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STRATEGIC PRINT MEDIA MANAGEMENT MODEL: TRANSFORMATION UNDER THE INFLUENCE OF NEW CHALLENGES

Abstract: the fundamental and situational factors that determine the transformation of the strategic management model for modern organizations are examined in this paper. The study was conducted using print media as an example. The authors' model of print media strategic management is described, where a development strategy is presented as a set of three separate strategies: creating media content; content promotion and distribution; encouragement of content and services consumption. Areas where this model's improvement is possible are examined taking into account the specific features of print media and contemporary environment of socioeconomic development. It is also shown that the strategy should be adapted to the used media channels via which communication between print media and target audience is planned.

Keywords: management model, strategic management, print media, challenges and threats of the external environment.

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纸质大众媒体的战略管理模式与新挑战下的转型

摘要: 文章探讨了决定现代组织战略管理模式转变的基本因素和情境因素, 以大众纸质媒体的出版组织为例进行了研究。文章描述了作者的纸质媒体战略管理模式, 在这种模式里发展战略以三项特定的战略形式呈现: 创造媒体内容、发行和推广内容、促进对内容和服务的消费。作者分析了, 在纸质媒体的特殊性和现代社会经济发展条件影响下这一模式可能的改进方向。文章指出, 这个战略应与媒体开展与目标受众的交流所使用的媒介渠道相适应。

关键词: 管理模式、战略管理、纸质媒体、外部环境的压力和挑战。

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Introduction

Notwithstanding numerous perturbations of the socioeconomic environment in recent years [Grishkov, 2022; Plotnikov, 2022; Rukinov, 2020; Tsekhomsky, 2022], with the Covid-19 pandemic (2020–2021) and unprecedented sanctions imposed by “the collective West” (2022–2023) being the most attention-getting and important for Russia, the long-term trends of civilization development did not disappear and are still preserving their importance. One of such trends is the transformation of the socioeconomic system in the direction of: “new industrial society – new industrial society of the second generation – noonomy” [Bodrunov, 2018]. It is also reasonable to think that the above mentioned and other manifestations of the socioeconomic environment’s turbulence are situational, current manifestations of this civilizational global transformation.

In this environment, the importance of strategic management changes [Vertakova, 2017; Volkova, Gorshkova, 2015; Nazarov, 2022]. The economic systems of various scales are becoming more and more dependent on the quality of strategy planning [Kvint, Bodrunov, 2021], efficiency of long-term risk management [Ivanova, Dzen, Borkova, 2022; Kotlyarov, 2012; Krekotnev, Kurbanov, Pakhomov, 2014; Plotnikov, Seregin, 2011]. And that refers not only to the mode of reacting to them but also the mode of prevention focused on the existing threats not becoming risks. There is no doubt that this requires efficient strategic management models.

The said models vary considerably in various sectors as certain special features and key factors determining the success of development of organizations engaged in certain kinds of economic activities should be taken into account. In particular, the subject of our interest and research is organizations publishing print media. In the opinion of the authors, the attention paid to them in modern literature is not enough. It should be noted that in recent years print media have to deal with difficulties related to origination of a number of factors:

- first, the technological convergence of mass media as a result of which readers began shifting to digital content en masse as digital media are winning in the speed of information distribution;
- second, because the consumers’ inquiries expanded, mass media today are performing not the traditional for them function of people informing but also the function of audience entertainment (to keep the audience and afterwards to attract advertisers) and because of that they compete with the entertainment industry;
- third, the sanction pressure imposed by unfriendly countries negatively affects functioning and development of Russian print media. There is reduction of incomes from advertising because big foreign advertisers are gone, insufficiency of imported materials, equipment and machinery (printing machines, software, printing ink, etc.).

