Chapter I. Methodological principles of setting up the system of economic entities activity development

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Olena Galushko¹, Andrii Petkevych²

MARKETING ASPECTS OF THE CREATION THE INFORMATION MEDIA-RESOURCE ON THE INTERNET

ABSTRACT:
The research is devoted to some marketing aspects of the new information media-portal creation. The important role of information in the modern society and growing the demand on it are underlined. In the paragraph 1 the different types of media resources and their evolution are considered. The role and tasks of content is described. Classification of content by different criteria is systematized and visualized. Survey data of content marketing provided by companies is analyzed. Investments in content marketing and most developing types of content are discussed. The paragraph 2 is devoted to the strategic priorities of Internet media-portal «Author-Media». Aim and principles of strategic priorities are discussed. Model of mutual dependence and information exchange between the basic components of the company’s activity and the macro-environment is offered. Strategic priorities of Internet media-portal «Author-Media» for each of basic components of the company’s activity, are developed. Requirements to the strategic priorities which makes them effective, are specified. The paragraph 3 is devoted to the product portfolio of Internet media-portal «Author-Media». Basic principles of product portfolio forming are discussed. The importance of assortment policy is underlined. Structure and components of the product portfolio of Internet media-project «Author-Media» are developed.

INTRODUCTION.
The main features of the information society are: the increasing structure-building role of information, the predominance of horizontal public relations and their globalization, media decentralization and rapid development of electronic communications.

The current Internet has become much more the innovative social phenomenon than the actual technological innovation. Technical and communication features of the «new media» have intensified audience and transferred it from the passive consumption of information to the participation in the content production in different forms and in unlimited amounts. Same time it led to huge volumes of unstructured, not unique (copy-pasted or rewritten) low quality unreliable content, which makes the search of required information more complicated.

Media market surfaced new challenges and offered new type of online media, featured by hypertext and interactivity, which creates a completely

¹ CEO at ARLEN LLC Consulting Company, Senior Lecturer of Finance, Accounting and Marketing Department Prydneprovs’ka State Academy of Civil Engineering and Architecture, UKRAINE

² Master’s Student at the Economic Faculty Prydneprovs’ka State Academy of Civil Engineering and Architecture, UKRAINE
different format of information consumption - kind of «content journey» where consumer is not only user, but also is able to create, modify, discuss and share the content. All mentioned features open new possibilities for Internet marketing.

Internet marketing uses all aspect of traditional marketing, such as: price, product, place, promotion channels. Thus, e-marketing uses the same elements of the marketing mix - 4P, but each element has some features, both of which determines the basic marketing tools in section areas of the Internet. But for planning and projecting of new media-resource on the Internet we have to start from concept, strategic priorities and structure of product portfolio.

The research is devoted to some important marketing aspects of creation new media resource on the Internet. The paper discusses some theoretical and methodological points of content marketing, as well as some practical results of developed innovation project «Author-Media», which is realized as alpha-version of media-portal www.author-media.com. The project will meet the growing demand for relevant news and other content, will improve the quality of content and increase the share of unique authors content (copyright).

**TYPES OF MEDIA RESOURCES AND THE CONTENT ON THE INTERNET.**

Transition to the information society increased the role of information and made it an important social-economical resource. And now we could say: «Who owns the information – owns the world». Increasing demand on information sets new requirements to the transition channels which stimulate further development of media-market in general and its digital segment in particular.

Actual questions of Internet-media and media-market on the Internet were investigated by numerous foreign and domestic scientists, such as: Richard Craig, Jim Hall, Kevin Kawamoto, Eugenia Siapera, Andreas Veglis, O. Vartanova, A. Kalmykov, K. Lazutkina, Ye. Prokhorov, M. Chabanenko, V. Kikhtan, I. Revunova [1, 2, 3 and others]. Methodological and practical aspects of Internet media market were also significantly contributed by bloggers, marketing&PR experts, SMM (social media marketing) specialists.

Both foreign and domestic researchers and market experts underline the important role of modern media-market in global economic and geopolitical system and increasing the role of information and technical possibilities of its distribution. Overviewed research papers shows, that media-resources on the Internet meet the needs of society in actual hot information [1, 2, 3].

