FACTORY NEWSPAPERS IN VARAŽDIN, CROATIA FROM 1953 TO 1995 AS MEDIUM OF SELF-MANAGEMENT, COLLECTIVE IDENTITY AND INDUSTRIAL EVERYDAY LIFE

1. *Introduction*

The history of the media is most often focused on large newspaper titles, national editorial offices and public communication systems, while internal and semi-internal forms of the press, such as factory newsletters, often remain on the fringe of research interest. However, it is precisely such publications that provide valuable insight into the everyday communication practices of industrial society, into the relationship between work and ideology, and into the ways in which companies shaped their own institutional culture. In socialist Yugoslavia, factory newspapers were not just an addition to the production plant, but an integral part of the organizational, political and symbolic structure of the company. They combined the informative, educational and integrative function and participated in shaping the image of the worker, the collective and the social role of the company. In the case of Varaždin, this phenomenon is particularly important. In the second half of the 20th century, Varaždin was a strong industrial center, marked by the development of textile, food, wood, printing, transport and other branches of production.

Within such an economic and social framework, factory newspapers became a specific collective medium: they talked about production, plans, organizational changes and work results, but at the same time recorded cultural activities, sports events, anniversaries, retirements, workers' successes and internal tensions. In this way, they participated in shaping the image of the company as a working community, but also of the worker as a social subject. The subject of this paper are factory newspapers that were published in the Varaždin area in present-day Croatia from 1953 to 1995, that is, during the period of socialist self-management and its gradual transformation. The aim of the paper is not only to record individual newspapers, their editors and periods of publication, but also to analyze their broader social and communication function. Special

attention is paid to the question of how factory newspapers participated in the production of collective identity, how they transmitted ideological patterns of socialist society and how they reflected the concrete everyday life of work in Varaždin companies.

The paper starts from the standpoint that factory newspapers should be viewed in two ways: as an instrument of managerial and ideological integration and as an archive of everyday life. It is precisely in this duality that their research value opens up. On the one hand, they confirm the presence of official discourses about work, self-management, the collective and social responsibility. On the other hand, they leave traces of local industrial culture, relations between employees, professional aspirations, changes in the organization of work and the wider social atmosphere. In this sense, factory newspapers are not just a media phenomenon accompanying the industrial age, but an important historical source for understanding the relationship between the media, work and the local community.

This work is not only a chronological overview of factory newspapers, but also a comparative analysis of three levels: self-management ideologies and official discourse; everyday work and collective identity; and the late socialist and transitional shift towards reputation, market, and brand.

2. *Theoretical framework: factory newspapers as an instrument of industrial modernization and social integration*

Factory newspapers in socialist societies cannot be viewed solely as a technical means of internal information for employees. Their function was much broader: they were part of a modernization, educational, and ideological project that sought to shape a new society, a new work ethic, and a new type of social subject. In the Yugoslav context, especially after World War II, the process of accelerated industrialization was simultaneously a process of profound social transformation. A large number of residents entering the factory system came from rural, peasant, and predominantly agrarian backgrounds. Thus, the factory was not only a place of work, but also a place of socialization, discipline, education, and cultural transformation[1].

It is within this framework that the role of factory newspapers should be understood. They were one of the mechanisms through which newly arrived

[1] Splichal, S., *Media Beyond Socialism: Theory and Practice in East-Central Europe*, Boulder, Westview Press, 1994.

workers were included in the language of industrial society. Through factory newspapers, workers learned not only about business results, management decisions or the work of self-governing bodies, but also about the rules of conduct in the collective, about desirable work values, about social norms, about the importance of education, hygiene, cultural advancement and political participation. Factory newspapers were therefore a medium of transition from traditional to modern, from rural to industrial, from private and family framework to collective and organizational framework[2].

Such a process was also connected with literacy. In a society in which a significant part of the population had a low level of formal education immediately after the war, the development of the press in work organizations also had an educational function. Reading factory newspapers encouraged the habit of following written information, the adoption of administrative, political and professional language and the gradual inclusion of workers in the wider communication space of modern society. In this way, the newspapers participated in the creation of a functionally literate workforce, capable of understanding production processes, organizational decisions and the socio-political language of the time[3].

In addition to literacy in the narrow sense, factory newspapers also contributed to the cultural integration of workers. They published texts about cultural events, sports meetings, professional development, anniversaries and social activities of the collective. This offered the worker an image of a desirable life that was not limited only to production output but also included participation in the cultural and social life of the community. The factory was presented as a place of work, but also as a place of upbringing, education and progress[4].

In a theoretical sense, factory newspapers can be seen as the intersection of several functions. First, they were a means of organizational communication, because they conveyed information important for the functioning of the company. Second, they were a means of ideological legitimation, because they reinforced the values of socialist self-management, collectivism and social responsibility. Third, they acted as a tool of cultural modernization because they introduced workers to the patterns of an urban, industrial and literate society. Fourth, they were an instrument of symbolic integration, as they helped to shape the sense of belonging to the collective, the enterprise and the wider

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[2] Splichal, S., *Media Beyond Socialism*, op. cit.

[3] Simić, A., "Urbanization and Cultural Process in Yugoslavia", *Anthropological Quarterly*, XLVII, 1974, 2, pp. 211–227, https://doi.org/10.2307/3316581.

[4] Simić, A., "Urbanization and Cultural Process in Yugoslavia", op. cit.

social community. In this sense, factory newspapers were not only a reflection of the existing state of affairs, but also an active factor in social transformation. They participated in the transformation of the agrarian population into industrial workers, in the shaping of work habits and collective discipline, and in the construction of the identity of workers as carriers of modernization. Therefore, it is justified to view them as an important part of the history of the media, but also as part of the history of education, industrialization and social mobility[5].

Goals of factory newspapers

The goals of factory newspapers were multiple and cannot be reduced to the transmission of information within the company alone.

The first goal was informative. Factory newspapers served to timely inform workers about production results, plans, organizational changes, personnel issues, decisions of workers' councils and other issues important for the daily work of the company[6].

The second goal was educational and enlightening. One of the important functions was literacy and the dissemination of functional knowledge among workers. In this way, newspapers were included in a broader project of modernization and raising the educational level of the population, especially that part that entered the industrial work system from rural areas[7].

The third goal was ideological. Factory newspapers were supposed to reinforce the values of socialist self-management, worker participation, collectivism and social responsibility. Through their content, a desirable image of the worker as a conscious, active and socially responsible member of the collective was formed[8].

The fourth goal was integrative. The newspapers strengthened the feeling of belonging to the work organization. By publishing texts about workers, their

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[5] Archer, R. and Musić, G., "Approaching the Socialist Factory and Its Workforce: Considerations from Fieldwork in (Former) Yugoslavia", *Labor History*, LVIII, 2017, 1, pp. 44–66, https://doi.org/10.1080/0023656X.2017.1244331.

[6] Archer, R. and Musić, G., "Approaching the Socialist Factory and Its Workforce: Considerations from Fieldwork in (Former) Yugoslavia", op. cit., pp. 44–66.

[7] Bertsch, G. K. and Persons, K. L., "Workers' Education in Socialist Yugoslavia", *Comparative Education Review*, XXIV, 1980, 1, pp. 87–97, http://www.jstor.org/stable/1187398.

[8] Jurkat, K., "Erosion of Self-Management – A Yugoslav Factory in Post-Socialist Transition", SEER: Journal for Labour and Social Affairs in Eastern Europe, XX, 2017, 1, pp. 101–115.

successes, anniversaries, social events and joint activities, collective cohesion and a sense of common identity were created[9].

The fifth goal was disciplinary and normative. Factory newspapers did not only record reality but also shaped standards of behavior. They promoted work discipline, the norm of execution, responsibility towards work and the collective, orderliness, education and social engagement[10].

The sixth goal was cultural. Through cultural, sports, humorous and literary columns, the newspapers broadened the cultural horizon of workers and included them in the wider processes of urbanization and social upliftment[11].

It is precisely from such a theoretical framework that it is possible to more precisely understand the Varaždin examples of factory newspapers, which were not just bulletins of individual companies, but important media of industrial modernization, worker integration, and local social memory.

3. *Historical and social framework of factory newspapers*

The development of factory newspapers in socialist Yugoslavia should be viewed in the broader context of the political-economic model that, after World War II, was based on the idea of workers' self-management. After breaking with the Soviet model of centralized socialism, the Yugoslav system sought to build legitimacy on the principle of active participation of workers in the management of enterprises. In such a system, the media did not only have an informative function, but also an important role in shaping political and social consciousness. Factory newspapers were part of this broader communication network. They mediated between the work organization, political structures and employees, conveying the values of collectivism, work discipline, community and social responsibility[12].

In this context, their functions were multiple. Firstly, they served to inform about production goals, business results, organizational changes and

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[9] Archer, R. and Musić, G., "Approaching the Socialist Factory and Its Workforce: Considerations from Fieldwork in (Former) Yugoslavia", op. cit., pp. 44–66.

[10] Archer, R. and Musić, G., "Approaching the Socialist Factory and Its Workforce: Considerations from Fieldwork in (Former) Yugoslavia", op. cit., pp. 44–66.

[11] Popović, K., Despotović, M. and Stojanović, M., "Beyond the Iron Curtain: The Contribution of Yugoslavian Authors to Adult Education", no. 1, 2025, https://as.edu.rs/wp-content/uploads/2026/01/03-Popovic-et-all.pdf.

[12] Archer, R. and Musić, G., "Approaching the Socialist Factory and Its Workforce: Considerations from Fieldwork in (Former) Yugoslavia", op. cit., pp. 44–66.

decisions of workers' councils. Secondly, they acted as an instrument of political and ideological socialization because they conveyed desirable patterns of behavior and interpretations of social processes. Third, they had an integrative role: they encouraged workers' identification with the company, recorded joint activities and created a sense of belonging to the collective. They were also a space for controlled participation, because in them workers could make suggestions, criticisms and comments, but within the acceptable limits of official discourse.

