From Audience to Community: The Role of the Affective Factors and
the Relationship between Audience and Newspaper Staff in
the Process of its Successful Transformation towards Digital Presence   *Emilia Smolak-Lozano*

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Abstract

The main purpose of this work is to examine the role of engaged and loyal audience who maintain strong and close relationships with journalists in saving the medium and transforming its model. The work will demonstrate the role of Social Media and Social Media Research tools in cultivating and measuring affective elements of the audiences such as: engagement, interactivity, loyalty and trust. The conclusions will serve as the recommendation points for those media that undergone crisis currently and for those who are looking to modify and foment its audience model. The methodology applied in the study is based on the case study method and will apply Social Media Research in order to indicate the level of affective elements of the relationships between audience and journalists and the roles of both parties in structuring the bonds in the digital sphere.

Key words: Public Relations 2.0, Facebook, case study, journalism 2.0, Social Media Audiences.

1. Introduction

The digitalization of communication and the emergence of Social Media commonly described as "2.0" phenomena have changed the way in which all types of organizations communicate and act towards its audiences nowadays. This Social Media revolution effect has been the result of the gradual transformation of communication techniques towards the "Social Media Galaxy" that embraces the contemporary human communication in all its dimensions: social, economic, interpersonal, political, etc. The rise and development of the networks and other "2.0" sites and their logic of functioning have caused the necessity for business of all kinds

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(from retail, through services up to media) to transform into the more social models in general (Solis, 2013). Therefore, in the evoke of Social Age, more than ever before, the media business and especially the magazine publishing sector must be treated not only as a business but as an activity that assumes a significant social role in the modern society. Adding to this picture the worldwide economical crisis and media crisis caused by the advances of the multimedia online technology that has brought along the development of journalism 2.0 and civil movements 2.0, the newspaper sector must face the challenge of the new ways of communication with their audiences and public sphere in order to actively shape the public debate of which the major core is now situated in Social Media and in which the active role is played by determined groups within the broader public.

The new communication strategies of newspapers adapted to Social Media philosophy demand new tools, techniques and approaches, as well as theoretical basis. When talking about communication with audiences in Social Media we must focus on the following elements that shall be reflected in the correspondent theories: responsibility, reputation management, audience definition, relation with the audience, perspective of action on the communication process and two-way communicational model. Moreover, Social Media background requires the research to define and investigate the concepts of interactivity in communication and engagement as the factors that allow to evaluate the effectiveness of communication strategies. Within the engagement, there are contemplated affective components of developing relations with the target audience that will be demonstrated in the form of communicational behaviors-messages and interactions as the expressions of the attitudes towards the communicator in the particular channel.

In the book of Public Relations Management, Grunig, Hunt and Xifra (2003: 117) stressed out the fact of the growing social responsibility of the companies towards their audiences. The emergence of Social Media only foment the importance of companies' social responsibility in the area of their global activity and communication strategies, based on strong and demonstrable moral values and acting according to them while taking global environmental responsibility. This means that in the age of services, it shall be added to it the concept of Costa (1999) which says that any communication is the action including in consequence the concepts of coherence and transparency in the communication and between the communication and action of the organization. This drives the construction of the framework of Social Media audiences to the issue of reputation management in Social Age (Bell, 360º Interactive, Ogilvy PR) that focus on the new phenomena of Web 2.0 and Social Media such as: consumer-

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citizen, consumer generated content, brand relevant conversations on the products and shared control over the message in the networks. In such a way, the reputation management 2.0 needs to take into consideration this new power of audience since it is the audience messages, attitudes and behaviors which affect it. For its "empowered" role in communication nowadays, the public in Social Media cannot be treated anymore as "the general public", in accordance to Grunig's observations (1992).

The object of the present study is to examine the communication strategy of the recently launched and re-branded weekly newspaper that has achieved high effectiveness in Social Media environment, on Facebook in particular, in a relatively short time period (2 months). The strategy has contemplated relations with audience, from emotional perspective, focusing on trust and loyalty as the main components that allow to interact with the readers/fans and therefore to build engaging relationships. The high levels of engagement and interactivity, both adequately defined in the forms of measurable KPIs, will indicate the effectiveness of communication activity that was designed particularly for Facebook, as the biggest, most popular and universal channel of communication with an audience aiming on creating mutually beneficial relationships. The successful implementation of this strategy, of which the principal core was public, and its positive attitudes towards the medium, in our opinion, may serve as the benchmark for the whole industry. It is the example of effective and cost-effective strategies in modifying business models of weekly magazines that help to face and overcome the media crisis. The analyzed example illustrates how to build the presence in wide online and Social Media by means of new social media models and by creating the real community which reflects the importance of emotional, moral and social responsible factors in contemporary communication 2.0.

2. Theoretical Background

In order to comprehensively research the above distinguished elements, the Public Relations theories will serve as the theoretical background, basing mostly on the definition of PR as the mutually benefit relationships between the organization and its stakeholders of which the main aim is the mutual understanding (Castillo Esparcia, 2009). In order to apply Public Relation into Social Media Galaxy it is necessary to define it in terms of PR 2.0 (Solis and Breakenridge, 2010: nd.) as "the result of the change that forced the specialists of this field to connect directly with the public by means of Web 2.0 enabling the creation of the collaborative environment which is rich in experiences in the process of online communication". Authors have seen this change as full of the positive potential in creating and fomenting the communities with major

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respect and broadly more active by means of dialogical communication and equal participation in conversations that allows sharing their reactions and interpretations. PR 2.0 based on possibilities of Web 2.0 has granted a shared control over the messages to both parties of communication (brands and public alike) in terms of reception and perception due to the possibility of creating and sharing the content actively and free participation in online conversations.

The present study applies Grunig and Hunt´s bi-directional models (symmetric and asymmetric), Grunig´s situational theory of public and reputation management in Social Media (Bell, Ogilvy) that contemplates the transformation towards corporate social responsibility (Grunig, Hunt and Xifra, 2003). As far as the effectiveness is concerned it will be reflected within Public Relation management theory (Grunig, Hunt and Xifra, 2003) and perspective of corporate communication management online (Costa, 1995) that stress the significance of moral values in communication. The relationships will be approached from the perspectives of the contextual theories of interpersonal communication (Relational Theory and Social Exchange Theory) that address the issue from a more individual perspective, it allows to define the form of relationships in its affective and behavioral dimensions as well as to examine it as the sequence of interactions and exchange of significant messages that express the attitude. The approach to study affective components of relationships between organization and stakeholders needs some contributions from Social Media studies on effectiveness models including engagement and interactivity as the main indicators (KPI)[1] and universally applied market standards.

The study of emotional relationships between stakeholders and organizations is based on the following general statements on Social Media communication to which the corresponding theories are referred:

1. Rise of Corporate Social Responsibility and Significance of Moral Values.
2. Reputation as the main vehicle for relationships in Social Media.
3. Communication is action.
4. The bi-directional interactive and symmetrical communication with audience.
5. New, active, powerful and dispersed and well defined target audiences.
6. PR communication management as the purposeful, goal-driven, effective activity susceptible to evaluation.
7. New dimensions of the relationships: interactive and engaging.
8. The above statements drive to conclusion that Public Relation perspective would be the most appropriate to define and apply two basic concepts of public and relations.

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[1] Consult: Peterson, 2006.