Types of media resources on the Internet include a wide range of new media formats, such as: online versions (portals) of classic media; Internet media; Internet TV (webcasting); Internet radio (podcasting); mobile TV; blogosphere; films, designed for Internet audience; social networks, Twitter, Live journal; virtual communities; virtual games; virtual and augmented reality (VR, AR).
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According to opinion of some researches [1, 2], forming the system of new media was influenced by 4 key processes: convergence, digitalization, interactivity, media network development. We offer to add also 5th key process – globalization [4]. All this 5 key processes caused transition from the classic printed media to the digital and Internet media, and its further development to VR&AR.

Evolution the possibilities of electronic communication for media passed next steps: from electronic copies - to electronic versions; from electronic versions - to independent online publications; then to blogs, LiveJournal, social networks, Twitter, then to the media portals, then to the virtual (VR) and augmented (AR) reality. Currently there is high demand on media portals that meet the actual needs of the information society and use the latest technological and media innovations.

Content is one of the most important components of successful media portal. Content could be described as any type of information (text, audio, video, image), which fills up the information product and determines its quality and credibility. We systematized different classifications of content at Figure 1.

<table>
<thead>
<tr>
<th>The Uniqueness</th>
<th>The form of presentation</th>
<th>The Availability</th>
<th>The Origin</th>
<th>The Legacy</th>
<th>The Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Unique</td>
<td>- Text</td>
<td>- Free</td>
<td>- By the author</td>
<td>- Licensed</td>
<td>- Offline</td>
</tr>
<tr>
<td>- Not unique</td>
<td>- Audio</td>
<td>- Paid</td>
<td>- By the user</td>
<td>- Unlicensed</td>
<td>- Online</td>
</tr>
<tr>
<td></td>
<td>- Video</td>
<td></td>
<td></td>
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<td></td>
<td>- Image</td>
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<tr>
<td></td>
<td>- Interactive</td>
<td></td>
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</tr>
<tr>
<td>The Origin</td>
<td>The Aim</td>
<td>The Legacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- By the author</td>
<td>- Entertainment</td>
<td>- Licensed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- By the user</td>
<td>- Education</td>
<td>- Unlicensed</td>
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</tr>
<tr>
<td></td>
<td>- News</td>
<td></td>
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<tr>
<td></td>
<td>- Research</td>
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</tr>
<tr>
<td></td>
<td>- Advertising etc</td>
<td></td>
<td></td>
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</tbody>
</table>

Fig. 1. **Classification of Content**  
*(systematized by authors)*

Content could be published on the Internet by author or by user (repost). Unique content is not indexed by search engines as it has never been published before. Not unique content already exists in the database of the search engine and is undesirable to use in media business.
On the form of presentation content includes: text content (articles, books, special reports, manuals, instructions, etc.); audio content (music, lectures, webinars, podcasts, interviews); video content (videos, movies, lessons, screencasts); image content (images, animations, photos, diagrams, screenshots, slides); interactive content (online calculator, etc). Even the super useful information in the same form can be annoying, so it is better to diversify information products on several forms of presentation.

Also it is very important to combine different types of content which meets the auditory channels of receiving the information – audial, visual, kinesthetic, digital. Shares of channels were transformed for last years and currently there are about 35%-40% - kinesthetics, 30-35% of people - visuals, 20-25% - digital and just 5%-10% - audials (mentioned shares are typical for European part of formed USSR and might be different in other countries). Big share of kinesthetics and visuals requires high quality video and interactive information and explain the growing demand on VR&AR.

By type content could correspond to certain topic (which simplify the optimization for search engines) or be non-thematic (general). On the aim or purpose content could be classified on the entertainment, education, news, research&science, advertising and many others.

For availability or access content could be free (available in the public domain or that provided by the newsletters and online media, or social networks etc), and paid (available for a fixed amount of money on subscription or per single use). Legally protected content is licensed. On the channel content could be classified on offline and online with stably growing share of online segment.

The more unique is the content, the more valuable it is for the search engines. Not unique content is not very common, since many webmasters do not think about the authorship of the text. And there is also something between unique and not unique content - rewriting. Rewriting is a text, which is slightly modified to achieve a uniqueness for search engine. Very often, after rewriting the text is less readable, but such text also could exist. Classification the text content by decreasing the uniqueness: copyright (original article); rewrite (changed article); translation (translation to other language and literature editing); copy-past (copying the unchanged and unedited text) [1].

Content is important instrument of Internet marketing and the main tool to attract and retain the audiences. Therefore, the company should strive to ensure that content meets the demand, is high-quality, unique, multi-format, and possibly is paid. Realization of «Author-Media» project mentioned in paragraphs 2 and 3 will decrease the quantity of not unique content, as project is aimed on producing and distribution of author’s high quality content all over the world.