The specificity of factory newspapers stemmed from their position between formal organizational communication and local everyday life. They were not professional media in the full sense of the word, but they had editors, editorial departments, columns and a recognizable rhythm of publication. Nor were they completely autonomous, because they operated within the institutional and ideological framework of the company and the political system of the time. It is precisely this borderline position that makes them a valuable subject of research: through them, both official narratives and everyday practices of work collectives can be followed.

4. *Varaždin as an industrial and communication center*

During the socialist period, the city of Varaždin in present-day Croatia was one of the important industrial centers of northwestern Croatia. The development of the textile, food, wood, leather, printing and transport industries created a dense network of labor organizations that were not only economic entities, but also important social and cultural centers. In this sense, the local media space was closely connected to the industrial structure of the city. In addition to the official local media, a series of internal factory publications were also developing that followed the lives of individual collectives[13].

The media ecosystem of Varaždin during that period was multi-layered. On the one hand, local newspapers and institutional media operated under the influence of political structures, and on the other, factory newspapers developed as a form of internal and semi-public communication. Their importance stems from the fact that they were often a more direct media channel than the official local press. While city newspapers covered broader social

[13] Blaži, J., "Factory Newspapers in Varaždin: The Phenomenon of Socialist Self-Management as an Ideological and Informational Tool (1945–1990)", *Podravina*, XXIV, 2025, 47, pp. 41–52.

and political topics, factory newspapers recorded the rhythm of working environments, micro-relationships within the company, and specific everyday problems[14].

This is precisely why Varaždin is a suitable place for studying factory journalism. A strong industrial base enabled the continuity of such publications, and the diversity of activities shows that factory newspapers were not reserved only for large textile systems, but also existed in the healthcare, transport, printing, woodworking and leather industries. Thus, the Varaždin example allows for the analysis of factory newspapers not only as a media genre, but also as an integral part of local industrial culture.

5. *Materials and methods*

The research is based on a qualitative and comparative analysis of factory newspapers published in the area of Varaždin and the wider Varaždin County from 1953 to 1995. This period was selected because it encompasses the full documented life cycle of factory newspapers in the researched area: from the appearance of the first such publication in the early socialist period, through the expansion of factory press during the mature phase of socialist self-management, to the gradual disappearance of these publications in the late socialist and transitional period. Outside this time frame, no comparable example of factory newspapers has been recorded in the observed local context.

The corpus includes all factory newspapers identified as being published in the Varaždin area during the observed period: *Varteksov vjesnik, Bobićev vjesnik, Visov vjesnik, Zdravstveni vjesnik, Koka, Cicero, VIKO Vijesti, ATP Novine* and *Levi's News*. The inclusion criterion was that the publication had to be issued by, or directly connected with, a work organization, factory, industrial system, public institution or production-related collective, and that its primary readership consisted of employees, members of the working collective, retirees or people institutionally connected with the organization. The corpus therefore does not include general local newspapers, political newspapers or commercial press, but only those publications whose function was internal or semi-internal communication within a work organization.

The selected period allows the analysis of several historically distinct but interconnected phases. The first phase refers to the early development of post-war industry in socialist Yugoslavia, when the modernization of society was linked

[14] Blaži, J., "Factory Newspapers in Varaždin: The Phenomenon of Socialist Self-Management as an Ideological and Informational Tool (1945–1990)", op. cit., pp. 41–52.

to industrialization, the education of the workforce and the gradual transformation of a predominantly rural population into industrial workers. In this period, factory newspapers had a pronounced political-educational and mobilizing function. The second phase refers to the period of developed socialism, marked by the expansion of industrial production, the stabilization of large work organizations and the wider institutionalization of workers' self-management. In this context, factory newspapers became more regular, more structured and more closely connected with the everyday life of the working collective. The third phase refers to late socialism, marked by economic crisis, organizational instability and the gradual weakening of the self-management model. In this period, some factory newspapers ceased publication, while others increasingly reflected problems of restructuring, business uncertainty and changes in the role of the enterprise. The final phase refers to the transition from socialism to a capitalist market system, in which only a small number of factory newspapers survived temporarily, but under significantly changed communication, ownership and symbolic conditions.

Methodologically, the paper applies qualitative content analysis combined with comparative case analysis. The aim is not only to describe individual newspapers and their periods of publication, but to identify recurring communication patterns, thematic emphases and changes in the representation of work, workers, collectives and enterprises. The analysis therefore observes factory newspapers as historical sources, as media of internal communication and as symbolic instruments through which work organizations articulated their identity, values and social role.

The analytical categories used in the comparative analysis were derived inductively from the recurring sections, columns and thematic structures of the newspapers. Factory newspapers were, as a rule, relatively clearly structured publications. Their internal organization often included recognizable and repeated sections devoted to production results, workers' councils, business plans, social activities, workers' achievements, sport, culture, professional education and, in later examples, market positioning and public image. Although not all categories are equally present in all newspapers, due to the specific nature of particular industries and institutions, the same broader thematic patterns can be identified across the corpus.

The first analytical category refers to official self-management and organizational discourse. This category includes texts on workers' councils, management bodies, production plans, business results, financial reports, collective responsibility and the role of employees in decision-making processes. Such texts are usually positioned on the first pages of the newspapers, which indicates their importance within the communication hierarchy of factory press. They

are particularly relevant for understanding how the enterprise presented itself as a self-managed working community and how official institutional narratives were communicated to employees (Table 1.).

The second category refers to industrial everyday life. It includes articles on work processes, production units, everyday problems in the workplace, interpersonal relations, organization of labour, work discipline, safety, productivity and the practical functioning of the collective. This category is especially important because it allows factory newspapers to be read not only as instruments of official communication, but also as archives of everyday working life. However, the presence of this category varies significantly depending on the type of organization. In newspapers connected with classical industrial production, such as textile, food, leather, wood or transport companies, the everyday life of the working collective is more visible. In *Zdravstveni vjesnik*, by contrast, the emphasis is less on "factory" everyday life in the narrow sense and more on health prevention, professional obligations, institutional organization and social activities of healthcare workers. Similarly, *Levi's News*, as a fashion- and brand-oriented publication, rarely focuses on production-floor everyday life, while Cicero, despite being connected with the printing industry, pays less attention to the everyday work of printing plants and more to organizational and institutional information (Table 1.).

The third analytical category refers to collective identity and social integration. This category includes texts on workers' anniversaries, awards, retirements, cultural events, sports activities, excursions, voluntary work, celebrations and personal achievements of employees. In almost all analysed newspapers, such content appears immediately after the dominant texts on workers' councils, production plans and institutional responsibilities. These texts are important because they show how factory newspapers constructed the worker not only as a producer, but also as a member of a broader social and emotional community. Through such content, the enterprise was represented as a collective space of belonging, solidarity and shared memory (Table 1.).

The fourth category refers to professional education, discipline and modernization. This includes texts that sought to educate workers, promote literacy, explain new regulations, encourage professional development, improve work discipline or communicate safety rules. This category is particularly important in the context of post-war modernization and the transformation of the labour force. In some newspapers, the educational function is directly connected with the specific industry. For example, in *ATP Novine*, traffic safety and professional responsibility are more visible due to the nature of transport work, while in *Zdravstveni vjesnik* educational and preventive content is linked to healthcare, professional ethics and the institutional role of medical workers (Table 1.).

The fifth analytical category refers to market discourse, reputation and brand communication. This category is especially relevant for the late socialist and transitional period. It includes texts dealing with competitiveness, market position, product quality, external perception of the company, media image, branding, visual identity and promotional communication. This category is less visible in early and mature socialist factory newspapers, where the dominant discourse is oriented toward the collective, self-management and production. However, it becomes more important in later publications, particularly in *VIKO Vijesti*, *Koka* and *Levi's News*. The appearance of such content indicates a gradual transformation of the communication model: from the newspaper as a medium of the self-managed working collective toward the newspaper as an instrument of organizational reputation, market adaptation and corporate identity (Table 1.).

The comparative dimension of the analysis is organized on two levels. The first level is diachronic and follows changes across time: from the political-educational function of the 1950s, through the internal communication and collective integration of the 1960s and 1970s, to the crisis of the self-management model in the 1980s and the emergence of market-oriented communication in the early 1990s. The second level is sectoral and compares newspapers from different types of organizations: textile industry, wood and furniture industry, healthcare, food industry, leather and footwear industry, printing and publishing, transport and fashion-oriented production. This approach makes it possible to identify not only what factory newspapers had in common, but also how their communication functions differed depending on the type of work organization.

Particular attention is paid to the relationship between official narratives and everyday practices. Official narratives include texts that reproduce the values of socialist self-management, collective responsibility, planned production and institutional loyalty. Everyday practices are identified in texts on workers, workplace problems, social life, professional routines, sports, culture and informal forms of collective belonging. By comparing these two levels, the analysis seeks to show how factory newspapers simultaneously legitimized the official social order and preserved traces of concrete industrial everyday life.

The study also pays special attention to the transitional transformation of factory newspapers. In this respect, *Bobićev vjesnik, Koka* and *Levi's News* are particularly important. *Bobićev vjesnik* is relevant as a document of the disappearance of a socialist industrial community and the collapse of the socio-economic model in which factory newspapers had originally developed. *Koka* is important because it continued to be published into the transitional period and therefore offers insight into the gradual weakening of the self-management communication model. *Levi's News*, on the other hand, represents

a different communication horizon, marked by fashion, branding, visual identity and market promotion. These examples make it possible to observe how the language of the working collective was gradually replaced by the language of the market, company image and corporate communication. The research has several limitations. First, the analysis depends on the availability and preservation of individual newspaper issues. The corpus does not necessarily allow equal coverage of all years and all titles. Second, the study does not use quantitative content analysis, so it does not measure the exact frequency of themes, terms or categories across the entire corpus. Instead, it focuses on qualitative interpretation, comparison and identification of dominant patterns. Third, factory newspapers were institutionally embedded publications, which means that they cannot be read as fully autonomous expressions of workers' voices. Their content was shaped by editorial, organizational and ideological frameworks. Nevertheless, precisely because of this institutional position, they are valuable sources for understanding how work organizations communicated with employees, how they constructed collective identity and how they adapted to broader social and economic changes. In this sense, the methodological approach combines archival analysis, qualitative content interpretation and comparative historical reading. Factory newspapers are treated not only as sources of information about individual enterprises, but also as media forms through which broader processes of

Table 1 Analytical categories used in the comparative analysis of factory newspapers.

