








Media management and marketing: world practice and problems of the Kazakh press

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Abstract

New technologies have been introduced into the life of the public in such a way that the preferences of modern readers (viewers, listeners) have changed and the volume of demand for modern journalism has increased. It is clear that in the future, the importance of the information industry will increase along with the functionality of the media. The purpose of this study is to investigate the modern mass media of Kazakhstan, as well as to study the existing problems in the field of management and marketing. The methodological framework of this study included the theoretical methods of scientific cognition. In this study, methods of information synthesis and analysis were applied, a comparative method, a method of system data analysis, and a theoretical analysis of literature sources on the subject matter was carried out. In addition, to analyse the level of interest of readers, a survey was conducted among the residents of Kazakhstan. The study analyses the practice of Kazakh newspapers. Such as: "Egemen Kazakhstan", "Business Kazakhstan", "Risk Business" and "Uba-Inform". The study investigated the main problems of the Kazakh media. The practical value of this study lies in the results presented in it, as they can be used to study the experience of foreign and Kazakh mass media. The study also presents practical recommendations that can be used by managers and marketers of various media resources.

Keywords: mass media; Kazakh press; media management; global information space; Kazakh journalism

1. Introduction

It is extremely important to properly plan the management policy and marketing strategy in the modern competitive market environment. In the information age, the media (mass media) must adapt to the changing habits and needs of the current audience. As time shows, conventional management methods have long been outdated and do not meet today's requirements. New technologies have been introduced into the life of the public in such a way that the preferences of modern readers (viewers, listeners) have changed and the volume of demand for modern journalism has increased. It is clear that in the future, the importance of the information industry will increase along with the functionality of the media. This necessitates a new approach to media management, coordination of work, as well as promotion, distribution and increased payback, that is, a new approach to management and marketing. Therefore, it became necessary to scientifically investigate this area, to make a comprehensive analysis and serious conclusions. The relevance of the study lies in the examination of the best models

of management and marketing in the best modern publications in the world, a comparative analysis of Kazakh newspapers with foreign ones. And evidently, their implementation in the practice of the Kazakh press (Suleimenova, 2017; Atabekova et al., 2016; Saifnazarov et al., 2020).

The declaration of independence of the Republic of Kazakhstan led to fundamental changes in the activities of the media as a result of a paradigm shift in its historical development. In fact, the country faced the task of developing a qualitatively new information space and its gradual integration into the world system. Among the first legislative acts adopted by independent Kazakhstan is the "Law on the Press and Other Mass Media" of 1991, which was a convincing confirmation of Kazakhstan's commitment to the democratic route in development. This document proclaimed freedom of speech and the press. This became the impetus for the establishment of a legal framework for the functioning of the media. However, in the course of further accelerated development of Kazakhstan in a market economy, the functioning of a single republican law on mass media was insufficient to provide all the necessary conditions for the qualitative growth of domestic mass media. Therefore, in April 1992, the President of the Republic of Kazakhstan issued a decree ordering the Government to develop measures to protect the media during the country's transition period (Zhumash, 2017; Saifnazarov, 2019).

The areas of management and marketing are quite well researched in scientific terms. However, management and marketing in domestic media, especially in the Kazakh language, still require more extensive study. And, in this regard, the expected result for the chosen subject matter is also extensive. First and foremost, the media should look at the conventional management format and marketing system in a new way. As a result of the research, the authors of the study propose to introduce the best practices of foreign media in Kazakh publications (Chamberlain, 2018). It is also proposed to identify priority areas of media management and media marketing, and create conditions for the development of a special textbook for training new media managers and specialists in higher education institutions (Brüggemann et al., 2016; Atabekova, 2019).

Management and marketing in the media play a crucial role. Management is the art of administration, organisation, methods, and means. At the same time, marketing involves resource monitoring, planning, organisation of the analysis system (Olsen and Solvoll, 2018). In general, management and marketing are similar, closely related concepts. In this regard, the purpose of the study is to investigate modern Kazakh management and marketing in comparison with world best practices (Wadbring and Bergström, 2017; Sadykov et al., 2014). In addition, the purpose involves proposals of the best examples of management in the global information space; identification of the best media brands, analysis of the operation of Kazakh newspapers and offer of methods for their effective management, adaptation to the market and strengthening competitiveness.