Nevertheless, the number of print media readers is still big, and it even increased in 2022 – the number of newspaper readers increased by 18%, the number of magazine readers in the mass market segment increased even more – up to 65%.¹ It is necessary for print media to provide long-term competitiveness using their competitive advantages that will update the issues of

¹ The size of marketing communications market in 2022 URL: https://www.akarussia.ru/knowledge/market_size/id10311 (date of access: 20.08.2023).

advancing the strategic management model (SMM) for print media. This research in which the authors engaged is dedicated to its examination.

Review of literature

In the past, the co-authors of this paper already researched similar issues. In particular, O.A. Shamina developed scientific and methodical fundamentals for SMM formation by small-sized enterprisers of the media industry, including print media [Shamina, 2022]. V.A. Plotnikov and his co-authors researched special features of strategic management organization for media enterprises in the environment of increased risks and threats to economic security at various levels of domestic economy provoked by the sanction clash of Russia and “the collective West” [Plotnikov, Shamina, Sharapova, 2022; Plotnikov, Shamina, 2022].

K.I. Bikineeva-Tyulebaeva found out the main differences between media management and management as such in her research [Bikineeva-Tyulebaeva, 2021]. D.A. Pletnev with his co-authors studied the factors of formation and implementation of company strategies being of pressing concern in 2022. They focused on sanctions as a tool of economic policy penetrating all levels of economy, ESG-agenda of modern companies, digitalization, cancel culture as applied to companies, new channels of product promotion, Vision Zero and participatory culture [Pletnev et al, 2022].

I.Y. Ruvenny dedicated his research to strategic management in digital economy. It is underlined in his paper that Russian managers are reluctant to use the tools and methods of strategic management striving for short-term profits. He also emphasizes the problems of goal setting and poor use of modern digital technologies. This scientist suggests using digital technologies to solve strategic management tasks [Ruvenny, 2022].

A.V. Khmelev assessed the economic feasibility of complete transition to virtual existence of modern print media and came to the conclusion that such a complete transition in the today’s environment can hardly be called justified from the economic point of view [Khmelev, 2022]. There are also other research works and developments on the reviewed by us issues.

At the same time, currently, we have an insufficient number of research works dedicated to modeling of strategic print media management processes. Mass media perform important functions in the economy and the society, and they should be implemented efficiently and sustainably notwithstanding the negative factors and change of the sector and inter-sector competitiveness’ configuration. Because of that advancement of the strategic print media management model is an important practical task that has not been solved in the available for us literature. This requires additional theoretical research.

Materials and methods

The following was used by the authors to carry out the research: federal laws of the Russian Federation, official data of regional statistic authorities, research and other materials published in print periodicals, monographs, theses, on the Internet as well as materials collected by the authors of the research in the course of the preliminary analysis of the reviewed issues, including from their personal experience of employment in editorial offices of print media.

In the course of the research, the following general scientific methods of learning were used, namely abstraction, generalization, comparison, analysis, synthesis, logical modeling, etc.

Results of research

The goal of the development of SMM for print media is to formalize and unify the strategic management processes in the said organizations for them to oppose the arising challenges more efficiently and to develop sustainably even in the unstable, high-risk and turbulent environment. As it is traditionally done in strategic management, it is first of all required to word the mission of print media, the basis of which is determination of the strategic goals.

The special features originate at the state of the strategy development as such, with its essence having special for the sector features. This strategy includes three main inter-connected elements (special strategies): creating media content; this content's promotion and distribution; encouragement of content and related services consumption. Let's review the said special strategies in more details.

1. The special strategy of media content creation includes several blocks. The first is focused on the strategic content analysis of print media, research of organizational procedures as well as the system of incentives for employees. The second block is related to goal setting and selection (wording) of the key efficiency indicators characterizing the level of strategic goals' achievement. The plan of measures required for the achievement of the strategic goals is worked out as a part of the third block. The fourth block includes calculation of the available resources for the strategy and their primary (planned) distribution.