Analytical category	Main indicators	Most visible in	Interpretive focus
Official self-management and organizational discourse	workers' councils, plans, reports, collective responsibility	all newspapers	legitimization of the self-managed enterprise
Industrial everyday life	work processes, workplace problems, production units, interpersonal relations	Varteksov vjesnik, Visov vjesnik, Koka, ATP Novine	factory newspapers as archives of everyday work
Collective identity and social integration	anniversaries, awards, sport, culture, retirements, workers' achievements	all newspapers	construction of belonging and collective memory
Professional education and discipline	safety, regulations, training, preventive content, professional obligations	ATP Novine, Zdravstveni vjesnik, Varteksov vjesnik	modernization, discipline and professional socialization
Market, reputation and brand discourse	competitiveness, external image, product quality, branding, visual identity	VIKO Vijesti, Koka, Levi's News	transition from self-management to market communication

socialist modernization, self-management culture, industrial everyday life and post-socialist transition can be reconstructed (Table 1.).

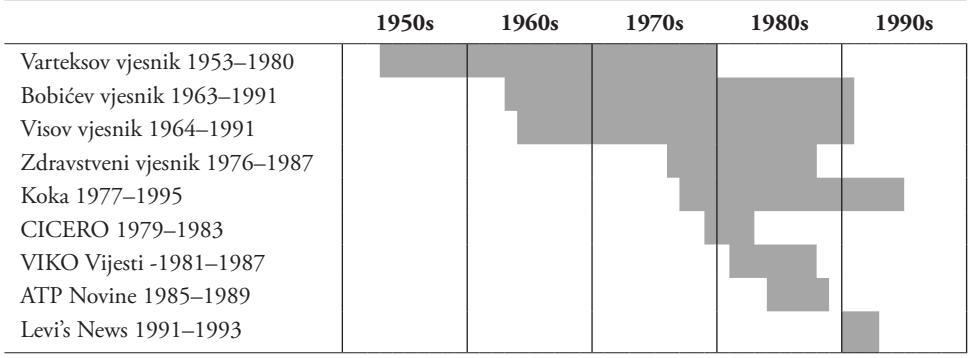
6. *Varaždin examples of factory newspapers*

If we look at them in stages, the beginnings of the publication of Varaždin factory newspapers clearly follow the developmental dynamics of Yugoslav socialism. The 1950s are marked by the establishment of a self-management model and the need to shape a new workforce, which is why factory newspapers have a pronounced political-educational and disciplinary function. The 1960s bring the strengthening of the industrial base and the stabilization of labor organizations, so newspapers become a more permanent and organized medium of internal communication. The 1970s represent the peak of the self-management system, in which factory newspapers act as an important tool for collective identification, socialization and cultural integration of employees. The 1980s, although still marked by the presence of such newspapers, at the same time show signs of weakening the institutional and ideological framework that maintained them. This confirms that factory newspapers were closely connected to the political, economic and social rhythm of socialist Yugoslavia.

The timing of the cessation of publication of Varaždin factory newspapers shows that their closure was not accidental, but rather followed broader social and economic changes. The first group consists of newspapers that disappeared between 1987 and 1989, such as *Zdravstveni vjesnik*, *VIKO Vijesti* and *ATP Novine* (Table 2.), which can be interpreted as a sign of the gradual weakening of the self-governing communication model even before the final political collapse of Yugoslavia. At that stage, it is evident that the factory newspapers were finding it increasingly difficult to maintain their institutional, financial and ideological function. The second, crucial group consists of newspapers that ceased publication in 1991, primarily *Bobićev vjesnik* and *Visov vjesnik* (Table 2.). Their cessation coincided with the war events, the collapse of the Yugoslav socio-economic system and the beginning of privatization processes, which is why 1991 can be seen as a symbolic year of the end of the era of factory newspapers as a media of the working collective. In this sense, 1987–1989 was a period of erosion, and 1991 was the year of the turning point (Table 2.). The exception is partly the newspaper *Koka*, which survived until 1995, which shows that certain forms of internal communication continued after the political transition, but under significantly changed ownership and organizational circumstances. Different sectors of production have reflected their specificities on factory newspapers. Thus, the textile industry emphasizes the stabilization

of large (female) work collectives, work discipline, productivity and self-management, the wood industry emphasizes craft heritage, tradition. Healthcare, on the other hand, emphasizes professional ethics, public service, work duties and prevention. The transport industry writes about safety, education, informing the public. *Zdravstveni vjesnik* and the *ATP Novine* have this educational emphasis, one that relates to preventive health care, hygiene procedures, vaccination promotion and other information related to health prevention. The *ATP novine*, on the other hand, promoted traffic education from schoolchildren to professional transport workers. The leather and food industries write about quality, market, reputation. The fashion industry, on the other hand, shaped its news on visuality, trends and the post-socialist turn.

Table 2 Periods of publication of factory newspapers in Varaždin (Source: Authors).



The Varaždin factory newspapers analysed in this study do not form a homogeneous group. Although they all emerged from the broader context of internal or semi-internal communication within work organizations, their functions, thematic emphases and communication styles varied depending on the size and type of the organization, the sector in which it operated and the historical moment in which the publication appeared (Table 3.). For this reason, the newspapers are not presented here as a simple chronological sequence of individual titles, but are grouped into three broader analytical categories. The first group consists of **newspapers of large production and industrial collectives**: *Varteksov vjesnik*, *Bobićev vjesnik*, *Visov vjesnik*, *Koka* and *VIKO Vijesti*. These publications were closely connected with large manufacturing systems and most clearly reveal the classical functions of factory newspapers in socialist Yugoslavia: informing workers about production, legitimising self-management,

promoting work discipline and shaping collective identity. The second group consists of **newspapers of institutions, service organizations and infrastructural systems**: *Zdravstveni vjesnik*, *Cicero* and *ATP Novine*. These publications demonstrate that the factory-newspaper model was not limited to classical industrial production. It was also adapted to healthcare, printing and transport, where the emphasis shifted toward professional cohesion, institutional communication, public service and sector-specific educational functions. The third group comprises **transitional and market-profiled publications**, represented most clearly by *Levi's News*, but also anticipated in some late issues of *Koka*, *VIKO Vijesti* and *Bobićev vjesnik*. These newspapers reveal the gradual weakening of the self-management communication model and the emergence of new discourses centred on business crisis, public image, product quality, fashion, branding and market positioning. In this group, the factory newspaper begins to move away from the model of a medium of the workers' collective and approaches the logic of corporate and promotional communication. This tripartite structure makes it possible to observe both continuity and transformation. Across all three groups, factory newspapers functioned as media of organizational integration, but the dominant meaning of that integration changed: from the self-managed industrial collective, through sectorally adapted institutional communication, to transitional and market-oriented company identity. Instead of treating each newspaper as a separate descriptive unit, the analysis groups the publications according to their dominant communication function. This structure makes it possible to compare newspapers across sectors and periods, and to trace the transformation from self-management discourse to institutional, professional and market-oriented communication.

Table 3 Analytical grouping of Varaždin factory newspapers.

Analytical group	Newspapers	Dominant communication focus
Newspapers of large production and industrial collectives	*Varteksov vjesnik*, *Bobićev vjesnik*, *Visov vjesnik*, *Koka*, *VIKO Vijesti*	Self-management, production, worker identity, collective integration
Newspapers of institutions, service organizations and infrastructural systems	*Zdravstveni vjesnik*, *Cicero*, *ATP Novine*	Professional cohesion, institutional communication, sector-specific education
Transitional and market-profiled publications	*Levi's News*, with transitional tendencies in late *Bobićev vjesnik*, *VIKO Vijesti* and *Koka*	Market discourse, reputation, branding, visual identity, post-socialist transformation

6.1 *Newspapers of large production and industrial collectives*

The first and most representative group of Varaždin factory newspapers consists of publications issued by large production and industrial organizations: *Varteksov vjesnik* (1953–1980), *Bobićev vjesnik* (1963–1991), *Visov vjesnik* (1964–1991), *Koka* (1977–1995) and *VIKO Vijesti* (1981–1987). These newspapers emerged from work organizations that employed large numbers of workers and had a strong presence in the economic and social life of Varaždin. Their communication function was therefore closely linked to the need to integrate extensive collectives, transmit official information, shape work discipline and symbolically affirm the company as a self-managed community.

Among these publications, *Varteksov vjesnik* represents the most paradigmatic example of an early and mature socialist factory newspaper. As the internal newspaper of one of Varaždin's largest textile companies, it regularly reported on production plans, workers' councils, organizational issues, labour achievements, cultural activities and sports events. A representative issue is shown in Fig. 1.

Its communication structure clearly reflected the ideals of self-management: the worker was represented not merely as an employee, but as a participant in decision-making and as a member of a broader collective. The article on the XVI regular session of the workers' council from 1961 is particularly indicative in this respect. By placing the workers' council at the centre of newspaper coverage, *Varteksov vjesnik* presented self-management not as a distant institutional framework, but as a key component of everyday organizational legitimacy. The article discussed here is reproduced in Fig. 2.

A related communication model can be observed in *Visov vjesnik*, the newspaper of the Varaždin Silk, Garment and Umbrella Industry. Like *Varteksov vjesnik*, it was rooted in a large textile and garment collective and regularly combined reports on production, management and organizational changes with articles on social life, visits, celebrations and the public recognition of the company. Examples of the publication and its reporting on the Winter Olympic Games delegation are shown in Figs. 3 and 4.

