

ASPECTS AND MANIFESTATIONS OF MEDIA RELATIONS IN PR PRACTICE (CASE-STUDIES FROM THE AUTOMOTIVE INDUSTRY IN BULGARIA)

Milena YANKOVA

Assistant Professor, PhD

Faculty of Law and History, South-West University “Neofit Rilski”

Blagoevgrad, Republic of Bulgaria

E-mail: yankova_milena@swu.bg

Abstract

The paper reveals, analyses and evaluates the essential characteristics of the relations corporate PR – media in the dynamic environment in Bulgaria. Object of the study are foreign corporations, which bring in their experience in relation to work with the media on the Bulgarian territory. Subject of the study is the relationship between the PR specialists in the corporations and the media, and the role of the communication in the building of their relations. The research thesis is substantiated by the objective location of the place and the significance of the media for the organization activity – good interrelations with the media favor not only the good media performance of the company, but also add a value to the quality of the information, which the journalists spread, in volume, meaning and importance.

The theoretical and methodological foundations of the study are based on analyzes and summaries of literary sources in the field of public relations and media theory and practice. An empirical study of cases from the Bulgarian corporate practice of automobile companies was conducted, in order to follow how they work with the media, what are the attitudes of the PR specialists, what are the goals beyond the communication with media. Independent in-depth interviews were conducted with the current PR managers, to explore the qualitative part of media relations, i.e. to survey the demonstrated attitude of the corporations and their PR teams for contact with the media. Of special interest was the so-called uncontrolled means of communication – media publications were gathered, systemized and analyzed.

Keywords: *corporate PR, media relations, uncontrolled media, case-study, automotive industry*

Introduction

The corporate public relations (PR) as a sophisticated system of purposeful communication is inherent mainly to the business organizations. Their main purpose is creating, building and maintaining trust in the company, the formation of an opinion in the public space that this company works in the public interest. This means service not only to concrete public necessities, but also care for the consumers, employees and the society as a whole. As a combination of planned activities, the corporate PR includes analysis of the condition of corporate communications, determination of a strategy and PR programme compiling. Public relations are significant to how the organization is perceived by the society, including the present and the potential customers, the members of business environments, colleagues and competitors, as well as the internal audiences. In relation to this, PR is of decisive importance for the business development in an ethical way, so that the public perception of it be positive. Undoubtedly, the contemporary corporations need PR and use it in a much more organized and educated manner compared to prior years, on larger scales, applying the modern achievements of sociology, information technologies, media studies and other social sciences and theories. In its nature the public relations of a corporation in the modern society is an essential function of the corporation management.

According to the theory of public relations management, it is obligatory that the manager of the PR department in the corporation to be a member of the Board of Directors. PR has an important role for the management of the organization in several directions, among which the most important is perhaps the providing of acceptable and amicable social environment, because this will contribute to the permanent expanding the number of users and customers.

Considering PR as a part of the process of strategic management of corporations, we need to analyze the relationship between the corporate culture and the PR practice. The PR specialist is a central figure in the process of forming corporate culture both outwards and inwards in view of the successful presentation of the organization and its full and educated interaction with all the target audiences. The corporations need to work with an extremely large number of heterogeneous target groups and to plan their PR activity in a special way, strategically and for the long view. For these reasons the actual results are deferred, not always accurately measurable and with changeable parameters over time. All this embarrasses the identification of unambiguous relationships between the PR exertions and the PR results for a fixed short period of time. Such a relationship may be assessed only strategically. The essential aspect of the “corporate culture” is objectified in the communicative practice and respectively it manifests itself through that practice.

The role of the media in the corporation life

Nowadays a big part of the PR activities continues to include the relationships with the media. We can discover the genesis of these relationships in the historical development of PR. Journalists have influence on the priority formation of the public opinion and the dissemination of particular understandings of certain issues. The necessity to communicate with target audiences, which are different in character and volume, puts the media at the center of the PR activity. Grahame Dowling positions the journalists in:

"diffuse groups – a particular type of audiences which are interested in the organization when the protection of other people rights is necessary... Depending on how far the PR department understands the media and how far the people in this department work with it, the journalists can become friends or enemies. Organizations are particularly vulnerable in their relations with the media during a crisis. The poor work with journalists can turn an incident into a crisis and can destroy the image, and often also the reputation of the organization." (Dowling, 2005, 37-38)

"The corporation, by virtue of its organizational culture and economic nature, enforces both positive and negative peculiarities on the overall PR activity and on the work with the media in particular. Among these peculiarities the specificities of the corporations, the problematic media environment in Bulgaria, the ethical considerations in the PR activity, as well as the need to maintain a dialogue in the society are notably important" (Yankova, M., 2016).