2. Materials and methods

The methodological framework of this study included the theoretical methods of scientific cognition. In this study, methods of information synthesis and analysis were applied, a comparative method, a method of system data analysis, and a theoretical analysis of literature sources on the subject matter was carried out. Methods of information synthesis and analysis were used for the rating of the popularity of the Kazakh mass media. In the course of the study, the most popular printed publications were considered, such as "Egemen Kazakhstan", "Business Kazakhstan", "Risk Business" and "Uba-Inform". Using the method of information synthesis, the available information on these publications was considered.

The comparative method was used to compare the Kazakh media. Using the comparative method, the similarities and differences between the Kazakh mass media presented were determined. Namely, a comparative analysis of the printed publications "Egemen Kazakhstan", "Business Kazakhstan",

"Risk Business" and "Uba-Inform" was carried out. The method of system data analysis was also applied. The method of system data analysis was used to analyse the mass media registered in the Republic of Kazakhstan as of 2020. Information on registered mass media is presented in the form of tables and figures.

To obtain more reliable information about the level of popularity and relevance of the Kazakh media, a survey was conducted among the residents of Kazakhstan. All survey participants periodically buy print media or subscribe to them. Residents of the Republic of Kazakhstan took part in the survey. The respondents included both men and women. The age of the participants ranged from 18 to 60 years. The survey participants were representatives of different social strata. The participants included students, teachers, entrepreneurs, doctors, and representatives of military structures, designers working in the beauty industry, cooks, unemployed residents, and pensioners. A total of 100 people took part in the survey, of which 46 were women and 54 were men.

The survey consisted of three questions: "How often do you buy the press?", "How satisfied are you with the quality and information component of the content of periodicals?", "What content would you like to see on the pages of your favourite publication?". For the first question, respondents were given three possible answers: "Monthly", "Once or twice a week", "Once a week or once every few weeks". To the second question, the following answers were offered: "Fully satisfied", "Partially satisfied", "Completely dissatisfied". The third question had the following answers: "News and other information of an informative nature about the events of Kazakhstan and the world", "Entertainment content", "Information about the business environment".

In the final section of the study, an analysis of scientific articles on the subject matter is carried out. Several scientific papers were analysed that cover the issues of marketing and management in the mass media. The study analyses the practice of Kazakh newspapers. Such as: "Egemen Kazakhstan", "Business Kazakhstan", "Risk Business" and "Uba-Inform". The study considered the practice of world printed publications, the best examples of management in the global information space; the best media trends are identified, the analysis of the work of Kazakh newspapers is carried out, as well as methods of their effective management, adaptation to the market and strengthening of competitiveness are proposed.

3. Results

3.1 Management and marketing of foreign and Kazakh mass media

Media marketing is a special type of activity focused on the study of the media market, obtaining, analysing and actively using the information necessary for the functioning of the media, optimising the product presented by the media in the media market and meeting the information needs and desires of information consumers, that is, the media audience (Ali, 2016). Thus, there are three main goals in media marketing: 1) meeting the information needs and requirements of the audience; 2) creating conditions for the promotion of the newspaper in the market; 3) ensuring the financing and normal existence of the periodical (Villi and Hayashi, 2017; Serdali et al., 2016; Kyzdarbekova et al., 2014).

Foreign media often resort to the use of certain marketing strategies and management techniques both to optimise the work and to increase the audience. Many of the foreign media prefer to use a variety of prizes and other incentives to attract new and retain old customers. An example is the activity of a Turkish newspaper (Evens and Van Damme, 2016). The management of this publication used raffles to attract a new readership (Sjøvaag, 2016). Other Turkish periodicals have also adopted this practice, and today almost every Turkish magazine or newspaper places special coupons or certificates on its pages. By cutting out such a coupon, the reader receives a free set of dishes, a

bicycle, an encyclopaedia, a calculator, or other promotional gifts (Chyi and Tenenboim, 2016; Kruzhilko et al., 2020; Mishchenko et al., 2021). Using such methods of promotion, publishers lose next to nothing, since many companies that produce certain goods and services are ready to provide publishers with goods and services for free in return for placing advertisements about their products on the pages of periodicals (Virta and Nando, 2017; Savon et al., 2019).

