

Application of Media Management Trends in Azerbaijani Internet Media: Problems, Causes and Solutions

Azərbaycan İnternet Medyasında Medya Yönetimi Trendlerinin Uygulanması: Sorunlar, Nedenler ve Çözümler

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Keywords:

Media management, manager, SEO, human resources, internet.

ABSTRACT

Proper management of a media organization plays an important role in its success. This article reflects new trends in media management, general information about the essence of media management. A comparison of traditional management and management concepts, specific features of management, detailed information about the manager's identity, role, functions and duties. In addition, the application of media management in Azerbaijan, current problems, causes and solutions were analyzed. In particular, modern management practices and the roots of problems in Azerbaijan internet media institutions were investigated, for this a survey was conducted among journalists working in Azerbaijan internet media institutions, the answers obtained were analyzed, and the results were reflected. **Purpose:** The purpose of our research on this topic is to determine the extent to which trends are used in the management of modern Azerbaijani internet media, to analyze the problems and causes of this press. Also, it is to propose something that we think is necessary to solve the problem and that we think will be effective. **Methodology:** A number of methods were used to prepare the research article. The method of observation and the method of comparative analysis were used to determine the trends in the management process. A questionnaire was used to reflect the reality of the application of trends in Azerbaijani internet media institutions. **Universe and samples:** The scope of the article is framed by Azerbaijani internet media organizations. The participants of the study are journalists working in Azerbaijan internet media institutions. **Results:** To achieve the goal of the research, a survey was conducted among journalists. It is clear from the lack of active participation in the survey, as well as the percentage of answers to questions about management, that the trends in management cannot be fully applied in the local internet media, and the main reason for this problem is financial insufficiency.

Anahtar Kelimeler:

Medya yönetimi, yönetici, SEO, insan kaynakları, internet.

ÖZET

Bir medya kuruluşunun doğru yönetilmesi, başarısında önemli rol oynar. Bu makale medya yönetimindeki yeni trendleri, medya yönetiminin özü hakkında genel bilgileri yansıtmaktadır. Geleneksel yönetim ve yönetim kavramlarının karşılaştırılması, yönetimin kendine özgü özellikleri, yöneticinin kimliği, rolü, fonksiyonları ve görevleri hakkında detaylı bilgi makalede yer almaktadır. Ayrıca Azerbaycan'da medya yönetimi uygulaması, güncel sorunlar, nedenleri ve çözümleri analiz edilmiştir. Özellikle Azerbaycan internet medya kurumlarındaki modern yönetim uygulamaları ve sorunların kökenleri araştırılmış, bunun için Azerbaycan internet medya kurumlarında çalışan gazeteciler arasında anket yapılmış, elde edilen cevaplar analiz edilmiş ve sonuçlar yansıtılmıştır. **Amaç:** Bu konuyla ilgili araştırmamızın amacı, modern Azerbaycan internet medyasının yönetiminde trendlerin ne ölçüde kullanıldığını belirlemek, bu basının sorunlarını ve nedenlerini analiz etmektir. Ayrıca sorunun çözümü için gerekli olduğunu düşündüğümüz ve etkili olacağını düşündüğümüz bir şeyin önerilmesidir. **Metodoloji:** Araştırma makalesinin hazırlanmasında çeşitli yöntemler kullanılmıştır. Yönetim sürecindeki eğilimleri belirlemek için gözlem yöntemi ve karşılaştırmalı analiz yöntemi kullanıldı. Azerbaycan internet medya kurumlarında trendlerin uygulanmasının gerçekliğini yansıtmak için bir anket kullanıldı. **Evren ve örneklem:** Makalenin kapsamı Azerbaycan internet medya kuruluşları tarafından çerçevelenmiştir. Araştırmanın katılımcıları Azerbaycan internet medya kurumlarında çalışan gazetecilerdir. **Sonuç:** Araştırmanın amacına ulaşmak için gazeteciler arasında bir anket yapıldı. Yönetim konusundaki eğilimlerin yerel internet medyasında tam olarak uygulanamadığı, ankete aktif katılımın olmayışından ve yönetimle ilgili sorulara verilen cevapların yüzdesinden de anlaşılmakta olup, bu sorunun temel nedeninin maddi yetersizlik olduğu anlaşılmaktadır.