It is very important for every long-term corporate strategy to include a section devoted to the work with target audiences. One function of the PR specialist is media relations, including current facilitation, assistance and coordination of the communication and the relationships between a certain person, group or organization and the media (Johnston, 2013, p. 6.) The definition chosen implies that the PR specialist, practicing media relations, plays a dual role when working with the media, as a communicator to the media and at the same time as a manager of their relationship. In addition to this, the definition indicates how the relations with the media can be undertaken at several levels – within an organization or a group of people, or at an individual level. It is noted that the terms “communication” and “relations” are present multiple times in the different definitions of both the term public relations and media relations. E.A. Kapitanov and A.E. Kapitanov define the communication act as a “process of exchange of information and actions between the communicating parties with the purpose of establishing mutual understanding between them” (Kapitanov, E.A. & Kapitanov, A.E., 2003, p. 218–219).

Grunig and Hunt indicate that “the relations with the news media are so important for the practice of public relations that many practitioners, especially those led by the press-agentry, believe that the public relations are nothing more than media relations” (Grunig, J. E. & Hunt, T., 1984, p. 224). Very often these two terms are incorrectly used as interchangeable. Media relations are relative to the communication that one company develops with the journalists, and public relations extends far beyond those relationships.

We can assert that the earliest forms of PR are related namely to the work with media. The press agents have existed since the 18th century in the United States of America, and probably even earlier in other countries. Since it is often noted that the modern epoch of PR began exactly with Ivy Lee's “Declaration of Principles”, a document disseminated through the media in 1906, it might be affirmed that the public relations would not be the same without the media relations.

Understanding the interconnection between the PR practitioners and the journalists is of paramount importance for the implementation of effective working relationships. The PR practitioners and the media representatives have roles, which complement one another in many respects. They share one common purpose, raising the awareness of the society. Through an honest and continuous communication, the relationship between them can be mutually advantageous. Their relationship should be based on a mutual respect and common purposes, the achievement of which depends on the performance of both sides.

In the activity of modern corporations, the media have perceptibly developed their role and significance. From an instrument of generating publicity, they have become an integral part of the implementation of the strategy for achieving the corporate goals of organizations. The PR specialists are the main realizers of this strategy and therefore their qualified competent professional activity is decisive when imposing optimal models for work with the media. Traditionally, the strong relations with the media always have been the most effective approach for generating positive publicity, which leads to a positive perception of the company. The main goals of the work with media are increasing the profits, improving the image of the company, preserving and increasing customers' confidence in its products and services, and developing acquaintance with the mission and the values of the organization. All of these can be achieved only if there is a public confidence in the organization. The entire activity of the PR specialists is aimed at creating “communication comfort of the organization, allowing it to achieve its strategic goals in the best possible way and through the accumulation of public capital to confirm its positive image, to multiply the economic or the social results from its activity. The very nature of PR is the information protection of the interests of the precise institution.” (Draganov, 2000, p.17).

Defining the work with the media as one of the most important fields within each corporate communication, Paul A. Argenti explains the role of the media to an organization. According to him “the media is a channel through which investors,

suppliers, retailers and consumers receive information and build their idea of a company.” (Argenti, P. Corporate communication, 2003, p. 101).

At the same time, one cannot ignore the fact that there is a tendency for individual journalists to work as PR specialists. The members of the Bulgarian Helsinki Committee have found that the relationships between the PR specialists and the journalists may be defined by the economic term business-to-business. Today, it is a practice that some journalists devote themselves to public relations for specific periods of time as they enter into an engagement in relation to announcing functions, managing press centers for various organizations and conducting PR campaigns.

The results of a study¹ conducted in Bulgaria concerning the role change or the parallel working in the both areas support this idea. The study found that 45% of the PR specialists poled work in parallel in the field of journalism; 79% of the PR specialist stated that in the recent or distant past they have worked as journalists, and over 50% admit that they could work as such. At the same time, 10.5% of the journalist poled stated that they also work as PR specialists; 22.5% had been engaged in PR; and 66% of the journalist imagine that they could work as PR specialists. The results of the study prove that in the 21st century there is a blurring of the borders between the two communication professions in Bulgaria.

In practice, neither of these attitudes is beneficial to the normal and useful communication between journalists and PR specialists. If there is no understanding, there is no qualitative work, there is no normal and proper performance of the functions both from the side of the individual media represented by the respective journalist and from the side of the organization represented by the professional communicator.