However, the most enterprising publishers find an even shorter route to attracting an audience. For example, the newspaper "Yeni Ufuk" doubled its circulation, using the campaign to fight AIDS. It mailed condoms to all its readers. Everyone who bought one newspaper was given one pack of contraceptives, and the subscribers were sent condoms depending on the number of days they were subscribed for (Horst and Järventie-Thesleff, 2016; Israfilov et al., 2020). In the struggle for the reader, newspapers actively use such means as drawing various prizes, holding contests, lotteries, quizzes. Thus, interactive methods are used to attract readers to the content of the newspaper, so that everyone feels that this is their newspaper, it is created for them and that they can take part in this process.

One of the most successful marketing strategies is the marketing strategy of the American edition of the New York Times. From the very beginning, The New York Times believed that investing in better journalism would ensure the loyalty of a large and readable audience, which in turn would increase the revenue required to support the newspaper's ambitions. To balance these trade-offs and achieve the goals set, one needs every employee to contribute and the dedication of the entire company to development, experimentation, and training. The management of The New York Times also notes that this requires a single focus on the needs of its readers (Memo on the strategy..., 2021).

Some market publications have a strong reputation, such as the American Wall Street Journal and the British Financial Times, and allow charging a subscription fee for online versions. Open access pages include a much smaller percentage of content than those available by online subscription (Céstino and Matthews, 2016). At the same time, digital programmes for tabloid press (Vogue, ELLE, Mens health, Bazaar, etc.) also provide paid subscription. In other words, one can view content only by subscribing to the paid version (Ladson and Lee, 2017; Zhang et al., 2020).

As of 2020, 3.328 mass media outlets are registered in the Republic of Kazakhstan. Of these, 2.709 are registered as periodicals. In addition, 128 TV channels and 70 radio stations are registered on the territory of the Republic of Kazakhstan. In Kazakhstan, there are also 340 news agencies and online publications registered (Figure 1).

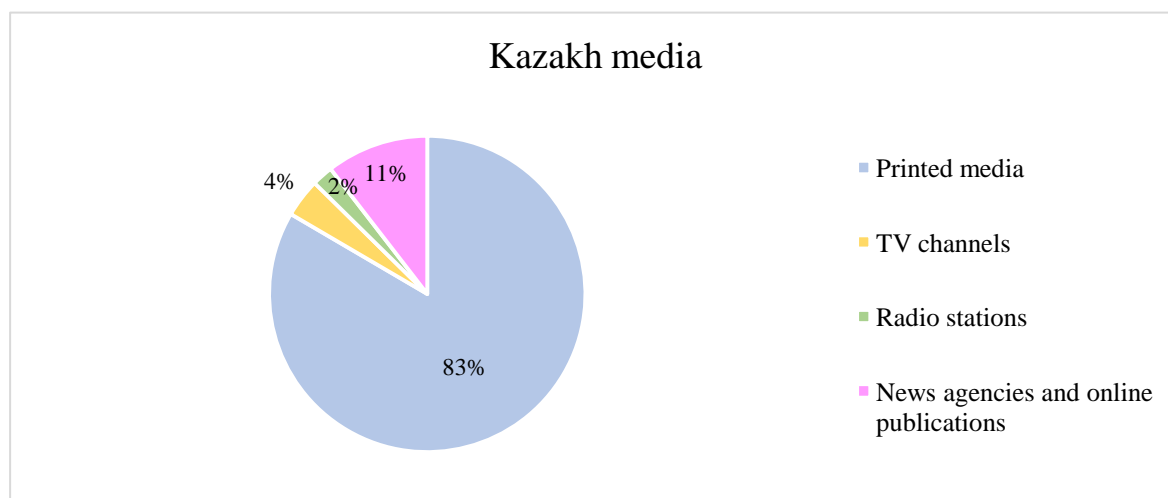


Figure 1. Mass media of the Republic of Kazakhstan

The largest group remains the press, namely print media – 2.790 (or 83.8%) of the total number of registered, including newspapers – 1.800 and magazines – 990. As of January 15, 2019, 225 foreign TV and radio stations were registered in the media register. According to the country, there are 161 Russian TV channels, 15 channels from the United States, 16 from Estonia, 20 from the United Kingdom, 6 from France, and 1 TV channel from Cyprus.