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1. INTRODUCTION

In modern times, rapid changes in various fields, development-oriented trends are manifested in management as well as in many fields. A modern approach to management activities, which involves the organization and planning of the activities of any institution, is also evident. In particular, with the prominence of commercial interests, these approaches manifest themselves in a different form. The mentioned differences and innovations are also manifested in the management of media institutions. In this article, the management practices of Internet media organizations operating in Azerbaijan are analyzed in detail by involving in the research. The newness of the topic and the fact that it has not been studied enough emphasize its relevance. Because in this field, there are enough shortcomings and problems in Azerbaijan internet media from both theoretical and practical point of view. From this point of view, this topic, which we involved in the study, is important for Azerbaijan. At the same time, the causes and solutions of the problems mentioned in the example of Azerbaijan may be important for other countries in a similar situation. In the article, at the same time, the points brought up to date by media management, the role of concepts such as search engine optimization (SEO), public relations (PR), human resources (HR) in management are explained from a theoretical point of view.

In order to more realistically illuminate the current situation in the article, the questionnaire technique was used, and the answers of the journalist-participants were analyzed and included in the article. The results of the observation of the state of the local internet media and the comparison of the responses of the survey participants, as well as the suggestions arising from these results, are reflected in the article.

Differences between traditional media management and modern media management. Before we start talking about trends in media management, let's consider these concepts separately. First, let's pay attention to the concepts of administration and management. Although these two concepts are very similar to each other, they cannot be completely identified. To illustrate the difference between them, let's look at the definitions given to both concepts. Management is a professional activity carried out to achieve the goal set by a firm engaged in any type of activity in market economy conditions by applying the methods, principles and functions of the economic mechanism of management, by effectively using material, labor and financial resources. is the activity type (Management). Or, management is to manage in market economy, market and competition conditions. From the generalization of these two definitions, we can get the idea that management is a broader concept and management is a

special form of it. The formation of the market economy and competitive environment has led to the widespread use of the concept of management. There are also special forms of this concept applied to various socio-economic processes. In order to learn the theoretical basis of these forms applied in separate fields, it is necessary to pay attention to the theoretical basis of general management, its object, functions, and categories. Management, the object of which is the organization, is aimed at forming the goals of the organization and ensuring the achievement of those goals. In such a case, the main goal of management is to ensure harmony in the work of the organization, that is, all internal and external elements of the organization perform coordinated and effective activities (Management).

Management is a relatively new field compared to other fields. It is true that the concept of management in general and its first elements and forms have an ancient history, but management in the modern sense began to be formed and studied as a science in recent history. In general, interest in management has been greater in England and the United States. "The initial interest in management was accelerated by the industrial revolution that began in England. But the idea of management making a significant contribution to the development and success of the organization was first born in America"(Shahbazov and etc. 48) The rapid development in these countries required a different approach to the changing situation. As a result of the industrial revolution, innovations in various fields and techniques increasing the efficiency of this field made it necessary to correctly assess and manage the current situation. The existing conditions laid the foundation for the emergence of the concept of management. "The first half of the 19th century is characterized by the emergence of the subject to be called management in England and the United States" (Shahbazov and etc. 51).

As we have mentioned, the innovations brought by the industrial revolution had an explosive effect in the field of production. The increase in the efficiency of the work, in addition to the impetus for its acceleration, brought with it a number of different points. One of these points was the appearance of the competition factor, which was a very serious factor. Industrial organization of production, strong competition seriously led to the development of market relations. "Thus, along with the industrial organization of production, it is necessary to look at the formed mature market, which implies the development of market relations, as a prerequisite for the creation of management."(Shahbazov and etc. 41)

Just as the emergence of management is related to England and the United States, its systematic study is also related to the name of these countries. The scientific study of management started at the beginning of the 20th century. "For the first time, a great interest in

management manifested itself prominently in 1911. It was at that time that Frederick W. Taylor published his book "Principles of scientific management", which was the beginning of scientific management and its acceptance as a free research field" (Shahbazov and etc. 48).