Content of the multi-format information product is made up of several forms (text, video, audio, image) to attract more attention of audience and to
correspond the different information channels of audience (visuals, kinestetics,
digitals, audials). Important tasks of the content are: attracting the audience
and target traffic; indexing of the resource in search engines; increasing the
rating; forming the expert image; increasing the loyalty of audience; receiving
the natural reposts; circumvention the prohibitions in contextual advertising;
and last but not least – pushing the orders, which is very important for complex
B2B products or new products when SEO optimization is complicated.

Some types of content easily attract the audience and generate traffic, so
they have to be considered by forming of production portfolio of media
resource. Such types are: the articles in «how to do» style; interviews with well
known experts; new product reviews and walkthroughs; useful tips (life hacks);
cases and answers to the questions; story telling; ratings and charts; white
papers. Such content could be free or exchanged on subscription, than it helps
to form the sales funnel.

Significant growth of different content on the Internet was caused by
developing of social networks, blogosphere, as they allows users to create own
content. Such changes influenced on the marketing strategies of the
companies and created new content marketing tools. And now marketers are
investing more and more in creating of better content.

Surveys of the global content marketing shows, that in 2013 74% of
respondents were using content marketing and planned to increase their
efforts. And in 2019 57% of B2C companies expected their content marketing
budgets to increase compare to 2018, and 29% of them expected to increase
more than 9% [5, 6]. So from 2013 to 2019 companies continue to increase
their efforts and investment in content marketing. 56% of them plan to increase
the investments in content creation (Fig. 2) which will increase the competition
on content market for attracting the attention of audience.

![Fig. 2. Investment in content marketing by types in B2C sector in 2019](6)
In 2013 the most popular type of content, produced by companies to promote their business, were: articles (74%), blog posts (64%), social media content (49%), e-mail newsletters (41%), videos (38%), images and infographics (33%), guides and tutorials (28%), reposts and white papers (10%), audio and podcasts (9%), polls and surveys (7%) [5]. Popularization of new Internet marketing instrument – sales funnels, and further development of digital media segment changed the priorities and efficiency the types of content for attracting the audience and pushing of orders. We could assume that the role of social media content, video content, guides and tutorials increased. Content marketing belongs to the class of sales techniques that provides minimal effect at early use. But its effect is cumulative, and eventually company will get more and more results with minimal additional efforts. It is highly important to identify content marketing strategy and tactics and to integrate it with other directions of marketing activity to achieve the steady results through the systematic approach.

Discussed above features and trends of content marketing proves that its role and demand on it are increasing, same time volumes of content and requirements to its quality are growing.

**STRATEGIC PRIORITIES OF INTERNET MEDIA-PORTAL «AUTHOR-MEDIA»**.

Strategic priorities could be specified as range of certain activities, which company have to realize to achieve the strategic goals. Strategic priorities are based on limited number of variants and helps to focus company’s activity on the most important tasks.

Set of strategic priorities is important marketing instrument to specify different long-term vectors of company’s activity and to create a frame for setting the strategic goals (which corresponds to SMART criteria), and developing the strategy (incl. marketing, financial, production and other strategies). We offer to consider the set of strategic priorities according to 5 basic components of the company, which are, as a rule, allocated in separate structural divisions and related to certain kinds of activity: marketing, finance, production, staff, innovations [7, 8].

Figure 3 shows that the components of the company’s activity are mutually dependent and influenced by macro-environment. So, directions of the strategic management are formed and corrected under influence of external environment, and, in turn, impact on it through the company’s activity. Strategic management causes measures of tactical management, which concerns tactical management of the interconnected components - marketing, finance, production, staff, innovations. The components of company’s activity also are in the mutual information exchange.
Fig. 3. Mutual dependence and information exchange between the basic components of the company's activity and the macro-environment (developed by author in [7]).

Sources of the input information for the strategic priorities are: mission and vision, strategic directions, analysis of external environment (branch&market analysis), analysis of internal environment (company analysis). In turn, strategic priorities generate outcomes, which become the source of input information for middle-term planning and tactical management. Good if strategic priorities clearly answer the questions: «Why we do it?», «What matters most?», «How we will do it?» for each of 5 key activities of the company (marketing, finance, production, staff, innovations), or if they describe future condition of the company compare to past («it was» and «it will be»). Sometimes strategic priorities are specified for existing business and industry and new business and industry.

