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## PRINT PUBLISHERS ON THE NET. ENTRY STRATEGIES OF THE PRINT MEDIA IN THEIR INTERNET EDITIONS

### Abstract

The entrance of the print media unto the Internet required publishers to adopt a new strategy. Their goal was on the one hand, to introduce their publications unto the new electronic market, and on the other hand, to increase their market competitiveness. The process of adopting Internet technology by these print media publishers, did not occur in a uniform manner. These publishers accepted varied strategies, regarding the methods employed, as well as their approach to their heretofore, print media publications.

The functioning of print media publishing houses in cyberspace, also brought the necessity of changing prior work principles in the editorial staff, as well as in the organization of the newsrooms. In addition, the editorial staffs had to contend with heretofore unknown challenges, and take up challenges, for which they were not prepared. These challenges dealt with the specifics of the Internet readership, as well as the defense of intellectual copyrights in the Internet, additionally introducing some kind of payment on the part of the public for the content they were reading. As practice was to show, not all of the solutions introduced by the e-publishers turned out to be effective.

**Key words:** press, strategy, Internet editions, e-magazines, print media publishers

When print media entered the Internet market, the publishers were obliged to adopt a new operating strategy. However, as Tadeusz Kowalski states, working out any type of new strategy for companies issuing something daily in the print media, can not disregard the basic tasks and functions, which were and are fulfilled by daily publications, in the social structure (Kowalski 2008, p. 232). Wanda Patrzalek points out however, that the contemporary development of the press results from its necessity of not only meeting the demands of its readership, but also of developing and creating, together with the growth of competition, on the print media

market. The author delineates the traditional functions of the press, such as: informational-cognitive, cultural-behavioral, socialization and re-socialization, and also as a hobby and entertainment – these functions are still being fulfilled by the contemporary press. At the same time she shows, that the functions of the press in the market system are also the result of market segments generated and addressed to specific target groups. In this prism, the press fulfills the following functions: opinion-forming, useful (advice), lifestyle, business, emotive, as well as creating added value. Moreover, the segmentation of the market, created by the development of the function of the press, enables a modifying of the structure of newspapers and magazines to readers' preferences, in accordance with the principle of the usefulness of the press, linked with the investments of media companies and the added value of increasing the competitiveness of a publication (Patrzałek 2007, p. 145 ff.). This competitive strength, in the era of online publications, should be created however, on the basis of the previous potential of the print version of the publication(s). As Tadeusz Kowalski opines, the experience and knowledge regarding the preferences, habits, and expectations of the readers, obtained over several decades, will provide a series of key indications as to how the on-line version should appear.

First of all, as the author points out, reading the print media is not just a custom or habit, but also a manner of absorbing information by the reader. Over the centuries, the print media has developed an optimal method of presenting content. Titles, subtitles, paragraphs, illustrations, etc. are appropriately put in the proper order in columns, and assist the reader in his perusal of the publication. On-line editions often therefore assume the logic of putting content in the correct order in the print media versions.

Second, in their quest to obtain more readers, newspaper publishers, have also attempted to augment the readers' convenience, especially regarding dimensions, shape, or weight. New technologies have expanded this ease, thanks to offering the feature of mobility.

Third, the print versions of newspapers have their own reputation and stature, which usually has been acquired over a period of many years. A newspaper's name, which is its trademark, therefore constitutes a value, as well as the basis for a market strategy, not only for the print version, but for the on-line edition as well.

Fourth, the majority of newspapers, as the author has pointed out, has a core of steady readers, who in a more or less conscious manner, from the viewpoint of the newspaper's management, compose a special interest group. The development of an on-line version, creates for the managers of a newspaper, a specific transformational task – how to attract a majority of this milieu (print readers) to the new venue (the on-line version) and keep them there. Steady customers are the core of any business, and they are also an element of the mark-to-market of a newspaper/magazine.

