

Noty o autorach

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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 evocativeness 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 complementary, 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 as 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* (Bonnier 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, Anuszevska 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.¹

¹ 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.²

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

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

together with a fall in the excitation 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 necessary³. 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.⁴

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-

³ P. Kubiszewski – ekspert rynku wydawniczego. In: Meyer 2015.

⁴ 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 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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SOCIAL MEDIA AND START-UPS

Abstract

Facebook and other social media have existed for more than 10 years. During this time the portals, destined to build relations in different fields, have become tools used intensively by the business environment. Primarily, Baby Boomers haven't understood the fascination of ICT (Information and Communication Technology), X generation have accepted them with reserve, meanwhile twenty and thirty-year-olds have realized they are powerful tools, useful for promoting their businesses.

The purpose of this paper is to present the possibilities of establishing new communication schemes using social media and to present the basic characteristics of new social media and their role for start-ups. To achieve the objective of the article the marketing (especially Internet marketing) literature (both domestic and foreign) has been used, as well as author's own observation, gained during participation in international projects (while working on this project, the generation Y and Z group survey was made) and during running her own consulting agency.

The following theses are taken into consideration:

1. Modern companies must adopt to their business philosophy, based on new economy to avoid slow decay.
2. Internet community that feels involved in any business project is more likely to support, give advice and share its own experience with the newcomers, because they feel to be a part of the business and responsible for start-ups development without a will to be rewarded.

As a starting point, the author defines the term 'new economy' and its relation to the term of new business environment (which is a broader conceptual category). The article shows that the types of Internet users in social media are in many aspects consistent with those observed in other countries. Polish Internet users (running often their own start-ups' business) are present and active in many social networking sites (including all key sites of global reach), in blogs – where they have their accounts, as well as in content communities. They share a lot of media, using them for many different purposes (not only related to making and maintaining contacts), thus new businesses must adopt their philosophy to the new online reality if they want to gain a competitive edge and survive among these larger and more experienced ones.

For that reason, this article aims at describing the phenomena of new economy and constitutes an introduction to further empirical research.

Key words: social media, start-up, content marketing, Facebook, Y generation, Z generation

Introduction

Nowadays young people are facing the problem of unemployment all around Europe, therefore the Polish government and the EU have been making attempts at motivating them to start running their own businesses. Facing the lack of privileges for young entrepreneurs and high expenditure of running their own businesses, many people abandon the idea of doing so, on account of the risk of failure. The truth is that 50% of the companies disappear in the first year of activity, and the other 50% disappear the following year. Those that survive more than three years may become successful.

Meanwhile, easy access to the Internet and low cost of using social media for marketing activities cause ICT (Information and Communication Technologies) to become an effective communication tool, used to build relations between enterprises and customers. They also allow to create the image of start-ups and their brands. It seems that the role of social and content media to promote the company and branding [Kaplan, Haenlein 2010, pp. 59-68] is significant, particularly now, in a turbulent economy, where the creation of real customer value is so important.

New Economy

More and more people agree with the view that the development and spread of information and communication technologies has changed both the theory and practice of areas such as business, management, marketing and economics. “Everything we thought we know about business, is a question mark now” – Robert D. Hof in Business Week last year [<https://duolife.eu/soft-marketing.html>; 12.02.2016]. The specialists point out that people are going to change their job every 4-5 years and change their profession every 7 years. This is a reason to call this new coming phenomenon – “McWork” and be ready for new terms such as viral marketing, net effect, e-commerce, virtual company, sharing economy, mass customization, crowdfunding, crowdsourcing, open innovation, and finally – social media. They all have one element in common – new technology and CROWD 2.0 – conscious Internet users and consumers 2.0. The new technology is a set of key tools, the second (CROWD 2.0) is not even a resource, but a full-fledged business partner to whom we must tune up the whole business philosophy. Jeremiah Owyang, the founder of Crowd Companies Council and one of the most famous experts of the new economy conception said: “Companies must cooperate with customers if they want to survive on the market. If they don’t adapt themselves, they will be doomed to slow decay” [Owyang 2015].

It is necessary to point out that “new economy” describes a new business environment where information and knowledge, thanks to IT, have become a basic economic development force and are basic elements that determine the success or

failure of enterprises, regions and the whole market. Information and knowledge create added value, increase efficiency and effectiveness of economy.

Nowadays, one of the most important factors is the Internet. Thanks to it, new interaction possibilities open between consumers, companies and business partners. Relatively low costs, broadcasting and openness make it possible for the Internet to soon become a basic tool of business communication.

However, many newcomers, who set up their first business make a mistake, assuming that only the investment in the company website and Internet domain will bring results in terms of productivity and profit increases. Brands like Starbucks, Dell, Mattel or Lego give the possibility of submission of ideas to improve their products or service for their customers, who present their proposals, then the community votes for those that are the best, and finally the company must decide about their launching. This open innovation includes [Malinowski 2015, p. 54]:

- service design,
- price policy,
- promotion,
- offer extension,
- customer service.

Information about possible development trends for enterprises is the most popular. In the case of implementation of a chosen solution, the author of the best innovation receives the prize and builds his status in the community. It is also a form of a dialogue between the customers and the company, as well as a way of building loyalty (the company “listens to” consumers’ voice and thus, allows them to have real impact on the company’s development).

Each start-up obviously needs some money for promotion, branding, website building and its hosting etc. Lots of foreign micro start-ups use a CROWD to gain an idea for:

- business in general,
- creating the company’s mission and vision and storytelling,
- building the original website and social media tools,
- creating the segmentation of customers,
- creating a logo and corporate identity,
- copy on website,
- promoting a strategy.

The community that feels involved in any project is more likely to support, give advice and share its own experience with the newcomers. They are a part of the business and feel responsible for its development. They don’t bother about being rewarded. It seems that being noticed and the awareness that their recommendations are valuable are the most important factors. There are portals such as oDesk, Elance, Guru or BlurGroup, that gather thousands of professionals who offer their skills in a so called crowdsourced labour market on online marketplace. Each start-up must only prepare their brief, wait and send the project proposals to freelancers, cooperate

with one or a few of them, and after receiving the effect of their work, settle through the platform. Unfortunately, although these kinds of platforms are extremely useful for running a business, especially a new one, only young people use them.

Social media are more and more popular and have become important community tools, used by Polish companies.¹ According to entrepreneurs the main aim of its use are both marketing activities and cooperation with business partners (see chart 1).