With the involvement of this field in the research, the essence, principles, functions of management, its multifaceted relations, manager's duties, etc. things started to clear up. Of course, as time goes by, as the unique requirements and conditions of each period appear, it affects management as well as all fields. Its principles and tasks are subject to certain changes due to the influence of rapidly developing market relations and globalization. From this point of view, certain innovations and differences have appeared from time to time in the scientific explanation of management. But its general essence and principles remain. "Principles of management mean the basic rules of the organization's activity to achieve the set goal"(Shahbazov and etc. 17)

Based on the definition and principles of management mentioned at the beginning, we can say that the purpose of management is to prepare the plan necessary to achieve the goals set by the organization and to achieve its implementation.

The modern meaning of management is quite different from the previous one. Although the history of the concept of management is ancient, it had a simpler character in the early times. Classical economists Adam Smith and John Stewart created the theoretical framework of resource allocation, production and valuation issues. At the end of the 18th century and the beginning of the 19th century, these observed factors of management, as well as the elements of technical production such as standardization, quality control procedure, cost accounting, work plan, were developed. Thus, the theoretical foundations of management continued to be gradually enriched with new and complex factors.

In modern times, management is a very multifaceted and complex mechanism. The fact that this concept has reached the level of a complex mechanism from a simple organization can be explained by globalization, the development of the market economy and its coverage of the whole world. Although in the early days the concept of management was related to economic issues, in modern times it is a science related to all fields of activity. Although the concept of management is historically older, the management of that time was at the level of the concept of management. But in modern times, although management is a smaller concept than management, it is an important field for the successful operation of organizations. Management is not just leadership, it is a field that defines and implements the work that needs to be done to achieve the set goals. In modern times, the right management activity is

necessary to be successful in its activities and to establish the right policy. With this, it is possible to establish a correct activity policy, achieve the set goals, and be ahead in the competitive environment. Therefore, it has always been relevant to study the essence of management activity. It is for this reason that enterprises and institutions that want to succeed attach importance to the selection of managers. Although the operating mechanisms, principles, and goals of each field are different, there are commonalities in the applied functions, methods, and operating principles of management.

Its general functions are applied in the implementation of management. In general, these functions apply to all areas where management is applied. Common functions of management include: marketing, planning, motivating, organizing, controlling, regulating, communicating, and reporting. These mentioned functions are the functions performed by the management activity from beginning to end. The successful implementation of these means the success of the management activity in general and the achievement of the goal of the firm or enterprise.

How has media management been historically? When talking about the history of management in general, we noted that the concept of management was historically closer to the concept of management and had a somewhat simplified character. Of course, these also apply to media management. Management issues in the first newspapers known to history were more related to technical equipment and distribution problems. At that time, the efficiency and competitiveness of the newspaper was not in the first place. Although the weakness of technology slowed down the work of the newspaper, it saved it from complex tasks. In other words, the simplicity of the first printing models and the lack of competitive environment made it easier to manage the press. At that time, the concepts of leadership and management were combined, and the main goals were mainly limited to material and circulation issues. However, in modern times, there is a new view of the concept of management, not only in the media, but in all areas. The first reasons for the emergence of the concept of management were the industrial revolution, the emergence of complex economic relations, the formation of the market environment, and the need for the emergence of media management can be explained by the revolution in the information field. Thus, with the emergence of the Internet, the extremely easy transfer of information, the abundance of information and the increase in demand for it gradually turned information into the most valuable product. The period when information is considered the most valuable product is called the information society. Because information is considered the most valuable resource

in this society. The main reason for this is the gradual increase in the demand for information and the power to influence social and political events.

Taking into account all this, we can mention the factors that play a role in the formation of the information society: 1) the increase in people's demand for information, 2) the development and widespread use of information technologies, 3) the formation of a free society for the unlimited implementation of information processes.

2. AREAS OF FOCUS OF MEDIA MANAGEMENT (PR, HR, SEO)

After talking about the difference between the concepts of media management and management, the main features that distinguish management, we can talk about the trends in media management. Today, the main trend in the management of media organizations is media management itself. In other words, media organizations prefer to work with professional managers rather than traditional management principles, and in this case they are more successful. The actualization of management, especially media management, has led to the actualization of a number of fields and professions, and the creation or increased use of some terms. First of all, let's note that two areas that are relevant together with management are HR - human resources and PR - public relations. The importance of these statements we have mentioned and their relationship with media management are different. So, although media management is a general concept, it differs according to the direction of activity, the issues it regulates, and the principles of activity. That is, when we say media management, we mean personnel management, technical management, content management, social media management, as well as the management of print media, radio, television, internet media organizations, and each of them has both common and specific characteristics. Each of these directions of management has its own characteristics, but also leads to the emergence of new concepts or actualization with a different essence. Of these, we will mention HR with personnel management, SEO with technical management, and PR with the marketing function of management.