The next source of the competitive edge of newspapers is their credibility. This is because daily newspapers dispose of the appropriate means and methods to verify and in as much as possible, document, the content which they present (Kowal-

ski 2008, p. 233 ff.). The enormous evocateness of the print media is also noteworthy here. As Tadeusz Szczurkiewicz discovered in his research, the readers' habits and behavior have a significant influence on the formation of the print media market. Any kind of research conducted in the 1970s, may without a doubt be considered to be current in its description of the behavior of readers before the market transformations of 1989, as well as prior to the digital revolution. Szczurkiewicz proved in his research that:

- a) for the majority of people, the daily newspaper was for them, after finishing secondary school, the sole means of their further education as well as the only source of information concerning world and local events [...];
- b) they read a newspaper every day, throughout their lives;
- c) the majority of people continue to read only one newspaper a day, which provides them with its view of reality, a one-sided selection of information and opinion, so as a result, this daily shapes and consolidates our way of viewing things, and influences our feelings, goals, and viewpoints;
- d) a daily newspaper which is read continuously, evokes more trustworthiness to the content and news presented. The reader therefore reads it without suspicion, and without criticism, rather with an attitude of anticipating an affirmation, and with confidence (Nieć 2010, p. 268).

Taking into consideration the above-mentioned element by the publishers of the print media when drawing up their strategies for entering the digital reality would appear to be rather essential, as the transformation process of newspapers in Poland to the virtual milieu has in fact, already been accomplished. This does not signify however, as Tadeusz Kowalski points out, that the print media is finished. The print media will be improved and will continue to develop. How extensive the print media will be, remains an open question however. This means that, the print and on-line versions of given publications, will continue to function simultaneously. In relation to television, as the author has pointed out, this period of parallel broadcasting is called "simulcasting". As opposed however, to television, the length of this period, in the press, may continue for a relatively long period. Be that as it may, the acceptance of the idea of parallel publications is already universal (Kowalski 2008, p. 233 ff.).

Therefore, it appears fitting to pose the following question: "Which Polish print publishers have managed to enter the Internet market, as well as have accepted a new strategy in relation to their print media publications?"

At the start of this attempt to understand the whole process of adapting Internet technology by the print-media publishers, one could, as Leszek Olszański has indicated, distinguish several stages. Initially, as Olszański has determined, there exists a formidable emotional barrier regarding the initiation of an *online* service, which is created by the fear of a mass desertion of readers from the print-media publication. Additionally, creating an Internet news service would appear to be a formidable threat for the sale of the print media version of a publication, with the correspond-

ing loss in advertising revenue. During the pioneering years of the 1990s, such a scenario could – in the opinion of many – signify the financial ruin of a publication. The danger appeared to be evident, especially when regarding the fact that, as Leszek Olszański opines, regular use of the Internet requires time as well as money (if for nothing else, paying for the very Internet connection), which as a consequence, could result in someone giving up the purchase of newspapers and magazines (Olszański 2006, p. 14 ff.).

Meanwhile Tomasz Mielczarek, is of the opinion that the introduction of print media publications to the Net, would bring promotional-prestige benefits. Its very presence in the Internet is regarded as a form of promotion for the print media, especially in those milieus where the print media isn't used much. Internet users, after becoming acquainted with publications disseminated via electronic means, would change their reading habits and start to buy print media publications, which they didn't even know existed earlier. In the mid-1990s such an approach resulted in the number classic print media publications which had an Internet version, to snowball. However, as Mielczarek stresses, these websites were only makeshift, and offered static pages with telephone and address data, and were without the latest information (Mielczarek 2012, p. 31 ff.).

Until mid-2005, there was only one Internet webpage by a publisher of the traditional, print media (Gazeta.pl) which was able to be among the top 10 most popular webpages in Poland. In 2010, this webpage was already ranked at fifth place among the most viewed Polish webpages (Megapanel PBI/Gemius in: *Internet 2011*). Entering the Internet was also treated seriously by some local publishers. A great proportion of Polish print media publications, were satisfied with the rather static "Internet newspapers", which took advantage of the opportunities offered by the Net, only to an insignificant degree, while their web pages were, de facto, virtual counterparts of existing newspapers and magazines, where generic differences, for all intents and purposes, didn't exist. As a result the Net became dominated by web pages, in which their print-media counterparts did not put a lot of effort. A change in the approach of editorial staffs, to an essential and active presence in the Net, was liked with two main tendencies (Olszański 2006).

First of all, presence on the Net ceased being perceived as being a passing fashion, and the Internet became an important market, on which a publication had to be present in order to survive. It was not longer sufficient to publish just any-old type of Web page. *Online* activity had to generate some real revenue. The Net, which for a long time resisted commercialization, started to become a competitor for traditional print media newspapers on strictly economic grounds. In addition to content which required payment, there were also other possibilities of making a profit, such as Internet advertising or Internet classified ads (Olszański 2006).

