

**MEDIA-MANAGEMENT
AS A COMMUNICATIVE
TECHNOLOGY IN
THE PROCESS OF
MARKETING: RESEARCH
AND EDUCATIONAL
ASPECT**

The mass-media, being a wide-scale product and carrying out public communications, plays an important role in the process of establishment and development of democracy in the Republic. Informing the community about the strategy of development, targets and objectives of independent Kazakhstan, the mass media has become a conductor of political and economic ideas of the state. The intelligent and well-timed serve of information encourages strengthening of stability and forming of a favorable public opinion.

Opportunity of access to business information for the participants of market relations, i.e. the representatives of commodity, financial, educational and other markets was one of the priority objectives of forming information infrastructure. Media market has become a core element of the commodity market in consequence of which the competitive advertising and informational environment has formed.

Components of information market, namely mass media entities, are the organizations with a certain philosophy, mission and set targets. As well as any other organization, the team of mass media entity tends to achieve a success, meet targets and be useful for the country and society. The success and meeting the targets in media business are synonyms. The index of sales volume and profit in media business is not a criterion of successfulness of mass media organizations. When the mass media becomes profitable, and it was the primary purpose of the mass-media, then it can be considered as successful. If mass media follows other targets, for example, to enter the global information arena, and it is an incomplete fact, it means that the target is not met, and in this case, the media cannot be named successful.

Management of media organization in our dynamic time is a difficult activity that cannot be fulfilled successfully, governing by the simple dry learnt by heart formulas. The leader of mass media entity must combine understanding of general truths and significance of numerous variations thanks to which situations differ one from other. Until quite recently, the leaders of mass media entities have managed creative activity only, devoting insignificant attention to its economic bases, and now the leaders of news media and TV and Radio media have to focus on management considering its strategic targets. Over the past few years, the major changes hap-

pened specifically in management, advertisement, distribution, make-up and marketing. High and ever growing demand on the qualified specialists of all categories, caused by immediate quantitative and qualitative development of market of print and electronic mass media.

The present information-oriented society makes progress because of world globalization and scientific and technical progress. The daily strengthening of competition, a great number and variety of the Kazakhstan mass media stipulate perfection of technical and technological basis, creation of qualitative media products, and efficiency of editorial administrative politics. Journalism is considered today not only as a social institute of forming of public opinion but also as an independent business-system.

The managers of mass media and editors mark hardship of supporting the financial position of mass media itself, forced to carry out its activity on the same terms that have ordinary business companies. One of the ways of stabilizing the financial state of a media company seen by them is to increase professional competence of mass media employees, and first of all of leading team. Training of mass media managers on effective functioning of companies in the market economy environment, including on modern administrative technologies, skills of situation analysis and behavior, theory and practice of implementation of budgeting systems, controlling system, financial analysis may assist in ensuring of financial stability and viability of mass media.

In virtue of rapid leaps of development of information market and plenty of information, a need in more qualitative, interesting and interactive journalism is appeared.

The unique character of mass media is that they represent themselves as a commodity and service simultaneously. On the one hand, the journalism performs the function of producer of such specific product as information material. On the other hand, it renders the service – appears for a distribution channel of advertisement and PR-releases. The ambivalent nature of journalism in the market economy environment gives it the distinctive significance. The editorial teams of mass media are both senders and recipients of information signals. It is quite obviously, that in both cases long term profit and long term value of media product depend on management efficiency and marketing communications.

Management (English. management – administration) – is a system of decisions taking and execution, which are aimed to the achievement of optimal and the best option out of the possible ones, of using material, labor and financial company resources

[1]. Originally the word «management» was meant «manship to tame a horse». It originates from the verb «to manage», and that in its turn – from Latin «manus» (hand). Thus, management is «people management» [2].

At the present day it is difficult to name more important and many-sided sphere of activity, than administration and management from which the efficiency of production and quality depend on to a considerable extent. Management is a process of distribution and flow of resources in a company with the beforehand set target, on the beforehand worked out plan and with continuous control of activity results.

Management differs from typical administration – supposes the high degree of freedom of managers and subordinates in the conditions of vagueness of situation. The administration formed within the administration system, conversely, is based on the every kind of limit of such freedom and idea of predefined of common events and processes on many years forward by means of the all-purpose centralized planning [2]

Formation of management as a sphere of knowledge refers to the beginning of XX century. Its founders are considered to be the American Engineer Taylor and the French Fayol. Taylor worked out the terms, providing rationalization and labor productivity, allowing to increase efficiency of production. To achieve the aim, according to his opinion, it is necessary to carry out four administration functions: a choice of target, a choice of means, preparation of means, and control of results. In opinion of A. Fayol, a manager is obliged to: foresee, organize, direct, co-ordinate, and control. [3]

Mass media management is a process of planning, organization, motivation and control needed to set forth and attain the aims of media organization. In media management as well as in the management of any organization they define four functions: planning, organization, motivation, and control.