According to Barbara Berns, there is a functional difference between PR in its capacity of presentation of certain interests and specialized knowledge through an information in favor of the organization on one hand and the journalism as a function of the public knowledge and public interest on the other hand. Therefore, often the two systems of information, the PR and the journalism, are considered as rivals competing for the power to define the media contents and to influence on the public discourse, whether or not they have an impact (Berns, 2006, p. 335).

Undoubtedly there is a difference in the purpose because the media and the PR practitioners inform different audiences. Yet the point of intersection is precisely the information. Does not the PR, just like the media, aim to enlarge the public knowledge on topics and cases that are of interest not only to the company but also to the different audiences? These target audiences are also part of the society, and not rarely the society as a whole is a subject of PR messages. Since many of the media texts are relatively short, they frequently do not have the space to develop the

¹ The results of the survey were published within the framework of the sixth PR festival "PR trail and media environment", held on May 17, 2012

realistic and complicate characteristics of the processes and phenomena in the society. Democracy requires citizens to be informed, because they need to be able to make their informed choice. Viewed through the prism of the PR, the media hardly performs its intermediary function.

Nikolay Palashev considers the role of the media through the prism of the three main levels of media action, information transfer, information transformation and mediation (Palashev, 2015). The first level of media action is actually the most effective in terms of the corporate communications because the media's non-intervention in the nature of the message that the corporate text carries, fully covers the communication goals of the corporation as long as the imperatives of the media planning are fulfilled, i.e. the target audience to be a user of the relevant media.

At the second level, when the transformation of the information provided by the PR specialist is carried out, it obtains a completeness that is appropriate to the type and specificity of the media. In “the manipulation of the information arrays,” as Palashev writes, we believe that there is not necessarily negative connotation. If the requirement concerning the novelty in the text of a corporate material submitted by the PR specialist is fulfilled, “an interference in the arrangement of the individual parts of the informational arrays, imposing titles and subtitles” do not harm the corporate interests when this novelty is actually reported as such, with all its characteristics. Here we agree that the idea of imposing does not have a negative connotation. Otherwise, with these actions, the media moves directly to the third level of action, namely distortion of the message to the benefit of one's interests, but not to the corporation, the primary source of the information array.

From the mechanisms for filtering information from the media, obtained by Ivanka Mavrodieva, the most worrying may be the possibility of reporting or not publishing a particular piece of information “as a results of other mechanisms that are part of the media management” (Mavrodieva, 2012). The media in Bulgaria is partly free, as it is specified by the recent annual report of Freedom House (Freedom House, 2017). Our state is ranked lower than any other member of the European Union in World Press Freedom Index, compiled by Reporters Without Borders (RSF). On a global level, Bulgaria takes 111th place out of 180 states. Although the holder of the European Council's rotating presidency (until the end of June 2018), Bulgaria is now lower in the Index than all the countries in the western Balkans, some of which are candidates for EU membership. Corruption and collusion between media, politicians, and oligarchs is widespread (Yankova, 2018, p. 999).

The role of the media for the formation of public image of the organization on the basis of its explicit effectiveness in the transmission of different messages is incontestable. Who we are, what is our business history, what are our successes and problems, what is our attitude towards the clients and the staff, how we react to the social issues, what our business priorities are, what is our name in the public space – these are just some of the questions that require accurate and consistent information (Alexieva, 2008, p.16).

The business is not just a creator and seller of goods and services consistent with the consumers' needs. It also enriches the society with new characteristics – it changes attitudes, creates new necessities, demonstrates models for improving the quality of life, modifies the social context. In other words, the business organizations contribute to the formation of a new way of life and influence on the human personality. The media is one of the main means which can make this dimension of it a part of the public culture.

Communication practitioners are expected and required to have an expert understanding of the work of different media and excellent knowledge of the new technologies, as well as legal, cultural and behavioral considerations that could be factors in the media relations. The specifics of working with the media under normal conditions are essential. In standard situations, we call conditions normal if neither the corporation, nor the media exists in extreme or extraordinary conditions, experience some type of a crisis or are pressured by hardly achievable tasks and deadlines. Each bearer has his own advantages and disadvantages, and the task of the PR specialist is to determine which channels will be the most effective to reach the target audience. The ways of working with the media under normal conditions can be systematized by different criteria. The topic concerning the media relations in crisis situations is especially important. With the help of the media, even a problem that is not challenged by the company can live its own life, turning into a widespread crisis and damaging the reputation of the company. We allege that the good media relations during a crisis, as a stage in the PR efforts of each company, are based on relationships that are built when neither the media, nor the company need one another. Poor crisis presentation puts the company in a losing position, turns it into an organization that cannot be trusted. For its part, the good crisis management, following the good media relationships when there is no crisis, puts the media relations on another, higher level.