Second, another group of Internet users started to form. This constantly growing (numerically) group, was increasingly affluent, and treated the Net not as a complimentary, but as their primary source of information. The expanding number of vir-

tual, but steady and engaged readers reached such a point, that ever greater sectors of the media, including the print media, started to court them as users. This resulted in a change in the employment structure of the editorial staffs, in which computer consultants, journalists and graphic artists, responsible above all for Web pages, were added. Over time, these staffs added new, separate departments, until they formally became independent units with their own Internet trademarks/brands (Olszański 2006).

Lets look now at the solutions employed by specific editorial staffs. Since the effects of this ongoing process were first visible in the United States, let's start with a description of the American market. Experience gleaned from this market indicate, that print media publishers, from the very beginning, employed various tactics and business models, to adapt to the changing conditions of an ever more digital news-media market. The strategies accepted by these staffs varied from their very foundations, nevertheless, all of them boil down to one goal – to cut costs linked with their print versions.

We should single out here the daily, the “Christian Science Monitor” which went down in history as the first, major, national daily, which almost totally gave up its print version, and which consists today of only a modified Sunday edition. During the rest of the week, journalists started to have their articles published solely in the Internet version. It should be stressed here, that the switch to the Internet was a conscious, planned, and effectively executed strategy, on the part of this daily. As John Yemma, the editor-in-chief of the “Christian Science Monitor” states: “before this revolutionary transformation, our paper was incurring ever greater losses [...] we therefore decided to go from a print, to various forms of electronic versions, in order not to lose our current readers, and to obtain new ones”. In his opinion, it's also important, when switching from print journalism to a model based on the Internet, to implement this change decisively, and radically, as any attempt to simultaneously maintain the traditional manner of conducting this business, and introduce digital innovations, would cause the editorial staff to become schizophrenic (Przybylski 2012, p. 42 ff.).

Another example of the transformation of a paper from a print to an Internet version, is the weekly “Newsweek”. Here however, the difference is that in this instance, the doing away with the print version was not due to a conscious and implemented decision, but rather the result of an unsuccessful attempt to reform and improve the financial situation of this magazine. In spite of the fact that the editorial staff made an effort to restructure, that is, reduce the number of employees, other cost cutting measures, moved the editorial offices to a smaller building in a less prestigious neighborhood, gave up opulent, but costly journalistic models, as a standard article for “Newsweek” was, the magazine continued to incur losses. As a result, in the place of a printed weekly, “Newsweek” appeared in two Internet editions: one as the free portal known as “The Daily Beast”, and another which is by subscription entitled “Newsweek Global” (Deptuła 2012, p. 30 ff.).

Those publishers, who are limited to several (usually three) issues a week of a print newspaper, have chosen yet another route. One of many, which could serve as an example, is “The Observer” whose print edition appears on Mondays, Wednesdays, and Fridays, but its electronic version is updated seven days a week.

Other publishers have chosen a solution dependent upon cost curtting linked with the functioning of print journalism, strictly speaking, they’ve introduced a program to cut distribution costs. The “Detroit Free Press” as well as the “Detroit News” could serve as examples here. Both papers are still printed from Monday through Saturday, but are distributed only to stores, newsstands, gas stations, and newspaper vending machines. Subscribers receive newspapers delivered to their address, only on Thursdays and Fridays (the most popular days for advertisers), while the rest of the week they have access to the electronic version as well as the Internet news service (Przybylski 2012).