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2.1. The Concept of Public

In order to be applicable in PR practice it is necessary to address it from directive (managing) perspective such as relational approach (Míguez González, 2010: 53). It means that public in general will be defined in terms of bond and relation established or/and maintained (or desired to be established) between organization and public (Hallahan, 2000: 501-502 in: Míguez González, 2010: 52). In this sense it seems dominated by an organizational point of view that ignores the perspective of public. The latter one is contemplated within the situational theory of Grunig and Hunt (2000) which stresses the role of public (so crucial in Social Era) and their contextualized communicative behaviors which can result or not in the relations with the organization (related systems).

In this way, according to a summary by Míguez González of the nature of public in Public Relations (2010: 54-55), the publics are diverse, heterogeneous, overlapping, interconnected of have dynamic nature. Public is the strategic concept that reflects its strategic meaning for the communicative practice of organization. It is defined in some general terms as the multidimensional collective being in permanent development that share to some extent the similar or common characteristics and remain in long term and complex relation with the organization that directs its communication to this general collective (Míguez González, 2010: 59-61). In this way, strategically the public is treated as a more or less permanent collective based on some common characteristics, however conditions by situational factors created by specific circumstances around certain issues (Míguez González, 2010: 56). These two visions of public will cause that we can approach communication activity of PR in two main manners: creating the long term programs directed to more permanent public and/or concrete actions and campaigns targeted on specific groups determined by specific conditions. According to The Situational Theory of the public of Grunig and Hunt (1992, in: Míguez González, 2006:134-137) the public of this study is defined as the people who are confronted with a similar problem, recognize the existence of it and organize themselves to cope with it: the public conscious of the problem and the public actively looking for a solution.

Since these theoretical contributions described above help to identify the active and engaged public[2] that is interested in particular topics, has a positive attitude and behaves favorably towards the communication of organization, it shares a symbolic

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[2] In terms of "Stakeholders": a concept with business origins that has been introduced to PR from a strategic and corporate perspective (Xifra, 2003:175, in: Míguez Gonzalez, 2010: 57).

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reality with it and has the potential to be transformed into a community. Among different groups of stakeholders that can be distinguished for the organization the present study is focused on the readers.

2.2. The Concept of Relations

For relationships and relations are the key element of the Public Relations, they must be approached adequately. Within a wide area of communication sciences, the interpersonal communication theories interpret communication in terms of relation as the central concept interconnected with the meaning and context and the view of the collective the any communication activity as the process. Relational Theory and Social Exchange Theory (Casmir, ed., 1994), as the theoretical products of interpersonal communication perspective, if joined together, give a comprehensive view of relation, particularly in Social Media environment: as the dynamic and contextualized process inseparable from conversation and messages, based on mutual exchange of sequences of social interactions and communicative behaviors (messages) between individuals participating in this process. The mixed approach of both theories allows to examine the cognitive and affective components in the process of constituting relationships alike determining the forms, grades and dimensions of it. Furthermore, due to the fusion of both visions, the relation may be examined in terms of costs and benefits for both parties implicated in it which means treating communication as well in business terms. Most importantly, these two theories together assume the active role of individuals (treating organization as any individual participant in Social Media egalitarian space) that interact and thus shape their relations. Finally, the conceptual work of this perspective admits the mutual interdependence between environment/context and relations as well as the influence of relations on the participants' behaviors and orientations. Only such exhaustive vision of relationships and its dynamics and nature convert this social and communicational phenomenon into the object of the research in Social Media Galaxy by focusing on organizational communicative behaviors and interactions in social networks, its content, context, and process of conversations as well as the role of individual participants in shaping the relationships oriented towards mutual benefits and reduced costs.

According to Hon and Grunig (1999: 2), in order to build effective relationships, we need a long-term perspective that includes the following dimensions:

– control mutuality ("rightful power to influence").

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– trust (3 dimensions: a. integrity in terms of fairness; b. dependability: trusting that organization will act coherently in relation to its message c. competence: believing in the ability of the company to implement this action).

– satisfaction ("the extent to which each party feels favorably toward the other because positive expectations about the relationship are reinforced", p.3).

– commitment ("the extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote. Two dimensions of commitment are continuance commitment, which refers to a certain line of action, and affective commitment, which is an emotional orientation")[3].

– exchange relationship (based on exchanging continuously the mutual benefits).

– communal relationship ("in a communal relationship, both parties provide benefits to the other because they are concerned for the welfare of the other - even when they get nothing in return. For most public relations activities, developing communal relationships with key constituencies is much more important to achieve than developing exchange relationships would)[4].

Therefore, communal relationships will constitute the highest and most valuable relationship between the organization and public – community basing on the preceding components (trust, mutual control, exchange and commitment) and their crucial role in constituting long-term mutual relationships aimed at understanding (in social media). In such a way, according to views of Hon and Grunig (1999), the establishing of well functioning community indicates the real value of PR communication efforts. Although these six components are claimed to be observed as the indicators of the value of long terms relationships between organization and public (and society), they can be distinguished indirectly by means of variables designed for short-term perspective evaluation of PR activity, as those proposed by Hon and Grunig (1999:2):

– Outcomes: the immediate result of the PR activity such as exposure.

– Outputs: ´´measure *whether target audience groups actually received the messages directed at them … paid attention to them … understood the messages … and retained those messages in any shape or form. They also measure whether the communications materials and messages that were disseminated have resulted in any opinion, attitude and/or behavior changes on the part of those targeted publics to whom the messages were directed*´´ (Hon and Grunig, 1999:2).

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[3] *Ibídem.*
[4] *Ibídem.*

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Thus, the present study applies the short-term perspective evaluation of effects of launch campaign of the new weekly newspaper at the market and introducing it to the particular targets of digital audience in Social Media (duration of 2 months) and will examine the following outputs and outcomes: Reach, Interactivity, Engagement, Influence and Efficiency in general. Variable of Reach is considered an indicator of exposure (visibility in Social Media) as the outcome of the campaign in Facebook whereas the other four will measure the effectiveness of the campaign in short -term, hence being the indirect indicators of such dimensions of valuable long-term relationships as: the commitment and satisfaction (in case of Engagement), exchange and mutual control (Interactivity), communal relationship (segment of the most active public). Trust (towards the new medium) will be considered as the affective type of conditions of establishing such kind of relationship with the organization (medium), similarly to previously existing loyalty towards the journalist working for the previous title. Therefore, we can examine the relationships established in Social Media environment in terms of direct and short-term indirectly indicating possible long - term perspective value of implemented strategy based on relationships.

2.3. Reputation Management

Considering the impact of relationships on corporate reputation, it is useful to summarize Public Relations principles and their impact on Corporate Reputation Online (focusing on Social Media). As it has been demonstrated by Prestigia Online in its document on Corporate Reputation Online (2008: 26), dialogue principle contributes to implement the communication in those channels where the public may speak for itself meanwhile the transparency means for organization being transparent for all its publics which is the condition for the third rule of generating trust resulting in creating the relationships within the various segments of the public and share recommendations. This will transform into engaged and interactive behaviors, positive attitudes towards the organization within the community and will help to foment the desired reputation beyond the community and acquire global visibility in positive terms. All the activities of PR 2.0 and relations established throughout these communication processes have impact on organizational reputation in Social Media in general, in 2.0 environments and beyond digital (impacting offline side), as far as 2.0 reputation management is concerned, there must be taken into consideration the following meta-trends distinguished by Bell from Ogilvy in his publication on 2.0 reputation: hypertransparency, demand for dialogue and empowered public. The quality of relations with public can determine and impact the organization´s reputation in Social

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Era based on Social Web, thus the principal tasks of Public Relations is to approach the issues related to relational communication area from the global perspective (Xifra, 1993). Hereby, Public Relations are included in Corporate Communication Management since they cover all the communication functions - the communication of one organization with all its publics. (Gruning and Hunt, 1994: 7; Grunig, Hunt and Xifra, 2003).