Strategic priorities work effectively when they are:
1) Formalized and implemented to strategic planning and management;
2) Became a basis for middle-term targets and built a bridge between long-term vectors described in mission and vision, and tactical tasks;
3) Oriented to the future instead of being focused on past ways of making profit;
4) Balanced between steady functioning and development;
5) Regularly analyzed and controlled;
6) Correspond to the interests of all stakeholders.

Strategic priorities depend from specifics of the company and stage of it’s life cycle. The media project «Author-Media» is the startup of the world’s first
online exchange for the purchase of high-quality up-to-date content (news, interviews, reports), as well as PR, GR and image content.

The «Author-Media» project's strategy is to create an effective business based on international professional media exchange, gradually reach the global market and become a market leader. Strategic success factors are: large-scale reach, quick and cheap access to the points where events arising, quick and easy communication between content makers and consumers.

Usually there is recommended to limit the number of strategic priorities to 3-4 to achieve better result. Developed by authors and offered strategic priorities for «Author-Media» are given at Table 1.

<table>
<thead>
<tr>
<th>Strategic priorities of Internet media-portal «Author-Media»</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>- to meet the current demand for high quality content in different regions and countries;</td>
</tr>
<tr>
<td>- gradual scaling the business and the progressive expansion of the global market to become a market leader;</td>
</tr>
<tr>
<td>- to maintain and to enhance the competitive advantages by continuously seeking innovative solutions for media businesses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Finance</strong></th>
<th><strong>Innovations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- to maximize the dividends and accepted level of reinvestments;</td>
<td>- to develop and implement new business model;</td>
</tr>
<tr>
<td>- high profitability and accepted level of risks;</td>
<td>- to support innovations and other startups;</td>
</tr>
<tr>
<td>- to diversify the portfolio;</td>
<td>- to become an innovations provider in media business.</td>
</tr>
<tr>
<td>- to reduce the transaction costs.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Staff</strong></th>
<th><strong>Social responsibility and Environment</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- equal opportunities;</td>
<td>- to provide the society with hot news from different points of the world;</td>
</tr>
<tr>
<td>- salaries up to market standards;</td>
<td>- to create the jobs income opportunities in different regions, including economically undeveloped and regions in crisis;</td>
</tr>
<tr>
<td>- opportunities for creative self-realization and education of the authors;</td>
<td>- to reduce the transportation costs and CO\textsubscript{2} emissions by replacing trips to distance work online.</td>
</tr>
<tr>
<td>- comfortable flexible schedule of work and possibility of distance online work.</td>
<td></td>
</tr>
</tbody>
</table>

*Developed by authors.*

Offered strategic priorities of «Author-Media» allow to focus the project on the important strategic tasks and to form the production portfolio which will correspond them. Described here strategic priorities of «Author-Media» are developed on the start-up stage of the project and might be changed and further specified with project development.
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**PRODUCT PORTFOLIO OF INTERNET MEDIA-PORTAL «AUTHOR-MEDIA»**.

In general, we could describe product portfolio as a set of all products and services which company offers to the clients. Thus, product portfolio provides the workability of business model, which generates profit though selling of products and services. Forming of product portfolio have to correspond the followed rules:

1) Acceptable level of profit for each product and portfolio in general;
2) Portfolio diversification (different stages of life cycle, different market segments, different risks);
3) Assortment policy (sometimes products with low return of sales help to sell highly profitable products or help to enter new market segments).

The product portfolio concept emphasizes that products should not be considered individually, but as components of a general system. In this context, different products can play different roles - depending on the short-term and long-term goals of the company [9]. In general, we offer to divide «Author-Media» products portfolio into the following segments: B2C (amateur and professional content, political and image content, rankings, competitions, forum), B2B (hot news, events, amateurs content, media exchange, rankings, forum), B2G (hot news, events, professional content, political and image content, rankings) [9]. «Author-Media» product portfolio includes a complete line of 7 major and 2 additional types of information and image products (Table 2).

