

CRISIS COMMUNICATION OF PUBLIC INSTITUTIONS ON SOCIAL MEDIA**Mirenić, A.¹, Čendo Metzinger², Stanilović, L.³**

¹University of Applied Sciences Velika Gorica,
Velika Gorica, ana.mirenica@vvg.hr

²University of Applied Sciences Velika Gorica,
Velika Gorica, tamara.cendo-metzing@vvg.hr

³University of Applied Sciences Velika Gorica,
Velika Gorica, lucija.stanilovic@vvg.hr

Abstract: The topic of this paper is the crisis communication of public institutions during the earthquakes and the pandemic in the Republic of Croatia. The research focuses on both the challenges and the potential that social media platforms offer in times of crisis. During such periods, the demand for timely and accurate information significantly increases, and in today's digital age, social media plays a key role in message dissemination and public engagement.

This paper is based on a theoretical framework that encompasses key concepts of crisis communication, media literacy, the phenomenon of misinformation (fake news), and the role of social media in shaping public opinion. Through the analysis of real-life examples, the paper explores how Croatian institutions used digital platforms to inform the public, assess crisis events, and manage emergency situations, all of which require rapid, accurate, and reliable communication.

Special attention is given to the communication strategies employed by the Croatian Institute of Public Health (HZJZ) and the Government of the Republic of Croatia during the COVID-19 pandemic, as well as in the aftermath of the devastating earthquake in Sisak-Moslavina County. By analysing these institutions' communication strategies and key decision-making processes, the study aims to evaluate the effectiveness of their approaches and their impact on public trust in government institutions.

Keywords: crisis communication, social media, media literacy, earthquake, pandemic

1. INTRODUCTION

In the era of digital transformation, social media occupies a central role in everyday life and has become an essential element of communication, information sharing, and the shaping of public opinion. The earthquake in the Sisak-Moslavina County and the COVID-19 pandemic have clearly demonstrated that social media plays a significant role in crisis communication but also carries a high risk of spreading disinformation.

In crisis situations, where events are often unpredictable and require immediate response, social media enables rapid data exchange but also poses challenges due to the potential spread of fake news and inaccurate information. This paper focuses on analysing the role of social media during periods of crisis in the Republic of Croatia. Through research, it aims to explore how social media platforms are used to inform the public and to manage crisis situations in general, as well as their impact on public opinion.

Special attention is given to the communication strategies and practices implemented by institutions such as the Croatian Institute of Public Health (HZJZ) and the Government of the Republic of Croatia during major crises — the COVID-19 pandemic and the earthquake in Sisak-Moslavina County. The paper will aim to achieve several key objectives. First and foremost, it will clearly define fundamental concepts such as crisis communication, media literacy, the spread of fake news, and the role of social media in shaping public opinion. This theoretical framework will serve as a foundation for further analysis and understanding of communication dynamics in times of crisis.

The research is focused on the role of social media and the ways in which these platforms contribute to informing citizens and shaping public attitudes during difficult circumstances, with an emphasis on media literacy and a critical approach to information. The research goals of this paper are of essential importance for a better understanding and improvement of crisis communication in the Republic of Croatia.

2. MATERIALS AND METHODS

The research methodology includes a detailed content analysis of social media posts, along with a review of relevant literature on crisis communication, media literacy, and the dynamics of spreading false information. This study will employ multiple data collection methods to ensure a comprehensive analysis of crisis communication.

Firstly, content analysis will be conducted, which involves examining texts, images, and videos posted on social media. This analysis will help identify key themes, arguments, and viewpoints in communication, allowing for a deeper understanding of the approaches used by institutions and individuals during times of crisis. The data sources include a wide range of information gathered from various platforms and media. On social media, the analysis will focus on the official profiles of institutions such as the Government and the Ministry of Health, as well as posts made by well-known public figures in Croatia.

The analysis will also include a detailed examination of the crisis communication strategies of the Croatian Institute of Public Health (HZJZ) during the COVID-19 pandemic, and of the

Government's communication during the earthquake in Sisak-Moslavina County, using information from various media sources, reports, and online platforms. Special attention will be given to the platform Twitter, where posts related to COVID-19 will be reviewed — particularly those concerning the spread of disinformation — while Instagram will serve as a key source for analysing posts related to both COVID-19 and the Sisak-Moslavina earthquake.