2.4. Public Relations Management

Strategic Management of Corporate Communication that is related to directing of Public Relations (Grunig, Hunt, Xifra, 2003) and Reputation Management in Social Media (centered in social networks), if based on 4 stages of RACE model (Mastrom, 1962) , will follow the steps distinguished by Prestigia Online (2008: 32):

− constant monitoring , adequate quantity of relatively profound information on the research stage (R).
− identification of audiences for purposes of global reach of the strategy, segmentation and individualization of tactics and reducing budget on the planning stage (A).
− creativity in implementation (C).
− facility for immediate measurement of effectiveness on the evaluation stage (E).

When building and implementing the strategy (for Social Media and digital environment) and tactics (for each social network) for the weekly magazine, these elements were considered as crucial and were reflected, as it was stressed by responsible for communication at NewRebel Interactive Agency. Furthermore, there were included 3 pillars of effective digital communication into the strategy that are described in Prestigia Online (2008: 28) and that are claimed as the key factors to effective communication based on listening to the audiences:

− understanding of the client by allowing him to talk and listening to him.
− segmentation of public due to psychographical and demographical information on the client available in social media sites which help to constitute more effective mutual relations.
− personalization of the offer that satisfy the personal need of the consumer/user due to the knowledge on his profile.

On the whole, in terms of strategic and tactic management of Public Relations, it may be considered the structural, functional and relational discipline of which the success is centered in the public and interaction with it. Due to this interaction, as the

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result, the meanings are produced with the aim to create a favorable representation of organization that would be simultaneously accepted and achieve mutual understanding. Thus, it is important to include Strategic Management Paradigm into PR based in praxis, with dominating view that the communication is the principal action of any organization, in the sense proposed by Costa (1999). Such orientation towards Public Relations and Communication Management shall drive towards communication excellence based on the features that although distinguished by Dozier and Grunig (1992) in the era before even Internet boom, are still valid in Social Media dominated culture. These features are the following: strategic approach towards communication, openness to the public, focus on personal and community relationships, participative culture of organization with proactive attitude towards conversations and what it would be called as social listening in the contemporary Social Era (Dozier, Grunig and Grunig, 1995: 1-3). Moreover, the use of bidirectional model of communication in PR and incorporate it as such into the organizational culture will allow the proactive attitude of the organization towards its publics and society in general, as it is stated by Xifra (in: Matilla, 2008: 76).

2.5. Effectiveness

The strategic approach towards PR management shall result effective. In order to assure such effectiveness is necessary to apply symmetrical bidirectional communication model (bidirectional and common PR activity is aimed at mutual understanding and mutual change of behaviors and attitudes by means of dialogue, collaboration and getting knowledge of each other; research is applied in terms of evaluation of the understanding) that was developed by Grunig and Hunt (1984:22). This model facilitates the mutual influence by means of co-orientation and remains in accordance to the PR 2.0 principles: dialogue, understanding, cooperation, responsibility, positive reputation. The symmetrical bidirectional has dominated the communication of the new medium with its public in this analyzed case (distribution of content created by public, conversations, mutual response for information published and towards the messages, actions and campaign undertaken together, taking the initiative of public, etc.). This model guarantees new way of functioning of Public Relations in terms of achieving the effects: co-orientation that means that PR activity is aimed at attempts to change the way in which the organization and its public orient themselves mutually, basing on their common and shared elements of their contexts. It is not only the way to impact on the individuals or groups or/and the relationships between them (Grunig, Hunt and Xifra, 2003: 209-213).

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On the course of the studies on possible effects of communication there have been distinguished various dimensions and types of effects in the works of the Public Relation scientists (Grunig, Hunt and Xifra, 2003: 213). In this study of the audiences and the emotional factors that help to create the engaging relationships with them in the sphere of Social Media, the implemented communication strategy for Facebook resulted in the following multiple effects:

− Macro effect on public debate and micro effect on the particular relationships

− Effects were fomented by the fact of use of Facebook and time the users spent there.

− Effects of the content published that resulted interesting, relevant and engaging for the targeted public.

− An effect was a direct result of the previously established loyal and trustable connections and simultaneously conditioned by the event that preceded the re-launch of new medium.

− Specific content addressed to the specific groups and general diffusion of information related to the new medium in other media both impacted the final effect

− Effects were caused on relationships with the individuals (journalists and particular more active "prosumers") and loyal groups of readers within the target audience.

− An effect was to move the loyal audience from one medium to the new title and foment the engaging, mutually benefit and loyal relationships based on trust towards the medium.

The present study is focused on the mutual influence of communication between both organization and public on their relationships (with groups and individuals alike within the target audience) and thus the objectives have been defined accordingly. As it was stated above, the strength of the attitude being the emotional character of the bi-directional and interactive relationship was based on loyalty and trust towards the particular journalists and the values presented by the medium. They have turned out to be the key factors in the strategy of re-introducing the medium via Social Media and re-attract its fans to there-branded weekly newspaper. When talking about the communication effects on those relationships that transform the group of fans towards affectively engaged and relatively integrated virtual community, we have to distinguish the dimensions of effective communication in 2.0 environment, that are:

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pull-type communication resulting in the interactive and engaging bi-directional relations that foster the loyalty and drive to integrated community[5].

3. Methodology

Therefore, it is necessary to put the research in terms of measuring and evaluation of effectiveness of the communication strategy which means applying statistics in order to compare the elements and to be able to value the overall results (Nobell, 2011: 78). Such defined investigation activity becomes the integral part of directing Public Relations that assure its excellence (Grunig, Hunt, Xifra, 2003; Grunig, Grunig and Dozier, 1995) and integrated into Corporate Communication Strategic Management (Matilla, 2008). The most popular model that reflects the position of evaluation in communication management is the RACE model of Marston (1963): Research, Planning, Communication and Evaluation. The approach focused on the importance of the evaluation in communication strategy (Wilcox, 2001; Fernandez Escobar, 2009; Nobell, 2011) will allow to apply the correspondent techniques (adapted to Social Media characteristics) in order to determine the two complementary dimensions of the results that constitute effectiveness as the concept in communication management: outcome achieved (effect of the actions) and output obtained (the action performed) as it was noticed by Nobell (2011: 77), being both examined throughout this study. Accordingly, the outcome is defined in terms of Key Performance Indicators (KPI)[6] following the Social Media performance model constituted by 4 types of action included in communication strategy: Exposition-Engagement-Influence-Action (EEIA). Exposition is illustrated by the concept of Visibility (Aced, Arqués, Benítez, Llordá and Sanagustin, 2009) and can foment the publicity (Grunig, Hunt and Xifra, 2003). Indicators of Engagement and Influence were best recently defined by Solis and Webber via Altimeter Group (2012) and Action is related to terms applied in Inbound Marketing (Halligan and Shah, 2010; Smolak-Lozano, 2012). At that point, Interactivity is placed in the engagement dimension of relationships and must be stressed beyond online environment.