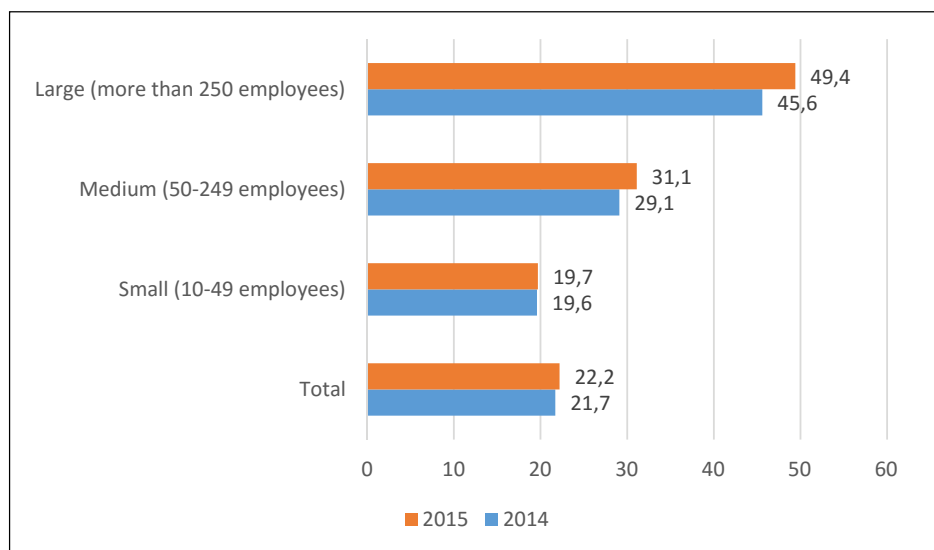


Chart 1. Enterprises use social media in 2014 and 2015

Source: Central Statistical Office, https://uke.gov.pl/files/?id_plik=20973 (access: 9.02.2016).

As we can see, in 2015 the use of social media index has remained stable compared to 2014. According to the Polish Central Statistical Office, the largest group of users are people between 16 and 24 years old (more than 80%), who represent Y or Z generations and according to the Report “Social Media,” prepared by portal

¹ The survey, entitled “Wykorzystanie technologii informacyjno-telekomunikacyjnych w przedsiębiorstwach (The use of ICT by enterprises)” conducted by Central Statistical Office in 2015 in the form of direct interviews on small, medium and large enterprises. The survey, entitled “Wykorzystanie technologii informacyjno-telekomunikacyjnych w gospodarstwach domowych (The use of ICT in households)” conducted by Central Statistical Office in 2015 in the form of direct interviews on households among people in the age of 16-74. N = 8100. Source: Central Statistical Office, https://uke.gov.pl/files/?id_plik=20973 (access: 9.02.2016).

Interaktywnie.com in 2015, 17 million of young users use Facebook and 3 million use Twitter, less popular is Pinterest, Snapchat and YouTube, but more than 50% of their users are less or a bit more than 20 years old.

Generations' differences, difference of world perception

The subject literature shows that there is a division of the current generation into the following categories: traditionalists (born between 1925-1945), Baby Boomers (born between 1946-1964), generation X (born between 1965-1980) and generation Y (born after 1980) [Jamka 2012, pp. 237-238].

One of the challenges faced by modern managers from generation X and sometimes still Baby Boomers is an effective management of generation Y, i.e. employees who are under 30. The differences between generation X and Y in the understanding of norms and values or in the perception of the world are significant, that's why the process of identifying a working place and attitude to work is completely different [Dziadkiewicz, Nieżurawska 2014, pp. 50-52].

„Ys” do not live to work but work to live. That is why they don't choose a business that is absorbing and takes a lot of time to work on it. Their business must be interesting and must be connected with their passion. Therefore they are always searching for something extraordinary and global. Additionally, they are young people who were brought up in the world of new technologies, for whom there is no life without computers, smartphones and the Internet. They do not use libraries' sources, do not read paper newspapers and do not write by hand. On the other hand, they use a keyboard and the Net very efficiently and find this online world a place where they can find the answers to all of their questions.

Apart from the generation Y mentioned above, we need to remember about that group of newcomers born after 1990, called the Z generation. They live in a time of prosperity and the newest technologies. They easily combine offline and online life. In spite of their openness for online world, they don't exactly understand the real world. This is the most divided generation. Firstly it depends on their parents and their financial situation. They must face the economic crisis, speak different languages (not English, German or French, but Chinese, Japanese and Arabic). They are also forced to accept a boss, who is e.g. Muslim or Indian.

“Zs” are the generation of high standard living. They work skillfully with high technology gadgets and use the mechanism of activities taken from computer games at their work and real life e.g. gamification. Real relations are substituted by online ones. Sometimes they exist more in the Internet using blogs, YouTube and games than offline and it needs to be said they have more virtual friends with whom they share their passions, interests and even life dilemmas. As one of this people said, she reads lifestyle blogs to get to know how to live and what to say when she is in public.

Because of the social media, they have friends all over the world – in Brazil, China or Australia, and they are not afraid of distance online working e.g. being in Poland, and working remotely for Japan. It does not mean they are only IT specialists, they can be online experts in medicine (e.g. cooperation during surgery, when a team of surgeons operates being in different countries), physics, management (e.g. interim management during crisis management, change management, MBOs, IPOs, mergers and acquisitions and project management) [Kalleberg 2000, pp. 341-365], etc. Summarising, the reality cannot be tangible and the world is so small for them. In one second, they do online shopping in the USA, simultaneously speaking to the Chinese business partner [Bosch 2004, pp. 617-636].

Due to their attitude they are also called “Multitasking generation”, unlike Ys – whose are called iPod generation or Millennials. The difference in attitude is visible – Xs create their website first, and then think about supporting the company position using social media. Ys and Zs – check the exposing on Facebook and Twitter first, followed by thinking how to promote their company, not only in a traditional way.

Many Xs or older Baby Boomers find being so open-minded a threat, not as fascination. Meanwhile the Ys and Zs are not afraid of travelling, meeting strangers, organising projects and working on the other end of the world. With all these changes and an increasing role of online life, they use more and more new terms, describing new business environment, connected with ICT – social media marketing, as the process of gaining website traffic and attention through social media sites [Trattner, Kappe 2013, pp. 86-103] or content marketing that will be described broadly below. The development of social media and ICT cause the introduction of new occupations, connected with Internet reality such as a content manager, info-broker, fundraiser, personal shopper, showrunner, game tester, gamer, trendsetter, underwriter and others.