For the purposes of the research in this paper, an analysis of media posts and website content was conducted from September 1 to October 15, 2024, covering the period from December 29, 2020, to April 13, 2022. More than 70 posts were reviewed across various platforms (social media – Facebook, Instagram, and LinkedIn, as well as the official websites of the Government of the Republic of Croatia and the Institute of Public Health). The unit of analysis was individual posts on the mentioned platforms.

Expert literature, including books and articles on crisis communication, media literacy, and the spread of fake news, will form the foundation for a deeper understanding of the topics explored. Research papers on crisis situations in Croatia and abroad will also serve as an important source of data.

3. THEORETICAL CONTEXT

3.1. *The Concept of Crisis and Crisis Communication*

A crisis, in the context of societal functioning, represents a sudden and unpredictable change that threatens normal life and the functioning of systems (Coombs, 2014). Crises can include natural disasters such as earthquakes, floods, and wildfires, or global pandemics such as COVID-19. In such situations, people often feel lost and unprotected, uncertainty increases, and the need for reliable information and support becomes more pronounced.

During a crisis, effective communication is especially important. A common reason for ineffective communication is the lack of clear goals, which are a prerequisite for creating key messages (Bulajić, 2010). Government institutions, including the Government itself, the Ministry of the Interior, Civil Protection, and healthcare institutions, are responsible for coordinating actions during crises, protecting citizens, and ensuring the provision of essential services. Their obligation is to provide a swift and effective response while ensuring that necessary services are accessible to all.

In crisis communication theory, the Situational Crisis Communication Theory (SCCT) provides a significant framework, focusing on analysing the responses of various actors during crises and identifying the key elements that influence those responses. This theory emphasizes that the effectiveness of crisis communication cannot be understood without considering the context in which the crisis occurs, as well as the publics and stakeholders' perception of the crisis. Different actors—such as state institutions, non-profit organizations, and media outlets—apply specific strategies, and their success can vary significantly depending on situational factors.

Additionally, transparency models highlight the importance of openness and honesty in communication during crisis events. In times of crisis, when the public seeks fast and accurate

information, institutions that prioritize transparent communication are more likely to maintain public trust and prevent the spread of panic. This approach involves regularly updating information, acknowledging mistakes, and providing clear and comprehensible messages.

In the context of crisis communication, certain concepts consistently emerge as key elements of successful crisis management. Timely information is critical for maintaining public trust and reducing uncertainty. In times of crisis, the rapid and accurate dissemination of information enables citizens to make informed decisions and reduces the likelihood of panic that can arise from a lack of information. Clear communication is also essential; information should be presented in a simple and understandable way so that all citizens—including those with lower levels of media literacy—can grasp the situation and the necessary measures.

Beyond these aspects, open dialogue between institutions and citizens is also highly important. Two-way communication allows citizens to ask questions, express concerns, and receive answers almost in real time, which further strengthens trust in institutions. These communication principles should be integrated into every crisis communication strategy to effectively inform the public and ensure stability and trust during crisis situations.

3.2. Crisis Management

Successful crisis management depends on the level of trust the public has in the correctness of procedures and the reliability of information provided by institutions. When the public trusts its institutions, it is easier to accept measures and recommendations during a crisis, and cooperation becomes more effective. During crises, the media plays a significant role in shaping public opinion, and public relations must ensure the dissemination of accurate and timely information.

Successful communication during a crisis—as well as the institution's reputation afterward—depends on how effectively the crisis is managed. In the era of "post-truth", it is particularly important for institutions to be proactive and transparent in their communications to prevent further erosion of public trust (Polović, 2019).

Effectiveness increases when institutions are prepared for a crisis, which includes thorough planning and the development of a crisis communication plan—a key element that provides a documented set of strategies, procedures, and responsibilities for public communication during unforeseen events.

A successful crisis communication plan should clearly define target audiences, establish key messages, and specify the roles and responsibilities of crisis team members.

A crisis team consists of individuals responsible for managing the organization's response to crisis situations. According to Luecke (2005:84), appointing people to a crisis team *before* an actual emergency occurs is a crucial step in achieving readiness, but it is essential that team members learn how to work together and make quick decisions. Furthermore, crisis managers must possess excellent communication skills, which are critical for effective leadership during a crisis (Mirenić et al., 2016).