The methodology includes the triangulated (Berganza Conde and San Román, 2005) case study (Babbie, 2001): triangulation of methods and techniques (qualitative and quantitative) along with the triangulation of data resources (Facebook traffic and

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[5] Dimensions of effective 2.0 communication distinguished basing on the book by Victoria Más, 2001.
[6] Peterson (2005).

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offline sales). The following techniques were applied: trends analysis, content analysis, and quantitative research together with segmentation techniques.

Case study will allow to effectively examine the outputs of the communication strategy such as the performance (Content, Publications, Profile and Relations) that indicates the efficiency of fanpage and community management. Moreover, it will be focused on the outcomes in each level of EEIA model, indicated by such KPIs as: Reach (for Exposition), Interactivity and Engagement (for Relations) and finally the Influence (segments of audiences defined as the activists being the potential ambassadors of the brand). They altogether demonstrate the reaction of the audience towards the communication performed by the medium. The last stage of Social Media performance that is Action is demonstrated by means of KPI, in the case of this study being defined in terms of Sales of the medium in the offline environment. Such design of the study, focused on one particular case of launch campaign of re-branded medium, it will allow us to examine exhaustively the role of affective factors such as the attitude demonstrated by concrete behaviors of determined targets in shaping the integrated community with offline impact while re-introducing medium that on the beginning was available only in social networks and in online version. Hereby, the study will determine the impact of effective communication strategy on fomenting relations of the medium with its community and the environment in the perspective of the public debate that resulted in successfully introducing the re-branded weekly newspaper.

Objective:

The objective of this research of the case study is to evaluate the campaign of introducing the presence of the medium after its launch on Facebook in terms of effectiveness in community management (by means of fanpage) and strength of affective relations between the title and its stakeholders: in terms of public, content and activity. The secondary objective was to evaluate the overall efficiency in fanpage management and the market/competence situation. The research question that guided the investigation was the following:

Have the tactical management of Public Relations focused on communication with readers on Facebook fanpage effectively used the affective factors of relationships which previously existed in order to build a strong and engaged community on the Fanpage?

Hypothesis:

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Fanpage "Do Rzeczy" on Facebook was an effective tool to build the mutually beneficial and interactive relationships with the community basing on the affective factors and thus was the effective tool of promotion of the new brand in Social Media on the dimensions of engagement and interactivity.

Object of research:

Fanpage "Do Rzeczy" on Facebook:

https://www.facebook.com/media.tygodnik.Do.Rzeczy?ref=ts&fref=ts

Tool:

In order to conduct the study in accordance to the newest standards of communication via Social Media, elaborated among others by Altimeter Group (2012), the Sotrender.com tool was selected being a software designed specifically for the evaluation of communication campaigns and programs on Facebook. It is internationally used for effectiveness investigations for its well grounded statistical bases and because it offers interactivity and engagement indexes in accordance to market standards. So far, it is one of the most efficient tools in performance research on Facebook, for its credibility and maximum adaptation to the characteristics and dynamics of the most popular social network. The analysis was performed on demo version (free of charge trial period). In this research, was applied a demo version of Sotrender.com, hence including all the features.

The research was performed by NewRebel Group in the following period: from 28.01.2013 to 06.02.2013. The research was based on the data period of the last 30 days and covers all the events that took place on the fanpage in question during the period of analysis.

The types of the analysis applied:
- General analysis of the fanpage functioning and its management.
- Fanpage analysis in comparison to the competition.
- Detailed analysis of fanpage on the following dimensions:
    1. Community activity.
    2. Fanpage Admin activity.
    3. Content.
    4. Public and audiences.

Definitions of the indicators applied, as explained by Sotrender.com tool:

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Reach:

Number of fans: actual, up to date number of fans of the fanpage.

Growth in number of fans is the relative change in the overall number of fans in the analyzed period.

Engagement:

The Number of Engaged Users: the number of users who has performed at least 1 activity in the analyzed period of time: comment, vote, post, photo publication, status update.

Percentage of Engaged Users: the percentage share of the engaged users in overall number of users.

Newly Engaged Users: the number of newly engaged users who were not engaged for the last 90 days.

Percentage of admin's activity: share of admin´s activity in all activities on the fanpage.

People talking about this: average number of users who have created a story related to the fanpage.

Interactivity:

Interactivity Index: collective, weighted indicator of all activity performed on the fanpage in the analyzed period of time (it is divided into Fan Ini and Admin Ini, regarding fans' and admin's activity respectively.

Relative Interactivity: collective indicator of all the activity of the fanpage divided by numbers of fans what allows for comparisons between different fanpages

Publication´s popularity:

According to Number of Likes, Number of comments, Engagement under the publication, Interactivity of the publication and Share.

Publics´ segmentation:

The segmentation of public in the following categories of this particular group of stakeholders (readers) in the analyzed period, expressed by percentage of share of each segment in overall number of fans:

Likers: users who have clicked mainly the "I like it" button in the analyzed period

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Occasional: the users who have clicked "I like it" only once in the determined period and in general have been poorly engaged in the fanpage activity.

Debaters: the users who published only posts and comments in the analyzed period of time; trolls might be found in this category.

Writers: the users who have published the most posts and comments in this period of time.

Activists: users with the highest level of engagement on Facebook being possible ambassadors of the brand. It is possible to identify the influencers among them –the ones with the big number of their own fans in the personal network, bloggers, and specialists of the sector who have a lot of followers, publish a lot and have a significant response.

Types of Activity

Button "I like it", Comment (under posts and multimedia publications), Post (updates on the Wall including links, multimedia, and button share).

Types of publications in terms of format:

Photo, Video, Text, Link and Questions.

4. Case study

4.1. Background:

The weekly magazine titled "Do Rzeczy" (called provisionally at the beginning: Tygodnik Lisickiego) is the initiative of a group of independent journalists who established a new medium as the protest against the low and morally questionable standards of the publishers on their previous successful title for which they have worked so far (formerly called ''Uważam Rze''). This took place at the point in which the Principal Redactor (Paweł Lisicki) was fired as being accused of accepting a controversy text from one of the journalists. As a consequence, almost the whole team left the redaction together with their boss in the end of November of 2012 as not accepting any kind of intervention in the journalism independence. So did the loyal segments of the readers. In response to the needs of a large segment of the loyal public awaiting the similar medium, it has been created a new weekly magazine under the supervision of the same Redaction Board, employing the same team of journalists who remained faithful to their ideals and beliefs, defending that strength is based on independence.

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The development of a digital online presence was perceived as the opportunity to continue on a visible position in public debate, fomenting it as well as the possibility to continue the journalist mission and service in order to not lose the public. The immediate start in Social Media seemed as the low cost solution to meet the audience and maintain it with the new title. As the rapidly growing online and Social Media presence, the paper version was being developed from the point in which the financial support had been established alike by a legal framework.

4.2. Strategy and tactic:

The responsibility for Social Media strategy, online strategy and graphic design has been assigned to a young Interactive Agency called NewRebelGroup.

The whole strategy was principally based on the idea of continuing the idea of independent journalism defined in terms of mission and service to the community by means of the webpage on which the team of journalists could continue their work and the channels by means of which they could communicate directly with their public. The Social Media was the first and most important pillar of communication to assure the flow of symmetrical and bidirectional communication on a much reduced cost based on the affective elements of the relations that were maintained between the readers as the principal segment and the journalists. The positive attitudes and emotional components such as: loyalty, trust and sympathy to the redaction team and board as well as the solidarity with them were properly defined as the key factors in establishing and developing these relations by means of social networks. This was the idea of meeting readers in the places in which they simply are and expect to be met. The online presence in general was developed as follows:

1) Webpage for publications and to express the firm and continued voice in public debate.

