

# **PERSONALIZED INSTITUTIONAL PR MODEL IN THE CONTEXT OF THE INFORMATION AND DISSEMINATION CAMPAIGN ON ENERGY EFFICIENCY IN SERBIA**

**Selena Pješivac**

Serbian Energy Efficiency Agency

[selena.pjesivac@seea.sr.gov.yu](mailto:selena.pjesivac@seea.sr.gov.yu)

**KEY WORDS:** Stakeholders, Energy Efficiency, Promotion, Information and Dissemination Campaign, Public Relations, Communication, Awareness, Dissemination, SMART objectives, Corporate Social Responsibility, Education on Energy Efficiency, Reputation management, Internet PR, Triple Bottom Line, Online Partnership, Stakeholders Relationship Management, Attitudes and Behavioral Changes, European values, Visibility, Public Awareness, Ethical Implications

**ABSTRACT:** The Serbian Energy Efficiency Agency (SEEA) is charged with the promotion of energy efficiency and renewable energy across the Serbian economy. To fulfil this function, SEEA has a need to communicate a wide range of messages to a large number of Major stakeholders, co-founders and decision makers from the various elements of the economy. For this communication to be undertaken effectively, it must fit within a coherent PR strategy that is able to deliver a programme to meet Stakeholders needs and to evolve as overall activities and objectives develop. For this communication to be undertaken efficiently, it must fit within the perceived goals and achieved visible results. The strategic PR orientation was to start the Information and Dissemination Campaign by introducing the problem and focus the attention of the target group and then to educate gradually the group and motivate it for action, for the change of approaches, attitudes and behaviours. In that respect the campaign demonstrated the importance of Energy Efficiency for individuals (especially children) and their responsibilities in that area,

promoted the change of the behaviour and habits of adults in buying Class A appliances, which ensure substantial energy savings, changed the habits and be prepared to make modest investments that both in the short and in the long term would offer considerable benefits. To raise Awareness on Energy Efficiency among policy decision makers, general population and media was the main objective of the Campaign. The Preliminary research made in 2005. has proved the starting assumption that both the population and decision makers in Serbia, of all ages and practically all education levels had a very modest knowledge on different and even crucial aspects of the use and Energy Efficiency. By Personalised Institutional PR model based on Corporate Social Responsibility and Online Reputation management concepts, the specific objectives of the National Information and Dissemination Campaign “Save Energy. Be Wise“(as outcomes) are achieved. SEEA implemented an integrated Strategy approach, accompanied by personal enthusiasm, e-partnership and cooperation with Internet portal of the European Commission Directorate – General for Energy and Transport [www.Managenergy.net](http://www.Managenergy.net) which aims to support the work of actors working on energy efficiency and renewable energies at the local and regional level. SEEA became the Official partner of the European Campaign to raise Awareness on energy efficiency and to change the energy landscape „Sustainable Energy Europe“. In view of the fact that Serbia is not the EU- member country and due to the lack of the relevant Legislation in Energy Efficiency issues in Serbia (the existing Energy Law is not aligned with the EU Directives and Regulation on Energy Efficiency), the Personalized PR model was designed to implement the Corporate Social Responsibility and Internet PR concept. An interactive Web presentation [www.seea.sr.gov.yu](http://www.seea.sr.gov.yu) based on SMART model provided the specific, measurable, achievable, realistic and targeted outcomes. Personalized offline and online PR tactics have been implemented in all segments of the Awareness Campaign, including PR planning, organisation and monitoring and implied a creative, multidisciplinary and networking approach. The SMART institutional PR could lead to intelligent savings and achieve a considerably higher level of energy efficiency in Serbia but can influence also the global trends in ecology by saving the Earth.