The crisis team should be cohesive, trained for effective communication, and each member must be trustworthy and dedicated (Ray, 1999). Pearson and Clair (1998) emphasize that an organization will be more successful in preparing for and responding to a crisis if it relies more on a team-based approach rather than on individuals alone.

4. THE ROLE AND POWER OF SOCIAL MEDIA IN TIMES OF CRISIS

In the context of crisis communication, social media represents a powerful tool with significant potential — but also with inherent risks. Effective use of social media during a crisis requires careful planning, proactive communication, and a clear focus on building trust with the public. Within modern communication dynamics, it is particularly important to recognize the impact that social media has on shaping public opinion and disseminating information. Social media enables the instant exchange of information but also serves as a platform where disinformation can spread easily. Crisis situations are often marked by competing voices and conflicting information circulating across these channels, and the ease of access to such content can further confuse the public.

Therefore, it is crucial that institutions direct their communication strategies toward these platforms, ensuring that information is accurate and timely in order to reduce the risk of panic and misinformation (Polović, 2019).

Such models have evolved from lessons learned during previous crises. During the COVID-19 pandemic, there were clear examples where communication transparency significantly influenced the ability to manage the crisis. Authorities that proactively shared information and addressed citizens' questions and concerns often succeeded in maintaining public trust and support. This integrated approach, relying on Situational Crisis Communication Theory (SCCT) and transparency models, ensures that crisis communication is not only informative but also oriented toward building and maintaining institutional trust — which lays the foundation for effective crisis management.

The role and power of social media in crisis situations have become an indispensable part of the communication ecosystem, and their capacity to shape public opinion and manage crises has significantly increased in recent years. The speed of information dissemination and the ability for instant interaction between institutions, organizations, and citizens make social media a powerful tool that can serve as both an opportunity and a challenge in managing crisis situations. This power stems from key factors such as the rapid distribution of information, two-way communication, and the direct access that allows citizens to actively engage in discussions on important issues.

Facebook stands out as one of the most prominent platforms that enables government institutions to quickly inform the public about ongoing crises and the measures being taken. It also facilitates the mobilization of volunteers and the collection of donations, while group functionalities support the organization of joint actions and initiatives. For example, during the COVID-19 pandemic, many associations and NGOs used Facebook to collect donations and coordinate efforts. In addition, Facebook allows users to connect and exchange information with each other, fostering a sense of community and solidarity in critical

times. During the Zagreb earthquake, for instance, many Facebook groups were created to support those affected.

Instagram, a U.S.-based social network focused on visual content, also plays a significant role in spreading information during crises. Institutions, organizations, and governments use Instagram to visually portray the real impact of crises by sharing photos and videos that offer a clearer insight into conditions on the ground. During the pandemic, for example, healthcare institutions used Instagram to highlight the work of healthcare professionals, issue prevention guidelines, and raise awareness about the importance of vaccination. Visual content can increase engagement and help create an emotional connection with the public, which is essential for garnering support and mobilizing resources.

Twitter stands out as a fast-paced communication platform that enables government institutions to share information in near real-time. This social network is used to publish concise but essential updates on crisis measures and procedures, while also serving as a channel for directly responding to questions from the public and the media. Two-way communication on Twitter allows citizens to voice their opinions, ask questions, and seek clarification — which further strengthens trust in institutions. Additionally, Twitter is a key tool for monitoring the spread of misinformation and responding to it in a timely manner.

4.1. The Spread of Fake News and Media Literacy

Alongside all the advantages that social media offers, there are also significant risks. Social networks often serve as fertile ground for the spread of disinformation and fake news, which can trigger public panic. For instance, during the pandemic, numerous conspiracy theories emerged regarding the origin of the virus and vaccines—many of which were widely spread through social media. The phenomenon of the “echo chamber”, in which users are only exposed to information that reinforces their pre-existing beliefs, can further polarize public opinion and hinder dialogue between opposing viewpoints. This is especially evident in discussions on public health, politics, and the economy. In today’s era of social media, where information spreads at lightning speed, the ability to distinguish between truth and falsehood has become crucial.