2) Social media presence to promote and foment the existence and visibility and to develop permanent solid relations with loyal and trusting readers, those from previous title and future ones:

   – Twitter: promotion of publications and debate with Readers.

   – Youtube: audiovisual presence.

   – Facebook as the meeting place, in which to converse with others, promote the content, communicate with readers and source of updated information related to the new medium and to the actual events of the national and international scope

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The criteria of selection was based on popularity of these social networking sites among the Internet users confirmed by many recent researches (Mashable.com, Socialbakers.com, 2012/2013) and extended use in Poland. The major importance was put on Facebook as the biggest social network globally and with the highest results as far as the daily use is concerned. The other factors of selection were related to possibilities of interesting journalist forms (Youtube), utility in information distribution (Twitter) and the relational-conversational orientation to the public (Facebook). The strategy was based on the following factors of affective nature:

- loyalty of the particular segment of the readers,
- solidarity of the readers towards the team,
- trust of the public towards the team and new title,
- engagement of the public and journalists in developing the project,
- the active participation of the team and the Principal Redactor in the communication with stakeholders via Social Media.

The main rules of this communication were:
- interactivity
- dialogue
- engagement
- building the strong and conscious presence in the public
- trust

The aim was to build a strong and positive presence of the new title in new media in order to determine offline actions:
- creation of a reference at the market in order to create a positive potential of public,
- maintaining the visible position in public debate by continuing the journalist labor,
- developing affective, strong and permanent relationships with stakeholders.

The communication costs were reduced at maximum by the creation of simple and user-friendly graphic solutions and social media accounts. Therefore, the major cost was graphic design and web page maintenance as well as Community Manager's work which was performed by an agency and the Principal Redactor who was principally managing the communication in Social Media. The paid social media advertising was discarded and other forms of sponsored content of paid promotion via Social Media channels. The presence was based on the tools available free of charge

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and exiting journalists materials allowed to be distributed on Creative Commons License or by sharing the content produced by other media.

The tactic in Facebook network was the main one in the strategy developed since Facebook is the principal "hub" that unifies many communication functions relevant from the PR perspective and because it is the most popular source of interaction and relations. Its main objective was to join together, develop and foment the strong community of the loyal and active fans of the new medium with the possible effects on the offline side. It was planned to be achieved by establishing and developing the mutual interactive relationships between the team of new magazine and fans as well as by means of the high quality and relevant content that remains in accordance to the principles of the team. The content was covering all the actual information of global and national level of public life and the updates strictly related to the new magazine. The fanpage was designed to become the place to meet and debate freely about the published content and thus promoting the new project.

The idea was to create a mutually engaged community, ready to collaborate in the spirit of solidarity, mutual strong relationships based on the interactive participation. The fanpage was build and co-managed by the Principal Redactor and NewRebel's team as well as the engaging journalists team (participative culture of the organization), as a first-person activity of the Principal Redactor, publishing his own and other media's content with high frequency and conversations with and within the created fans community.

The realization of such planned interactions was aimed to obtain the main goal which was image related: to get the positive perception of a promoted, new and strong brand of freshly introduced new weekly magazine created from scratch.

4.3. Implementation of the strategy:

December, 12th, 2012: implementation on Facebook of the fanpage named temporally ´´Tygodnik Lisickiego´´ with the following motto: ´´The independent ones are moving forward!´´.

December, 18th, 2012: the launch of the corporate web service in the form of information service that is integrated with Social Media and the personal blogs of the journalists.

December, 21st to 28th of 2012: announcement of the new title planned to be edited and revealing the name of strategic investor

January, 21st, 2013: revealing of the new building for redaction and of editorial team.

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January, 23rd, 2013: revealing of the cover of the first paper edition and the title

January, 25th, 2013: premiere of the first paper edition of the new weekly magazine and soft re-branding related to the change of name from the temporal one to the final one ("Do Rzeczy") which resulted in a minor graphical change including URL and logo. All these changes were performed fluently and did not affect the results of the search engines and did not cause any issues in visibility of the link, searches and address of webpage and fanpage.

Since January, 23rd the strategy of launch and implementation is interrelated, what means that while the fanpage is being developed, the paper edition is being promoted, as well as the orientation of brand moves from personal branding of the redactor and journalists towards the new weekly magazine brand. Therefore, the loyalty and trust of the audience is moved from preferences towards favorite journalists to the loyalty and trust towards the new medium. Since then onwards, the communication will be promoting the subsequent paper editions, their covers and content, as well as the logo. Nonetheless, the first-person activity of the main redactor is continued.

Since February, 4th, 2013 the weekly magazine in its paper version is issued every Monday.

4.4. The results of the implementation of the strategy:

1) Loyalty and trust of public have determined high level of Visibility in terms of reach as well as they fomented its growth.

The data prove the significance of the loyalty and trust of the public towards new medium and its team since the very beginning of the launching campaign based only on the viral potential. Since the first day of the campaign the strategy was based on the personal brand of the Redactor and journalists participating in the new project and the value of the independence that was promoted by means of the fanpage.

The loyalty and trust of the strategic public targeted by the viral campaign determined its initial success just at the moment of introducing the new medium into social networks: 1,000 fans in 3 hours, 2,100 in 6 hours (as it was stressed without any paid content and media cover) and 4,000 fans of the fanpage after 4 days since launch. The first week after launching the campaign based only on the viral potential of social networks it was noted a growth in fans' number of 1,000 people per day. After the first month of existence in Facebook, the fanpage of the medium (the offline paper edition of the new weekly magazine was not introduced neither published at this time) achieved 7,324 fans and 6,620 people talking about the fanpage and medium. During

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the second month of campaign -January of 2013- the growth was 273 new fans per day, having doubled the number of fans of the fanpage (7,928 new fans in January 2013 and 15,643 fans in total in the second month of the campaign and functioning of the fanpage; the peak in fans growth occurred on January the 31st with 619 new fans joining the fanpage this day). The loyalty of the public towards the redaction and journalists' team and the trust expressed to their labor fomented the dynamic growth of reach and visibility of the newly launched medium.

2) The affective elements of the relations between public and the weekly magazine determined its top position within the weekly magazine sector in Poland just after two months after being introduced.

The high level of loyalty and trust of the public and the dedication of the public towards new title, its positive attitude towards the new project, affective support expressed throughout the fanpage have caused altogether that the newly introduced magazine have reached the top positions in all indicators´ dimensions comparing to the competition. The significant development of the fanpage has accelerated in January and thus dominated the weekly magazines 'market in Poland.

After two months since being launched as a fanpage on Facebook, "Do Rzeczy" has achieved 2nd position in the ranking as far as Interactivity is concerned and 37th position in the reach ranking (although it is still moving upwards) within the category of 165 weekly magazines present on Facebook.

Moreover, within the Polish weekly magazines market, in terms of virality and conversational potential, "Do Rzeczy" has reached also the 2nd position in the ranking, thus accumulating 70% of the conversations in comparison to the largest title in "the talking about ranking". Similarly, it placed itself at the 2nd position regarding the fans' reaction towards content, meaning that its content attracts attention and produce visibility effects among the public.