## **1. INSTITUTIONAL PR MODEL – SITUATION ANALYSIS**

The Serbian Energy Efficiency Agency (SEEA) had been founded in 2002 within the context of the Serbian energy sector's institutional reform. The establishment of the SEEA was supported by the European Union through the European Agency for Reconstruction with the main scope to promote energy efficiency and the wider use of the renewable energy sources across the emerging Serbian economy. Both recent global developments and global problems as climate change is faced Serbia living in the unstable social, economical and ecological landscape. These circumstances pointed SEEA to a crucial need for expanded public relations in energy efficiency curricula. The Agency's status was defined by the Energy Law which entered into the force in 2004, but still nowadays SEEA personnel is composed of just eight advisors and the deputy director. All advisors are being persons in charge for the implementation of different sectors programmes in energy efficiency, so the communication is necessary to be intra - sectorial, inter – sectorial, interactive and customized. It goes without saying that this communication method implies the communications and public relations not to be the PR Advisor's job, exclusively. SEEA is a non-profit, state-owned institution providing consulting services to the Government and public services to the citizen. The Ministry of Mining and Energy of the Republic of Serbia is in charge of formulating and pursuing energy policy, as well as of preparation and submission of proposals of regulations to the Government. SEEA is participating in drafting proposals under the Ministry coordination but only when the Ministry initiate the process. In fact, the institutionalised PR is perceived from the Ministry of energy and mining as the Agency's own communication policy which must be aligned to the Governmental policy. In fact, by following these instructions the PR advisor has nothing to do with the institutional policy without a creative and innovative approach. First of all, SEEA has as many Stakeholders. The energy efficiency policy forms a part of the overall strategy of the sustainable development. In order to fulfill expectations of Stakeholders SEEA chose the institutional PR model based on Corporate Social Responsibility (CSR) voluntary concept. Corporate social responsibility (CSR) is a

concept whereby companies, but the government organizations, as well, “integrate social and environmental concerns in their business operations and in their interaction with their Stakeholders on a voluntary basis”<sup>1</sup>. Realizing energy efficiency benefits is however not straightforward and requires: Government Leadership, Policy and Legal Framework, Institutional Change, Energy Efficient technology, Appropriate Standards and National Policy for Energy Efficiency. Institutional scope of SEEA is to promote energy efficiency in order to raise awareness of the general population on the energy efficiency issues. Conducted within its institutional mission, SEEA’s impact to the sustainable development of Serbia has been enriched by the personalised CSR - PR model as the most efficient and effective tool to be implemented prior to the Legal framework enhancing energy efficiency, respectively. To align its activities with the expectations of the different Stakeholders groups, SEEA has a need to communicate in a socially responsible way a wide range of messages to a large number of Major stakeholders, co-founders and decision makers from the various elements of the economy. In fact, there is not Corporate Social Responsibility without commitment and enthusiasm. The enthusiasm is the primary tool of Stakeholders-based CSR approach. Business for Social Responsibility (BSR) Chief Executive Officer Aron Cramer states: “Thanks to the extraordinary commitment of the companies and other participants in this process we’ve already learned a great deal about the obstacles we face and the ways business and other stakeholders can join forces to address those challenges“.“ This important dialogue reflects a shared commitment to maximize the information available via the Internet on the basis of global principles protecting free expression [...] This dialogue could prove the key step in unlocking the communication potential of the Internet“<sup>2</sup>. Interactivity is a key feature of Web sites and Online PR. As the level of personalization increases, interactivity perceptions and site effectiveness are

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<sup>1</sup> COM (2001) 366, *Green paper on CSR*, European Commission, Bruxelles

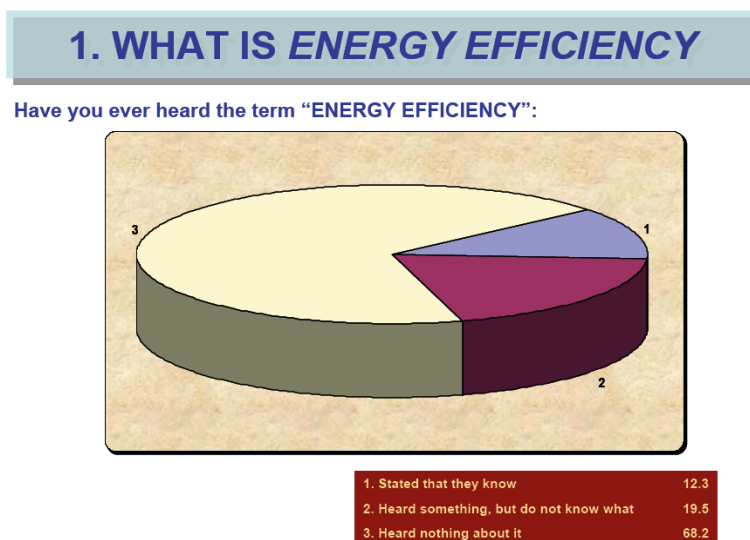
<sup>2</sup> *Cited in* Hope, D., (2008), “Human Rights in Reverse: The Paradox of Protecting free Expression”, *Leading Perspectives*, Winter.

enhanced (linear relationship)<sup>3</sup>. The personalized value-added approach should influence the Stakeholders institutional approach to be much more effective and efficient.