The necessity of cultivating a mutually beneficial relationship with the journalists is indisputable. There are a variety of methods to generate good working relationships, most of which are well-proven through repeated checks. However, it is still the case that there are no irrefutable and universal rules. Media personalities are people with their own psychological and personal characteristics to whom a particular approach may or may not be applied.

That is why we consider that corresponding to the conditions and suitable for the purposes work with the media is a stage in the development of the organizational and professional culture of both the corporations and the media teams, which is necessary not only for their inherent professional goals, but also for the maintenance of social balance, coherence and morality in one extremely dynamic, competitive, unstable and worrying social environment typical for the modern world. That is why the qualified activity of PR specialists is crucial when working with the media.

Parameters of the study of cases in the Bulgarian corporate practice

The object of this study are foreign corporations that bring their experience in relation to work with the media to Bulgaria. The subject of the study is the relationships between the PR specialists in the corporations and the media, as well as the role of the communications in the building of their relations. Although there is a plurality of models in the theory of how to create relationships with the media, it can still be said that there is a certain gap in these relationships. In the first place, the working tactics in this direction include a striving for creation of good interpersonal contacts and relations with the journalists; respect for the basic professional needs by providing timely and satisfactory information. Such rules, as well as many others, lay in the media plans of the most organizations.

The purpose of this study is to reveal, analyze and evaluate the essential characteristics of the corporate PR relations with the media in the dynamic environment of Bulgaria. Through these characteristics, the extent of the influence of the separate elements in the work of the PR specialist with the media is identified, the problems are indicated, the relevant conclusions are made and possible solutions for the corporation are formulated.

The research thesis was substantiated by the objective location of the place and the significance of the media for the organization activity – good interrelations with the media favor not only the good media performance of the company, but also add a value to the quality of the information, which the journalists spread, in volume, meaning and importance.

The theoretical and methodological foundations of the study are based on analyzes and summaries of literary sources of Bulgarian and foreign scientists and research-workers in the field of public relations theory and practice and of researchers dealing with media analyzes. The dynamic nature of the considered issues, their mutual interweaving, defined a priority of the analytical approach, which gave the possibility for a higher degree of generalization and delineation of trends. The method of comparison, document analysis and assessment approach were used. This scientific approach served not only for tracking the factual aspect of the problems, but also gave the opportunity of enrichment the study with concreteness and showing up the problems and perspectives.

The limitations are mainly related to the nature of the objects surveyed, and in particular to the scale and the number of the corporations and their representations in Bulgaria. At the same time, it is not possible to reveal and analyze the scope of the scientific researches and the practice in relation to media relations on one paper. An empirical study of cases from the Bulgarian corporate practice of automobile companies was conducted to follow how they worked with the media, what are the attitudes of the PR specialists, what are the goals beyond their communication with media. We conducted a study of the PR practice in the work with media of the Opel

head office for Southeastern Europe in Sofia, Bulgaria and in a company-distributor, taking the lead in relation to sales of cars with the brand

Opel and in the same time the only official importer of the automobiles Cadillac, Corvette and Hummer of the General Motors Corporation for the Republic of Bulgaria. The company is bound to the head offices of Opel and Chevrolet, which carry out much of the communication when introducing new car models. Its employees are obliged to respect the corporate identity of the brands that they offer and respectively to follow the policy of the head office. Independent in-depth interviews with the current PR managers were conducted to explore the qualitative part of media relations, i.e. to survey the demonstrated attitude of the corporations and their PR teams for contact with the media.

The researched persons perform executive PR functions and are represented at management level in decision-making. This has a positive impact on the planning and the implementation of media relations, as their function is seen as a part of the company's overall policy. It was found that the choice of communication model corresponds to the organizational culture and environment of the participants. At the same time, we gathered, systemized and analyzed the tone of the media publications after the international media presentations of the automobiles Opel Corsa and Opel Insignia, conducted in two consecutive years in October 2013 and October 2014, and the media coverage in the period 2015-2017.