How did HR become relevant with management? As we mentioned in the previous sections, management is a multifaceted, multi-functional field, and by setting serious goals in front of it, it defines the achievement of that goal as its own goal. In such a responsible and long way, the activity of a successful team as a whole should be purposeful and professional, so that they reach the goal quickly. The organization and selection of a successful team depends on human resources, i.e. HR. What is HR? This expression, whose opening is Human resources, plays a serious role in the life of every organization. Because it is his job to choose among the

many candidates applying for any position, to choose the candidate with the necessary and required characteristics. "Human resources is responsible for recruiting, onboarding, training and managing an employee from their job application to final severance." (Main) . The importance of the role of employee quality in the success of the organization has led to the actualization of this area. Moreover, the phrase "Human Resources Management" was also created, which is a branch of general management and is characterized by regulating the activities of the mentioned department. Here, it is intended to choose the right strategy for the human resources department in matters such as hiring, firing, adjusting the interview process.

PR – public relations. Although public relations and media management are different fields, a new look at the concept of management gave impetus to the actualization of the PR field. As we mentioned above, management is a form of management in the conditions of market relations, in a competitive environment, and one of its main functions is marketing. One of the main conclusions we can draw from this data is that management is financial based management. In other words, financial independence is important here, and on the other hand, the main goal of the steps taken is to achieve more sales of one's own product ahead of competitors in such a situation. When talking about product sales and marketing functions, advertising and PR fields come up as the main tools. Here, advertising aims at direct sales, but PR aims to create not only sales, but also promotion and image formation, which can create a long-term effect. PR, which is an independent field in itself, can act as a tool when talking about media management.

The indispensable role of the Internet in the media has led to the emergence of new terms in media management. One of them is the concept of SEO. SEO - Search Engine Optimization is explained as search engine optimization in translation from English. This concept is among the new trends entering media management. Before talking about the role and essence of SEO in management, let's explain this concept. The search system means google, yahoo, bing, etc., which are familiar to every citizen living in the information society and which the majority use almost every day. Such platforms are considered. The close connection of these search systems with the media has led to the combination of their management and media management. At this point, in addition to traditional methods of media management, new management trends become a topic of discussion. The concept of SEO that we mentioned is also in this order. SEO is not directly related to managing media outlets, but also search engines. Nowadays, the integration of media with search engines makes this process applicable to both of them. Because in search engines, queries are made not only about

general information, but also about searching for news, programs and other media products. The purpose of search engines is to provide the most appropriate results and in the shortest possible time to the incoming query on any topic. This goal is accomplished in two parts. 1 - "navigating" and "indexing", 2 - receiving an answer. In the first stage, through links, the automated robots of search engines called "crawlers" or "spiders" make millions of related documents available. If there is a result corresponding to the entered query among them, the search engine selects these results and in the stage of receiving an answer, the search engine searches through these documents and presents them. There are two important factors in the response phase itself. First of all, the search engine shows the most suitable results according to the query. The second ranks these results according to the degree of importance (Universty Of West Georgia).

3. THE MODERN SITUATION IN THE MANAGEMENT OF AZERBAIJANI INTERNET MEDIA INSTITUTIONS

Azerbaijani Internet media organizations, which are part of the world media system, are also trying to adapt to the new features of management. It is especially important for internet media organizations to adapt to these innovations and apply them. Because the competition between internet media institutions is greater than that of audiovisual media institutions. The limitless possibility created by the global Internet network makes it possible to access any Internet site in the world and obtain information, regardless of distance. In such a case, internet media organizations have to compete with their local competitors, and in some cases with global media organizations. From the point of view of the topic, of course, the audience gets local news from local websites, because there is almost no other alternative in this direction. But in connection with events of a global nature, foreign media organizations are sometimes turned to. Among the main reasons for this is the promptness of those media organizations and the provision of alternative information. What is the level of management issues in Azerbaijan internet media in such a competitive environment? before the management of Azerbaijani internet media institutions, it is necessary to take a brief look at its history. Like many innovations, the first use of the Internet took place after the independence of Azerbaijan. "The Internet in Azerbaijan started to develop since 1993. The first website was created in 1994 at the Azerbaijan Academy of Sciences, and the website of the first state body was the website of the President of the Republic of Azerbaijan and was created in 1997. Since 1993, the top-level national AZ domain has been administered". (Azərbaycanda internet).