The article on the visit of the Winter Olympic Games management delegation to VIS illustrates how the newspaper linked the internal identity of the collective with external prestige. In comparison with *Varteksov vjesnik*, which more visibly emphasized self-management institutions, *Visov vjesnik* placed somewhat stronger emphasis on the symbolic affirmation of the enterprise's reputation and on the projection of success beyond the immediate factory environment. Nevertheless, both newspapers shared a common communicative purpose: they constructed the company as a stable, productive and socially meaningful collective.



RADNIH KOLEKTIVA PODUZEĆA „VARTEKS" I „VIS"

varteksov vjesnik

VARAŽDIN, 20. I 1963. GODINA XI — BROJ 2

KORAK NAPRIJED U OSVAJANJU SUVREMENE ORGANIZACIJE POSLOVANJA

Izrađen i odobren poslovnik o obračunu i isplati osobnih dohodaka

ZAVRŠENO PRESELJAVANJE PROIZVODNIH SKUPINA IZ STARE ŠIVAONICE U NOVU

KONFEKCIONERI PRIVREMENO POD ZAJEDNIČKIM KROVOM

NA SAJMU »MODA 1963« U LJUBLJANI

NAGRAĐENI UZORCI NAŠIH TKANINA

Figure 1 *Varteksov vjesnik* (Source: Varteksov vjesnik, no. 2, 1963, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=103&godina=1963&broj=000002&E= (last accessed 9 April 2026))



ODRŽANA XVI REDOVNA SJEDNICA RADNIČKOG SAVJETA

Najznačajnija odluka od početka radničkog upravljanja u poduzeću Varteks

Radnički Savjet poduzeća

- Zborovi proizvođača i radnički Savjeti tvornica dobili materijalnu osnovicu upravljanja
- Upravni odbori tvornica- novi organi upravljanja

Figure 2 Article from *Varteksov vjesnik* (1.7.1961, No. 26) about the XVI regular session of the workers' council (Source: Varteksov vjesnik, no. 26, 1961, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=103&godina=1961&broj=000026&E= (last accessed 9 April 2026))

Bobićev vjesnik, the newspaper of the furniture manufacturer "Florijan Bobić", also belongs to this model of large industrial collective communication, but its long publication span makes it especially valuable for observing historical change. A representative issue is shown in Fig. 5.

In earlier phases, it performed functions similar to those of *Varteksov vjesnik* and *Visov vjesnik*: it informed workers about business operations, interviewed employees and managers, and cultivated a sense of shared industrial tradition. However, in its later issues, especially at the end of the 1980s and beginning of the 1990s, the tone of the newspaper began to change. The article on company losses in the first quarter of 1990 is significant because it shifts the emphasis from the affirmative language of collective growth toward the vocabulary



BROJ 249
GODINA XI
20. OŽUJKA 1974.

Visov vjesnik

LIST RADNOG KOLEKTIVA VARAŽDINSKE INDUSTRIJE SVILE, KONFEKCIJE I KIŠOBRANA

Odlučno ne iredenti!

Jedinstvena odlučnost naroda i narodnosti Jugoslavije na provokacije talijanske vlade premijera Rumora, koja se »protestnim notama« njihova ministarstva vanjskih poslova od 21. veljače i 11. ožujka ove godine — u stvari — i službeno poistovetila s desetljećima dugim fašističkim i iredentističkim posezanjima za neprikosnovenim dijelovima jugoslavenskoga integralnog teritorija, ne samo da je najbolji odgovor naše zemlje na te vrlo opasne provokacije nego je sjajno i upozorenje talijanskim revanšistima i svim ostalim sličnim »stratezima«.

Izbrisali su, očito, potpuno pogrešan trenutak, jato kao što su — uostalom — uvijek bili i bit će u zabludi kada svoje »računice« i sve ostale avanturističke imperijalističke i fašističke ambicije i pretenzije (bez obzira na to iz koje zemlje dolazile) zasnivaju na (po njihovim ocjenama i prognozama) »unutrašnjoj nestabilnosti i podijeljenoj jedinstvenosti« Jugoslavije.

Dokazalo se to i ovaj put, u povodu najnovijih provokacija iz Italije, ali isto tako i na onima što dolaze iz Austrije, Grčke, Bugarske itd. Zašto na najpreciznijih način narodi i narodnosti naše zemlje protekših su dana kao jedan čovjek izrazili nepokolebljivu odlučnost da potpuno stoje iza stavova Saveznog izvršnog vijeća iznesenih u našem odgovoru na talijanska nota i da su spremni da i oružjem (ako zatreba) brane nepokolebljivost jugoslavenskih granica.

Jer, dobro smo svjesni da se opasnosti i prijetnje ne mogu diferencirati. Granači svuda padaju, npr., Socijalistička Republika Makedonija, i Slovenac i Hrvat i Srbin i svi ostali naši narodi i narodnosti brane i svaki svoju slobodu, svoja ognjišta, i sada, u ovom konkretnom slučaju nove iredentističke provokacije, braneći Buje, Umag, Piran, Koper i granice na Soči, branimo zapravo cijelu Jugoslaviju, zajedničku socijalističku i samoupravnu domovinu svih nas.

Ta jedinstvenost zapravo je i najveća snaga Jugoslavije.

IZBORI U OOUR-ima U VIS-u PUNA BIRALIŠTA

- Od predloženo 143 kandidata u delegacije OOUR-a i RZ VIS-a izabran 101 delegat od čega je 60 žena-radnica
- Od ukupnog broja upisanih birača glasalo 93 posto

Te srijede, 20. ožujka, u našoj je radnoj organizaciji bilo svečanije, nego ostalih radnih dana. Bio je to dan izbora. Dan kada su radnici birali najbolje od najboljih kandidata za članove delegacije našeg poduzeća. Svuda i na svakom koraku zapažali smo svečano raspoloženje i raspragana lica birača, koji su punili ukrašena biралišta.

Od ukupnog broja upisanih birača glasalo je 93 posto, što je izvanredni rezultat, pogotovo ako se ima na umu da nisu glasali jedino oni koji su se toga dana našli na službenom putu, ili na bolovanju. U tri izborne jedinice, a na više biралišta, radnici su u delegacije izabrali 101 člana, od 143 predložena kandidata. Ohrabruje činjenica da su se ostvarile ranije smjernice društveno-političkih organizacija, pa je tako u delegacije izabrano 60 žena-radnica. To je i logično kada se zna da više od 70% zaposlenih u našem poduzeću čine žene.

Prvi su glasali radnici noćne smjene, za koje su birački mjesta bila otvorena u pet sati. Kad su na posao došli radnici jutarnje smjene svatko je htio što prije obaviti glasanje, pa su se pred biralištima stvorili dugački redovi. Praktički oni su izvršili glasanje od šest do osam sati. Čekalo se samo na radnike druge smjene, koji su također, odmah po dolasku na posao, izvršili svoju dužnost glasanja.

Rezultati glasanja str. 2

Figure 3 *Visov vjesnik* (Source: Visov vjesnik, no. 249, 1974, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=104&godina=1974&broj=000249&E= (last accessed 9 April 2026))



Figure 4 Article about the visit of the management of the Winter Olympic Games to VIS. No. 420, 1981, (Source: Visov vjesnik, no. 420, 1981, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=104&godina=1981&broj=000420&E= (last accessed 9 April 2026))



bobićev vjesnik

GLASILO RO MUNDUS »FLORIJAN BOBIĆ« VARAŽDIN

Godina VIII Varaždin, srpanj-kolovoz 1987. Broj 71-72

USPIO REFERENDUM

I pored godišnjih odmora str. 12

OOUR PROIZVODNJA NAMJEŠTAJA

Izabrani organi samoupravljanja str. 12

POSLOVANJE RADNE ORGANIZACIJE U PRVOM POLUGODIŠTU

Rezultati ohrabruju i mobiliziraju

VJEŽBA PROTUPOŽARNE ZAŠTITE U SKLOPU NNNI '87

Stalna provjera - mirniji san

SANACIJA GUBITKA U OOUR DI PERUŠIĆ

Nema potrebne garancije str. 3

IZVRŠNI ODBOR SINDIKATA PROIZVODNJE STOLICA

Potrebno obostrano povjerenje str. 4-5

Figure 5 *Bobićev vjesnik* (Source: Bobićev vjesnik, no. 71, 1987, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=107&godina=1987&broj=000071&E= (last accessed 9 April 2026))

of crisis, financial instability and uncertainty. When read comparatively with the earlier self-management and production-oriented discourse of *Varteksov vjesnik*, this example illustrates the erosion of the communication model on which socialist factory journalism had been built. The article on the company's first-quarter loss is reproduced in Fig. 6.



POSLOVANJE U PRVOM TROMJESEČJU 1990.

Ukupno gubitak

U ovom času poznat je (objavljena informacija) poslovni rezultat svakog poduzeća i Stručnih službi, te Složenog poduzeća »Mundusa«, ostvaren u prvom kvartalu ove godine. Prvo da ponovimo što čini poslovni rezultat, pošto su u sklopu reforme donijeti i novi zakoni o računovodstvu i financijskom poslovanju. U njima je jedna od novosti i dobit, kao mnogo čišća kategorija kod određivanja poslovnog rezultata.

Prema tome, poslovni rezultat čine ostvareni dohodak, odnosno dobit ili gubitak. U rezultatu se najprije utvrdi ukupni prihod od kojeg se odbiju ukupni rashodi, a rezultat toga je bruto dobit.

Kada toj bruto dobiti dodamo bruto osobne dohotke koji su sadržani u realiziranim proizvodima i uslugama dobijemo dohodak. Iz ostvarenog dohotka se pokrivaju gubici iz proteklih perioda, nadoknađuje se udio u zajedničkom dohotku s drugim poduzećima i osobni dohoci radnika iz proizvodnje i usluga što ne ovise o dobiti. Sve što ostane čini **dobit.** Iz dobiti se nadoknađuju porezi i doprinosi, a ostatak se raspoređuje na akumulaciju, bruto osobne dohotke i investicijsku zajedničku potrošnju.