Polish print media publishers have come upon a solutions that fits the local reality better. Media Regionalne (Regional Media) based its Internet strategy on two pillars. The first is that they have some 15 or so of their own regional portals, (whose range covers 10 provinces in Poland) linked with the titles of various press groups. The second is the MM Moje Miasto (My City) portal, that is local community news service featuring civic journalism (the content is so-created by the users, who are the inhabitants of these cities) linked with the titles of various press groups. Another strategy is dependent on the creation of horizontal portals. Grupa Ringiem Axel Springier Polska experimented with the creation of the so-called platform-services, which under one brand name, link the content of different, but close in subject master, print media and Internet publications. For example, the sports platform Sports.pl was created in this manner, or the automotive channel Autoswiat.pl a well. Another solution is the strategy of an independent expanded offer, through the creation of new services, for example Media Regionalne started, in 2010, classified news services and a service for group purchases. Another strategy employed on the Polish market is that of linking the development of one’s own services with takeovers, that is the combined model. Publishers have decided on this one due to the fact that existing news services have a base of users, so it’s not necessary to create one from zero. An example of this are the activities of the Grupa In for PL or also the activities of Polskapresse. This firm accepted in 2010 the strategy of restructuring a firm, from a print publishing house into the Media @2012 media concern. Its element is the creation of successive local video services as well as reshaping the Nasze-miasto.pl service into a useful local portal. In 2010 Polskapresse also gained minority control in a group purchase package. The policy of Polskapresse is therefore based on organic development, through the creation of new services and the development of their own application and multimedia as well as in acquisitions based on the purchase of minority control or of complete Internet projects (“Budują z przejęciem” 2011, p. 11 ff.).

A separate type of strategy by print media publishers, is also evident in their program policy. Although initially, Internet services were to have supported the traditional daily newspaper, nevertheless the editorial staffs are ever more focused on what they publish in the Net, modifying their staff to meet the needs of the Internet.

The functioning of press publishers in virtual cyberspace brings the need of changing heretofore principles of work in an editorial staff, as well as in the journalists themselves. As Bogusław Nierenberg indicates, the newsroom in the cyber era is that type of editorial staff, in which the content generated by the users, is as valuable and important as the content produced by professional journalists, where they are actively managing any type of information. This is dependent on their gathering, from all accessible sources, and then processing and distributing this information. The potential manners of distribution, as mentioned by the author, are also noteworthy. These include both print and Internet newspapers, the Internet, mobile phones, television and radio. A proper and effective functioning of the newsroom of the new generation will therefore be dependent on engaging each member of the editorial staff in this activity, as well as, what appears to be of crucial importance, on the skill of processing information, in an appropriate manner for the specific channels of distribution, above all for the print media, the Internet, and also for mobile phones (Nierenberg 2010, p. 104).

The inevitable changes in the functioning and philosophy of the print media editorial staffs is accompanied however, by numerous traps, which the print media publisher may fall into. The editorial staff must contend with, in addition, heretofore unknown challenges and complete tasks, which they are not prepared for. One may draw a conclusion on the range and scale of these problems, from an internal report on the condition of the "New York Times" which was leaked to the Net. Even though the document dealt with the aforementioned newspaper, the views and conclusions contained within it, could, be added to the general woes and pains with which contemporary print media publishers have to contend. The authors of this report indicated the (Stanuch 2014, p. 10 ff.):

- 1) necessity of a mental transformation form a "newspaper which has an additional Internet version" to a "newspaper in the digital era;"
- 2) necessity of taking advantage of social media. This support has to be gained, and maintained in the readers via a better taking advantage of content and activities in social media. This is also linked with a process, which has been observed on the American market, of a decline in the viewers of the web pages of the main news organizations. The readers are expecting, that interesting material will get to them on its own, principally by Facebook and Twitter. In addition, more and more people are reading content on smartphones and tablets. That's why there has been a decline in the viewership of the pages of the main media organizations.

The research results of Joy Mayer from the University of Missouri School of Journalism are somewhat in the wake of these observations. She published her newsroom guidebook in August 2011, which came about as a result of the effects of her research on effective communication between a publisher and his readers on the basis of social media. It seems that there is an observation contained here, which to a great extent shows the direction of development and evolution of the functioning of newsrooms in the digital age.

As Mayer points out, there currently exists a universal conviction among journalists, that the development of contemporary media demands more interaction and cooperation with, as well as adaptation to, the users of the media, understood in a broad sense. Social engagement is often indicated as the key to success in the development of the media in the near future. Joy Mayer, as part of her scholarship from the Reynolds Institute of Journalism, conducted research in ten different editorial staffs, during which, nine out of ten editors-in-chief confirmed, that cooperation with their public via social media is an object of their interest, however they are not certain, what this cooperation would mean in practice, nor how to organize it within their editorial staffs. As the culmination of her research, Mayer prepared her tips, which could enable editorial staffs to develop a form of cooperation with their readers (Based on: Mayer 2010–2011). She pointed out, amongst others, the fact(s) that:

1. Our current readers (target group) feel a link with us.
2. We have to actively obtain new readers/public, from outside of our basic target group.
3. We have to seem to be, and in essence become, accessible as an editorial staff and as individual journalists.
4. Individual members of society are to feel invited to participate in our projects, as well as be encouraged to assist in the shaping of our new program. We will find a way to listen and be in constant contact with the members of our society.
5. We will constantly change our coverage and range, in accordance with the reaction of our readers. It is easy for the members of society to exchange their knowledge and experience with us, and we appreciate their input.
6. We have to strengthen, not just our voices, but the voices of our society as well. We invest in our society, and we see this society as being a resource.
7. Our content will get to our readers according to the principle: „where, when, and how” whatever is the most useful for our public.
8. There are many different ways in which our readers can share our news, and react to our information (Based on: Mayer 2010–2011).

In the organization of the newsroom, the Polish publishers found various solutions as well. The Dziennik.pl service, from the very beginning of its existence, published above all its own texts, hence there were approximately 30 people employed in their Internet editorial staff. The latest news was featured, and material from the



print version was grouped in a separate column with the newspaper's logo. This is the manner in which an Internet news service was created. Another solution was found by Agora S.A. Its portal, *Gazetawyborcza.pl* is the Internet page of the print version of this daily, and the most popular portal of the *Gazeta.pl* publisher is this portal in which one may find amongst other, on-line games or establish an e-mail account. The material presented on *Gazetawyborcza.pl* comes from the company's print media publication, and the editors of the print and electronic versions have established, which subjects from the newspaper may be presented a day earlier in the electronic version, and which subjects may only be presented after they have appeared in the print version. They also plan together what type of reader interaction should be, regarding specific subjects.

Other publishers have adopted a policy of uniting their editorial staffs. In 2007 it was determined that the editorial staffs of "Puls Biznesu" and *Pb.pl* (Bonni-er Business [Polska]) would be united. There was to be one common newsroom, where the work of the print journalists could be used in the on-line versions, and on-line material could be used in the print version. Thanks to these changes, the portal was to have been more up-to-date, and the web page was to feature Internet forums, and chats with specialists and blogs written by entrepreneurs would be accessible (Świątłowska 2007, p. 28). At the beginning of 2008, the first combined newsroom, that is of the print and electronic version of a publication, was created. In order to meet the challenge, the new newsroom had to undergo several modifications. First of all, the number of journalists was increased from four to thirty. Second, a new position was created, that of super-editor, whose task was to divide the texts between the electronic and print versions of the publication. Third, the program policy was modified, so that news from wire service was not longer used, and was replaced by material prepared by the staff journalists (Kamińska 2008, p. 22 ff.).

Instead of linking their editorial staffs, some publishers employed a policy of taking advantage of a synergistic effect. This model was used by Agora S.A. whose news services *Gazeta.pl* and *Wyborcza.pl* have separate editorial staffs. The news service and the Internet portal differ so widely in the area of content published, that a reader could go from one to another and not realize they were from the same company. This model is also employed by publishers when they are creating content for the print and Internet editions. In this instance the news service which is available on the Internet offers, in addition to content from the print version, additional services such as: chat-rooms, interviews with experts, or commentaries made by specialists (Kamińska 2008, p. 22 ff.).

Independent from these organizational solutions however, all the strategies mentioned above, together with their operating plans, had one goal: to verify and perfect existing and potential forms of generating revenue by print media publishers *online*. Due to their variety, it would appear an exaggeration to put them in identifiable areas. Therefore, in the sphere of technology, one could distinguish the paid applications for mobile management, in the sphere of program offers: prepar-

ing regional and local information *online*; in the sphere of cooperation with readers: inviting them to co-create the content and products of the news services; in the sphere of management: taking advantage of the experience gained through the development of press products and modifying them so they could be used on the Internet: in the sphere of trademarks; reader may evaluate trustworthiness and recognition of given trademarks, which is why they have confidence in news services, whose name they also associate with the print media; in the sphere of cyber space, readers may have the opportunity to engage in online discussions, or participate in forums (thanks to the creation of such platforms, an exchange of views regarding press trademarks, which communities build around themselves) in the sphere of identifying needs: in the Internet, it's easy to check, how much interest a given article arouses, what readers are really interested in, what questions do they pose on forums, and what they buy. To acquire the same knowledge, using solely the print media, would require expensive research (Based on: Zieliński 2012, p. 14 ff.).