Social media characteristics and their role for start-ups

The Internet and social media require a new approach to communication, as it is the first medium that allows to send and receive messages instantly with any number of people. This has allowed people to create their own personal infosphere [Patrut, Patrut 2013, pp. 29-30]. This community is dynamic and can interact with each other and share parts of their lives. These characteristics empowered people to become more involved and therefore more interested in a company and its products or services.

Communication of the Internet users in real time, allows to build relations, even between people from different parts of the world. The process feels natural and therefore is more engaging for those who are involved. People who are involved start to trust each other and identify themselves with a presented company. As research indicates, the contact is closer and the belief stronger.

There are many different characteristics of social media, the same as different kinds of divisions. One of the most accurate was made by Kaplan and Haenlein [2010, p. 62]:

- Blogs e.g. Twitter,
- Social Networking Sites e.g. Facebook, Google+,
- Content Communities e.g. YouTube,
- Collaborative Projects e.g. Wikipedia,
- Virtual Game Worlds e.g. World of Warcraft,
- Virtual Social Worlds e.g. Second Life.

Facebook is an ideal tool to communicate the brand. The portal allows to lessen the distance between a company and its potential customer, affects customer's opinion to gain product reviews, which have a beneficial effect on decisions about choosing a particular company. The best way to make B2B communication on Facebook more effective is selection of suitable content and strategy.

46% of Facebook users are more than 45 years old, which proves that Facebook is not only an entertainment portal for teenagers. It also means that those companies whose products or service are for the elderly, wealthy consumers can find the proper target. According to PBI/Genius Report (July 2013) Facebook has almost 15 million of real users in Poland. According to the newest report of a consulting company Vivaldi Partner Group, 90% of shopping is done on the basis of recommendations and opinions in social media. 49% of professionals use mobile equipment to follow Internet sites. Facebook is a leader in mobile marketing among all social media tools and its application is the most frequently downloaded to smartphones and tablets. 41% of companies that use Facebook for business communication gain new customers from this medium.

Fanpage statistics describe the fans gained, their involvement and interest in a product, which in result helps the rapid SEO of activities and communication strategy and thus can save time and money (for instance: it is easy to check who clicked on any paid advertising and determine their age, sex and interests). Most purchase decisions are taken under the influence of impulses and emotions. Facebook helps to build a relation with fans, produce a halo effect, which favorably influences the decisions of buying a product or service.

It has 1.44 billion monthly active users (as of March 31, 2015), but it doesn't mean all of them may be a start-up audience. Nowadays, the most important marketing decision that a newcomer needs to make is defining the target audience. Then, it is crucial to identify the platforms on which the company target audience is active.

It is obvious that nobody looks for a job on Facebook or makes business relations on Pinterest. Being active on the most popular platform does not make sense if the company target is not present there.

Facebook is a good platform when a new entrepreneur needs:

- to present content that is highly visual,
- to use the community effect,

- to gain trust by sharing information via friends' network,
- to invest money to sponsor posts and ads, otherwise it is really difficult to find fans organically, because of Facebook algorithms change.

Twitter is a good platform when a new entrepreneur wants:

- to broadcast their message,
- to join the on-going conversations,
- to connect with opinion leaders and people that matter,
- to build a position for themselves.

LinkedIn is proper for those who represent B2B company and want to make a relation with professional audiences and establish opinion leadership within a group of homogeneously targeted audience.

There are also Google+ and Pinterest that are less-known in Poland. The first one is used to help with employee SEO efforts and to participate in Google community to connect with like-minded people, Pinterest is used for those businesses whose primary target audience is women and it is essential to share a highly visual content. The target identification is only the first step on the long way to proper social media use. There is a need to do a more thorough research and brainstorming to finalize the social platforms for startup brands.

The next step is an active presence on a chosen platform. As an expert of marketing communication in Polish medical companies from Polish Confederation Lewiatan, the author of this publication noticed that the majority of these organizations have a Facebook page, so they recognize the social media as useful, but the last posts are totally outdated e.g. from last year. However, having an inactive presence on any of the platforms always creates a bad impression.

Meanwhile, when it comes to the medical business, using social media is one of the best way to exist on the market. There are professions that couldn't be advertised in any other form. They are all medicine and legal professions, tax advisers etc. Therefore, social media can be an excellent tool to do viral marketing among people who are interested in a certain subject. For example, the competition on Facebook for the best lawyer, ranking on LinkedIn and groups on Twitter. One of the newest contests is a ranking for the best Polish vet clinic, where Facebook users can vote on their best vet in their place of living [<http://gdziedoweterynarza.zumi.pl/sopot,index.html>].

In this kind of business, no matter how much experienced, the use of social media can cause:

- an increase of customers' involvement in relation with a certain business – e.g. patients can recommend a certain doctor by clicking "Like It" on company's fanpage, feel connected by following posts on Facebook,
- an increase of trust for doctor/lawyer/advisor – a specialist who writes down interesting medical information and communicates with patients online, becomes more familiar,
- an increase of the businessman's credibility – they become a knowledge source for customers,

- getting better SEO results – being active on Facebook results in better recognizability of the name in the Internet search, which in turn creates better movement on the company website.

Every start-up needs both activity on the social platforms and consistency. But all company owners have to remember that the opposite activities (too many updates every day) are also inadvisable and make followers on e.g. LinkedIn company page irritated.

The social media fulfill those needs as they allow personalized communication with different stakeholders. However, social media are only a tool and require a new approach to communication and marketing management.

Content marketing as a strategy for start-ups

Content marketing is a great power of social media. It produces valuable contents that answer the customers' needs [Stawarz 2015, p. 10]. Content marketing can help every start-up in valuable content distribution, attraction of customer's attention and gaining involvement. In social media, monitoring, listening to the community, keeping up a dialogue with customers and then making conclusions and matching the communication to the target's needs play a significant role.

Lots of people make a mistake thinking that content and content marketing are the same. The marketing conception is based on a production of the contents that are important for customer, then the elected aims of content marketing strategy, and finally on measurement indicators of these activities.