2. The special strategy of print media content's promotion and distribution is similarly composed but it is focused not on production but promotion of the print media product. The ways and means of the content's distribution and promotion are analyzed in the first block of this special strategy as well as the system of employees' motivation for distribution and promotion. The goals and tasks of the second block are grouped in three main fields: sales, public relations, advertising. The third and fourth blocks of the reviewed special strategy are related to planning measures and their provision with resources as in the previous case.

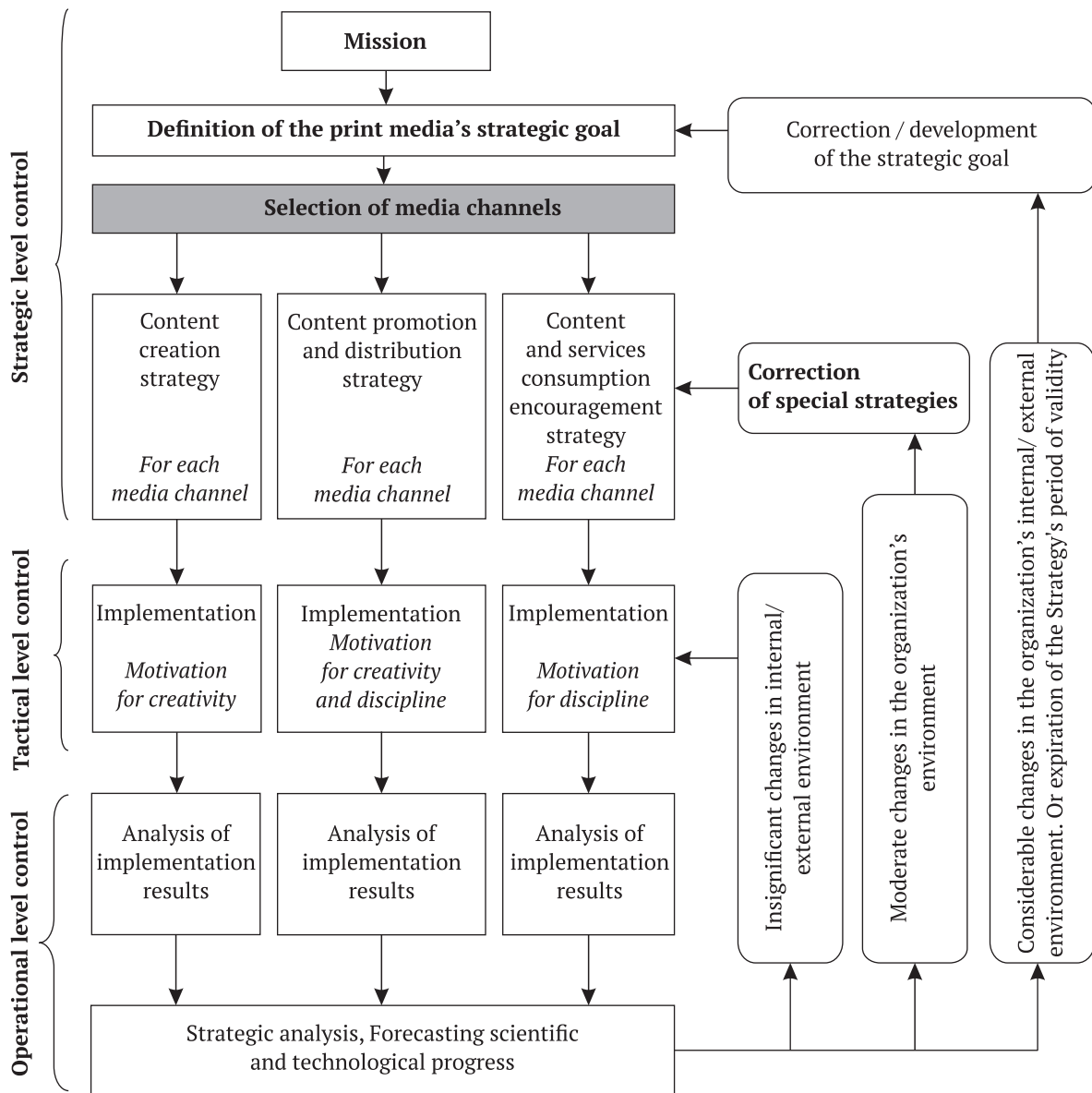
3. The special strategy of encouragement of content and related services consumption is in essence intended for formation and flexible maintaining of feedback of the print media and target markets. This strategy's structure is similar to the reviewed above, working with complaints, offers, comments, etc. is organized as a part of this strategy. They may come from readers, advertisers, partners, state and municipal authorities, etc.