### **1.1. Stakeholders – based CSR approach**

Raising awareness of the benefits of energy efficiency among all concerned, from policy makers and manufacturers to consumers, is crucial to the success of energy efficiency<sup>4</sup>. The initial survey registered a so-called zero situation, i.e. the state prior to promotion. The fact that energy efficiency has not been sufficiently presented to the local public before the creation of SEEA has been taken into account

Hence, a low level of information of the broadest population on *energy efficiency*, was rightly assumed. More than two thirds (68%) of the citizens stated they heard nothing about the issue in 2005. One in eight (12%) interviewed individuals indicated some knowledge, and a fifth of the citizens said that they had heard something about it but couldn't remember what. Along with skepticism, belief has been voiced that *energy efficiency* implementation is possible and that it helps improve the quality of life.



<sup>3</sup> Song , J. S &Zinkhan,G.M, (2008), “Determinants of Perceived Web site Interactivity”, *Journal of Marketing*, Vol. 72 , March, p.99

<sup>4</sup> [www.un.org/esa/sustdev/csol/csd14/lc/summary/energy.pdf](http://www.un.org/esa/sustdev/csol/csd14/lc/summary/energy.pdf)

**Figure 1.** State “ zero” in Serbia, 2005. based on 1000 of interviewed people<sup>5</sup>

Findings based on measurable data have been expanded to the basic set of over 6. millions inhabitants (based on more than 1000 interviews) and stratification was based on three sub-sets: Belgrade, Central Serbia and Vojvodina. The latest findings from the questionnaire provided by the NGO Alfa from Novi Sad, forming the Network of 27 municipalities and submitted in December 2007 to 450 households, private and public organizations have created the measurable output of many SEEA projects supporting the NGO sector in Serbia. Findings analysis demonstrated that the awareness rising of the general population increased in 2007 in comparison to 2005. Thus, 37% of targeted legal entities (private small and medium-sized companies) heard about Serbian Energy Efficiency Agency and 25% of targeted individuals answered that they were familiar with the Energy Efficiency Agency’s mission.

The greater pressure on SEEA is to increase regulation and enforcement and direct public scrutiny of eco-efficiency performance. Besides its institutional mission, SEEA’s impact to the sustainable development of Serbia could be measured and assessed by the institutional CSR PR model. SEEA perceived this model as the most efficient and effective tool in the present situation with many limitations and institutional barriers. Besides, the Monitoring and Evaluation Centre findings on the media improvement in Serbia shown the first actors of Corporate Social Responsibility in Serbia are governmental and public institutions, big enterprises, foreign non-governmental agencies and embassies (2007). CSR is comprised of factors that encapsulate attention to a broad group of Stakeholders. Nowadays we could not discuss CSR without Stakeholders theory, because the agency’s purpose is not to survive, develop and justify its existence, but also to cooperate with Stakeholders, to develop society, to support society, to solve social problems and to gain sustainability. There are many opponents to the views that “government is often

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<sup>5</sup> Serbian Energy Efficiency Agency & PR Communications Hill and Knowlton (2005), *Population Survey on energy efficiency. Initial Research for the Serbian energy efficiency Project*, April, Belgrade