Often people do not want to implement content marketing because of many myths such as:

- the company's target does not use social media and does not read online – Google research shows that almost everybody looks for useful information about the product or service before shopping or purchasing. Doremus Research and Financial Times show, 60% of senior managers read blogs, watch YouTube and participate in media such as LinkedIn;
- lack of time and money to create contents – many people, even those who have business experience cannot imagine the contents which are not a description of product or service can give a ROI. They may think that creating the contents that have no advertising nature is unprofitable;
- content marketing is an advertising campaign, blogging and education – definitely content is a process, a philosophy, it needs time to bloom. A blog, meanwhile, provides a foundation for many content marketing activities and it can be one of the tools used by content marketing. When it comes to education, we must say that many activities of content marketing are orientated on branding and positioning as a leader in the Internet. Education is a small part of the whole process;

- using content marketing will cause a reveal of company secrets – BCG, Microsoft, IBM, Unilever write contents and they are not afraid of their know-how sharing or public communication with customers;
- a lack of will to share a company's knowledge for free – creation of the contents, every company can gain the customers' interests, their involvement and priceless trust. The contents let them gain the customers' attention without advertising which might be irritating.

The next reason of failure is forgetting that every platform has different content needs. Some newcomers think that pushing the same content everywhere saves working time. Another issue is to adjust content to the target (different content for young people, different content for CEOs) and to make sure that marketing tone matches the new company culture.

Another thing to keep an eye on is the type of content that is shared. Too much of self-promotion is a big turn-off. The rule is the customers prefer purchasing products or service from founders to the company. Summarizing, every start-up should include personal branding to its founder in a social media strategy.

Conclusion

Social media are becoming more and more popular among Polish Internet users. There are many workshops and EU projects that are designed to encourage people and entrepreneurs to use social media tools in their business. There are lots of benefits of using these tools, not only in connection with business, but also with environment protection.

It is worth saying that in April 2015, the author of this publication was invited to an international project, entitled "Get Connected 2," organised by an Italian non-profit organisation Mine Vaganti. GC2 was a 7 days training course that aims to gather in Olbia, Sardinia 21 participants from 9 countries: Italy, Cyprus, Croatia, Poland, Spain, Bulgaria, Austria, Malta, and Romania. The main aim was to develop the participants' skills, knowledge and attitudes, concerning how to involve young people through E-Media in the policy's decision making process. Every day was dedicated to one of the social media tools (Facebook, Twitter, LinkedIn, YouTube, and Pinterest) starting with a contribution of an expert and concluding with practical challenges for participants. These kind of courses are popular in Western EU countries, they are also becoming more and more popular in Poland. The participants confirmed that being involved in start-ups projects can be the better impulse to their support and sharing of their advice, opinions and ideas than getting prize money.

The largest group of social media users are between 18 to 29 years old, 82% of them declare to be visiting social media portals regularly. In the group of users who are 30 to 49 years old, 53% use social media. This data is coherent with the Central Statistical Office data that indicate 62% of Polish households have permanent In-

ternet access and 42% use social networks. 55% of people access the Internet using a computer, while 45% use some mobile device (Wave6 Report, 2012). The data clearly indicates that Poles are present in the Internet and social sphere, despite obvious infrastructural shortcomings. This shows a potential for everyone who wishes to build a community using social media and especially for those who wish to exist in the business environment.

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WYKORZYSTANIE REAL-TIME MARKETINGU JAKO NARZĘDZIA BUDOWANIA WIZERUNKU FIRMY W SOCIAL MEDIA

Abstract

USING REAL-TIME MARKETING AS A TOOL FOR BUILDING THE IMAGE OF A FIRM BY SOCIAL MEDIA

The aim of the article is to present the importance of the current business presence in social media channels in the process of building image of firm in the mind of the consumer. The use of real-time marketing will of course require the company's ongoing monitoring of consumer activity and important economic, economic, social and cultural events, but also bring a much faster effect in terms of brand awareness than planned well in advance advertising campaigns. In this way, make full use of the potential and specific nature of social networking and gaining a "human face". The development of the phenomenon of real-time marketing proves that those benefits are clear and significant for many companies. The basis of empirical studies will provide observations of activities in the field of real-time marketing in a number of social networking sites.

Key words: social media, social media management, marketing communication, personalization, content marketing

Wprowadzenie

Media społecznościowe stworzyły firmom nową szansę na budowanie wizerunku marki „z ludzką twarzą”. Podmioty rynkowe nie są już wyłącznie twórcami produktów i reklamodawcami, ale także użytkownikami Internetu. Jeśli jednak firma zechce skorzystać z takiej możliwości, musi nastawić się na ciągłe monitorowanie otoczenia, czyli zachowań klientów, konkurentów oraz aktualnych wydarzeń. Pozwoli jej to na szybką reakcję – biorąc pod uwagę interwał czasowy zamieszczania wpisów na przykład na Facebooku czy tym bardziej Twitterze, konieczna staje

się gotowość do natychmiastowego odpowiadania na zaistniałą sytuację, komentarze czy pytania [Stelmaszczyk, Biegaj 2015, s. 18]. W ten sposób marka jest równoprawnym użytkownikiem serwisu społecznościowego [UberVU, s. 2].

Istota real-time marketingu

Istota real-time marketingu jest bardzo zbliżona do koncepcji klasycznej orientacji na klienta. Marketing w czasie rzeczywistym oznacza dostarczenie odpowiedniej oferty dla danego klienta we właściwym miejscu i czasie. Szczęólnego znaczenia nabiera tutaj indywidualizacja oferty na podstawie analizy historii zakupów oraz zwyczajów nabywczych danego klienta [IBM Software 2012, s. 2]. Można zatem przyjąć, że tradycyjne podejście do marketingu polegające na tworzeniu produktów dopasowanych do potrzeb określonych segmentów docelowych, ustalaniu uniwersalnej ceny dla danego modelu towaru lub usługi oraz prezentowaniu go „anonimowemu” odbiorcy nie odpowiada oczekiwaniom współczesnych świadomych konsumentów. Potwierdza to również fakt, że tradycyjna „nachalna” promocja wywołująca poczucie szumu informacyjnego z mniejszym prawdopodobieństwem przekona klienta do zakupu niż sytuacja, w której poszukując informacji o produkcie, doświadcza on zachęty do nabycia dobra idealnie dopasowanego do jego bieżących potrzeb [IBM Software 2012, s. 4]. Wówczas mamy bowiem do czynienia z efektem miłego zaskoczenia trafnością propozycji. Nie można jednak z całą pewnością wnioskować, że koncepcja marketingu w czasie rzeczywistym całkowicie zastąpi tradycyjne rozwiązania z zakresu promocji, a w szczególności szeroko rozumianej komunikacji marketingowej. Real-time marketing może jednak wzbogacić rozwiązania tradycyjne, przyczyniając się do powstania efektywnej synergii [UberVU, s. 5].