Prema ovakvom poslovnom ra-

Figure 6 Article about the loss made in the first quarter of 1990 *Bobićev vjesnik* 1.5.1990., No. 98. (Source: Bobićev vjesnik, no. 98, 1990, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=107&godina=1990&broj=000098&E9999= (last accessed 9 April 2026))

The newspaper *Koka*, published by the food company of the same name, further expands this group by showing how the factory newspaper functioned in the agro-food industry. It was distributed to workers and retirees and had a strong mobilizing and integrative role. Its content covered self-management, production plans, interpersonal relations, business goals and the everyday life of the collective. In this respect, *Koka* closely resembles the earlier industrial

newspapers, particularly in its tendency to represent the company as a social community rather than merely an economic organization. At the same time, because it continued to be published until 1995, it also offers insight into the gradual weakening of the traditional factory-newspaper model during the transition period. Its longevity confirms the resilience of internal collective communication, but its eventual disappearance after ownership and organizational changes shows how closely such publications were tied to the socio-economic framework of self-management. A representative issue of Koka is shown in Fig. 7.


OSTVARUJE SE IZVOZNI ZADATAK PLANIRAN ZA 1985. GODINU U VRIJEDNOSTI 8.600.000 DOLARA

Sve značajniji izlaz u svijet

STRANA 5.

NA FARMI 19 SAMI UREDILI OBJEKTE ZA PROIZVODNJU

Uspješno položen ispit!

STRANA 5.

koka

GODINA IX Varaždin 1985. Broj 79

40 godina od prvog Titovog govora u slobodnoj zemlji

ZAJEDNICA OPĆINA VARAŽDIN PREDLOŽILA MJERE ZA BRŽI RAZVOJ PERADARSKE PROIZVODNJE

Peradarstvo – najkraći put do mesa

U završnici preko Drave

Figure 7 *Koka* (Source: Koka, no. 79, 1985, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=301&godina=1985&broj=000079&E= (last accessed 9 April 2026))

VIKO Vijesti, the newspaper of the Varaždin Leather and Footwear Industry, belongs to the same production-industrial group, but it also points toward a later development in the history of factory journalism. Alongside reports on business operations, production plans and organizational reforms, the newspaper introduced a stronger concern with the company's external image. The column "Others about us" is especially noteworthy because it shows that the enterprise monitored and reproduced how it appeared in the wider public sphere. This element distinguishes *VIKO Vijesti* from earlier, more internally focused newspapers such as *Varteksov vjesnik*. While the classical factory newspaper primarily worked to shape the self-image of the collective from within, its concern with external perception is evident in the representative issue shown in Fig. 8.

VIKO Vijesti increasingly linked internal communication with reputation management. This shift anticipates the more explicitly market-oriented language that would become visible in transitional publications such as *Levi's News*.

Taken together, the newspapers of large production and industrial collectives reveal a common communication matrix: the enterprise is represented as a community of work, self-management and belonging. Yet this matrix is not static. *Varteksov vjesnik* and *Visov vjesnik* best embody the stabilized self-management model; *Bobićev vjesnik* and *Koka* show the strains placed on that model during the economic and political crisis of the late socialist period; and *VIKO Vijesti* signals a gradual opening toward reputation and external image. In this sense, these publications form not merely a group of similar newspapers, but a diachronic sequence through which the transformation of factory communication can be traced. The comparison of these five newspapers therefore shows that the production-industrial group was internally differentiated. *Varteksov vjesnik* represents the normative core of self-management factory journalism; *Visov vjesnik* adds the dimension of external recognition and prestige; *Bobićev vjesnik* records the crisis of the industrial collective; *Koka* demonstrates the persistence of internal collective communication into the transitional period; while *VIKO Vijesti* anticipates the shift toward reputation and public image. Their analytical value lies precisely in this sequence, because together they show not only the existence of factory newspapers, but also their gradual transformation.

6.2 *Newspapers of institutions, service organizations and infrastructural systems*

The second group consists of *Zdravstveni vjesnik* (1976–1987), *Cicero* (1979–1983) and *ATP Novine* (1985–1989). These publications are important because they demonstrate that the logic of the factory newspaper was not confined to classical manufacturing enterprises. A representative issue of Zdravstveni vjesnik is shown in Fig. 9.



Simbol odanosti Titovom djelu

ŠTAFETA MLADOSTI STIŽE U VARAŽDIN 16. SVIBNJA

Štafeta mladosti, taj simbol ljubavi i odanosti omladine svih naših naroda i narodnosti Titovom djelu već je na svojem putu dugom tisuće kilometara daljnu ciljele naše zemlje.

Mladi radnik zadarske »Otočanke« Marin Matošić bio je prvi nosilac ovog našeg zavjeta bez Tita pred nama, ali s Titom u nama.

I radni ljudi, omladina i građani našeg Varaždina dočekat će svečano kao i svake godine ovaj simbol mladosti i odanosti voljenom Titu. **Bili će to 16. svibnja**, a kako je predviđeno u naš će grad štafeta stići u **8 sati i 15 minuta**. U Varaždinu će se štafeta mladosti zadržati, kako je predviđeno, 20 minuta, ali do zaključenja ista nismo mogli saznati trg na kojem će se obaviti svečanost.

VIKO

GODINA IV BROJ 22

VARAŽDIN, travanj 1983.

LIST RADNE ORGANIZACIJE VARAŽDINSKE INDUSTRIJE KOŽE I OBUĆE

VIJESTI

Izvozu više pažnje

TEMATSKA KONFERENCIJA DPO ODRŽATI ĆE SE U SUBOTU, 23. TRAVNJA

Proše godine realiziran je izvoz VIKO u vrijednosti od 491 milijun 132 tisuće dinara. Od toga je na konvertibilno područje izvezeno 26 posto, a na klirinško područje 74 posto robe. U odnosu na plan od 547 milijuna 872 tisuće dinara, realizacija izvoza u 1982. godini čini samo 52 posto.

Ovaj podatak ukazuje na zagrantost problematike izvoza u našoj radnoj organizaciji, te je to jedan od razloga što je odlučeno da se prva ovogodišnja Tematska konferencija Saveta komunista i drugih DPO posveti problematici izvoza.

Kako VIKO spada u red najznačajnijih radnih organizacija koje su se počele orijentirati na izvoz, isavim je logično da su komunisti odlučili da u problematici izvoza raspravljaju na Tematskoj konferenciji.

Valja istaći, da će Konferenciji prisustvovati uz članove Saveza komunista i članovi izvršnih odbora OO sindikata, drugih društveno-političkih organizacija, organa samoupravljanja, kao i članovi savjetodavno-poslovodnog odbora.

S obzirom na značaj teme, Zaključci Tematske konferencije trebaju se odnositi na rješenja problema izvoza što bi dovelo do njegovog značajnijeg rasta, a to bi poboljšalo čestitu bilancu VIKO, a također bi imalo utjecaja na poboljšanje deviznog platnog prometa cijele zemlje.

Konferencija će se održati 23. travnja (subota) u velikoj dvorani Restorana »Istra« s početkom u 8 sati.

U SUSRET PRAZNIKU RADA

SRETAN VAM PRAZNIK

Još nas nekoliko dana dijeli od 1. svibnja praznika rada, kojeg već po starom običaju praznujemo svatko na svoj način.

Ipak, proslava 1. maja nije ono što mi sada radimo. Mi smo od tog praznika, koji obilježava revolucionarnu borbu proletarijata, napravili nekoliko slobodnih dana za vikende ili ćak radove na poljima. A u našoj radnoj sredini vrlo malo činimo da dostojno obilježimo taj dan. Dan, kada su još 1886. godine radnici u Chicagu masovno štrajkali i tražili po prvi puta osmosatno radno vrijeme.

U svjetskoj i našoj povijesti Prvi se je maj uvijek slavio održavanjem demonstracija protiv vladajuće kapitalističke klase. Iz godine u godinu demonstracije su se ponavljale s manje ili više uspjeha. Iz godine u godinu sve je više bilo krvi na ulicama na kojima su se vodile burbe između radnika i policije i žandarmerije. Ali unatoč svemu krvoprolića masovne su demonstracije rasle iz godine u godinu. Već 1889. godine na I kongresu II internacionale, odlučeno je da se 1. svibnja održavaju masovne demonstracije za zahtjevom za osmosatno radno vrijeme. Već godinu dana kasnije u Beču, Budimpešti, Parizu i u Engleskoj organizirali su masovni skupovi sa po 23 tisuće, odnosno čak 200 tisuća radnika.

U našoj se zemlji prvi puta 1. svibnja slavi 1889. godine, a već se radničke demonstracije iz godine u godinu povećava umnož policijskom terora.

Sjetimo se naših prvih 1. maja u slobodi. Bili su to skupovi radnika, omladine i pionira. Prolazili smo ulicama i na karakterističnim prianđicama prikazivali naša najveća dostignuća u radnim kolektivima. Ponosili smo se ostvarivanjem Petogodišnjeg plana, radovali se radnim pobjedama. Bili smo tvrdi i radosni.

Danas slavimo ovaj veliki praznik radnika u drugim uvjetima. Pred nama je velika borba za veći dohodak, povećanje izvoza, i konkretno primjenjivanje ostira ekonomske stabilizacije.

Slavimo Prvi maj po treći put bez Tita, ali se zakletvom da ćemo ustrajati na Njegovom putu.

Stoga, sretan vam praznik!

Figure 8 *VIKO Vijesti* (Source: VIKO Vijesti, no. 22, 1983, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=108&godina=1983&broj=000022&E= (last accessed 9 April 2026))



Čestitamo 27. srpanj Dan ustanka naroda i narodnosti Hrvatske

ZDRAVSTVENI VJESNIK

GLASILO RADNIKA MEDICINSKOG CENTRA VARAŽDIN

GODINA V VARAŽDIN, SRPANJ 1980. GODINA BROJ 50

50-ti broj ZV

Pred vama se nalazi pedeseti broj glasila Zdravstveni vjesnik. Znači, u neku ruku jubilarni broj. Kao kod svih jubileja, pa tako i ovog, valja reći, odnosno napisati par riječi.