A rating of Kazakhstan's print media was published on one of the advertising platforms. Below are the 4 most popular print media in Kazakhstan. The selected rating is one of the few where regional printed publications of Kazakhstan were also considered. Publications are automatically added to the rating after they are included in the database. Currently, the rating represents more than 6,000 newspapers and magazines, making it the largest project in Runet that contains data on the regional press. Table 1 demonstrates the four most popular print media in Kazakhstan (Rating of print media..., 2021).

Table 1. Media Popularity Rating

Title	City	Printed copies
Egemen Kazakhstan	Nur-Sultan	193,070
Business Kazakhstan	Almaty	11,000
Risk Business	Kokshetau	9,000
Uba-Inform	Shemonaiha	5,000

According to the media popularity rating for 2021, "Egemen Kazakhstan" is one of the most popular publications in Kazakhstan. This publication is a Republican national newspaper, which has been published since December 17, 1919 in the Kazakh language. The newspaper is published five times a week, namely, on Mondays, Tuesdays, Wednesdays, Thursdays, and Fridays. The newspaper is distributed in all regions of Kazakhstan. This publication provides advertising and information services in Kazakh, Russian, and English. By subject, this publication can be classified as an information publication. As Table 1 demonstrates, the number of printed copies in circulation of the newspaper amounts to 193.070 copies. Notably, the publication is distributed mainly on the subscription basis.

Next up is the publication "Business Kazakhstan", which is a weekly newspaper of national significance, which covers the main events that took place during the week in Kazakhstan and abroad. By subject, this newspaper can be attributed to the group of business newspapers. The number of printed copies in circulation for this newspaper amounts to 11.000 copies. The main distribution of the newspaper is through the sale of copies in retail outlets. The newspaper "Risk Business" is a weekly regional business newspaper. Each issue of the newspaper contains business information, some private ads, a TV programme on 40 channels, crosswords, jokes, horoscopes, as well as advertising blocks. Risk Business is a business newspaper with a circulation of 9.000 copies, which are published every week. The main distribution of the publication is through the subscription of readers. Uba-Inform is also a popular print publication. This is the district's weekly information and advertising newspaper, which is published every Wednesday. This edition, unlike the previous ones, is an entertainment newspaper. The number of printed copies in circulation for this newspaper amounts to 5.000 copies. The publication is distributed both by subscription and by selling at retail outlets.

The main problems of the media in Kazakhstan are presented in Figure 2. Many researchers note that one of the main problems of management and development of the Kazakh media is the legislative framework (Baigozhina et al., 2019). The state information procurement also constitutes a substantial

issue. The low level of remuneration and the low professional level of journalists are also important factors. Together, all of these factors have led to a low level of trust in the media.