Z takiego szerokiego spojrzenia na istotę real-time marketingu można przejść do jego rozumienia wąskiego jako przygotowanie informacji, która dotrze do właściwych użytkowników (zainteresowanych aktywnością rynkową danej marki) w chwili wystąpienia danego zdarzenia [UberVU, s. 3]. Można zatem powiedzieć, że takie „wąskie” spojrzenie jest bliższe potocznemu rozumieniu real-time marketingu jako spontanicznego reagowania firmy na bieżące wydarzenia.

Brian Kotlyar [2013, s. 3] natomiast definiuje real-time marketing jako identyfikację wydarzeń ważnych dla grupy docelowej danej firmy oraz swoje w nie zaangażowanie. Firma powinna zadbać o jak najszybszą oraz entuzjastyczną reakcję na dane wydarzenie lub sytuację oraz jakość materiałów (graficznych lub filmowych).

Według Davida Meermana Scotta [2012, s. 98], można powiedzieć, że real-time marketing jest obszarem działalności przeznaczonym praktycznie dla każdego podmiotu – od marek docierających do konsumentów indywidualnych, poprzez organizacje działające non profit, aż do znanych osób, które chcą wchodzić w dialog ze swoimi followersami (samodzielnie lub za pośrednictwem menedżerów odpo-

wiedzialnych za ich obecność w mediach społecznościowych). Można jedynie mieć wątpliwość, czy obecności w social media, a co za tym idzie – wdrażania marketingu w czasie rzeczywistym z wykorzystaniem tego kanału, potrzebują firmy działające na rynku *business-to-business*.

Korzyści i zagrożenia związane z wdrażaniem real-time marketingu

Wdrażanie działań z zakresu marketingu w czasie rzeczywistym może przynieść firmie wiele korzyści. Najważniejszą z nich jest zbliżenie się do konsumenta, zbudowanie z nim bezpośrednich relacji oraz zyskanie „ludzkiej twarzy” (w miejsce dotychczasowego wizerunku „masowego reklamodawcy”). Można jednak wskazać także na inne korzyści, takie jak: wzrost zaangażowania ze strony klienta, wdrażanie działań z zakresu marketingu doświadczeń i zarządzania emocjami klienta czy umocnienie jego lojalności wobec marki. Możliwe jest też wypracowanie korzyści bardziej „mierzalnych”, np. zwiększenie konwersji, zmniejszenie poziomu utraty klienta czy budowanie świadomości marki [Evergage, s. 4] wśród klientów aktualnych, potencjalnych oraz osób obecnie niezainteresowanych zakupem dóbr z danej kategorii produktowej. Można również wskazać na korzyści płynące z wdrażania marketingu w czasie rzeczywistym w horyzoncie szeroko rozumianego zarządzania organizacją. Do tych implikacji można zaliczyć chociażby podejmowanie decyzji obarczonych mniejszym ryzykiem (np. jeśli produkt zostanie oceniony przez klientów w drodze mniej czy bardziej sformalizowanych badań pilotażowych), usprawnienie zarządzania procesami w organizacji oraz doskonalenie jakości i spójności posiadanych danych [A Forrester Consulting Through Leadership Paper Commissioned by MediaMath 2014, s. 2].

Raport GolinHarris „Insights” z 2012 roku [za: Pointroll, s. 3] pokazuje reakcję konsumentów na działania z zakresu real-time marketingu prowadzonego przez firmę. Wyniki badań wskazują na wzrost pozytywnych odczuć wobec marki (wzrost o 16 punktów procentowych), zainteresowania daną marką (o 18 punktów procentowych), skłonności do polecenia marki (o 18 punktów procentowych), skłonności do rozważań o zakupie danej marki (o 22 punkty procentowe) oraz skłonności do wypróbowania i kupowania produktów (o 14 punktów procentowych). Uzyskane wyniki pozwalają wnioskować o skuteczności działań ukierunkowanych na pozostawanie w bieżącym kontakcie z klientami.

Real-time marketing prowadzony z wykorzystaniem social media, jak każdy nowy trend, generuje również pewne potencjalne zagrożenia. Carolina K. Reid [2014, s. 7] zwraca uwagę na dwie możliwe wady marketingu w czasie rzeczywistym. Po pierwsze, jest to poczucie braku przewidywalności rozwoju marki. Warto jednak zauważyć, że wdrażanie tradycyjnych działań marketingowych także nie gwarantuje utrzymania się marki na rynku. Ponadto, jeżeli działania z zakresu real-time marketingu będą wpisane w strategię marketingową całej firmy, zabezpieczy ją to przed utratą stabilizacji. Po drugie, autorka wskazuje na ryzyko ob-

niżania cen produktów zgromadzonych w postaci zapasów. Jak się wydaje, i temu zjawisku można zapobiegać, jeśli firma jednocześnie usprawni współpracę z dostawcami w ramach łańcucha dostaw oraz zachowa właściwą równowagę między odpowiadaniem na potrzeby klienta a osiąganiem własnych zysków. Obszarem potencjalnego ryzyka może być również poczucie nadmiernego spoufalania się firm z konsumentami, zwłaszcza gdy firma próbowałaby włączać się w rozmowy konsumentów. Z takim ryzykiem klienci powinni się oczywiście liczyć, kiedy zainteresują się fanpage'em danej marki, ale należy mimo wszystko uszanować potrzebę „prywatnej sfery” każdego użytkownika serwisów społecznościowych. Specyfika social media, podobnie jak na przykład na forach internetowych, generuje też zagrożenie szybkiego rozprzestrzeniania się kryzysu wizerunku, który może być szczególnie trudny do powstrzymania. Firmy, które prowadzą działania z zakresu social media oraz real-time marketingu, muszą być świadome konieczności szybkiego reagowania na publicznie zgłaszane pytania i uwagi klientów [Scott 2012, s. 102] (widoczne dla innych użytkowników). Brak takiej reakcji może bowiem wywoływać zniecierpliwienie klientów i eskalację potencjalnego konfliktu.

