers is to use valid data, especially if the goal of the infographic is to educate. Credibility of the company and the brand may be jeopardized if the infographic displays wrong claims, grammatical errors, plagiarism and/or offensive content (Protz, n.d.).

As for the designing process, these are the guidelines we selected:

- Less is more – only one important message should be presented. Less important information should not have a striking size, color and location. The most important part of the story is supposed to be most visible.
- Information should be organized like a story, but there must be a balance between factography and aesthetics – one part should not be emphasized over the other (Suleman, 2012). Having that in mind, the structure *introduction – explanation – conclusion* works best for infographics because it visually and logically guides the reader. Also, all elements of the design should be consistent – typography, colors, shapes, alignments, location etc. (Morris & Wocknitz, 2013, p.17).
- When choosing colors, designer must consider their meanings and associations. Labrecque and Milne (2012, p.712) researched how colors influence the perception of "brand personality" which further influences the customers' relations to the brand, their preferences and trust. For example, when choosing a color for the logo, designer must be careful so that the colors convey values important to the brand, such as trust, honesty, expertise etc. Those associations will then be evoked in consumers who see the

logo for the first time, just because of the colors they connect to certain characteristics. Researchers have discovered that colors influence brand's image and likeability, so they can be used in differentiation strategy; but, marketers have to be aware not only of the general meaning of colors, but also of their meaning in the industry.

Some authors do not consider infographics the best solution for every topic. Shell Harris (2013), the founder of *Bestinfographics.co* website, found seven topics which infographic designers should not use:

- Qualitative data on emotions, preferences and aesthetic choices cannot be measured, which can make them unclear on infographics.
- Simple topics which do not present complex data or comparisons should not be presented with infographics, but with posters or similar visual tools.
- Simple procedures would be further unnecessarily simplified, which would definitely not attract the target audience.
- On the other hand, infographic is not meant to convey complex procedures, especially if they require fast decision making, such as evacuation plan in case of fire.
- Promoting new products and services can be done more efficiently with traditional marketing means. That is primarily because infographics are meant to be shared as useful content, which will not happen if they are advertisements.
- Information already presented as infographics should not be repeated unless it suffered a significant change. For example, searching "social media infographics" on Google displays 124.000.000 results (checked on On March 19th 2014), meaning that users will not be particularly interested in another infographic of this kind.
- Humor should be used carefully, so that it is appropriate for the target audience.

7. ADVANTAGES AND DISADVANTAGES OF USING INFOGRAPHICS

As any marketing tool, infographic is not panacea for every communication. Its unique characteristics make it popular online, but it also has downsides. Both are analyzed in further text.

Advantages

The main qualities of infographics are that they easily get attention and enable further dissemination among potential customers.

Infographics tend to attract more readers than text and distinguish themselves from other online content (Lankow et al., 2012, p.126). As we have already explained, people have access to a lot of media on a daily basis, but they rarely decide to focus on longer texts. They need their answers fast, and well designed infographic provides exactly that (Culberston, 2013). Also, in the section "The effectiveness of infographics from psychological perspective", we explained that visual nature of this communication tool can convey the message faster and more efficiently than words, which enables easier memorization.

From a technical point of view, infographics are easily shared online because of their format (usually PNG or JPEG images) which are displayed as a whole on Internet platforms (Lankow et al., 2012, p.127). Sharing an article on social media, for example, leads to only displaying the URL, title and first few sentences, which will not as easily attract audience.

Disadvantages

Popularity of infographics might be the reason for their downfall. The consumers can become overwhelmed and get used to infographics to the point when they become expected and predictable. That way, they are no longer unique and therefore, unable to attract attention. Brian Eisenberg (2001) believes that marketers rely too much on the idea of people as "visual beings", which results in commercials being easily forgotten because our brain organizes the content in a predictable way. That is why he suggests that marketers focus on sense of hearing and quotes Roy H. Williams, a world-renowned authority and a best-selling author on advertising and marketing: "Describe what you want the listener to see, and she will see it. Cause her to imagine taking the action you'd like her to take, and you've brought her much closer to taking the action".

Different critique deals with the quality of information infographics display. Kendra Mack (2011, p.6) wrote that the most important characteristic of infographic is that it shows the story as a whole, without context or additional content. Since phenomena showcased on infographics are usually more complex than what infographics can convey, there is a distinct possibility for manipulation. That is particularly dangerous in marketing, because companies are not inclined to show information which can diminish their image, but will probably make them seem less important or not show them at all. Furthermore, most information on infographics are not a result of research, but a pile collected from different sources which then go through companies' and designers' filters. Most infographics do not reveal their sources, not even when they are coming from official institutions such as the White House (ibid, p.11). Also, purchasers and authors of infographics usually do not have experience with quantitative and statistical data which can lead to "style replacing content", that is, valuing design rather than valid information (ibid, p.10).

Finally, infographics are criticized for the same reason as any content on the Internet – that they are encouraging superficial, non-analytical way of thinking. Making facts seem simpler and organizing them so they can be consumed with more ease does not leave much room for thoughtful consideration. Nicholas Carr (2008) in his article "Is Google making us stupid?" analyzes how the Internet as a media influences the way we are thinking. Searching and using data online can be similar to browsing a book – we are trying to get as much information as fast and efficient as we can, while longer texts cannot grab our attention. The reason for that is also in the fact that computers nowadays have functions of different devices – they are a TV, radio, mailbox, alarm clock and book all in one. Different notifications which often pop up at the same time diffuse our attention span, which increases tendency to superficially consume content forced upon us.

8. CONCLUSION

The visual nature in combination with useful information make infographics an important marketing tool in the age of "Big Data" when one of the vital features of content marketing is wide distribution. The infographics' format and likeability provide exactly that. Marketing experts can use this tool to offer valuable information to wide range of consumers and build their company's brand at the same time. On the other hand, because of the potential for deceit, marketers must consider the quality and honesty of information they use. Consumers are not likely to forgive manipulation, not even when it is packed in a colorful and funny infographic.

The potential for further research is discovering how versatile infographics are, that is, which industries can profit most with this tool. Its advantages may not be suitable for all target audiences. Fortunately, since there are ways to measure their effectiveness, companies can decide if infographics can help them achieve their goal image in an online environment.

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