inefficient<sup>6</sup>. Goodsell (1983) argue that the government is the most effective vehicle for implementing necessary social control in support of environmental protection, human rights and justice<sup>7</sup>. The Stakeholders network, expertise, moral support and understanding are mandatory, as well as the top management's support. The voluntary initiative is sometimes necessary but it implies some individual goals as "common goods" goals and some vague explications regarding the vision set up above the mission. Bradley R.Agle<sup>8</sup> states that in the absence of appropriate government controls-where governments are weak, authoritarian, or corrupt – CSR is a second-best stand-in for the broad-based interests of stakeholders and society as a whole. The author of this paper thinks that Stakeholders-based CSR approach and CSR in the emerging market in the period of transition economy of the Serbian market cannot offer complete solution for addressing the problems of business in society. As Bradley R. concludes, "they can, however, point to a need for social controls to encourage the beneficial effects of institutional behaviours and to regulate the harmful effects". This conclusion can be correlated for the purpose of this paper to the low energy efficiency and high energy intensity of both the Serbian industry and municipal sectors. How the energy efficiency Awareness-raising institutional PR can be affected by the "Triple Bottom Line" in general terms? John Elkington of the UK consultancy SustainAbility, who originally coined the term, defined the Triple Bottom Line approach as:

(i) "At its narrowest, the term triple bottom line is used as a framework for measuring and reporting corporate performance against economic, social and environmental parameters."

(ii) "At its broadest, the term is used to capture the whole set of values, issues and processes that companies must address in order to minimise any harm resulting from their activities and to create economic, social and environmental value. This

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<sup>6</sup> Uchetelie, L., (2007). Encouraging more reality in economics. *New York Times* (January 6)

<sup>7</sup> Goodsell C. T., (1983). *The case for bureaucracy: A public administration polemic*. Chatham, NJ: Chatham House Publishers.

<sup>8</sup> Bradley R.A. et al (2008)., "Dialogue: Toward superior stakeholders theory", *Business Ethics Quarterly*, Apr2008, Vol. 18 Issue 2, p153-190

involves being clear about the company's purpose and taking into consideration the needs of all the company's stakeholders."

The Triple Bottom line (TBL) is a concept that has received official imprimatur as a framework for encouraging institutional concern about sustainability<sup>9</sup>. How to facilitate then Serbian Energy Efficiency Agency to teach its primary and secondary Stakeholders CSR and European values via disseminated information on energy efficiency's benefits?

This new effort is significant at least for three reasons:

1. The information and dissemination process is genuinely multi-stakeholder in nature. (collaborative approach)
2. The process is addressing new and complex issues that are critical to the energy inefficient solutions of the Serbian enterprises (critical approach)
3. The process is addressing an issue of great sensitivity for governments that are viewed as interfering with CSR and external stakeholder's expectations, adding a level of complexity not present in many multi-stakeholder initiatives. (interactive and integrated approach)

## **2. PERSONALIZED PR MODEL**

The strategic PR orientation was to start the Information and Dissemination Campaign by introducing the problem and focus the attention of the target group and then to educate gradually the group and motivate it for action, for the change of approaches, attitudes and behaviours. In that respect the campaign demonstrated the importance of Energy Efficiency for individuals (especially children) and their responsibilities in that area, promoted the change of the behaviour and habits of adults in buying Class A appliances, which ensure substantial energy savings, changed the habits and be prepared to make modest investments that both in the short and in the long term would offer considerable benefits. To raise Awareness on

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<sup>9</sup> Vancley F., (2004), "Impact Assessment and the Triple Bottom Line: Competing pathways for Sustainability", Sustainability and Social Science: Round Table Proceedings, Institute for Sustainable Futures, Sydney & CSIRO Minerals, Melbourn, Australia.