**Table 2**

<table>
<thead>
<tr>
<th>Type of Product</th>
<th>Description</th>
<th>Share in physical volumes (%) from total</th>
<th>Share in financial amounts (%) from total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hot News</td>
<td>Reporters, photo-video correspondents and usual eyewitnesses from different countries can sell news online. And news agencies, publishers, TV and radio channels, professional bloggers, PR and marketing companies will buy the content.</td>
<td>35%</td>
<td>16%</td>
</tr>
<tr>
<td>Events</td>
<td>Placing the information on events, business and industry exhibitions and having a database of journalists will allow the individuals and companies to plan the participation in the events and to select and invite highly qualified (high-rated), well-known and well-informed journalists in advance and to accredit them online.</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>Amateurs Content</td>
<td>Creative people who place their works on social media, will create a personal accounts on the portal author-media.com, to specify their abilities and competences, and to place author’s materials in the certain categories (workshops, recipes, hot shots, etc) to sell them.</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>Professional Content</td>
<td>The media portal &quot;Author-Media&quot; will produce of 100% exclusive copyrighted materials (reports, presentations, advertising in any field for the media, marketing, advertising and PR companies).</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Theoretical and methodological approaches to the formation of a modern system of enterprises, organizations and institutions' development

<table>
<thead>
<tr>
<th>Type of Product</th>
<th>Description</th>
<th>Share in physical volumes (% from total)</th>
<th>Share in financial amounts (% from total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Exchange</td>
<td>News agencies, publishers, TV and radio channels, online publications, bloggers, PR and marketing companies, after simple registration on the Author-Media exchange, will be able to select journalists by rating or geolocation for making of thematic content (politics, economics, advertising, sports, science, exhibitions, etc.)</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>Political and Image Content</td>
<td>Media portal “Author-Media” will produce the exclusive image and news materials for election campaigns of political parties and individual candidates, production of reputable image content for large companies and national security.</td>
<td>5%</td>
<td>30%</td>
</tr>
<tr>
<td>Rankings</td>
<td>The Author Media portal can rank nationally and internationally, such as the “Top 10 Articles of the Year”, “Top 100 Journalists of the Year” etc.</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Competition for Young Journalists</td>
<td>Aimed to promote the portal and to attract young talented journalists from different countries. Winners will be awarded for further education</td>
<td>insignificant</td>
<td>insignificant</td>
</tr>
<tr>
<td>Forum</td>
<td>Aimed to promote the portal and to unite the journalistic community of different countries and to get the feedback from portal users.</td>
<td>insignificant</td>
<td>insignificant</td>
</tr>
</tbody>
</table>

Table 2 (continued)

Developed by authors in [9].

To fill up the product portfolio with actual, well-designed, high quality content, we suggest to follow next procedure:

1) To develop the primary concept of each product;
2) To visualize the concept and pass it through some testing (focus-group);
3) To specify the portrait of target audience and to detail the concept;
4) To specify tools of content making and process management procedures;
5) To plan and project the products in details;
6) To produce the demo-versions of the products;
7) To test the demo-versions and to collect statistics;
8) To improve products (if necessary) and prepare to regular sales.

Time framing of such procedure might be within 1 year. This procedure have to be combined with other strategic marketing tools and efforts.

Offered production portfolio includes 7 major and 2 additional types of information and image products for different segments of media market, some of which are characterized by more stable demand (hot news), some influenced by economical or political conjuncture (political and image content). Such combination of products makes product portfolio balanced.

Practical implementation of portfolio and sales of products will allow to correct the portfolio structure empirically according to Pareto rule and to specify about 2 products which will bring up to 80% of profit.
CONCLUSIONS.

Scientific-technological progress and transition to the information society increased the role of information and demand on it and caused the arising of new types of media. Forming the system of new media was influenced by 5 key processes: convergence, digitalization, interactivity, media network development and globalization.

Content is one of the most important components of successful media portal. The more unique is the content, the more attractive it is for audience and the more valuable for the search engines. Systematized classification of the content includes next criteria: the uniqueness, the origin, the theme, the form of presentation, the aim, the availability, the legacy, the channel. For successful media-portal there is very important to combine different types of content which meets the auditory channels of receiving the information – audial, visual, kinesthetic, digital.

Surveys of the global content marketing shows, that ¾ of companies-respondents were using content marketing and plan to increase their efforts in the future. And more than half of companies-respondents invest in content creation.

The set of strategic priorities for new Internet media-portal «Author-Media» is developed. It is based on 5 key components of the company’s activity: marketing, finance, production, staff, innovations.

The structure of product portfolio of new Internet media-portal «Author-Media» is developed. Product portfolio is divided into the following segments: B2C (amateur and professional content, political and image content, rankings, competitions, forum), B2B (hot news, events, amateurs content, media exchange, rankings, forum), B2G (hot news, events, professional content, political and image content, rankings).

REFERENCES:


Theoretical and methodological approaches to the formation of a modern system of enterprises, organizations and institutions’ development.