The phenomenon of fake news and the spread of disinformation presents a serious challenge for institutions that are already struggling to maintain public trust. Through transparent and proactive communication, public relations efforts can help prevent the spread of disinformation, which often arises from panic and uncertainty during crises (Polović, 2019).

Building trust with the public is a key responsibility of public relations, achieved through transparent and honest communication, the provision of accurate information, and active responses to public questions and criticism. The increasing presence of ethical relativism in media can undermine the credibility of the information provided by institutions. Therefore, public relations efforts must also focus on strengthening media literacy among citizens so they can critically evaluate the information they receive (Polović, 2019).

4.2. The Role of Influencers

Mass media acts as a “mirror of reality,” serving not only to provide information but also to shape our perception of society and current events (Vatreš, 2023). Influencers, as individuals with significant impact on their followers via social media, have become key players during crisis situations such as the COVID-19 pandemic and the earthquakes in Zagreb and Petrinja. Their ability to shape public opinion, mobilize communities, and inspire action makes them a vital resource in crisis communication. Through their platforms, influencers use their reach to decode important information, comment on government measures, and offer practical safety advice.

During the pandemic, many influencers actively promoted responsible behavior. Their messages were often grounded in personal experience, which further increased audience engagement and motivated large segments of the public to follow health guidelines. However, the influence of these individuals is not always positive. There have been cases where some influencers spread disinformation and conspiracy theories, further complicating the situation and fueling public scepticism. Some promoted inaccurate information about vaccines, leading to increased doubt and resistance toward vaccination among certain parts of the population. This underscores the importance of a responsible approach by influencers, as their reputation can significantly influence citizens' attitudes and behavior.

To address the challenges of disinformation, government institutions and organizations have opted to collaborate with influencers in order to disseminate reliable and trustworthy information.

5. RESULTS AND DISCUSSION

5.1. Analysis of the Crisis Communication of the Croatian Institute of Public Health During the COVID-19 Pandemic

During the COVID-19 pandemic, the Croatian Institute of Public Health (HZJZ) employed various communication strategies to inform the public about critical health-related information. Its official website featured detailed pandemic-related content, including protective guidelines, hygiene recommendations, and concrete instructions for public behavior in different situations (Figure 1).



HRVATSKI ZAVOD
ZA JAVNO ZDRAVSTVO
Rockefellerova 7
HR-10000 Zagreb
T: +385 1 4863 222
F: +385 1 4863 366
www.hzjz.hr

Hrvatski zavod za javno zdravstvo
Zagreb, 13. travnja 2022.
verzija 6

**Privremene preporuke za cijepljenje protiv bolesti COVID-19 - dopunjene i
objedinjene**

1. Primarno cijepljenje

Preporučuje se primarno cijepljenje protiv bolesti COVID-19 svima koji nemaju kontraindikacije za cijepljenje.

Primarno cijepljenje sastoji se od:

- dvije doze cjepiva Comirnaty (Pfizer) s razmakom od najmanje tri tjedna,
- dvije doze cjepiva Spikevax (Moderna) s razmakom od najmanje četiri tjedna,
- dvije doze cjepiva Vaxzevria (AstraZeneca) s razmakom od 4-12 tjedana,
- jedne doza cjepiva Johnson&Johnson/Janssen, ili
- dvije doze cjepiva Nuvaxovid (Novavax) s razmakom od najmanje tri tjedna

*Figure 1. Temporary recommendations for vaccination against COVID-19 on April 13, 2022,
published on the website of the Croatian Institute of Public Health*

(Source: <https://www.hzjz.hr/sluzba-epidemiologija-zarazne-bolesti/koronavirus-najnovije-preporuke/>)

HZJZ actively utilized social media platforms such as Facebook, Twitter, and Instagram, enabling fast information dissemination and interaction with citizens. On Facebook, the Institute regularly published posts containing useful information, visual content, and educational videos that helped the public better understand the importance of protective measures. In their vaccination campaigns, HZJZ shared videos featuring public figures discussing the importance of getting vaccinated and debunking myths to motivate citizens to get immunized (Figure 2).



Figure 2. Post on the Facebook page of the Croatian Institute of Public Health, dated July 23, 2021
(Source: <https://www.facebook.com/hzjz.zavod/>)

On Twitter, they used concise and timely messages to inform the public about current measures and recommendations, ensuring clear and effective institutional communication. This platform also allowed for monitoring public reactions and questions, which served as feedback for adjusting future communication strategies.