Jednak firmy, które nie decydują się na wdrażanie real-time marketingu, a co za tym idzie – czasem unikają obecności w social media (ponieważ intuicyjnie łączą te dwa aspekty), wskazują na pewne ograniczenia takiego rozwiązania. Powołują się na braki odpowiednich zasobów (najczęściej ludzkich), brak wiedzy i umiejętności w zakresie prowadzenia profilu firmy w mediach społecznościowych oraz brak właściwych zasobów technologicznych. Kolejną ważną kategorię barier stanowią problemy z zarządzaniem danymi, a w szczególności dostępem do nich oraz ochroną danych konsumenta i informacji na temat jego dotychczasowej historii zakupów. Firma może także obawiać się zbyt wysokich kosztów przedsięwzięcia oraz nakładów czasu związanych z monitorowaniem aktywności użytkowników w social media, bieżących wydarzeń i reagowaniem na pojawiające się problemy i zapytania. Barierą może być również kultura organizacyjna [Evergage, s. 4], która dotyczy głównie relacji między pracownikami, ale też bezpośrednio rzutuje na zarządzanie relacjami z klientami.

Podsumowując rozważania dotyczące korzyści, jakie firma może wypracować dzięki wdrażaniu działań z zakresu real-time marketingu oraz potencjalnych związanych z tym zagrożeń, można stwierdzić, że firmy przede wszystkim powinny zadbać o skomponowanie odpowiedniej wiązki instrumentów promocyjnych. Jeśli real-time marketing będzie pełnił funkcję wspomagającą, a także będzie spójny z pozostałymi sposobami komunikacji z klientami, to korzyści z jego wykorzystania mogą przewyższyć łączne ryzyko. Warto bowiem pamiętać, że generalnie obecność w social media, w tym również wykorzystanie marketingu w czasie rzeczywistym, nie przynosi zwykle bezpośrednich efektów sprzedażowych. Wspomaga ona budowanie relacji z nabywcami i budowanie wizerunku firmy czy marki, a perspektywa wzrostu wielkości lub wartości sprzedaży jest raczej odroczone (jest to efekt pośredni).

Zasady wdrażania real-time marketingu w social media

Według C.R. Reid [2014, s. 7–8], wdrażanie real-time marketingu wiąże się z koniecznością przyjęcia kilku zasad. Pierwszą z nich jest koncentracja na historii zakupów klienta oraz analizie trendów w jego zachowaniu. Zbyt radykalne wydaje się jednak stwierdzenie, że takie rozwiązanie musi iść w parze z odrzuceniem na przykład klasycznego cyklu życia klienta. Działania w ramach real-time marketingu powinny być bowiem planowane i opierać się na przyjętych miernikach marketingowych (związanych np. z przeszłą i przyszłą wartością życiową klienta). Druga zasada wskazuje na to, że marketing w czasie rzeczywistym powinien być działaniem ciągłym – oznacza to potrzebę spojrzenia na to zjawisko w szerokim i długookresowym kontekście. Trzecia zasada mówi o tym, że podobnie jak każdy inny proces czy obszar zarządzania również marketing wdrażany w czasie rzeczywistym będzie wymagał stosowania odpowiednich mierników sukcesu, a co za tym idzie – zapewne także wypracowania wskaźników. Aby zatem firma mogła dopasować ofertę do indywidualnych oczekiwań nabywców, musi ona na bieżąco gromadzić dane o ich zakupach i cechach. Wdrażanie real-time marketingu będzie w takim razie wymagało dużego zaangażowania w działalność analityczną.

Aby działania z zakresu real-time marketingu były skuteczne, należy przede wszystkim przeanalizować, w których serwisach są obecni konsumenci zainteresowani daną marką oraz jakie formy uczestnictwa w wirtualnej społeczności oni wybierają. Ponadto jeśli marka chce „wykorzystać” dane wydarzenie w kreatywny sposób, powinna przeanalizować jego istotność dla grupy docelowej (czy nawet świadomość danego wydarzenia) oraz wybierać wydarzenia jedynie o nacechowaniu pozytywnym lub neutralnym. Marka, co oczywiste, powinna być także w swoich działaniach autentyczna (naturalna), aby klienci nie dostrzegli rozbieżności między jej wizerunkiem i pozycją na rynku a podjętą aktywnością [UberVU, s. 14–16, 22–23].

Oprócz wdrażania powyższych zasad istotne jest zaplanowanie działań z zakresu real-time marketingu. O ile sama reakcja na zachowania klientów i aktualne sytuacje „z otoczenia” będzie w tym wypadku spontaniczna, o tyle firma powinna przygotować ogólną koncepcję swojego postępowania (co można porównać do opracowania strategii marketingowej). Według Colina Mitchella [2013, s. 4–7], specjaliści do spraw marketingu powinni przeprowadzić swoją firmę przez sześćoetapowy proces:

1. Przygotowanie do rozmowy – nie można zatem nastawiać się wyłącznie na bieżące reagowanie na słowa klientów i innych podmiotów, ale ustalić pewne stanowisko, założenia, które wytyczą kierunek prowadzenia dialogu.
2. Badania w czasie rzeczywistym – po przygotowaniu wstępnego zarysu dialogu konieczne jest systematyczne prowadzenie badań marketingowych. Jak sama nazwa koncepcji mówi, badania muszą dotyczyć sytuacji bieżącej, a zatem tym trudniejszej w kontrolowaniu i przewidywaniu.

3. Szybkie przygotowywanie prototypów – przygotowywanie nowych wariantów oferty powinno opierać się na szybkim podejmowaniu decyzji.
4. Pozyskanie przychylności mediów – dziennikarze dążą do elastycznego reagowania na sytuacje i zjawiska zachodzące w otoczeniu. Aby zatem działalność firmy była atrakcyjna dla przekaznika informacji, jakim są media, musi ona także wpisywać się w trend elastyczności. Niezbędne wydają się też dobre relacje z dziennikarzami, których zbudowanie wymaga czasu.
5. Zaplanowane zakończenie działań – działania z zakresu real-time marketingu powinny mieć także zarysowaną perspektywę czasową. Aby ich zakończenie nie było zaskoczeniem dla klientów, należałoby jednak stopniowo osłabiać „wyciszać” podejmowaną aktywność.
6. Odpowiednie zaplanowanie płatności – obecność firm w mediach społecznościowych jest zwykle długoterminowa i dlatego wymaga zaplanowania odpowiedniego budżetu oraz rozdzielania go na poszczególne okresy współpracy ze specjalistami do spraw social media.