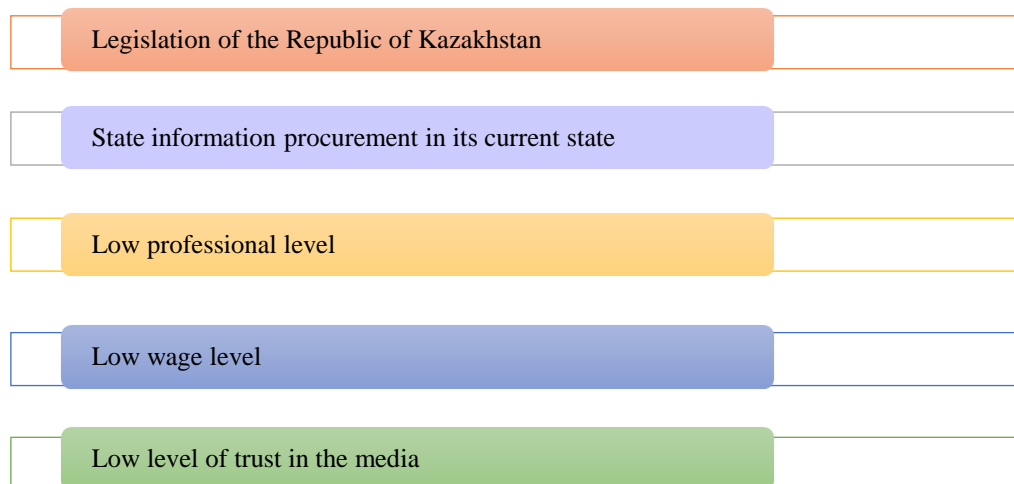


Figure 2. The main problems of Kazakh media

Having considered the most significant issues in the field of management, it is important to note that the problem of the media in Kazakhstan should be considered at the national level. At present, one of the most important tools for attracting and retaining readers has become direct marketing, through which the intended audience is sent emails with informational or advertising letters. Most subscribers are invited to take part in the winning lottery. Usually, the main prize is a free subscription for the next year. Due to the new media and its advantages, namely, virality and immediate transmission of messages to the audience – feedback and reader reviews arrive much faster. Unlike printed newspapers and magazines, electronic publications, blogs, and websites are less influenced by the state, and therefore news reaches readers almost without censorship, which is usually impossible for the mainstream media (Holm, 2016). This created a resonant wave of attracting the audience to the political, social, and economic life of the country and gave a considerable impetus to the further development of the information society. There are also some problems in the marketing of printed periodicals in Kazakhstan. Some of the publications are not particularly popular among the public, and therefore, suppliers of goods and services do not buy advertising from them (Myllylahti, 2017). This leads to the fact that the publications simply do not have enough funding, which in turn leads to the main problems of the Kazakh media, which have already been addressed.

3.2 Analysis of the survey results

To obtain more reliable information about the level of popularity and relevance of the Kazakh media, a survey was conducted among the residents of Kazakhstan. All survey participants periodically buy print media or subscribe to them. Figures 3-5 demonstrate the results of the survey.

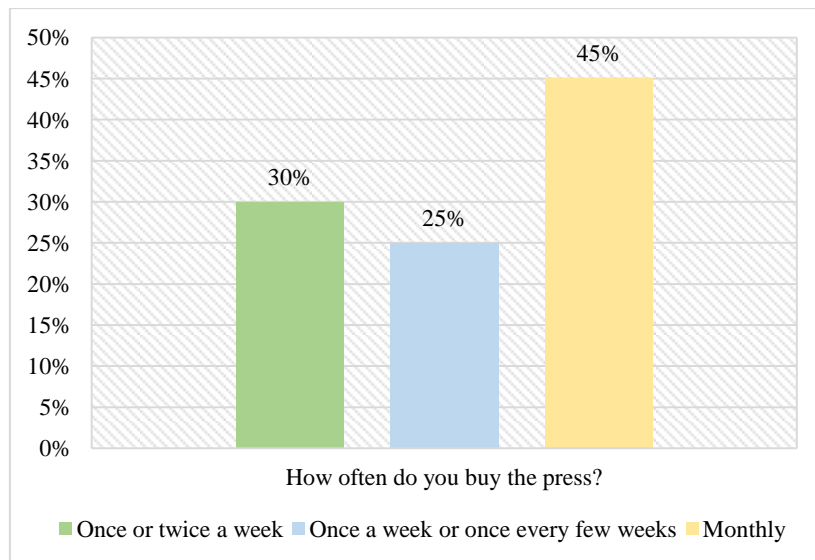


Figure 3. Respondents' answers to the question: "How often do you buy the press?"

To the question: "How often do you buy the press?" most of the respondents, namely 45% of all respondents, said that they buy printed publications about once a month. Fewer respondents (30%) purchase printed publications once or twice a week. Finally, the smallest number of respondents (25%) said that they purchase printed publications once a week or once every few weeks.