The ever increasing commitment of the print media in the Internet, even if it is largely due to profit seeking, has started to imply that heretofore unknown difficulties and challenges, with which editorial staffs have had to manage on the fly. They were and still are multi-level and demand from media companies, as well as from the whole press market, new structural solutions and changes in prior work philosophy.

The first among many questions, is linked with press readership in the Internet. The readership of press content, which is disseminated on the Internet would appear to be, as Tomasz Mielczarek has indicated, impressive. Approximately 90% of readers know the content of the press thanks to the Internet, and only 10% thanks to the print version. However, a closer analysis of the Internet, according to Mielczarek, would reveal that the Internet is "leeching" off the print media. Research from the Institute of Media Monitoring also indicates that all the other media gladly read the print media. In 2011, it (the print media) was quoted four times more than radio and television, and as much as ten times more than Internet sources. This also attest to the informational value of the print media (Mielczarek 2012, p. 31 ff.). In 2012, the majority, because as much as 65% of quoted messages, were from articles from the press. The majority of these publications were in daily newspapers – 77%, as well as weeklies – 18%. In 2013 the majority of quoted information came from the print media – 65%, and this also dealt with quotes from dailies and weeklies ("Najbardziej opiniotwórcze media 2013"). In addition, as we may read in a work entitled „A Diagnosis of the Social Behavior of Readers in the Print and Digital Medias” 48% of people are among those who receive some type of content from the print media. To a dominant degree of course, this means readers of the print media, whereas digital publications attain only 1.5% of this indication. It's also noteworthy that 1% uses both forms of media (that is 67% of readers of the digital versions), which indicates that crossing over to the electronic form of the press, does not necessarily mean a complete break with the print version” (Poleszczuk, Anuszewska 2013).

The second question deals with the necessity of defending intellectual copyrights in the Internet, and introducing payment for access to news content. Texts found on the portals of print media publishers were copied and distributed without any supervision. The first defensive reaction of the Polish press to illegal copying of its content, was the introduction of several activities, which were to counteract just such a practice. They were dependent on limiting access to complete texts, especially journalistic articles, redirection on newspaper portals, the introduction of payment for access to archives as well as encouraging e-subscriptions (Mielczarek 2012). By introducing fees for Internet texts, publishers were faced with the necessity of counting the possible profits and losses, which limiting Internet access brings. They therefore had to compare the eventual costs, for instance of a potential loss of readers, with the profit which some form of payment would bring. On the one hand, an open access to texts results in a Publisher having a potentially greater range of readers, which should translate into an increase in advertising revenue, and will ensure a higher recognition of his publication, (trademark) while at the same time there is a possibility of interaction with the readers. On the other hand, publishers have to take into consideration prior reader habits. The Polish media recipient was not accustomed to paying for content in the Internet. Payment was associated only with access to exclusive and personalized content and services (Based on: Zieliński 2012, p. 14 ff.). The introduction of payment could bring a “massive” loss of readers, but at the same time, could attract that segment of recipients who are searching for specific content. From the advertising point of view, this solution could turn out to be profitable, and be a source of revenue. There is one condition however: the content being offered for payment would have to be so unique and exclusive, as to attract users who would be inclined to pay for access to them (“Piano Media łączy się z inną firmą...”).

Individual publishers have attempted therefore, to encourage readers to pay for access to content, via the adopting of varied strategies.

One of these is the strategy of “grafting” which consists of making two major pages accessible to readers. The goal of this strategy is to gain the greatest number of readers and keep them on the pages of the publication for as long as possible. An example here could be Dziennik.pl, which on one page offers information dealing with politics, the economy, the real estate market, and sports. The second main page is full of lifestyle content, however.

The next type of strategy is based on the trend of “long-form” journalism. This is a long range strategy, which is concerned with acquiring an engaged reader, and was also employed by the aforementioned Dziennik.pl. Initially the news service was dominated by short pieces of news. Currently there are longer texts, and they are more explicitly exposed. The publisher supposes that the reader, spending more time in reading accessible texts, will be more likely to pay for them.<sup>1</sup>

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<sup>1</sup> P. Nowacki – zastępca redaktora naczelnego ds. online w DGP. In: Kołacz 2016.

Agora has however, put the *Clou* application into operation, for those who possess iPhones and iPads. This application is not directed at a massive audience, but rather at those reader who are willing to spend more time on texts which have been made accessible.