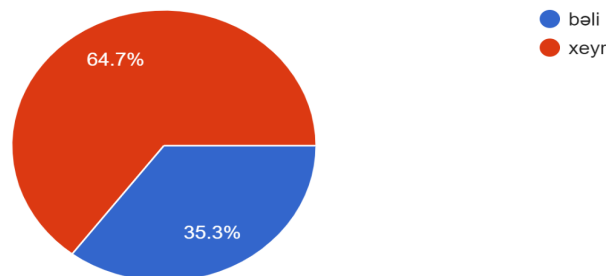
Thus, since the history of internet media institutions in Azerbaijan is quite recent, it is natural that there are certain shortcomings or gaps in management. The concept of media management is also newly used in Azerbaijan. After the years of independence, the formation of private media organizations and international relations led to new experiences in this direction. When we look at local internet media organizations through the eyes of readers, we can point out certain shortcomings that we see in terms of management. First of all, when entering the "about" "contact" section on each site, the information of the persons who hold managerial positions and means of contact with the authorized persons are reflected there. One of the first perceived shortcomings begins with the information in this section. Most local sites do not have HR, manager contact in contact section. Only a few information agencies' websites, such as apa.az, azertac.az, trend.az, have contact with responsible persons, contact with the commercial and advertising department, and vacancy sections.

Since other situations in management are difficult to determine by observation, we prepared a questionnaire with several questions. Thus, these were the results we obtained in this survey of 50 journalists working in different news sites. Internet media experience of the journalists participating in this survey is at least 5 months and at most more than 20 years. Their answers to the questions posed by the media management led us to come to interesting conclusions. First of all, "Are you satisfied with the management practices of Internet media organizations in Azerbaijan?" 35.3% answered yes and 64.7% answered no.

Are you satisfied with the management practices of Internet media organizations in Azerbaijan?

- *Yes*
- *No*

Azərbaycanda internet media qurumlarının idarəçilik təcrübələri sizi qane edirmi?
51 responses



This shows that most of the respondents from different media organizations do not like these practices because there are certain problems or shortcomings in the management of internet media organizations.

In general, we asked two questions to know to what extent trends are taken into account in Internet media organizations operating in Azerbaijan. The first question aims to compare the management issues of news sites with previous years and reveal the difference, and the second question aims to compare with world media organizations. In the first question we addressed for internal comparison, 37.3% of 51 participants stated that there were innovations compared to previous years, 21.6% stated that there was no difference, and 41.2% stated that partial innovations were applied. This is due to the fact that in the modern world, in the conditions of globalization, it is impossible to stay completely out of the international trends, therefore, those trends also affect the local media. On the other hand, certain problems, as well as the fact that the history of the formation of commercial organizations is young, cause them to stay out of some trends.

Have there been significant innovations in the management approach of news sites compared to previous years?

- *Yes*
- *No*
- *Partly*

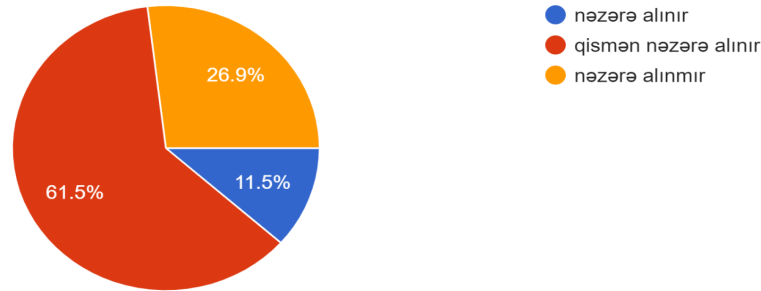
As we mentioned, when compared with the international media market, the response rates are more different. When asked to what extent trends in the world media landscape are taken into account in the country's media, only 11.5% of participants answered positively. 26.9% consider that it is not taken into account, and 61.5% consider that it is partially taken into account.