Fig.1. People talking about variable:

	Industry: Magazine	People talking about this	% of the largest
1	Fakt.pl	15 339	100%
2	Tygodnik Lisickiego	10 742	70.03%
3	Przegląd Sportowy	7 418	48.36%

Source: Sotrender.com

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Relative Ini is the most significant indicator of the success on the market of the launch campaign that effectively managed the affective components of the relation with public. This indicator eliminates the influence of the number of fans thus allow comparisons of activity of the public on each fanpage. In the case of "Do Rzeczy" it was worth 2,532, giving it the second position within the whole market. The competition of the right wing, left wing and more neutral magazines have been left behind (only two titles occupied top 10 on 5th and 8th positions whereas the other 3 titles were included in the next decimal). Even the flagship magazines longer present on Facebook, with a more stable communication strategy and loyal public within this highly competitive sector have not been able to enter the first 50 top positions in dimension of Relative Interactivity. The emotional factors have turned out to be crucial in the interactive communication as the result of high ratio of activity.

Likewise, the loyalty and trust together with the positive attitude fomented the engagement of the public into the action performed by the fanpage's admin. In the ranking of the mostly engaging titles, "Do Rzeczy" once again reached the 2nd position on the top of the ranking in the second month of the campaign. In terms of daily average, the number of fans engaged within the category of weekly magazines, the analyzed title got 6th position. The competition could not demonstrate a similar high level of engagement of their public and audiences in spite of their longer presence on Facebook.
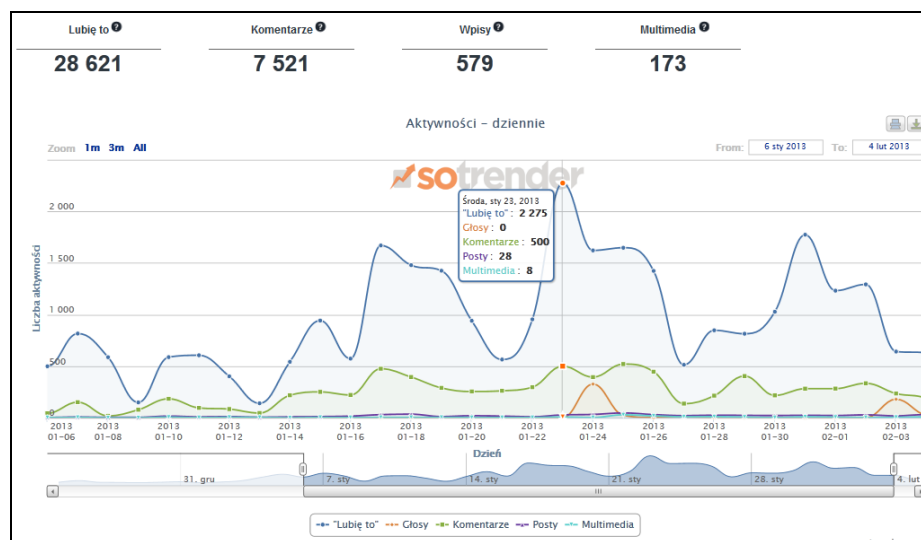
In summary, the approach in directing Public Relations basing the communication strategy on loyalty and trust turned out to be more effective within the sector and in comparison to the competition resulting in the highest positions in the rankings.

3) Affective elements and dimensions of the relations with public determine high level of activity, interactivity, engagement and influence of the public on the fanpage.

The adequate communication strategy in general in which the main advantage was taken of the pre-existed affective components allowed to effectively manage the relations and thus gaining a highly interactive and engaged public.

As far as the activity on the fanpage analyzed is concerned, there were 36,893 activities performed both by the admin and the audience in January 2013. This number covers all types of activities possible on the fanpage: comments, post, multimedia, etc.

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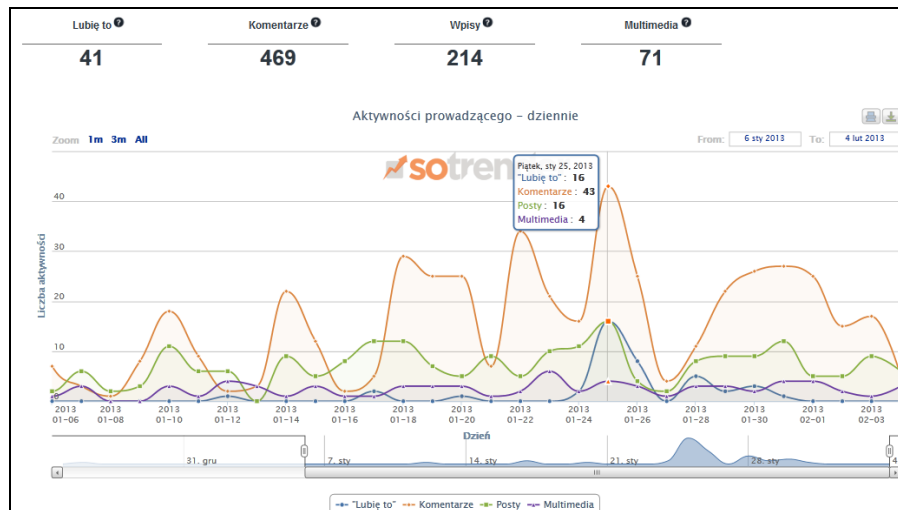*Fig.2. Types of activities performed in analyzed period.*

Source: Sotrender.com

The more passive activities with less significance in interactive communication were dominative: clicks on the "I like it" button. Hence, this result expresses the average within the digital population that is rather consuming the content more passively than actively. In particular, the most significant statistics is related to the relatively large segment of more engaging activities that is constantly growing. These kinds of activities such as: posts, comments and multimedia are the key factors in interactive communication.

When analyzing the activities on the fanpage in division into admin's and publics´ activity, it must be stated that Community Manager is very active and engaged in the interactions in analyzed period of January 2013, mainly performing the most interactive types of activities such as comments and posts as well as multimedia, although to lesser extent. In such a way, the administrator's daily communication activity is focused on engaging into interactions. The peak of his activity was the day of the release of the first paper edition of the new title and was centered on the reaction of Community Manager towards the content published by readers.

Fig.3. Admin's activity in January 2013.

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Source: Sotrender.com

The fans activity has been more passive during this period of time, mostly "liking" the published content (28,500 "Likes"), however with a high level of commenting activity (7,000 comments) followed by status updates (365) and multimedia publications (102).

*Fig. 4. Fans' activity in January 2013.*

Source: Sotrender.com

Although, the typical Facebook activity significantly dominates the other forms of fans' communication activity, a more proactive attitude that results in more engaging communication behaviors can be observed, especially in the case of participation in the conversations and their own publications that initiate the interactions.