Planning presumes determination of activity targets for editorial staff of mass media, main directions and means of their achievement. The basic element of planning is a business plan. It is an integrated development plan of mass media. The purpose of drafting the business plan is to give management people of mass media editorial staff a full picture of company state and opportunities of its development. A business plan shall be developed for 3-5 years. Normally, it contains the following paragraphs:

- analysis of media market and marketing strategy;
- strategy of media products;

- production strategy;
- development of management system of mass media editorial staff;
- financial (economy) strategy.

Organization includes creation of mass media structure and ensuring of cooperation and coordination of its subdivisions for the achievement of the set targets.

Motivation consists in creation of internal intend of workers and journalists to labor. This paragraph includes not only economic but also psychological aspects.

Control consist in determination of conformance of actual achieved results against planned and incorporation of corrections in activity of mass media editorial staff.

To take administrative decisions, an analysis of economic activity indicator for editorial staff has important implication. Indicator system includes:

- economic strength indicators;
- business activity result indicators;
- media company financial state indicators [3].

One of the forms of separation of managerial activity bears a horizontal character: appointment of particular managers to the head positions of separate divisions. As well as in case of horizontal separation of activity for implementation of production works, the horizontally divided managerial activity shall be coordinated, so the organization can achieve success in its activity. Some managers have to expend time in doing coordination of activity of other managers, who, in their turn, also coordinate work of managers unless we go down to the manager who coordinates work of non-managerial personnel – people, who physically produce products or render services. Such vertical development of labor division finally forms management levels [4].

As well as any other business, media business has the strategic and tactical planning of its activity. The strategic planning in journalism serves as foundation of editorial actions. Development of mass media strategy is planning of a long-term project, which includes:

- formulation of mission and targets of journalism;
- defining of specific peculiarities of mass media;
- forming of mass media structure;
- choice of tools and methods of approaching of set targets;
- internal application and distribution of editorial resources: human, technical, informative, material;
- fulfillment of mass media PR strategy;

- forecasting of mass media activity.

Tactical planning of mass media is a short-term project that covers development of a plan of managerial functions and marketing communications in a definite period of time, caused by:

- external changes (political, economic and etc.);
- innovations within editorial function;
- fulfilment of marketing researches;
- strengthening of weak sides and reinforce strength sides of editorial activity;
- necessity of carrying-out marketing and PR-campaigns for promotion of mass media itself;
- competitors investigation;
- other current activity of mass media.

Therefore, strategic and tactical planning is continuous and important processes that are a security of literate and health keeping of media business.

The major internal resources of editorial function are people, equipment and technologies of media products preparation. Internal human resource of editorial function is: desk editors of departments, journalists, proof-readers, operators, directors, sound producer, specialists in area of polygraphy, make-up and producing of the printed edition and other technical workers of mass media. An internal tangible asset and creative product of editorial environment are journalistic material. Also, technical equipment, office commodities and etc. belong to internal variables of editorial environment.

The external environment mass media editorial function is represented by: daily information, distributors of the printed products, paper suppliers, state grants, sponsor support of business corporations and other investments, competitive mass media, consumers, law on mass media, law on advertisement. Any changes out of editorial environment of political, economic, social, technological character are external communications influencing on activity of mass media and journalism in principle.

Results

Success, prosperity and long life of mass media depends on whose journalistic products will be chosen by customers. In the case when mass media is considered as a subject at the information market, i.e. as a service and a channel of message transfer, its managerial and marketing politics must develop in the following directions:

- create an attractive image of being advertised products,
- demonstrate its distinctive and specific properties,
- arouse people interest and promote to purchase the product;

– underline competitive advantages.

If we consider mass media as an object at the information market, we need the following managerial solutions:

– identify and realize needs of your potential clients;

– foresee and satisfy the needs much better than it can be done by your competitor;

– focus mostly on a buyer – make journalist material extensive and interesting;

– taking into account valuable marks and way of life of targeted audience.

Media management is not only typical principals of management and organizational processes

but also way of thinking. As mentioned before, one of the important targets of management in media business is a research activity: collection and analysis of external and internal data, research of national information market, analysis of consumer demands, pricing. A study of market is a continuous process, and must be conducted during all existence of mass media, starting from preparation to producing of journalistic products. It is necessary to set a correct price, choose the optimal channels of distribution, if it is the printed product. In addition, on this stage of the marketing planning, the study of market of competitors is required – their strengths and weaknesses.

References

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