Energy Efficiency among policy decision makers, general population and media was the main objective of the Campaign, but there were merely separated objectives. The Preliminary research made in 2005. proved the starting assumption that both the population and decision makers in Serbia, of all ages and practically all education levels had a very modest knowledge on different and even crucial aspects of the energy use and Energy Efficiency. By Personalised Institutional PR model based on Corporate Social Responsibility and Online Reputation management concepts, the specific objectives of the National Information and Dissemination Campaign “Save Energy. Be Wise“(as outcomes) should have been achieved. SEEA implemented an integrated Strategy approach, accompanied by personal enthusiasm, e-partnership and cooperation with Internet portal of the European Commission Directorate – General for Energy and Transport [www.Managenergy.net](http://www.Managenergy.net) which aims to support the work of actors working on energy efficiency and renewable energies at the local and regional level. SEEA became the Official partner of the European Campaign to raise Awareness on energy efficiency and to change the energy landscape „Sustainable Energy Europe“. In view of the fact that Serbia is not the EU- member country and due to the lack of the relevant Legislation in Energy Efficiency issues in Serbia (the existing Energy Law is not aligned with the EU Directives and Regulation on Energy Efficiency), the Personalized PR model was designed to implement the Corporate Social Responsibility via both PR and Internet PR models. An interactive Web presentation [www.seea.sr.gov.yu](http://www.seea.sr.gov.yu) based on SMART model provided the specific, measurable, achievable, realistic and targeted outcomes. Personalized offline and online PR tactics have been implemented in all segments of the Awareness Campaign, including PR planning, organisation and monitoring and implied a creative, multidisciplinary and networking approach. The SMART customized and public - oriented PR could lead to intelligent savings and achieve a considerably higher level of energy efficiency in Serbia but can influence also the global trends in ecology by saving the Earth. Basically, any activity of the SEEA is not based on Stakeholders as an activity of a profit-oriented firm. Despite of the fact that SEEA is non-profit governmental organisation, Stakeholders give a firm pressure to act socially oriented. Stakeholders of SEEA are Ministries, local

authorities, European Commission, European Agency for Reconstruction, World bank and many decision makers, usually connected to the specific political and economical issues. On the other hand, they are hundred thousands of households composed of the different social groups with non homogeneous interests and many priorities. The Government budget hasn't provided funds for the Information-Dissemination Campaign in 2007/2008. The 35-days media Campaign was supported by Grant of the European Agency for Reconstruction in 2006 and its effects are still visible. They led to the self-assessed reputation management of the SEEA and allowed to construct and create a new Stakeholders group.

### ***2.1. Stakeholders - based personalized PR model***

SEEA has isolated the communication actions toward general public (2.000.0000 of households) and decision makers likely to deliver measurable results. SEEA grouped these communication activities together to create a mutually supportive set of messages aimed at specific target groups. These groups of communications activities (or "personalized packages") have defined results for a one-year implementation period. Together, these packages create a coherent strategic framework from which individual packages can be selected to align with SEEA's short-term goals, as market conditions evolve and budgets fluctuate. These packages are SMART (i.e. Specific, Measurable, Achievable, Relevant and Time-bound). At the same time, specified goals need to be incorporated into the "bigger picture". Following sections we will look at drivers of CSR which may guide us through the seven closely linked goals. Elkington (1997) sees them as revolutions (see Figure 1.1). The emerging roles of governments institutional Vs personalized PR approached could be perceived as the part of this revolution. Some correlation between PR and CSR (r)evolution may be explained by the transition from the Old Paradigm to the New Millenium's PR-CSR Paradigm. Subsequently, the personalized approach is Stakeholders – based and composed of European values and ethical implications, foreseen by the Elkington's seven "drivers" of the Sustainability Revolution:

	<b>Old Paradigm</b>	→	<b>New Paradigm</b>
<b>1 Markets</b>	Compliance	→	Competition
<b>2 Values</b>	Hard	→	Soft
<b>3 Transparency</b>	Closed	→	Open
<b>4 Life-cycle technology</b>	Product	→	Function
<b>5 Partnerships</b>	Subversion	→	Symbiosis
<b>6 Time</b>	Wider	→	Longer
<b>7 Corporate governance</b>	Exclusive	→	Inclusive

**Table 2.** Eclington: Seven Sustainability Revolution

Hughes & Demetrious<sup>10</sup> noticed that growing number of state and business organisations are trying to create new relationship with stakeholders that are inclusive, sustainable and aligned with the principles of CSR. Beyond the organisation *per se*, public relations practitioners have been known to help modify behavior of people and active groups by stimulating the flow of knowledge worldwide, by fostering mutual understanding through dialogue and consensus, and by helping people to understand one another better<sup>11</sup>. In such an uncertain situation Serbian PR industry is faced with Stakeholders expectations from governmental agencies to do “more with less” in order to achieve high visibility results. It requires also relevant budget for PR, marketing and advertising costs which is still not perceived at all. However, it has always been opportune to find a cost – effective but appropriate communication channel to disseminate the message in an “energy-efficient” way. It could be done by creating Networks and forming an alliance between diverse demographic groups and individuals via Internet. It can be called “new governmental activism” and should be compared with the “activism of Nongovernmental organizations” as reflected in this statement by US public relations conglomerate Burson Marsteller (1992): “Nongovernmental organizations (NGOs) have become one of the most important drivers of corporate responsibility since the mid-nineties. NGOs and citizens activists have gained attention and impact through the Internet, the global media and the socially responsible

<sup>10</sup> Hughes, P., Demetrious, K. (2006), “Engaging with Stakeholders or Constructing Them”, *JCC* 23, Autumn, 2006 Greenleaf Publishing.