Figure 4. Respondents' answers to the question: "How satisfied are you with the quality and information component of the content of periodicals?"

To the question: "How satisfied are you with the quality and information component of the content of periodicals?" 38% of respondents replied that they are completely satisfied, 45% of respondents said that they are only partially satisfied with the quality of the content and information component. And only 17% of respondents are completely dissatisfied.

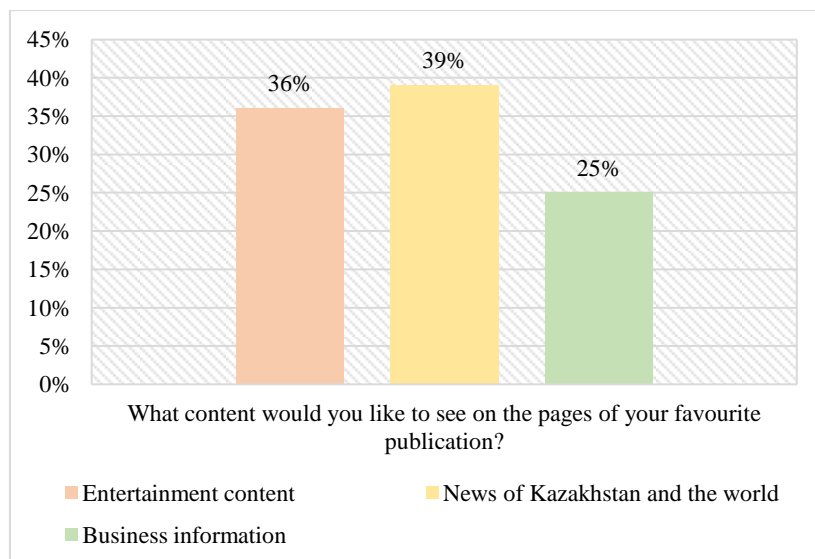


Figure 5. Respondents' answers to the question: "What content would you like to see on the pages of your favourite publication?"

According to the information received during the survey of respondents, the majority of residents of Kazakhstan (39%) prefer to see news and other information about the events in Kazakhstan and the world on the pages of magazines. A smaller part (36%) prefers to see entertainment content on the pages of their favourite publication. The smallest part of respondents (25%) would prefer to see information about the business environment on the pages of publications.

Thus, after analysing the responses of the respondents, some conclusions on the improvement of the work of the media in Kazakhstan can be drawn. To increase sales and subscriptions to publications, it is necessary to increase the level of content satisfaction. For this, one can try introducing new categories, highlighting more relevant events, etc. It is also important to consider how often readers buy periodicals. Namely, that most readers purchase issues once a month. Perhaps publishers should think about a rarer release of publications, but with the subsequent introduction of a higher-quality content. It is also important to take into account the preferences of readers on the subject of publications. The majority of respondents were interested in entertainment content and information about events in the world and in Kazakhstan. On the contrary, information about the business industry is of interest to a limited number of readers.

4. Discussion

Many researchers have considered marketing and management issues for the media. Below, the study examines some of the presented scientific studies. Kolo (2019) analysed the newspaper industries in their national context and identified strategic clusters of similar problems caused by digital transformation and socio-economic changes. The author notes that while media growth in general, newspaper coverage, and Internet penetration constitute the dominant factors determining the prosperity of newspaper publications, the dynamics of digital advertising revenue and circulation still differ substantially within such clusters. Only in very few countries do publishers manage to combine growing total revenues with advanced digital transformation (Kolo, 2019).

Björkroth, Grönlund (2018) review the newspaper publishing industry in Europe. The authors note that it is currently undergoing a transition period and faces serious challenges related to the increasing role of the Internet and the associated changes in media consumption habits. The authors note that Europe is a region where Internet use is not only at a relatively high level, which is likely to affect the

publication of newspapers. This study analyses the development and determinants of profitability of newspaper publishing sectors in 12 European markets. It is demonstrated that the average profitability of newspaper publications varies both depending on the country and over time. The econometric assessment supports the claim that the difference between price and cost can be explained not only by the growing spread of the Internet, but also by factors reflecting economies of scale and the degree of competitive pressure (Björkroth, Grönlund, 2018).