Zaangażowanie pracowników w działania z zakresu real-time marketingu

B. Kotlyar [2013, s. 3–5] wskazuje na możliwość wykorzystania dwóch modeli wdrażania real-time marketingu:

- Model „samotnego pracownika” – istota tego modelu polega na zatrudnieniu najlepszego specjalisty do spraw social media, który będzie analizował aktualne zjawiska, monitorował aktywność klientów w sieci oraz wdrażał działania z zakresu szeroko rozumianego marketingu w czasie rzeczywistym. O ile taki model może się sprawdzać w małych i średnich firmach, o tyle w odniesieniu do korporacji wiąże się on ze zbyt dużym ryzykiem i odpowiedzialnością;
- Model „wojennego pomieszczenia” – istotą modelu jest tworzenie zespołów mieszanych (złożonych zarówno ze specjalistów wewnętrznych, jak i zewnętrznych), którzy w systemie projektowym będą realizowali działania z zakresu real-time marketingu dla określonego wydarzenia.

Specjaliści do spraw social media, którzy będą odpowiedzialni za projektowanie i wdrażanie działań z zakresu real-time marketingu, powinni w szczególności koncentrować się na analizie dyskusji między „użytkownikami – obecnymi i potencjalnymi klientami” oraz na identyfikowaniu nawet pierwszych symptomów kryzysu wizerunku, aby na czas na nie zareagować [Kotlyar 2013, s. 5]. Idealnego specjalistę do spraw social media wyróżnia dociekliwość i postawa analityczna (poszukiwanie większej ilości informacji i danych), ciągle wykorzystywanie nowych technologii (aby szybko dostrzec rozmowy klientów na określony temat) oraz nieustanne poszukiwanie innowacji [UberVU, s. 12].

Jeśli firma chciałaby wdrażać działania z zakresu szerokiego rozumianego real-time marketingu, powinna ona nadać odpowiednie uprawnienia i przydzielić narzędzia specjalistom do spraw social media. Jest to konieczne do natychmiastowej reakcji na określone wydarzenia bez oczekiwania na akceptację ze strony kierownictwa – interwał czasowy działa tutaj bowiem na niekorzyść komunikatu, który już wydaje się „spóźniony”.

Formy wdrażania real-time marketingu w social media

Można wyróżnić dwa podstawowe rodzaje działań w kanałach social media w ramach real-time marketingu [UberVU, s. 6–10]:

- **Marketing treści** – polega on na bieżącym reagowaniu firmy na zaistniałe wydarzenia. Na przykład zamieszcza ona w serwisach społecznościowych połączenie krótkiej formy tekstowej (najczęściej komentarza) z materiałem graficznym, który wprost wskazuje na flagową kategorię produktu oferowanego przez tę firmę. Wówczas zadaniem specjalistów do spraw social media jest obserwowanie nowych wydarzeń lub oczekiwanie na wydarzenia „przewidywalne” już wcześniej, aby móc szybko stworzyć właściwy komunikat z łatwym do zrozumienia i zapamiętania komentarzem. Przykładem tego typu działań była reakcja marek na wiosenne zaćmienie słońca w 2015 roku czy dowcipne wpisy na prima aprilis 2015.



Rysunek 1. Marka Chupa Chups na zaćmienie słońca (20 marca 2015 r.)

Źródło: Profil Chupa Chups w serwisie Facebook, <https://www.facebook.com/ChupaChupsPL?fref=photo> (dostęp: 11.07.2015).

- Marketing w rozmowie – istotą real-time marketingu opartego na rozmowie jest obserwowanie dialogu użytkowników Internetu i pokazywanie marki wtedy, gdy wydaje się ona niezbędna w danej sytuacji. Wówczas mamy do czynienia z efektem miłego zaskoczenia rozmówców – tego typu działania zastosowała na przykład firma Pretzel Crisps, która proponowała próbki swojego produktu ludziom organizującym spotkania dla swoich znajomych. Wydaje się jednak, że ta forma jest znacznie trudniejsza do wdrożenia niż „marketing treści”, ponieważ potencjalne okoliczności użycia marki nie są wówczas „nagłaśniane”. Do tej kategorii real-time marketingu należy także szybkie odpowiadanie na zapytania klientów.

Interesującą formą real-time marketingu jest również *memejacking*, który polega na analizie memów tworzonych przez użytkowników sieci i wykorzystywaniu ich przez firmę na własne potrzeby. Takie rozwiązanie wydaje się jeszcze bardziej „integrować” markę z konsumentami, gdyż firma inspirowa się wówczas kreatywną twórczością samych internautów. Przykładem takiego działania może być grafika umieszczona na fanpage’u marki Tymbark na Facebooku, która ułożyła z piłek tenisowych hasło „Kapsel” w odpowiedzi na udział Agnieszki Radwańskiej w dwóch akcjach: „ESPN Body Issue” oraz „Nie wstydzę się Jezusa” [Szlak 2013].

Do tego zestawienia warto dodać marketing kryzysowy, a więc reagowanie na zażalenia lub inne nieprzewidziane negatywne sytuacje [UberVU, s. 21]. Wtedy marka powinna starać się jak najszybciej dotrzeć do osób poszkodowanych oraz innych klientów i udzielić stosownych wyjaśnień. Oczywiście wówczas przydatne okażą się także komunikaty w mass mediach, ale ich opracowanie może wymagać zaangażowania czasu i wysiłku wielu osób. Tymczasem kontakt z klientami przez social media przebiega znacznie szybciej i umożliwia dotarcie do osoby, która jako pierwsza wyraziła swoje niezadowolenie z produktów lub usług danej marki (przez analizę, od kogo dany wpis jest udostępniany).