HZJZ also held regular press conferences to present the latest data, where key officials and health experts provided relevant updates on the epidemiological situation and upcoming measures. Media collaboration was essential in spreading verified and timely information. The Institute maintained contact with journalists and news outlets, reducing the spread of misinformation through regular updates.

This multi-channel communication approach allowed HZJZ to manage the crisis effectively and ensure the public remained informed and educated about health protection measures throughout the pandemic.

Given the severity of the crisis, the Institute's crisis communication was of exceptional importance. HZJZ regularly published statistics on infection and death rates, often through tables, graphs, and textual updates to help visualize the current situation. However, these figures were often presented without sufficient context or explanation, leading to confusion and distrust among the public. For example, frequent updates on infection numbers, without accompanying explanations of epidemiological factors, caused public concern about high infection rates. This concern was further intensified by the lack of information about the effectiveness of protective measures or the progress of vaccination, resulting in misunderstandings and a sense of uncertainty. While HZJZ aimed to encourage public compliance with health measures and promote vaccination, some perceived the data on COVID-related deaths as a means of manipulating public opinion, which further complicated

communication efforts. Frequent changes in recommendations and inconsistent explanations of epidemiological measures contributed to growing public scepticism toward the institution. In addition to data publication, HZJZ also employed other crisis communication strategies, such as engaging public figures to promote vaccination and health measures. This strategy increased information reach and helped build trust among segments of the population. Despite these efforts, HZJZ did not always succeed in communicating effectively with the public. There were frequent instances of inconsistent messaging and insufficient clarity, which hindered public understanding and cooperation.

5.2. Analysis of the Crisis Communication of the Government of the Republic of Croatia During the Earthquake in Sisak-Moslavina County

The earthquake that struck Sisak-Moslavina County on 29 December 2020 was one of the strongest in Croatia's recent history, measuring 6.2 on the Richter scale. This devastating event caused significant material damage and resulted in one fatality. The population was left in shock and fear, and the consequences of the earthquake continue to impact daily life in the region. The Government's communication during the crisis was characterized by swift responses and immediate assumption of responsibility for managing the situation. Shortly after the earthquake, the Government used its official website and social media channels to express condolences and inform the public about the situation in the affected area. These communications included essential data on damage, safety measures, and plans for delivering aid to those impacted (Figure 3).

Plenković u Petrinji: Sve službe su na terenu, rade neumorno i zahvaljujem svima na požrtvornosti

Galerija fotografija



Figure 3. Article about Prime Minister Andrej Plenković's visit to Petrinja, published on the official website of the Government of the Republic of Croatia,

(Source: <https://vlada.gov.hr/vijesti/plenkovic-u-petrinji-sve-sluzbe-su-na-terenu-rade-neumorno-i-zahvaljujem-svima-na-pozrtvornosti/31150>)

The official government website served as the primary communication channel, where updated information on the ground situation and undertaken measures was regularly published. The site also provided resources and contact details for citizens seeking help or further information (emergency phone numbers, contacts for local support organizations, and guides for obtaining aid). The availability of clear and accessible information helped reduce public uncertainty and anxiety during the crisis.

Social media, particularly Facebook and Twitter, played a critical role in the rapid dissemination of information. The Government actively posted safety recommendations and updates to guide citizens (Figure 4).