To what extent are innovations in global media management considered in the media landscape of Azerbaijan?

- *Yes*
- *Partly*
- *No*

Qlobal (Dünya) media idarəçiliyindəki yeniliklər Azərbaycanın media landşaftında nə dərəcədə nəzərə alınır?

52 responses



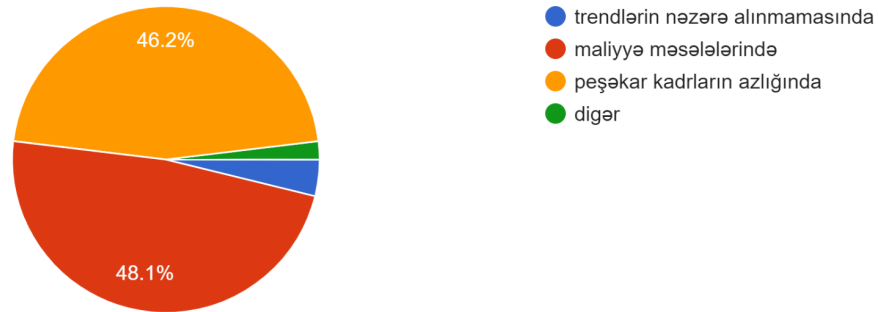
As can be seen from the previous questions, the response rate of the survey participants reveals that there are problems in media management. But what are the causes of these problems? To find an answer to this question, we asked the opinion of the survey participants. 48.1% of the participants think that the problems in media management are related to financial issues, while 46.2% of the participants associate it with the lack of professional personnel. A few others believe that the problems in media management are due to ignoring trends or other reasons. Indeed, while reading theories about media management, we also saw that management is based on financial security. In other words, no institution without a financial source, independent from a financial point of view, as well as a media institution, cannot implement an independent management policy. On the other hand, again based on modern management theories, we can note that the other main basis for establishing a successful management is having professional personnel in place. The majority of employees working in Azerbaijani internet media organizations note that these two main problems exist.

What do you consider as the main reason for problems related to management in internet media organizations in Azerbaijan?

- *ignoring trends*
- *financial issues*
- *lack of professional personnel*
- *other*

Azərbaycanda internet media təşkilatlarında idarəetmə ilə bağlı problemlərin əsas səbəbini nədə görürsünüz?

52 responses



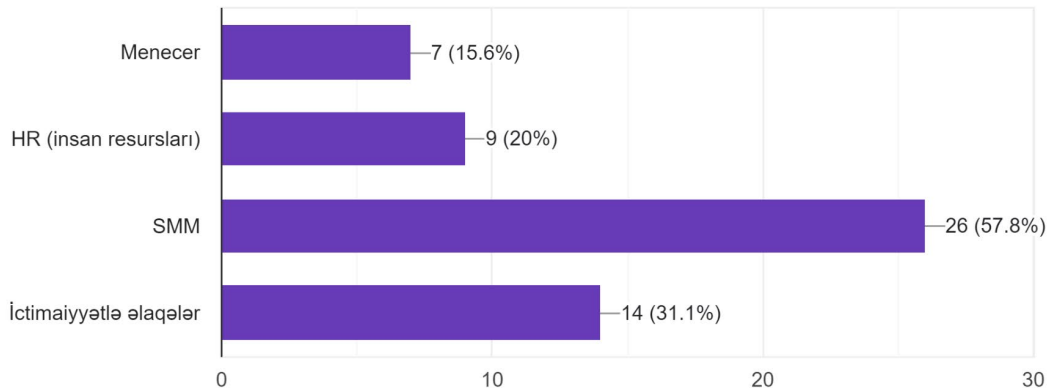
After citing the appointment of professional staff as one of the causes of management problems, we posted a survey on what positions were being appointed on local news sites to further clarify this question. Among the participants of the survey, the highest indicator with 57.8% belonged to SMM. 31.1% public relations, 20% human resources, and 15.6% mention that the position of manager was appointed. It follows that none of these 4 positions, which play an important role in the successful management of a media organization, are 100% assigned on local sites. Looking at the results, we see that the most popular job today is SMM. other important destinations are available on few sites.