Prvi broj Zdravstvenog vjesnika izašao je pred četiri godine, točnije 21. srpnja 1976. godine. U dosadašnjim brojevima objavljeno je u njemu oko 1200 raznih članaka, intervjua, reportaža, foto-reportaža i blizu 500 fotografija. Ukoliko ih brojčanim podacima koji su vezani uz Zdravstveni vjesnik i to da je do sada izdan 71 »bilten organa samoupravljanja« na otprilike 1700 stranica, te mnoštvo drugih oblika obavještavanja i informiranja radnika, od kojih kao najznačajnije treba istaći materijale za sjednicu samoupravnih organa, izlazi da je stvorena dobra baza da radnici budu dobro i svestrano informirani o svim zbivanjima u Centru. Jasno, sada od nas samih ovisi koliko želimo biti informirani!

Da bi Zdravstveni vjesnik i ostali oblici našeg internog informiranja dalje uspješno ispunjavali svoju zadaću, trajni je zadatak svih radnika, organa samoupravljanja kao i društveno-političkih organizacija da se na tome angažiraju.

Zbog toga se pozivaju svi radnici - samoupravljači i društveno politički radnici, da više nego do sada, svojim prilozima i zapažanjima iz rada i života u osnovnim organizacijama udruženog rada i sugestijama aktivno sudjeluju u stvaranju i razvijanju glasila Zdravstveni vjesnik.

Miljo Pokos

Svečano obilježeni Dan MCV i Dan samoupravljanja

Svečanom sjednicom Radničkog savjeta Centra koja je održana 27. lipnja obilježeni su ovi značajni datumi: 16 godina postojanja Medicinskog centra Varaždin, 27. lipanj — Dan samoupravljača i 30 godina samoupravljanja. Sjednici su uz delegate Radničkog savjeta prisustvovali rukovoditelji radnih jedinica, predstavnici drugih samoupravnih organa i društveno političkih organizacija te radnici koji ove godine navršavaju 10, 20 i 30 godina rada u Centru.

Svečanu sjednicu otvorio je Blaško Franjo, zamjenik predsjednika Radničkog savjeta Centra, pozdravivši prisutne, posebice čega je prof. Đurđa Novosel, predsjednik Izvršnog odbora Sindikata OOUR-a Dom zdravlja pročitao tekst Diplome samoupravljanja koja je dodijeljena Centru od strane Vijeća saveza sindikata SR Hrvatske a za postignute rezultate u razvoju samoupravnih odnosa.

Nakon toga ravnatelj mr Josip Kuzminski, osvrnuo se je u svom prigodnom referatu, na vremenski kratak ali uspješan razvoj Medicinskog centra, a naznačio je i neke buduće zadatke sadržane u projekciji Plana narednog srednjeročnog razdoblja kao i one koji izlaze iz primjene novog Zakona o zdravstvenoj zaštiti i zdravstvenom osiguranju, a čije ostvarenje znači dalnji napredak kako za radnike Centra, tako i za korisnike naših usluga.

Na kraju svečane sjednice sedmorici naših radnika uručene su Diplome samoupravljanja koje im je dodijelilo Općinsko sindikalno vijeće Varaždin, a pedesetorici priznanja za 10, pedesetšestorici za 20 i trojici za 30 godina rada i postignute rezultate u razvoju Medicinskog centra Varaždin.

Na 4. i 5. stranici nalazi se foto-reportaža sa svečane sjednice.

M. P.

Nešto „škripi" u Bolnici Klenovnik str. 2

Medicinskom centru Varaždin dodijeljena Diploma samoupravljanja str. 3

Figure 9 *Zdravstveni vjesnik* (Source: Zdravstveni vjesnik, no. 50, 1980, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=101&godina=1980&broj=000050&E= (last accessed 9 April 2026))

It also functioned in institutional, service and infrastructural environments, where internal communication had to address different professional roles, organizational structures and forms of collective identity. *Zdravstveni vjesnik*, the internal newspaper of the Varaždin Medical Center, is the clearest example of the adaptation of factory-newspaper logic to a public institution. Unlike newspapers of textile, furniture or food industries, it did not focus on production in the narrow sense. Instead, it addressed the everyday life of healthcare employees, professional obligations, institutional projects, health prevention, interviews with medical workers and social activities within the organization. Nevertheless, its basic communicative function remained comparable to that of industrial factory newspapers: it connected employees, shaped institutional belonging and communicated desirable professional norms. In this case, the self-managed collective was not built around the factory floor, but around the shared mission of healthcare service and professional responsibility.

Cicero, the newspaper of the working people of NIŠRO Varaždin, offers another sectoral variation. Since it emerged within a printing and publishing organization, it occupies a particularly interesting position: it was an internal publication produced in an environment already professionally related to journalism, media and print culture. Its content included business plans, financial reports, development issues and information on socio-political organizations within the company. Compared with *Zdravstveni vjesnik*, which gave stronger visibility to professional and social life, *Cicero* more directly reflected the organizational and institutional concerns of a media-production collective. Its relatively short lifespan may indicate the limits of such internal communication initiatives, but the publication nonetheless confirms that the model of the factory newspaper extended even into organizations whose primary activity was communication itself. A representative issue of Cicero is shown in Fig. 10.

ATP Novine, the newspaper of Autotransport Varaždin, represents a particularly valuable example because it addressed a spatially dispersed work collective. Unlike employees in a textile, wood or food factory, transport workers and drivers were often mobile and not concentrated in a single production space. The newspaper therefore had an important integrative function: it connected members of the collective through reports on organizational changes, business operations, tourist activities, sports, excursions and other shared events. The article on a student trip to Zagreb illustrates the newspaper's community-building dimension, showing that *ATP Novine* did not communicate only operational information, but also participated in the broader social and educational life of the organization. A representative issue and an example of its reporting on a student trip are shown in Figs. 11 and 12.



CICERO

GLASILO RADNIH LJUDI NOVINSKO IZDAVAČKE I ŠTAMPARSKE RADNE ORGANIZACIJE VARAŽDIN TRG REPUBLIKE 21, I. LOLJE RIBARA 5

Broj 1 Godina I

Ožujak 1979.

Na sjednici Izvršnog vijeća Skupštine općine Varaždin prihvaćeni materijali »Mogućnosti razvoja grafičke djelatnosti općine Varaždin

RAZVOJ NIŠRO VARAŽDIN DO 1985. GODINE

Perspektivni razvoj naše radne organizacije dobio je važno uvjetovanje na sjednici Izvršnog vijeća Skupštine općine Varaždin održanoj u veljači ove godine, a svoju sugestiju dala i sva tri vijeća Skupštine općine Varaždin.

Iz sponzorskih materijala donosimo onaj dio, koji se odnosi na razvoj NIŠRO Varaždin do 1985. godine.

Na osnovi dosignutog stupnja razvoja, kao i realnosti daljnjeg ubrzanog razvoja, te potrebe rješavanja akutnog problema proizvodno-poslovnog prostora kao ograničavajućeg faktora razvoja razmotre se realnost izgradnje i preseljenja radne organizacije na novu lokaciju, gdje će se moći racionalno razvijati i poslovati proizvodni proces suvremenoj organizaciji rada.

Zašto izlazimo

Među brojne radne organizacije naše općine i regije, koje lađaju svoje ne razine, uvrstila se od rada i rada radne organizacija. Time i mi izvršavamo jedan od zadataka na unapređenju informiranja, što nam zadaje Ustav i razvoj društvenog sistema. Samo svestrana informacija, stalno upoznavanje radnih ljudi sa svim aspektima života i rada kolektiva, omogućavaju brži prospektiv i poetiziranje vrlo radnih rezultata.

U pripremama razgovorima oko izdavanja lista što su vođeni na osnovnim društveno-političkih organizacija, zatim na sjednici Radnog odbora i Radničkog savjeta, očitala se potreba i želja radnika, da čitaju svoj list, svoje novine, koje glasilo koje bi trebalo postati tribina izražavanja svojih misli, želja, prijedloga i primjedbi na rad kolektiva.

Jako će za naše radne sredine izlaziti povremeno, ono bi u vremenima trebale imati u stalna publikacija a povećanje grafičke djelatnosti naše općine i cijele mogle bi stvoriti uvjete za njegovo proširenje u perspektivi u zajednički list grafičara »Sjeverozapadna Hrvatska.

Kvaliteta lista u velikoj će mjeri zavisiti od toga, koliko ćemo ga prihvatiti, duli ćemo surađivati u njemu i zalagati se izdavanje misli i stvaranje informiranja o svim strukturama radne organizacije. Uredništvo lista vjeruje, da će u radnja lista imati svestrano podršku društveno-političke organizacije, organa upravljanja i svih radnika kolektiva.

I na kraju radničko pitanje o našem listu. Zašto naziv CICERO? Kod odabiranja naziva bilo je više prijedloga, ali je pretežan CICERO iz jednostavnog razloga — jer je to najkontrolirajući termin koji označava naše radne grafičke djelatnosti. To je naša grafička misao na kojoj se temelje gotovo sve grafičke djelatnosti, pa se stoga uvođenje ovog naziva.

NAŠIM DRUGARICAMA ČESTITAMO

DAN ŽENA

SA ŽELJAMA ZA DALJNJE USPJEHE U IZGRADNJI SAMOUPRAVNOG SOCIJALIZMA

RADNI KOLEKTIV NIŠRO Varaždin

DAN ŽENA

Proslava Dana žena u 1979. godini žena svoje kontinuitet sivoren u Oktobarskoj revoluciji, radničkom pokretu Jugoslavije, a potvrđen u NOB i poslijeratnoj izgradnji i ugrađuju ga u temelje socijalnog samoupravnog delegatskog sistema. One će na tome raditi i u budućnosti, a nastavit će borbu i u širem smislu na stvaranju samoupravnog mjesta i uloge žene u svjetskom kontekstu.