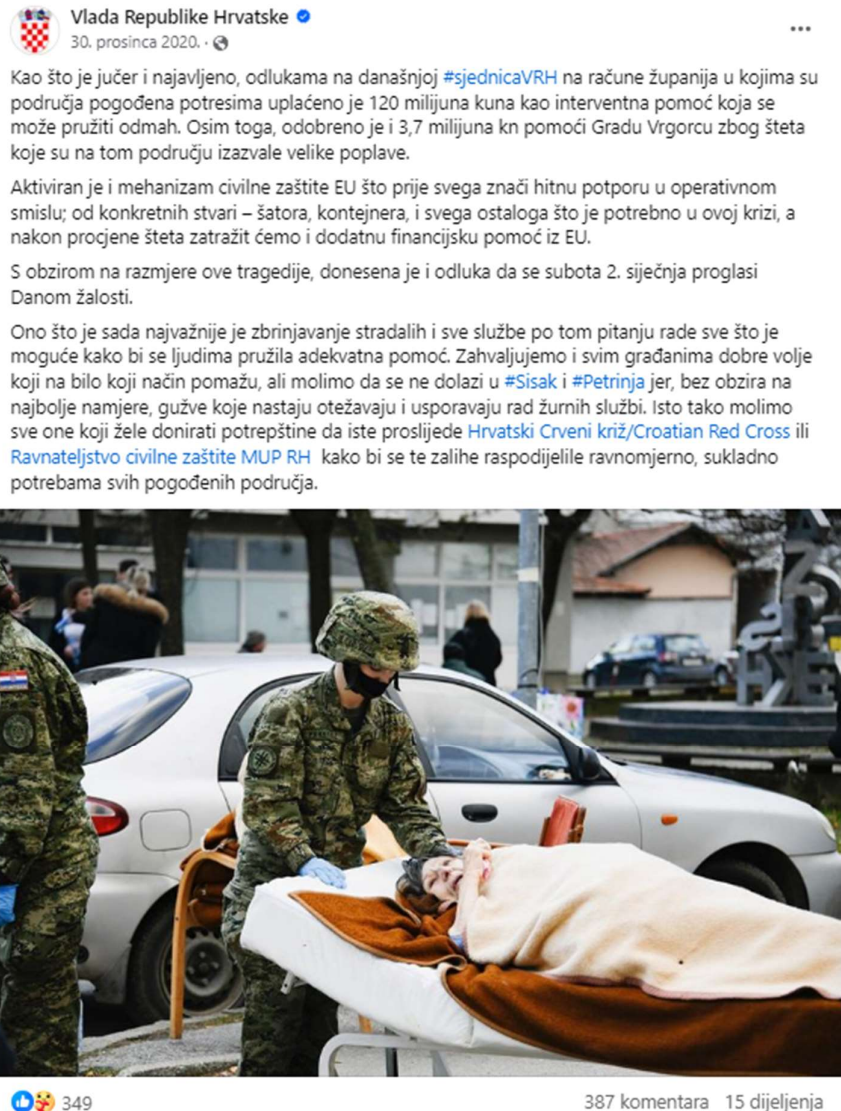


Figure 4. Facebook post by the Government of the Republic of Croatia about the current situation in Petrinja
(Source: <https://www.facebook.com/HrvatskaVlada/>)

These platforms also enabled public interaction, allowing citizens to ask questions and receive answers in near real-time, which was vital in strengthening public trust.

Press conferences were also held, where officials responded to media inquiries, and experts provided advice on necessary safety measures. This helped debunk myths and clarify the post-earthquake situation. The Government's comprehensive crisis communication strategy during the Sisak-Moslavina earthquake illustrates the importance of effective and open

communication with the public. Such communication not only reduces panic and fear but also restores trust in institutions during and after a crisis.

The establishment of a crisis headquarters and regular press briefings allowed government officials to communicate directly with the public. During emergencies, empathetic and human-centered communication is essential (Mirenić et al., 2022). Measures such as establishing information centres to assist citizens further contributed to public trust. Through regular updates and the involvement of experts from various sectors, the Government aimed to maintain a positive public perception of its crisis management capabilities.

Additionally, the Government actively collaborated with the media to provide accurate and timely information about the earthquake and its consequences. However, challenges arose when information lacked sufficient explanation or was delivered with delays. For instance, while data on damages were made available, citizens expressed concern about the extent of destruction without clear context or understanding of causes and implications.

Moreover, slow responses to urgent requests, such as the need for temporary housing in the early days following the earthquake, worsened the perception of inadequate government action. Criticism regarding delayed reactions and the absence of clear guidance emphasized the need for continuous public dialogue.

While the Government did share information about relief efforts, it did not always communicate clearly how the reconstruction process would unfold, which led to dissatisfaction and a lack of trust among some citizens.

6. CONCLUSION

In the context of crisis communication, social media has become an indispensable tool for informing the public and managing perceptions during emergency situations. This paper has emphasized the crucial role that social media plays in shaping public opinion, particularly during major crises such as the COVID-19 pandemic and the earthquake in Sisak-Moslavina County. The analysis of communication practices by the Croatian Institute of Public Health and the Government of the Republic of Croatia demonstrated that high-quality and transparent communication directly influences public trust in institutions.