<sup>11</sup> Moudoux, A. (1989), “The growing role of public relations in a changing world”, *International Public Relations Review*, n.12 (3).

investment (SRI) community. Their scrutiny and criticism of corporate conduct has succeeded in defining and driving policy agendas for entire sectors of the global economy”<sup>12</sup>. It makes extensive use of new communications technologies to make changes in attitudes at local, national and international level, but the initiative should be taken by governmental body. In view of this, SEEA decided to support the initiative of the Managenergy Online Drawing Competition, the portal of the European Commission – Directorate General for Energy and Transport. Regional drawing and photo competitions were held in several countries, culminating in a series of presentations by the local organisers. Serbia as the non EU country was eligible to participate because Internet as a media is dedicated to be e-inclusive. As the output of SEEA’s online PR activities, the most extensive regional competition was organised by the Serbian Energy Efficiency Agency: 7100 entries arrived from some 600 schools from Subotica to Novi Sad. These included 124 drawings processed by SEEA (in house) and photos that were submitted to the ManagEnergy competition. And finally, Serbian 10-years old Sofia Stojanac gained the Special prize. She was awarded by Managenergy portal as one of the most successful authors called “runners – up” Drawings. She shared her success with competitors from UK and Spain. Reflection group as the *spiritus movens* of the Drawing Online Competition was aware of the fact that the running of such a competition was a significant exercise for a local energy agency. SEEA as a national energy efficiency agency with one full-time member of staff covering the PR sector, shared a multitude of other responsibilities but was already in energy education. “However, in every case the competitions were an additional task, carried out on a goodwill basis, and driven forward by individuals with a genuine passion for helping children learn about energy saving, renewable resources and climate change. The efforts of the energy agencies really did make a difference - reaching hundreds of students and teachers in the UK, Denmark, Finland, Lithuania, Spain, Portugal, Romania and Serbia”- concluded the editor of [www.managenergy.net](http://www.managenergy.net). SEEA held a special prize presentation (in conjunction with an energy day celebrated on the 5<sup>th</sup>

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<sup>12</sup> Marsteller, B.(1992), “NGO Perspectives on Corporate Reputation and Responsibility“, Accessed June 2008 [www.corporate-env-strategy.com](http://www.corporate-env-strategy.com)

of March 2008.) and arranged for media coverage from local newspapers. The another method of Stakeholders-based personalized PR model can be achieved by the introduction and dissemination of the “soft path“paradigme which contains „triple bottom line“<sup>13</sup> into the technical working framework of energy efficiency systems. According to Vancley (2004), The Triple Bottom line is described as: social, environmental and economic performance; sustainable development, sustainable environment, sustainable communities; impact on society, the environment and economic sustainability; economic, environmental and social sustainability; economic prosperity, environmental quality and social justice; economic growth, ecological balance and social progress; economic growth, social progress and environmental health; economy, environment, equity; profit, people, planet (or planet, people, profit). The triple bottom line (TBL) focuses corporations not just on economic value they add, but also on the environmental and social value they add – and destroy. At its narrowest, the term «triple bottom line» is used as a framework for measuring and reporting corporate performance against economic, social and environmental parameters. At its broadest, the term is used to capture the whole set of values, issues and processes that companies must address in order to minimise any harm resulting from their activities and to create economic, social and environmental value. This involves being clear about the company's purpose and taking into consideration the needs of all company's stakeholders – shareholders, customers, employees, business partners, governments, local communities and the public (SustainAbility 2003: website)

## ***2.2. Motivation-based personalized PR model***

Stakeholders based PR model posits that SEEA possess both explicit and implicit contracts with various Stakeholders. As a result of honoring contacts, the Agency develops a reputation that helps determine the goals perceived by its Stakeholders. The motivation-based PR model is, however, a form of the implicit contract which have no legal standing and are referred to in the economic literature as self-