Stoga našim drugaricama pružimo podršku u njihovim nastojanjima, poželimo im svetne trenutke u svakodnevnom životu i stvaralačkom radu, a Dan žena obilježimo takvim sadržajima, koje će biti naš izraz poštovanja i razumijevanja prema njihovoj humanoj ulozi u životu naše društva.

Figure 10 *CICERO* (Source: Cicero, no. 1, 1979, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=110&godina=1979&broj=000001&E= (last accessed 9 April 2026))



ATP NOVINE

INFORMATIVNI LIST RO AUTOTRANSPORT VARAŽDIN

Varaždin, lipnja 1986. Godina XI BROJ 100

Poslovanje: Siječanj—ožujak

Pritisle poveće poteškoće

Str. 2 i 3

Naši najuspješniji, Branko Bračko, Vlado Herceg, Vlado Podbojec i vođa puta Zvonko Benčić, sigurnim korakom ulaze u regijsku susretu metalaca.

Susret metalaca regije i susret metalaca SRH «Memorijal Norberta Webera»

Afirmacija rada

10. kongres Saveza sindikata Jugoslavije

Rad mjerilo vrijednosti

VARAŽDIN *TOURS*

Karavana
za
karavanom

Tisuće učenika našim autobusima

I to nam je neka vijest — varaždinski učenici našim autobusima! Možda za manje upućenog poznavaoca prilika u prijevozu putnika i nije, ali oni koji su tu »nutra« dobro znaju što sve stoji iza toga. Naime neusmiljenoj konkurenciji ni poveći broj kilometara prazne vožnje iz svog domicilnog mjesta do našega grada u mnogim slučajevima nije predstavljao neki problem. Zvuči paradoksalno ali je istinito — tu su prijevoznici iz susjedne republike znali biti nenadmašni. Gdje su samo pronalazili računicu da pod svaku cijenu upošle svoje eventualno prazne kapacitete i nadalje ostaje njihovom tajnom. Što li će se na tom polju, najavljivanim slobodnim formiranjem cijena, tek događati ostaje nam da pričekamo i iz prakse uvidimo.

Dakle, tokom posljednja dva mjeseca protekle godine u 70 i nešto autobusa blizu 3700 učenika Varaždina i okolice prevezeno je u jednodnevni posjet glavnome gradu republike. Bile su to uglavnom posjete raznim kazališnim kućama (Komedija, HNK, Gavela, Vidra) i njihovim predstavama (Dnevnik malog Perice, Roman o Londonu, Leda, Svoga tela gospodar) a također i muzejima, najčešće svjetski poznatom Muzeju »Mimara«.

Najveće karavane stvorene su od gotovo 1500 učenika Tekstilne škole i MEC-ovih 750 učenika, zatim po 400 đaka osnovnih škola Kućan, Tužno, Jalžabet kao i osnovnih škola Radovan, Vidovec, Trnovec, te od nešto manje učenika SC Vladimir Bakarić iz Velike Gorice. Ostali prijevozi, također važni iz financijskog kuta budući se današnji auto-dan BUS-a već dobrano približava stotini milijuna st. dinara, ostvareni su u po nekoliko autobusa.

Iz našeg Varaždintoursa nam poručuju da će se sličnim tempom nastaviti bez veće stanke, dok se trenutno snage angažiraju na organizaciji jeftinog zimskog boravka na Istarskoj rivieri za umirovljenike našega grada.



Odlazak učenika MEC-a u jednodnevni posjet Zagrebu 19. prosinca

Figure 12 Article about a student trip, *ATP Novine*, 1989, No. 121. (Source: ATP Novine, no. 121, 1989, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=109&godina=1989&broj=000121&E= (last accessed 9 April 2026))

At the same time, the role of *ATP Novine* should not be reduced to social reporting. Its significance lies in the combination of collective cohesion and sector-specific education. Because transport work was directly connected with safety, responsibility and public mobility, the newspaper also addressed practical and professional themes related to traffic culture and transport responsibility. In this sense, *ATP Novine* may be usefully compared with *Zdravstveni vjesnik*. Both publications adapted the general model of factory communication to sectors in which professional norms were especially important: preventive health and institutional responsibility in the healthcare sector, and safety, discipline and public responsibility in transport. Such a comparison shows that factory newspapers were flexible communication instruments whose content reflected the specific social role of the organization that issued them.

The newspapers in this second group therefore broaden the analytical understanding of factory journalism. They show that the essential feature of these publications was not industrial production alone, but their connection with organized work collectives and the need to create internal cohesion, circulate institutional knowledge and articulate professional identity. Whether in a hospital, a transport company or a printing organization, the factory-newspaper model functioned as a medium of collective integration adapted to the specific logic of the sector.

Zdravstveni vjesnik and *ATP Novine* are especially comparable because both translate the general model of factory communication into a professional and educational register. In *Zdravstveni vjesnik*, education is linked to health prevention, institutional responsibility and professional ethics; in *ATP Novine*, it is linked to traffic safety, mobility, responsibility toward passengers and the public role of transport workers. In both cases, the newspaper does not construct identity primarily through production output, but through professional service and social responsibility.

6.3 *Transitional and market-profiled publications*

The third analytical group encompasses publications in which the classical self-management communication model becomes visibly weakened and is increasingly replaced by the language of transition, market adaptation, reputation and brand. The clearest and most developed example is *Levi's News* (1991–1993), the newspaper of the Varteks plant in Novi Marof connected with the production of the licensed Levi Strauss & Co. clothing programme. However, this transitional tendency does not appear suddenly. Its earlier signs can already be detected in late issues of *Bobićev vjesnik*, in the reputation-oriented elements of *VIKO Vijesti*, and in the prolonged but changing life of *Koka*

during the early post-socialist period. A representative issue of Levi's News is shown in Fig. 13.

In *Bobićev vjesnik*, the article on company losses from 1990 indicates that the discourse of factory newspapers was beginning to move away from the



Levi's NEWS

VARTEKS–LEVIS PROIZVODI D. O. O. NOVI MAROF

Godina I | Novi Marof, 30 sronja 1991. | Broj 4

SA SJEDNICE RADNIČKOG SAVJETA PODUZEĆA VARTEKS-LEVIS PROIZVODI D. O. O. NOVI MAROF

POSTALI ČLANOVI VARTEKS-HOLDINGA

Jedina tema prethodne sjednice radničkog savjeta kolektiva bila je donošenje odluke o zaključivanju Ugovora o povezivanju društvenim kapitalom u Varteks-holding. Poredi stručnorukovodne garniture poduzeća u radu savjeta sudjelovali su **Zdravko Pticek**, predsjednik SO Novi Marof, **Kristina Matijašec**, direktorica Zavoda za društveno planiranje SO, **Ivan Šebalj**, v.d. direktora Varteks-holdinga i **Slavko Frišćić**, v.d. direktora Varteksa.

Uvodno je Anđelko Herjavec, v.d. direktora našeg poduzeća podsjetio da je na temu Varteks-holding vođeni već broj rasprava na svim razinama. »Mi smo ranije donijeli odluku da se ne priklanjamo Varteks-holdingu. U međuvremenu je u kompaniji »Levi Strauss« izmjenio da bi za registraciju ugovora s nama o licenci trebalo šest mjeseci. Nakon konzultacija sa Agencijom za restrukturiranje Republike Hrvatske uvidjeli smo da je najbolje da Varteks produži ugovor s kompanijom »Levi Strauss« koji bi vrijedio do kraja 1992. godine. Zamolio sam i predstavnike Varteksa da dođu na ovaj skup i da nam pruže sva potrebna objašnjenja.«

Prisutnima se potom obratio Ivan Šebalj i istakao: »Ovdje zaista nisam došao kako bih utjecao na vašu odluku već da vam iznesem činjenično stanje. Po slovu zakona od 30. lipnja »ugasili« su se sva društvena poduzeća, a mi smo se nakon svestranih rasprava očitovali za osnivanje Varteks-holdinga na kojeg se prenosi sva imovina osnivača. Zatim im se ona opet vraća, a sva ta poduzeća će jednog dana dobiti vlasnika. Holdingom upravlja Upravni odbor od 5 predstavnika d.o.o. i dva vanjska člana. Sve funkcije članica holdinga su samostalne i u sustini kod vas se ništa ne mijenja pa bih htio znati razloge zašto niste ušli u holding. Ponavljam, mi sada ne inzistiramo na promjeni vaše odluke.

(Nastavak na 2. str.)

STANKO KEŽMAN, RUKOVODITELJ DIC-A

TREĆINU MANJE ISPORUKE

Naš suradnik **Stanko Kežman** zaposlio se u Levisu sredinom 1987. godine kad je preuzeo poslove i radne zadatke rukovoditelja distributivnog centra. Od početka ove godine slijedom organizacijskih i kadrovskih promjena, došlo je do proširenja opsega poslova u toj mjeri da ih nismo mogli više potanjati u nadnaslovu. Sad je, naime, rukovoditelj distributivnog centra planiranja, pripreme i »kontraktinga«. Nakon prošle godine koja je bila vrhunac na području distribucija roba na tržište, stvari su se jako zakomplicirale u sigurnosno-političkoj oblasti, pa smo se Stanku Kežmanu prvo obratili sa pitanjem:

»Kako ocjenjujete isporuke roba u prvoj polovici godine?«

»Iz distributivnog centra poduzeća u šestomjesečnom razdoblju na domaće i strana tržišta otpremljeno je milijun i 57.000 odjevnih predmeta. Odmah treba reći to je približno za trećinu manje nego u istom razdoblju lani, pa mi jasno ne možemo biti zadovoljni takvim kretanjima. Međutim, uvažavajući sve okolnosti, moramo konstatirati da je dobro što nije i gore. Naime, krajem prošle godine, bolje rečeno u posljednjem tromjesečju, stupile su na snagu protekcionističke mjere srbijanske vlade. S tim u vezi i »blokada« isporuka roba našem najvećem kupcu, beogradskom »Mašinu«. Tom poslovnom partneru u prvoj polovici godine is-

(Nastavak na 2. str.)