After development of the strategy as a part of the SMM for print media, all special strategies and their measures are implemented. At the same time, special attention should be paid to the creative component besides the traditional control measures for the stage of implementation of organizations' strategies. The employees of print media are engaged in creative activities to a large extent, because of that it is required to motivate them for creativity not only by payments but to a large extent via the tools of nonmaterial incentives.

We singled out the process "Strategic analysis, forecasting scientific and technological process" (STP) in a separate block in SMM for print media. This is not just a tribute to the general trend of the socioeconomic system's technologization, to which we drew attention in the introduction to this paper but it is also brought about by the specific features of the industry. The media industry as a whole and print media in particular are very dependent on STP, including development of social, cognitive, information and communication technologies.

The general structure of the suggested strategic print media management model is presented in the diagram below. At the same time, it should be noted that this model is not static, it should

regularly change and be corrected in accordance with new, permanently originating requirements and limitations. In particular, they are related to implementation of the convergence measures, within which print media gradually “drift” into the virtual environment.



Block diagram of strategic print media management model¹

Currently, as a rule, each print media has its website, accounts in social networks, messengers, photo hostings, some also have their mobile apps, etc. The analysis shows that information is very often just duplicated in all the media channels (i.e. official representations of print media on the Internet). There are no principal differences in the content placed in various media.

On the one hand, it has its benefits: money is saved when the content is developed and the editorial policy stays unified. The consumer can get practically the same information from Telegram, VKontakte, etc., on the website and in the printed version. But on the other hand, all media

¹ The block diagram was developed by Olga A. Shamina.

platforms have their special features. And such a universal approach does not allow to take them into account.

Thus, for example, the main users of the VKontakte are young people who are 25–35 years old, they were students when this social network originated and became popular, and they are used to it. They are mostly visuals who like selections and compilations, photo stories, infographics. They value the use of visual aids and methods, visualization of the main theses even in a strictly text content. In contrast to, for example, Odnoklassniki (Classmates) who were more focused on personal communications, the VKontakte users actively read the news feed and consequently, the frequency, the posting amounts, data visualization are important¹. And these aspects should be taken into account in the content that is required to adapt for the channel via which it is distributed.

Consequently, it is required to differentiate the content-policy of each media channel. There is no doubt that the main one is the print media as such (a newspaper, a magazine). Auxiliary media channels of print media on the Web should attract additional audience, satisfying specific requirements, creating direct positive associations with print media.

Because of that, the model presented as the diagram has the “Selection of media channels” block. All individual strategies described above as a part of the print media general strategy should be developed as applied to each media channel. Sure, that will complicate the strategy planning processes but will make them more adequate and efficient.

Conclusion

The transformation of the media industry goes on under the impact of the scientific and technological progress, situational and fundamental trends of the socioeconomic development. And the said transformations, their content and orientation should be taken into account in print media strategies. To solve this difficult and complex task, the authors recommend to employ the developed and described in this article strategic print media management model.

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¹ Special features of the Vkontakte users. URL: https://www.demis.ru/articles/celevaya-auditoria-vkontakte/?utm_referrer=https%3A%2F%2Fwww.google.com%2F (date of access: 20.08.2023).

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