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<sup>13</sup> Elkington, J.,(1997), *Cannibals with Forks:The triple bottom line of 21<sup>st</sup> century business*, Cabstone:Oxford

enforcing relational contract. Implicit contracts become self-enforcing when the present value of a firm's gains from maintaining its reputation is greater than the loss of the firm reneges on its implied contracts<sup>14</sup>. Because CSR is fundamentally about voluntary business behavior, an approach involving additional obligations and administrative requirements for being counter-productive and would be contrary to the principles of better regulation. So, the SEEA participation on the Drawing Online Competition initialized by the Managenergy Internet portal was motivation-driven and conducted on a voluntary base. As communicated by the European Commission in its Communication COM (2006)<sup>15</sup> CSR practice are not panacea and are not on their be expected to deliver these outcomes. They are not substitute for public policy, but they can contribute to a number of public policy objectives, as awareness raising in energy efficiency and reputation management is. To motivate young people to be “good” by behaving in “energy efficient” way is a CSR mainstream business practice because the right knowledge and skills need to be developed between new generations. The directives like “Switch off the bulb” and “Turn off the light” are often unproductive. To let children understand the meaning of the energy efficiency concept formally education is not exclusive way. Working in the ally network could lead them to much more effective results. The pluralism of views can be shared and interchanged through Internet and Web based application, too. We live in pluralistic society, where many diverse groups exist and where power and responsibility are shared. The principle that the customer would rather not do harm to his environment or to society at large has spawned environmental friendliness in products and the growth of ethical investments<sup>16</sup>. Kitchen noticed that in looking why companies shoulder their responsibility to society, the importance depends to a great extent upon the individual's point of view. Views may range from the opinion that it does not matter what motivation of

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<sup>14</sup> Tesler, L. (1980), “Theory of Self-enforcing Agreements”, *Journal of Business*, pp. 27-44

<sup>15</sup> COM (2006) 136, *Implementing the partnership for growth and jobs : making Europe a pole of excellence on corporate social responsibility*, European Commission, Brussels

<sup>16</sup> Kitchen, F., (1997), *Public Relations: Principles and Practice*, International Thomson Business Press, London

the company is, as long as the outcome is desirable, to the opposite extreme: action taken purely for the self-interest of the company are worthless. However, the importance of the public opinion and the maintenance of good stakeholder relationships might lead to conclude that perceived motivation of the company is vital.

### **2.3. Conclusion: Education and Ethical implications**

Ethical implication is needed to consider the target public, the “who” with respect and empathy. Ethical considerations are based on the susceptibility of the target audience for the brand positioning statement, here referred as “Save Energy. Be Wise”. This may be to do with the age of the target public and recognition that young children and the elderly need special consideration<sup>17</sup> [17]. The e- inclusion may resolve the problem but much more results are expected from the formal education system. Serbian Energy Efficiency Agency prepared the education kit for primary schools in Serbia and energy efficiency issues entered in the education curricula in 2008 scholar year.

In late modernity, changing relationships between economy, society and state are fostering forms of political activity referred as new activism<sup>18</sup> [18]. Huges & Demetrious think that new activists are engaging in a range of extra-parliamentary activities, including extensive use of internet, to create political change at local, national and international level. As new activists become more effective, more sophisticated and, above all, more organized, traditional public relations or «PR spin» is increasingly exposed not just ineffective, but also unethical way to respond to criticism. Serbian Energy Efficiency Agency is one of state organisations trying to create new relationships with stakeholders that are inclusive, sustainable and

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<sup>17</sup> Ogbondah at al., (1991), *Internationalizing U.S. Public Relations: Educating for the Global Economy*, Public Relations Quarterly, 00333700, Winter91/92, Vol. 36, Issue 4

<sup>18</sup> Huges P. & Demetrious K., (2006), *Engaging with Stakeholders or Constructing them*, Greenleaf Publishing, Australia. Accessed on June 2008 on <http://www.greenleaf-publishing.com>

aligned with the principles of CSR, as well as with the European values, creating in that manner visibility, raising public awareness and trust in global activities based on the common sustainable future's vision.

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