What leadership positions have been assigned to local news sites?

- *Manager – 15.6%*
- *HR – 20%*
- *SMM – 57.8%*
- *PR – 31.1%*

Yerli xəbər saytlarında hansı rəhbər vəzifələr təyin olunub?

45 responses



At the end of the questionnaire, the conclusions we reached as a result of the observation and the results are certain overlaps at points. For example, the non-designation of manager and HR positions on the sites proved itself in this regard. In this case, the correct division of duties, which is one of the main features of general management, is violated, and other employees have to perform the functions of the missing positions. This leads to a decrease in the quality of work. In any media organization, when various tasks are burdened on one person, then the quality is lost, but if there are specialists in each field, then the work done and the material presented are of better quality (National Endowment for Democracy).

Society and audience participation play an important role in solving the mentioned problem. So, the financial problem is at the root of management related problems. For example, the aforementioned problems arise because a media organization experiencing financial difficulties cannot keep enough employees, which means that the journalist has to do extra work. Most of the Internet media organizations in Azerbaijan are facing financial problems. One of the main reasons for this is the lack of subscription. In the world experience, many independent media organizations provide financial support on the basis of advertising and subscription, while in our local media, this burden falls only on advertising. The lack of or little subscription depends on several reasons. Thus, in an age of information abundance and countless sources of information, no one subscribes to an information source that is out of order, because they know that the information contained here can be found in other sources. So, to overcome this reason, the media organization should prepare different, original, exclusive materials.

In return, the audience that values quality information prefers subscription and understands that through this subscription it supports that media organization, and this support will return to the audience as quality information and help private media organizations maintain their independence and financial freedom.

4. RESULT

As a conclusion of this research we have made about the situation of media management in Azerbaijan, a number of results have been obtained. Here we have analyzed the problems in modern media management, the causes of these problems and the steps that can be taken to solve them. As a conclusion of all observation and analysis, the following conclusions regarding media management in Azerbaijan can be noted:

1. Since the concept of media management is a new field for Azerbaijan, the number of specialists in this direction is small, and scientific research and local sources are non-existent.
2. One of the main problems related to media management in Azerbaijan is that the manager's functions are not clearly distinguished from the duties of the founder, editor, and producer.
3. Since the history of traditional media in Azerbaijan is longer than internet media, we can find successful steps in this direction. Another reason for this is that traditional media organizations, especially television and radio, have more advertising revenue, which gives them more financial freedom.
- 4 There are no effective steps regarding media management in the internet space in Azerbaijan. We can group the reasons for this as follows:
 - 4.1. that internet media is younger;
 - 4.2. the preference of a certain generation of audience in the country for more traditional media;
 - 4.3. loss of advertisements in internet media organizations to television and radio advertisements;
 - 4.4. the large number of local and foreign media organizations and the difficulty of competition as a result of the vastness and borderlessness of the Internet space;
 - 4.5. the presence of difficulties arising from financial problems - the impossibility of implementing some technological innovations, and the late introduction of others.

These mentioned results are only related to practical problems. But in addition to this, it became clear from the theoretical sources that we analyzed during our research that there are serious gaps in the theoretical study of media management in the country. There is almost no complete, systematic material on this topic. Therefore, in our opinion, in addition to solving the practical problems of management in media institutions in the country, it is necessary to prepare scientific-theoretical materials and use them in the teaching process.

5. OFFERS

We can list a number of proposals and actions that should be taken, which we believe will be useful for ensuring that media management in Azerbaijan meets modern requirements and for eliminating existing problems, as follows:

1. As we mentioned in the previous section, first of all, conducting in-depth research on the topic and teaching. This step will create a clear idea about media management in the students studying in the respective faculties of higher education institutions, will help them to have knowledge about the important aspects of successful management.
2. For the implementation of the first proposal, higher education institutions can cooperate with experts for students to understand the situation in practice and gain initial experience.
3. Private media organizations should ensure their financial independence and should not be dependent on attention. For this;
 - 3.1. To increase advertising revenues by achieving consolidation of the advertising market
 - 3.2. Increase subscription revenue by improving the subscription experience
 - 3.3. It is possible to popularize the offering of commercial services, which we see on a few sites, that is, to increase the source of income by producing not only news, but also other media products.

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