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Over 57% of the fanpage community is engaged in the activity performed on the fanpage, which means almost 9,000 engaged users in January 2013 and a daily average of 6,669 newly engaged fans in the analyzed period. As it can be observed, the attitude of sympathy, support and loyalty affects positively the engagement of the community in the communication. Although, the dominating category among those engaged were the people giving "likes" to the content, the commentators, publishers of posts and multimedia were also numerous and in growing trend.
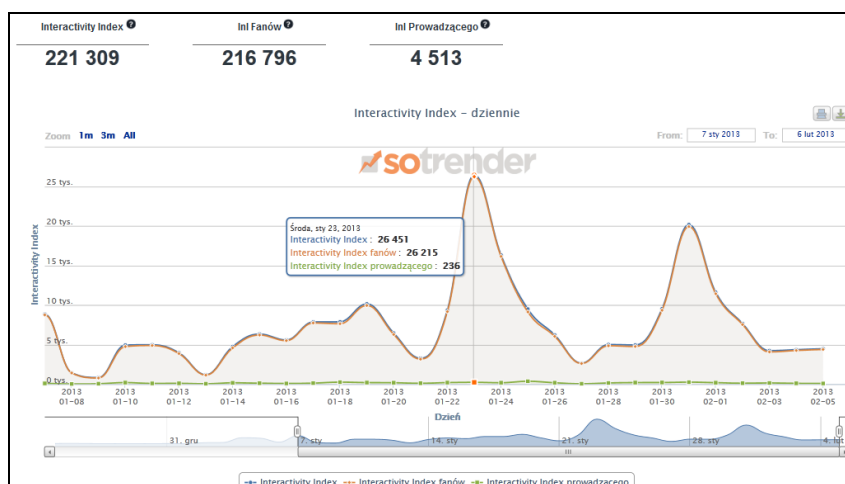
Fig.5. Categories of engaged fans.
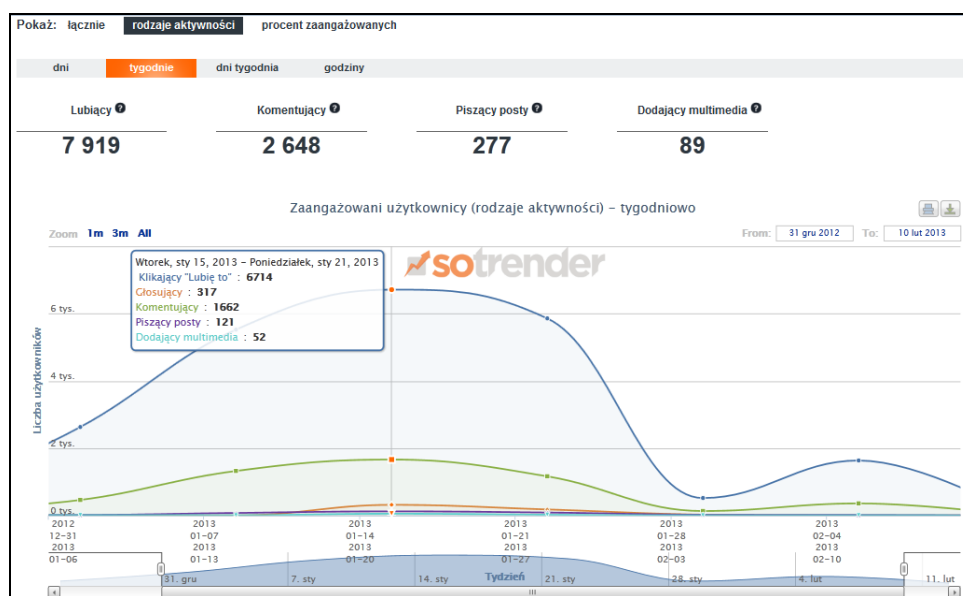
Source: Sotrender.com

The high activity and engagement resulted in very high levels of Interactivity in general (222,026, with the growth of 179,727), of fans and the Community Manager alike in the second month of launch campaign, as it is demonstrated by the graphic below:

Fig.6. Interactivity on the fanpage in January 2013:

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Source: Sotrender.com

The data above show that most of the Interactivity is demonstrated by the public. Meanwhile, the community manager also has applied a highly interactive communication in the analyzed period.

As demonstrated, appropriately managed affective relations of public and organization cause that the mutual reactions towards each other (of public and admin) are intensive and are based on the most active and proactive forms of communications with a major significance for general effectiveness, such as: posts, comments and multimedia.

The peaks of interactivity is observed around weekends and in the evening hours (8pm and 10pm) what means that the free time is fomenting the interactivity within the community of the medium and positively affects the proactive attitude towards participation in multiple conversations as well as sharing the information and opinion with others. Both the profile of the medium and its communication strategy and activity is becoming an attractive form of intellectual entertainment in the free time and the source of establishing relations with groups and individuals that share similar interests.
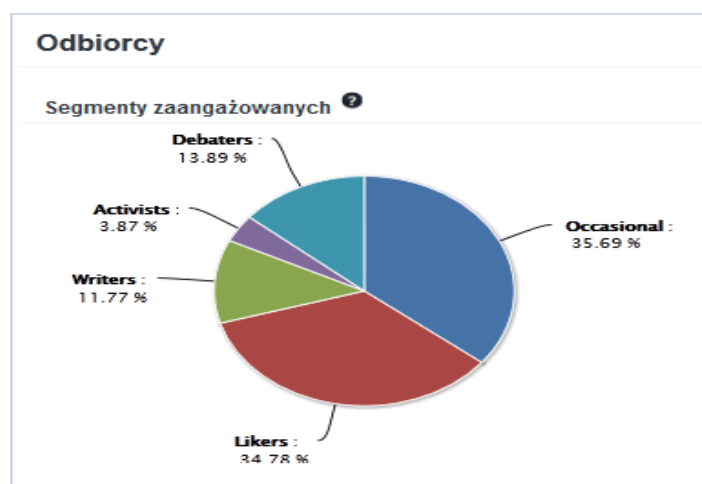
Similarly, the high values are observed in the case of Relative Ini: 13,594. It means the community on the fanpage analyzed in January 2013 was highly interactive independently of the real number of fans (this variable eliminates the relation according to which the major is the numbers of fans, the major is the interactivity). Additionally, this indicator helps to state that the "Do Rzeczy" fanpage has been more interactive even in comparison to more numerous fanpages of other opinion magazines.

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If analyzing the trends and peaks in January 2013, it can be concluded that the highest activity, interactivity and engagement was achieved in the 3rd week of January (15-21.01) which was the period of breaking news related to the development of the new weekly magazine and its paper firsts edition and on 23rd of January (Wednesday) when the title of the new weekly magazine and its cover was revealed publicly by means of its fanpage. This information has provoked the most intensive positive and emotional reactions in the target public. According to a well-planned strategy, activity and interactivity of the admin were the highest on the premiere day.

4) The effect of affective components of the relations on the formation of brand's ambassadors.

For the importance of the segmentation of the situational public that was mentioned in the theoretical framework at the beginning, in this study, the behavioral segmentation was applied in order to identify and define the most active segments and potential influencers. As the effect of highly positive and emotional attitude towards the work of the journalist team of the newly introduced medium and to the project, the most active segment covers 30% of the overall public of the fanpage (fans of the medium) in January 2013. Among them, it was possible to identify 352 people of the major values of interactivity and activity that are 4% of the most engaged fans. Those are potential brand ambassadors and can act in favor of the brand influencing the wide public and their personal networks.

Fig.7. Behavioral segmentation of the situational public of "Do Rzeczy" - shares of the categories within the public.

Source: Sotrender.com

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5) The role of content in fomenting the positive and affective reactions towards the medium.

The content has played a major role in fomenting the positive-liking reactions towards the publishing activity of the medium, its employees and the medium itself. Therefore, the interesting, high quality, relevant and updated content was important in developing stronger and more effective relations with the community. The most liked and commented posts were related to the development of the new weekly magazine and the actual political situation and the public debate. The multimedia and audiovisual posts and publications were those that provoked the major interest and response among the public as well as its participation in the initiated conversations and sharing of the content.
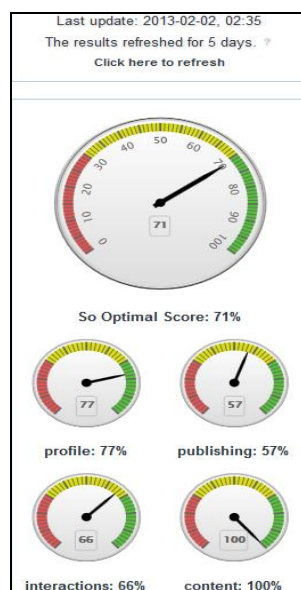
6) Effectiveness of public relations and community management (fanpage management).