Findings

Great attention is paid to the media relations. Due to the nature of the products (highly technologic, but at the same time a part of everyday life), it is of paramount importance that the information presented by the company is reliable. Communication with journalists aims toward helping the media to understand and deliver to society objectively and as accurately as possible the information about the companies' products, technologies, strategies, plans and goals, as well as the philosophy of the organizations and the tendencies in their development.

Media relations are seen as a mutually beneficial process in which journalists are given the opportunity to transmit in the easiest way to their readers and viewers a topical information, attracting their interest and trust, and the companies get wider popularization of their novelties and products that cannot be achieved with paid publications and advertising.

In working with the media, the process is divided into two, first is working with the specialized journalists, since they are priority for the surveyed companies because they write about automobiles. The main factors in the selection of the media are the quality of the media, the type of message that the company wants to broadcast and whether it is appropriate for that media. The specificity of the audience is also important. Working with the media is defined as an opportunity to defend corporate interests, as the aim is building long-term and good relationships with the media.

PR practitioners do not see journalists as intermediaries who need to be supplied with information to disseminate. Rather, the PR specialists who effectively practice media relations define the journalists as a group of interested parties that should be treated with the same respect as any other target audience.

The researched PR managers determine the role of the media as follows: media coverage of PR messages has greater added value than advertising. It is believed that information which has passed through a media filter is perceived by users as fact-based and more reliable. The clear origin of the information disseminated through advertising or other controlled media is perceived as information that has a direct interest in the effect on the audience; it is believed that information disseminated in this way reflects the bias and has a low credibility (Yankova, 2015).

Opel PR Manager: An advertisement, where the message is specific and always positive (here manufacturer decides what to write) can raise doubts among readers. An article written by a third party – a journalist, may reveal things that are not just positive. It is therefore considered that test-drive publication and Opel product reviews are much more credible and boost consumer trust. There are cases in which there is criticism in an article, but when some shortcomings are fact and cannot be denied, I cannot say anything. When people see that there is some criticism, they will believe more in the good things. Such articles, in my opinion, are not negative, but rather supporting the positive valuation. Our goal is published articles to be objective.

The people practicing public relations in the surveyed companies have the greatest influence on the organizational decisions concerning communication with the public and they are included in the management team of the organization.

Opel PR Manager: Every week we have a conference call involving communicators/PR managers from all countries and our senior managers (internal and product communication) to discuss our upcoming projects, ask questions and share our best practices and problems. At local level, the PR manager has the freedom to make decisions.

PR specialist shall occupy a central position in the process of corporate culture formation in view of the successful presentation of the organization and its full and enlightened interaction with all the target audiences, especially with the media.

The research shows that media relations are viewed as strategic in the surveyed companies, as they seek to inform and educate the interested parties with the purpose of better reputation for the management of the organizations and introduction to their products and services. The study found that the PR practitioners actively use the element of relationship building, which is widely developed in the scientific literature as the most important aspect of public relations.

Opel PR Manager: We make constant and everyday efforts to keep track of developments and changes in the media in order to be helpful. For the communicator, the media is his partner and client.

Of special interest was the so-called uncontrolled means of communication. Our motive to emphasize on the uncontrolled media as a media information about the corporation was the supposition that when the PR expert communicates with the journalist through it, he can get the most out of long good working relationships. If the relationship is cooperative and the purpose is common, and namely providing of complete and comprehensive information about the company's products and services, although the communication is carried out through uncontrolled media, the control will be in the hands of the PR specialist that provides qualitative information, containing novelty or news.

In the researched companies media relations are not limited to the generating of publicity for the organizations and their products and services and they work strategically in compliance with the corporate and competitive goals of the organizations. The monitoring of the publications proved that the relations with journalists and the comprehensive information that the PR specialists systematically provide to them reflects positively on the level of informative nature of the materials. The publications are positive; the benefits of the relevant automobiles are described in detail. Information was given concerning opportunities to test the vehicles and the audience was informed of the qualities of the product and given a complete model presentation. The PR initiatives, such as international media presentations of new car models and local test-drives, help the journalists in their work, and namely to provide novelties and reliable information to the interested audience.

Conclusion and discussion

As a result of the theoretical and practical research, we conclude that in the surveyed organizations the media are defined as a tool for achieving strategic publicity in corporate PR practice. From a means of publicity generation, the media relations have become an inseparable part of the implementation of the strategy for achieving the corporate goals. Although the PR experts communicate with the journalists through uncontrolled media, they extract the most out of this working relationship by providing the journalists with complete information through various techniques and tactics and add a value to the quality of the information, which the journalists spread, in volume, meaning and importance.