Figure 13 *Levi's News* (Source: Levi's News, no. 4, 1991, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=302&godina=1991&broj=000004&E= (last accessed 9 April 2026))

affirmative rhetoric of production success and collective progress toward the language of economic vulnerability. Likewise, *VIKO Vijesti*, through its attention to external media representations of the company, reveals a new concern with public image. *Koka*, which continued to be published until 1995, demonstrates that internal company communication did not disappear immediately with the collapse of socialism, but its organizational and symbolic foundations were changing. These examples suggest that the transformation of factory journalism began before the final disappearance of the socialist system and continued through the first years of transition.

Within this development, *Levi's News* represents a qualitatively distinct communication model. Unlike earlier factory newspapers, it emerged in a context marked by war, privatization, market reforms and the growing importance of international licensing, fashion markets and corporate visual identity. Its content focused more strongly on products, fashion events, visual presentation, brand culture and market appeal. The company was no longer primarily represented as a self-managed working collective, but increasingly as a producer operating in a competitive and image-oriented environment. Its market-oriented visual style is further illustrated by the fashion article reproduced in Fig. 14.

The transitional significance of *Levi's News* becomes especially clear when it is compared with earlier examples of factory press. The 1961 article from *Varteksov vjesnik* on the regular session of the workers' council places collective decision-making, workers' participation and institutional self-management at the centre of communication. The dominant subject is the collective as a political and organizational body. By contrast, the 1992 fashion article in *Levi's News* foreground's visual identity, style, product appeal and brand-oriented communication. The dominant subject is no longer the worker as a participant in self-management, but the product as a bearer of market and symbolic value. This comparison does not imply that *Levi's News* abandoned internal communication altogether. Rather, it demonstrates a reordering of communicative priorities. In the earlier factory-newspaper model, the company's legitimacy was articulated through self-management, production, collective responsibility and worker participation. In *Levi's News*, legitimacy increasingly derives from modernity, fashionability, brand recognition and market visibility. The publication therefore preserves the organizational form of a company newspaper, but its discourse approaches the logic of corporate and promotional communication. Seen in this broader context, *Levi's News* should be interpreted not as an isolated anomaly, but as the endpoint of a longer communicative transformation already foreshadowed in late socialist publications. Together with the crisis discourse of *Bobićev vjesnik*, the reputation-oriented reporting of *VIKO Vijesti*



Figure 14 Fashion article in *Levi's News*, No. 14, 1992. (Source: Levi's News, no. 14, 1992, in Varaždin Newspapers 1848–1997: Digitized Materials, https://library.foi.hr/dbook/novine.php?B=1&C=302&-godina=1992&broj=000014&E= (last accessed 9 April 2026))

and the transitional longevity of *Koka*, it demonstrates how Varaždin factory newspapers gradually moved from the symbolic world of the self-managed industrial collective toward the communication patterns of the market-oriented enterprise.

7. *From the workers' collective to the transitional discourse*

If the Varaždin factory newspapers are observed as a whole, a developmental arc is visible from early forms of socialist collectivism to later forms of market and reputation-oriented communication. In the earlier decades, topics related to self-management, work councils, production standards, collective successes and socio-political activity prevailed. The company was presented as a community of work, and the newspaper as a space for confirming common values. In the later decades, especially during the 1980s and early 1990s, the topics of organizational reforms, the external image of the company, competitiveness and branding began to appear more clearly in some newspapers. This shift does not mean that the internal communication function is disappearing, but it shows that the social and economic framework is changing. The factory newspapers are therefore not only an archive of an era, but also a sensitive indicator of the change in the language of work, identity and organizational legitimacy. It is precisely in this change that the theoretical assumption that the factory newspaper was more than a technical means for internal communication is confirmed. They were a tool for the social shaping of the working class. In the earlier phase, they helped in the literacy and cultural integration of workers, as well as in the transformation of the population that was entering the rhythm of industrial work from rural areas. In the later phase, individual newspapers became a space for adapting to new economic and symbolic patterns, in which, in addition to the collective, market visibility became increasingly important. In this way, factory newspapers in Varaždin bear witness not only to industrial life, but also to profound changes in the social structure, work identity and communication models in the second half of the 20th century.

8. *Conclusion*

From 1953 to 1995, factory newspapers in Varaždin represented an important media layer of the city's industrial and social life. Their function went beyond the mere transmission of information: they were instruments of self-management legitimization, means of collective integration, channels of professional and political socialization, and archives of the everyday life of working communities. They shaped desirable models of worker behavior, created a sense of belonging to the company, and recorded traces of local industrial culture.

Additional theoretical insight shows that factory newspapers should also be understood as part of a broader project of socialist modernization. In the context of post-war industrialization, they participated in the process of social and cultural transformation, through which the traditional, predominantly peasant class gradually became involved in the patterns of literacy, collective

discipline, and identity of modern workers. Factory newspapers were thus not only a chronicle of labor, but also an active medium of literacy, cultural elevation, and social integration.

The Varaždin examples show that factory newspapers were not a peripheral communication phenomenon, but an important integral part of the organizational life of the company. They bring together institutional discourse, internal communication needs and everyday work experience. Their special value today lies in the fact that they enable the exploration of the relationship between media, work and local community at a level that is often omitted from general overviews of media history. At the same time, the analysis shows that factory publications also reflect broader social changes. From earlier forms of strongly self-managing and collectivist discourse to later examples in which elements of market promotion and brand communication appear, these publications are a document of the transition from one economic and ideological system to another. This is precisely why they have a double importance: as a source for media history and as a testimony to the industrial, social and cultural transformation of Varaždin in the second half of the 20th century.

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Jelena Blaži, after graduating from Varaždin secondary school, enrolled at the Faculty of Law in Zagreb, and obtained a master's degree in public relations as a first graduate student at the Department of Public Relations at the University North. Since 2016, she has been an assistant and then a lecturer at the University North. She was the editor of the news and cultural program at Varaždin Television from 1999 to 2023, and an associate of the television companies RTL and NOVA TV. From 2008 to 2010, she was a journalist-correspondent in the Varaždin County for Vjesnik d. d., and she also collaborated with the Regional weekly and the News press. From 2008 to 2024, she was the head of public relations for the Varaždin Baroque Evenings, a festival of national importance and the Varaždin Concert Office, as well as a media advisor on the occasion of the celebration of the 190th anniversary of the Varaždin Music School. She is the director of the Sveti Mihael Crime Prevention Foundation of Varaždin County and a member of the Council for Education, Economy and Interregional Cooperation of Varaždin County. She was also a member of the Coordination Board of the County-Friendly Children, and the Coordination Board of the Action "Cities and Municipalities

- Friends of Children" of the City of Varaždin. She is fluent in English, and has basic German, French and Italian. She attended professional programs for journalists at Deutsche Welle and the Thompson Foundation.

She is the author and co-author of several professional and scientific texts. In the first generation of the doctoral study program in Media and Communication at the University North, she was ranked first on the qualification list, and since 2023 she has been employed as a lecturer at the University North, where she participates in teaching in several departments.

I giornali di fabbrica a Varaždin, in Croazia, dal 1953 al 1995, come strumenti di autogestione, identità collettiva e vita quotidiana industriale

I giornali di fabbrica costituivano una componente importante dell'infrastruttura comunicativa delle imprese socialiste e, tra il 1953 e il 1995, contribuirono a plasmare la vita lavorativa quotidiana, l'identità collettiva e la cultura dell'autogestione. Prendendo in esame il caso di Varaždin, città profondamente segnata dallo sviluppo industriale, il presente contributo analizza le funzioni e le caratteristiche dei giornali di fabbrica intesi come una forma specifica di giornalismo interno d'impresa. L'analisi muove dall'ipotesi che tali pubblicazioni non servissero esclusivamente a informare i dipendenti in merito alla produzione, ai cambiamenti organizzativi e alle attività sociali, ma contribuissero anche a rafforzare il senso di appartenenza dei lavoratori, a legittimare le strutture dirigenziali e a mediare tra l'ideologia e la pratica lavorativa quotidiana. Particolare attenzione è dedicata al loro ruolo nell'alfabetizzazione dei lavoratori, nell'integrazione culturale dei dipendenti e nella trasformazione della popolazione di origine rurale in forza lavoro industriale. Sono stati analizzati giornali quali Varteksov vjesnik, Bobićev vjesnik, Visov vjesnik, Zdravstveni vjesnik, Koka, Cicero, VIKO Vijesti, ATP Novine e Levi's News. I risultati mostrano che tali pubblicazioni svolgevano la funzione di strumenti di comunicazione interna, socializzazione e conservazione della memoria industriale locale

PAROLE CHIAVE

Giornali aziendali
Varaždin
Croazia
Autogestione
Identità operaia
Cultura industriale

Factory newspapers in Varaždin, Croatia from 1953 to 1995 as medium of self-management, collective identity and industrial everyday life

Factory newspapers were an important part of the communication infrastructure of socialist companies and between 1953 and 1995 they participated in shaping everyday working life, collective identity and self-management culture. Using the example of Varaždin, a city strongly marked by industrial development, the paper analyses the functions and characteristics of factory newspapers as a specific form of internal journalism. The starting point is the assumption that these newspapers served not only to inform employees about production, organisational changes and social activities, but also to shape worker affiliation, legitimise management structures and mediate between ideology and everyday work practice. Special emphasis is placed on their role in the literacy of workers, the cultural integration of employees and the transformation of the agrarian population into industrial workers. Newspapers such as *Varteksov vjesnik*, *Bobićev vjesnik*, *Visov vjesnik*, *Zdravstveni vjesnik*, *Koka*, *Cicero*, *VIKO Vijesti*, *ATP Novine* and *Levi's News* were analysed. The results show that these newspapers were instruments of internal communication, socialisation and local industrial memory.

KEYWORDS

Factory newspapers
Varaždin
Croatia
Self-management
Workers' identity
Industrial culture

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