Yet another strategy has been employed by Ringer Axel Springer Polska for Fakt24.pl. It is based on the content completeness model, that is the providing of information on a given subject, through the use of many different tools. In addition to articles, there is a lot of additional video material, explanations from experts, as well as galleries. What counts in this model is the number of hits, as well as the amount of time spent on a page, which together show the engagement of the user.<sup>2</sup>

In as much therefore, as publishers have, as a rule, been able to manage with introducing print media titles to the Internet, the creation of publications which exist solely on the Net, has brought a lot of difficulties. An example here are the e-magazines which have lately, not turned out to be as big a success as was initially thought. After several years of their presence on the market, it turns out that they have to contend with problems and challenges, which publishers have not been completely compared for.

The first and most essential challenge, is linked with the financing of e-magazines. As a rule, they were supposed to have been free, and accessible on Internet pages or perhaps be available free of charge from Internet stores. Such a philosophy resulted in the necessity of finding alternative sources of financing. Since the advertising market turned out to be too shallow for e-magazines, the greatest change for success on the market was held by those e-magazines which either belonged to large companies or had such companies as important investors. The activities of these e-magazines was based on their regularly being financed as part of a group, or from other activities of the owners of these magazines. The remaining, self-sufficient publishers, had to contend with constant financial difficulties, and publishing an e-magazine became an activity which was on the border between a passion and an after-hours job. In order to change this state of affairs, the publishers were continually seeking a means of financing them. One of these methods is "crowdfunding" the basis of funding is provided by voluntary gifts from donors (Based on: Meyer 2015, p. 36). It is necessary to point out however, that this form of financing is linked with several types of difficulties. A voluntary donation to support the activities of such a publication could be sought from, above all, a user/recipient who knows and appreciates, or is looking for a given text. It is therefore difficult to obtain funding for a new project, which is unknown to anybody, without a specific of constant or recognizable products, or authors or recipients. After a second level of "crowdfunding", perhaps, after an initial success based on the realization on the part of the users that they are paying for a desired or sought-after content – will decrease

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<sup>2</sup> M. Karboński – Product Manager Fakt24.pl. In: Kołacz 2016, p. 76 ff.

together with a fall in the excitement of readers resulting from participating in the co-creation of a media project.

The next problem with which e-magazines are faced, is linked with readers' habits. This is because the readers of the digital press are people who – as has been shown above – are coming “from paper” and are linked with a specific brand/trademark which earned its reputation in print media. E-magazines – without a paper version, don't have such readers, and people who learned to read the press in the Internet are not interested in a closed form. They prefer to read Internet news services or blogs (Based on: Meyer 2015). E-magazines therefore have to create their own public, and build with them relations based on loyalty, habits, confidence, and identification, and therefore on processes which demand time. That is what e-magazines, which are constantly contending with financial difficulties, have the least of.

In addition, publishers would like to outright transfer the rules of distribution worked out with the distributors of print media, into a mode of operation for e-distributors. A change however is necessary in the direction of the model of distribution of a more highly promoted text. Articles in e-magazines don't appear in Google search engines, which means that their getting to new readers is difficult and costly. In addition, AppStore and Google Play value only the number of hits and popularity. It is therefore difficult to breakthrough to the public as a whole, without a lot of expensive advertising. Obtaining a wide base of readers will also not succeed without changes in the manner of promoting digital publications. Publishers rarely amass a data base of their readers, nor do they conduct limited activity in the sphere of content marketing.

Moreover, the development of e-magazines is based on the supposition, that there will be a dynamic expansion of the tablet market in Poland. In 2014 however, there was a curtailment in the dynamics of the expansion of this sphere. The market became saturated, and on such a low level, that it rendered it impossible for e-magazines to be self-sustaining (Based on: Meyer 2015). In addition, the penetration of e-magazines was weakened by the offering of e-publications in a PDF format, which can't be read on devices which have a smaller screen. In order to create an Inter-active publication, with animation or with films, new technological skills and a significant financial injection, are necessary<sup>3</sup>. In addition, as Jacek Czanajtis points out, publishers have to approach the new media in a holistic manner, taking advantage of social media, newsletters, notifications, targeted advertising campaigns counted in the PPI model, as well as a native application. This is because, to expect e-publications to sell themselves is an illusion. In the digital world, it's necessary to permanently stimulate the readership.<sup>4</sup>

This is the type of philosophy of thought that the “New York Times” decided to employ when it decided to look for a manner to enter the Internet with its con-

<sup>3</sup> P. Kubiszewski – ekspert rynku wydawniczego. In: Meyer 2015.