The authors of the next study note that recently, the Internet and digitisation, along with large news and information companies, have undermined the business models of conventional newspaper companies and raised serious concerns about the future viability of the print newspaper industry. This study presents a theoretical standpoint, supported by empirical data from the newspaper industry, regarding the way well-known corporate entrepreneurs influence the introduction of innovations in the business model and the way such adoption affects the performance of the business model. The authors found that autonomy, risk, and proactivity do have positive associations with the degree of adoption of disruptive innovations in business models. Furthermore, the breakthrough implementation of innovations in the business model has a non-linear relationship with the effectiveness of the business model. In the final part, the authors discuss the theoretical implications of the study and provide strategies that entrepreneurs and technology managers can use to adjust their corporate entrepreneurship in their efforts to successfully implement innovative disruptive business models (Karimi and Walter, 2016).

The authors of the next study note that the theoretical foundations of the concept of business model remain underdeveloped and empirical research can be focused on the specific context of the innovative business model in individual media organisations. "Detailed case studies of media organisations with different value propositions, market strategies, or revenue models can expand our understanding of the innovative business model and explore the interrelation between organisational flexibility and competitiveness" (Evens et al., 2017).

Fletcher and Nielsen investigated the issue of private media outlets around the world trying to develop models for paying for news. However, the authors' understanding of what drives behaviour and attitudes towards paying for news online is narrow. The authors used survey data from six countries (France, Germany, Japan, Spain, the United Kingdom, and the United States) to investigate three hypotheses: those who use state-owned media for online news are less likely to pay because they have a zero-reference price for online news. The second hypothesis: those who pay for print newspapers are more likely to pay or express a willingness to pay for online news because they have a reference price above zero for offline news. Third hypothesis: young people are more likely to pay or express a willingness to pay for online news because they are more likely to have the above reference price for other digital content. The authors' analysis supports hypotheses 2 and 3, but not hypothesis 1. Thus, paying for offline news increases the probability of paying for online news, as it helps to create a reference price above zero. However, the use of free online news from state-owned media does not in itself create a zero-reference price for online news (Fletcher and Nielsen, 2017).

5. Conclusions

It is extremely important to properly plan the management policy and marketing strategy in the modern competitive market environment. In the information age, the media (mass media) must adapt to the changing habits and needs of the current audience. Management and marketing in the media play a crucial role. Management is the art of administration, organisation, methods, and means. At the same time, marketing involves resource monitoring, planning, organisation of the analysis system. In general, management and marketing are similar, closely related concepts. In this regard, the purpose of

the study was to investigate modern Kazakh management and marketing in comparison with world best practices. As a result of the study, the intended purpose was achieved.

The study analyses the practice of Kazakh newspapers. Such as: "Egemen Kazakhstan", "Business Kazakhstan", "Risk Business" and "Uba-Inform". The study considered the practice of world printed publications, the best examples of management in the global information space; the best media trends are identified, the analysis of the work of Kazakh newspapers is carried out, as well as methods of their effective management, adaptation to the market and strengthening of competitiveness are proposed. The study investigated the main problems of the Kazakh media.

To obtain more reliable information about the level of popularity and relevance of the Kazakh media, a survey was conducted among the residents of Kazakhstan. All survey participants periodically buy print media or subscribe to them. Residents of the Republic of Kazakhstan took part in the survey. The survey consisted of three questions: "How often do you buy the press?", "How satisfied are you with the quality and information component of the content of periodicals?", "What content would you like to see on the pages of your favourite publication?". For the first question, respondents were given three possible answers: "Monthly", "Once or twice a week", "Once a week or once every few weeks". To the second question, the following answers were offered: "Fully satisfied", "Partially satisfied", "Completely dissatisfied". The third question had the following answers: "News and other information of an informative nature about the events of Kazakhstan and the world", "Entertainment content", "Information about the business environment".

In general, having analysed the existing scientific studies, it can be concluded that the issue of marketing and management in the media is understudied. This subject requires further investigation and scientific research.

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