Jeśli real-time marketing będzie rozumiany w wąskim znaczeniu (jako reakcja firmy na zaistniałe wydarzenia ekonomiczne, kulturalne itd.), to wówczas uwagę odbiorców może przyciągnąć aspekt humorystyczny [Kotlyar 2013, s. 3]. Warto bowiem pamiętać, że w czasach krótkich i prostych w odbiorze komunikatów humor ułatwia zyskanie uwagi, sympatii oraz zachęca do udostępniania materiału innym użytkownikom danego portalu. Co do zasady przyjmuje się, że użytkownicy tradycyjnych mediów społecznościowych najczęściej oczekują komunikatów krótkich (o ograniczonej liczbie znaków), graficznych lub filmowych (co najwyżej kilkuminutowych), z którymi można szybko się zapoznać. Dłuższe formy są akceptowane na przykład w odniesieniu do blogów. Główne znaczenie ma tutaj zachęta do udostępniania wpisów przez użytkowników [UberVU, s. 4, 24]. Można zatem powiedzieć, że real-time marketing pozostaje w ścisłym związku z koncepcją marketingu wirusowego. Istotne znaczenie ma także docenienie użytkowników poprzez wyrażenie podziękowania za ich aktywność czy zainteresowanie firmą – przejawy tego mogą być widoczne zarówno w mediach społecznościowych, jak i w innych

formach interaktywnego kontaktu z użytkownikami (np. przez bloga czy newsletter). Tego typu działania stosuje między innymi Paweł Tkaczyk, który analizuje częstotliwość czytania przez użytkowników artykułów na jego blogu i docenia ich aktywność przez nadanie miana „brylancika”. Chociaż komunikat o tym użytkownicy otrzymują drogą mailową, chętnie dzielą się tym również na profilu Tkaczyka w serwisie Facebook.

Zarządzanie działaniami z zakresu real-time marketingu może usprawnić zastosowanie narzędzi informatycznych [Kotlyar 2013, s. 5–6]. Możliwe jest tutaj na przykład wykorzystanie platform umożliwiających identyfikację materiałów internetowych, które są przeglądane przez użytkowników sieci zainteresowanych daną marką. Wówczas firma może włączyć się w dyskusję lub w inny sposób zareagować „imiennie” na pojawiające się informacje i wypowiedzi internautów, zajmując pozycję eksperta. Jeśli w realizację projektu jest zaangażowanych wielu specjalistów, warto również wykorzystać narzędzia, nawet dość proste, służące stworzeniu harmonogramu pracy z uwzględnieniem wszystkich zainteresowanych nimi stron (współtwórców). Warto także skorzystać z programów umożliwiających łączne przeglądanie aktywności użytkowników marki w różnych serwisach społecznościowych – w ten sposób można obserwować, kto udostępnił wpisy, wysłał wiadomość czy chociażby wspomniął o marce. Przykładami takich kompleksowych programów integrujących powiadomienia z wielu serwisów są Hootsuite [Hootsuite] czy Brand24 [Brand24].

Firma, która chce wdrażać działania marketingowe w czasie rzeczywistym, powinna również pracować nad kalendarzem najważniejszych wydarzeń, starać się przewidywać pewne sytuacje, ale też nie rezygnować z bieżącej obserwacji rzeczywistości. Takie rozwiązanie oczywiście jest czasochłonne i kosztochłonne, ale dla celu budowania własnego wizerunku „marki na czasie i bliskiej ludziom” warto takie działania podejmować. Ważne jest ponadto przygotowanie „zaplecza graficznego”, ponieważ każda aktywność marki musi być firmowana jej logo lub innym oznaczeniem [UberVU, s. 18–20], aby nie zostać posądzonym o podszywanie się pod daną markę lub inne nieuczciwe praktyki.

Należy jednak pamiętać, że social media nie są jedynym kanałem, który można wykorzystać w działaniach z zakresu real-time marketingu (jest to bowiem nasze pierwsze, „intuicyjne” skojarzenie). Odpowiedź na indywidualne zapytania klienta oraz reakcja na jego wypowiedzi może być realizowana również poprzez strony internetowe (np. strony sklepów internetowych), komunikację mailową, call center, wyszukiwarki (z wykorzystaniem chociażby plików *cookies*), komunikację esemesową czy tradycyjne punkty sprzedaży [Evergage, s. 3]. Można zatem powiedzieć, że indywidualne dopasowanie oferty do danego klienta jest możliwe zawsze wtedy, gdy można obserwować postępowanie użytkownika w sieci lub nawiązać z nim kontakt. Szczególnego znaczenia nabiera tutaj strona internetowa i umożliwienie klientom kontaktu z firmą na przykład przez odpowiedni formularz. Im szybciej firma zareaguje na przesłane zapytanie, a także przeanalizuje zakładki strony, które

zainteresowały nabywcę, tym większa jest szansa na jego pozyskanie, zanim „ubiegnie” ją podmiot konkurencyjny. Uwagę pracownika powinno też zwrócić na przykład pobranie materiałów ze strony internetowej, które może świadczyć o zainteresowaniu ofertą firmy [Scott 2012, s. 183–184].

Podsumowanie

Rozwój serwisów społecznościowych oraz rosnące zainteresowanie użytkowników Internetu tą formą budowania relacji międzyludzkich stanowią jednocześnie szansę i wyzwanie dla współczesnych firm. Jeśli chciałyby one przed konkurencją zaoferować klientom produkty, których potrzebują „dokładnie w tej chwili”, powinny analizować aktywność klientów w social media oraz wchodzić z nimi w dialog. Firma, która reaguje na zapytania i komentarze użytkowników, pokazuje bowiem swoją „ludzką twarz” i przełamuje stereotyp „call center, do którego nigdy nie można się dodzwonić”. Jednak real-time marketing to nie tylko odpowiadanie na rozmowy zainicjowane przez konsumentów, ale również włączanie się w ważne wydarzenia ekonomiczne, sportowe i kulturalne oraz zaęgniwanie sytuacji kryzysowych. Chociaż tego typu aktywność wymaga od firmy ciągłej czujności oraz utrzymywania w gotowości zasobów ludzkich i materiałów wizerunkowych (a co za tym idzie – zaangażowania czasowego i finansowego), może jednocześnie przynieść realne korzyści (np. w postaci budowania świadomości marki, utrzymania klienta czy wzmacniania jego zaangażowania). Są to zatem środki do kreowania jego satysfakcji, a w przyszłości także lojalności. Działania z zakresu real-time marketingu powinny jednak mieć charakter raczej uzupełniający i służyć budowaniu przychylności klientów oraz wizerunku marki, aby na tym gruncie w przyszłości osiągać konkretne cele sprzedażowe i rozwojowe. Wówczas takie działania będą odbierane przez klientów jako bardziej naturalne i mniej agresywne niż wykorzystanie innych, bardziej tradycyjnych narzędzi promocji.

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