In times of uncertainty, effective crisis communication management can significantly contribute to reducing panic and strengthening community resilience. At the same time, it is important to recognize the challenges faced by institutions, including the risk of misinformation, which can rapidly go viral on social media platforms.

The ultimate success of crisis communication depends on a proactive approach and open dialogue with the public, which enables institutions not only to deliver information but also to build trust. Developing a responsible and strategic approach to crisis communication will be key to establishing resilient and effective communication frameworks. Institutions that successfully implement these strategies will not only be better prepared to face crises but will also contribute to strengthening the social fabric and reinforcing public trust in governmental and public bodies.

All of this together lays the foundation for a safe, stable, and cohesive society capable of effectively responding to unforeseen challenges.

REFERENCES

Bulajić, M. (2010). *Krizno komunicir anje*. Medix. <https://hrcak.srce.hr/file/90154> (Accessed September 4, 2024)

Coombs, W. T. (2014). *Ongoing crisis communication: Planning, managing, and responding* (4th ed.). Sage Publications.

Croatian Institute of Public Health. *Official website*. <https://www.hzjz.hr>

Croatian Institute of Public Health. *Official Facebook page*. Facebook. <https://www.facebook.com/hzjz.zavod>

Croatian Institute of Public Health. *Official Instagram profile*. Instagram. https://www.instagram.com/hzjz_hrvatska/

Croatian Institute of Public Health. *Recommendations – COVID-19 updates*. <https://www.hzjz.hr/sluzba-epidemiologija-zarazne-bolesti/koronavirus-najnovije-preporuke/> (Accessed October 15, 2024).

Croatian Institute of Public Health. (2021, July 23). Facebook post. Facebook. <https://www.facebook.com/hzjz.zavod> (Accessed September 2, 2024)

Government of the Republic of Croatia. *Official website – News section*. <https://vlada.gov.hr/vijesti/8> (Accessed October 14, 2024)

Government of the Republic of Croatia. *Official Facebook page*. Facebook. <https://www.facebook.com/HrvatskaVlada>

Government of the Republic of Croatia. *Official Instagram profile*. Instagram. https://www.instagram.com/vlada_rh/

Government of the Republic of Croatia. (2024, September 15). Facebook post about the situation in Petrinja. Facebook. <https://www.facebook.com/HrvatskaVlada> (Accessed October 10, 2024).

Government of the Republic of Croatia. *Article about Prime Minister Andrej Plenković's visit to Petrinja*. <https://vlada.gov.hr/vijesti/8> (Accessed October 15, 2024).

Luecke, R. (2005). *Crisis management: Master the skills to prevent disasters*. Harvard Business School Press.

Mirenić, A., Koić, K., & Mihalinić, M. (2022). The role of media and public power in crises – Crisis management perception during the Zagreb earthquake. In *15th International Conference "Days of Crisis Management"*, Proceedings. University of Applied Sciences Velika Gorica.

Mirenić, A., Mihalinić, M., & Alošćinac, V. A., et al. (2016). Communication skills of crisis managers in emergency situations (pp. 421–427). In *9th International Scientific-Professional Conference*, Proceedings. University of Applied Sciences Velika Gorica.

Osmanagić Bedenik, N. (2010). *Krizni menadžment: Teorija i praksa* [Crisis management: Theory and practice]. *Proceedings of the Faculty of Economics and Business, University of Zagreb*. <https://hrcak.srce.hr/file/87513>

Pearson, C. M., & Clair, J. A. (1998). Reframing crisis management. *Academy of Management Review*, 23(1), 59–76. <https://doi.org/10.5465/amr.1998.192960>

Polović, L. (2019). *Krizno komuniciranje i javne institucije: Izazovi u doba post-istine* [Crisis communication and public institutions: Challenges in the post-truth era]. Faculty of Political Science, University of Zagreb.

Ray, G. (1999). *Corporate communication: A guide to theory and practice*. Palgrave.

Vatreš, A. (2023). Mass media or distorted mirrors of reality: Return to the imperative of responsibility ethics. In *Essays on society and media – Life is greater than any deception* (Sarajevo: Faculty of Political Sciences, University of Sarajevo).