<sup>4</sup> J. Czanajtis – prezes zarządu Optizen Labs, lidera na rynku e-wydań w Polsce. In: Meyer 2015.

tent. Initially, like many other publications, the “NYT” put a paid application, the *NYT Now* generating information. Interest in a paid subscription to the news service turned out to be, however, from a financial point of view, insufficient and the paper finally made access to this application, free of charge. The “NYT” therefore changed its strategy and directed interest to a social portal, and specifically to Facebook and a start-up service, Keywee. This concept was based on the idea that the news service would allow one to make a connotation of key words used in articles in the daily, with potential subscribers, that is, with people who are interested with this content. The activity of this service is the following, the “NYT” sends articles to Keywee. There they are scanned with key words in mind. Then the publisher pays for these texts to be displayed on Facebook, and Keywee directs these texts to the appropriate users in social media. When a Facebook reader enters a page which interests him, the “NYT” intensively promotes a paid subscription there. The application, in addition to being a distribution of content, is therefore perceived as an effective manner of obtaining new readers. The “NYT” affirms that half of the people going on to the “NYT” website, via this service, are new users (Deptuła 2015, p. 8).

In addition the “NYT” participates in – also on Facebook – an experimental service known as “Instant Articles.” What happens here is that an article is an article is instantly displayed and above all, in its entirety on Facebook, and at the same time, there is no redirection to the publisher’s web page. The pictures are also of high definition, and may be enlarged. There is also the possibility of turning on an interactive map, as well as automatically activating video clips. What is essential, is that every Internet user, who reads a publication, is counted for the publisher and not for Facebook. As a selling point, Instant Articles can point to the fact that by being published on Facebook, the publisher is more easily recognized, with increased range, and as a result, income. Amongst its weaknesses, it’s necessary to mention a limited technological solution, working only on iPhones, the lack of an ability to target a publication to a specific group, as well as the danger of draining users from the web page of the publisher, to that of Facebook (Staniuch 2016, p. 82 ff.). The Instant Articles service is perceived as a revolutionary solution. Until now the practice was to put a small fragment of a text on Facebook, which could be read in its entirety on the publisher’s web page (Deptuła 2015, p. 8). Now, however, the user doesn’t have to leave Facebook.

New products are also being prepared for print media publishers, amongst others by Google and Twitter. Each of these solutions, like the aforementioned Instant Articles, has its good points and its limitations. Google’s proposition is based on speeding up the display of Internet pages on Smartphones. In this instance, there’s no limitation to just Facebook users and iPhone owners, the content is accessible to anyone on the Internet. Its sales success is based on its speed and the accessibility of the content for the user. From the viewpoint of the publisher, this solution requires nevertheless, the preparing of a special version of one’s web page, in accordance with the technology being used by Google. Twitter however, is offering solutions for

publishers, which go in three directions. First of all, this deals with supplying the best tools for publishing information that is reporting about events. Second – Twitter is offering publishers tools enabling them to collect in one place various tweets and create an information collage from them. Third – has to do with the creations of tools for monitoring and gathering information from Twitter and publishing it on the pages of the publishers. A product which has been made available by Twitter is Moments – a form of a publication containing tweets selected by publishers on a certain specific subject. When an Internet user clicks on the Moments display, a picture of the first tweet will appear on his screen, and there will be a short description from the publisher will be printed over it – something in the form of a lead. One may reach the other tweet using standard navigation. In addition Twitter provides the possibility of “Subscribing” to new information on a given subject, which results in a constant updating for a user of a given text. It’s also noteworthy that the solutions provided by Facebook, Google, and Twitter, are dedicated above all to news publishers and information portals (Staniuch 2016, p. 82 ff.).

The strategy indicated above has been accepted by print media publishers, as well as the solutions available to them indicate, that the press market in the Internet is constantly transforming, and that specific publishers are independently seeking the most effective solutions to enable them to survive in this market-sector. The strategies accepted will continue to evolve, and publishers will be constantly changing the proportions between being engaged in the print media, and circulating content on the Internet.

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