Working with the media in compliance with the conditions and the purposes of the organization is a stage of the development of the organizational and professional culture of the corporations, which is necessary not only for their inherent professional goals, but also for maintaining the social balance and morality in a dynamic, competitive, unstable and worrying social environment that is typical of the modern world. On the basis of the relevant literature, as well as on the basis of the direction of media relations researches, we make suggestions for possible

leading principles for future researches of media relations. It is imperative to continue the existing scientific inertia and the media relations to be considered not only as a PR tactic, but as a strategic PR activity.

The tools used by the PR experts in media relations (press releases, media folder) are too frequently defined and assimilated as efforts to contact the media. The messages for the print and electronic media are part of what constitutes work with the media, but the true nature of this communication is defined by means of the target use and impact of these tools on the relationship between the PR practitioners and the journalists. That is why we draw a conclusion that the media relations should be described as strategic for the PR activity, and not as a set of tools and channels for communication with the media representatives.

Despite the stated advantages and disadvantages of the media, the good interrelations with it favor not only the good media performance of the company, but also add a value to the quality of the information that the journalists spread – in volume, meaning and importance. Working with the media in compliance with the conditions and the purposes is a stage of the development of the organizational and professional corporation culture.

Bibliography

- Alexieva, S. (2008). Public relations. Kniga za tova, koeto ne mozhe da se kupi, a tryabva da se specheli. [Public Relations. A book about what can not be bought, but needs to be won] NBU, Sofia.
- Argenti, P. (2003). Corporate communication, McGraw-Hill School Education Group.
- Berns, B. (2006). Pablik rileyshans i zhurnalistika – bitka za demokratsia? [Public Relations and Journalism – a Battle for Democracy?] Public Communication, Globalization and Democracy, FJMC, Sofia.
- Dowling, G. (2005). Creating Corporate Reputations, Roy Communication, Sofia.
- Draganov, M. (2000). Rolyata na public relations za utvarzhdavane na postmodernoto otnoshenie kam konfliktnostta. [The Role of Public Relations in Strengthening the Postmodern Attitude to Conflict], Public Relations and Conflicts in a Democratic Society, Petev, T., Zlateva, M., FJMC of Sofia University "St. Kliment Ohridski"
- Freedom House (May, 2018) Freedom of the Press 2017, Retrieved from <https://freedomhouse.org/report/freedom-press/2017/bulgaria>, accessed on 05.09.2018.
- Grunig, J. E. & Hunt, T. (1984). Managing Public Relations, Holt, Rinehart and Winston.
- Johnston, J. (2013). Media relations. Issues and strategies, Allen & Unwin.

- Kapitanov, E.A. & Kapitanov, A.E. (2003). Korporativnaya kulytura i PR [Corporate Culture and PR] March Publishing, Moscow.
- Mavrodiya, I. (2012). Filtrirane na informatsia ot PR otдели i ot medii [Filtering of Information from PR Departments and Media] Retrieved from http://ebox.nbu.bg/mascomschoolprandmedia/92D30954-C871-4D27-8ED487879E297858_d10.html, accessed on 21.10.2018.
- Palashev, N. (February, 2015). Korporativni komunikatsii i medii [Corporate Communications and Media] Retrieved from <http://www.slovo.bg/showwork.php3?AuID=361&WorkID=12883&Level=2>, accessed on 30.09.2018.
- Yankova, M. (2016) Korporativna kultura i PR praktika. Pozitivni i iegativni faktori za PR v korporativnata sreda. Faktorat „medii“, [Corporate Culture and PR Practice. Positive and negative factors for PR in the corporate environment. The "media" factor] Rhetoric and communications, A Peer-Review Scientific Journal ISSN 1314-4464, Retrieved from <http://rhetoric.bg/%D0%BC%D0%B8%D0%BB%D0%B5%D0%BD%D0%B0-%D1%8F%D0%BD%D0%BA%D0%BE%D0%B2%D0%B0-%D0%BA%D0%BE%D1%80%D0%BF%D0%BE%D1%80%D0%B0%D1%82%D0%B8%D0%B2%D0%BD%D0%B0-%D0%BA%D1%83%D0%BB%D1%82%D1%83%D1%80%D0%B0-%D0%B8>, accessed on 01.10.2018.
- Yankova, M. (2018). Media transparency and its impact on PR activity, Social changes in the global world, Proceedings, Shtip. <http://eprints.ugd.edu.mk/20411/1/Proceedings%2C%20Shtip%202018.pdf>, accessed on 24.09.2018.