As it was mentioned above the strategy was focused on including the pre-existed emotional factors of attitudes and previously developed relations (regarding the old title) into the relations management while developing new title. Furthermore, the strategy and Facebook tactic was based on values and responsibility towards its loyal community in attempt to address properly the trust in the journalists' team.

In general terms, such approach turned out to be very efficient in Facebook fanpage management as the principal channel of interactive and engaging communication with the public and source of trustable information. The overall result of the optimal efficiency of fanpage communication management in January 2013 has the value of 71%.

This evaluation of effectiveness is based on 4 dimensions: profile management, publishing, interactions and content. According to the estimations of Sotrender.com tool, the performance of the fanpage in all these four categories was very high or maximum, being especially important in the case of interactions and content, as demonstrated by the graphic below:
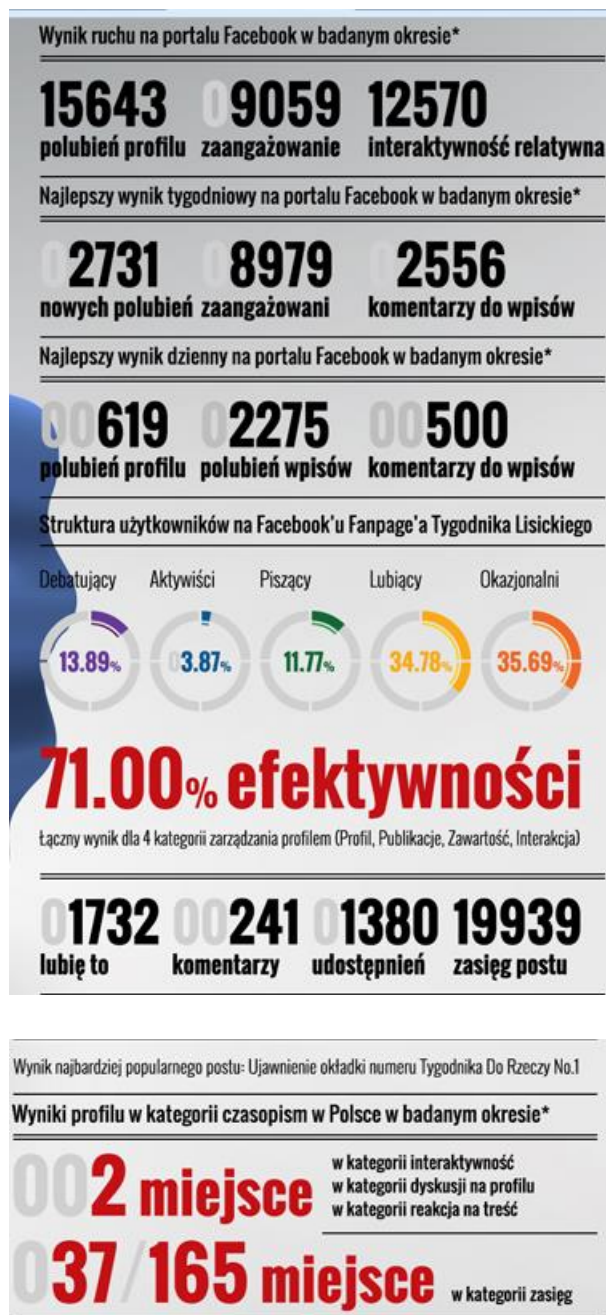
Fig. 8.Efficiency estimation of "Do Rzeczy" fanpage in January 2013

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Source: Sotrender.com

This success is worth a closer look since the advertising and communication budget was very limited from the beginning and the printing was carefully estimated. Moreover, the potential investor was finally contracted few weeks after the official digital launch. In this way, the present title of weekly magazine has become a benchmark for the industry of introducing the totally new title with limited budget and no financing in digital social networks with great success confirmed by objective sales and online traffic data. Moreover, it serves as the greatest example of solving the crisis of trust towards printed media and the crisis caused by irresponsible management. The analyzed case shows that the Public Relations strategy, adequately defined and implemented, can respond to the crisis in the most efficient way. The following graphic summarizes the effectiveness of the communication and public relations management of the analyzed fanpage:

Fig.9. Overall results indicating effectiveness.

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Source: NewRebel Group and www.dorzeczy.pl

In brief, all types of indicators such as: response, conversation potential, activity and shares of diverse actions, engagement and interactivity have reached maximum values in January 2013, even within the sector, in all dimensions: on the fanpage in general, regarding the admin, the public as well as its segments, the content and an effective fanpage management. Particularly, high values of the most interactive and engaging activities of both public and admin must be emphasized here. The top positions achieved in effectiveness in public relations management on Facebook, with

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the limited advertising budget and in a short-time perspective, can serve as the benchmark for the rest of the sectors showing how to use loyalty and trust to the high quality journalism based on values in the responsible way and with the benefits both for the community and organization.

The success of online and Social Media presence has determined the success of the premiere number of offline version published on January the 25th, 2013, only two months after the implementation of a new title on the weekly magazine´s market:

- Traffic on the web page between December the 12nd, 2012 and January the 25th, 2013: 126,325 of Unique Users.
- 321,278 of visits.
- 889,258 of page views.
- 3:59 time of visit in average.
- 128,108 sales of paper copies of the premiere launch and keeping this sale level on each subsequent number every week placing the newly introduced title in the top of the ranking of the best sold weekly magazines at the Polish market.[7]

5. Conclusion

In general, the study confirmed the hypothesis of effective use of emotional factors of relationships in general public relations oriented at the management of the fanpage**.** The fanpage, firstly named "Tygodnik Lisickiego" and later rebranded as "Do Rzeczy", has effectively connected the public of the previous title that undergone the redaction crisis with the newly created weekly magazine. In this way, it has become the main channel of the information regarding development of the new project and the main channel of communication with its strong and positive community.

The communication style applied in the fanpage has been based on the symmetrical bidirectional model of Grunig and Hunt (1984) that emphasizes two-way communications, diversity, openness and transparency, coherence and dialogue. It is focused on the interaction and engagement as well as promoting the proactive attitude towards communication that implies a high rate of activity and interactivity in the whole process of communication and in particular interactions.

As a result, the dominating attitudes and opinions of strategic stakeholders of the medium are positive even though they include constructive critics whose main aim is the success of the new medium.

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[7] Data according to corporate information of ´´Do Rzeczy´´ retrieved from the corporate webpage: www.dorzeczy.pl and from the Institution of Press Distribution and Control of Poland (22.03.2013).

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Therefore, by implicating in the adequate way the positive emotions and feelings of the public towards a new information service and magazine, the fanpage has been used effectively for new brand's viral promotion purposes among the loyal audience and has become the meeting point for contacts with the community and among the community. The 3 pillars: high quality content, dedication to values and journalistic professionalism were key factors that determine the success in a short-term perspective.

Bearing in mind that Facebook is the Social Media channel characterized by a high level of informational noise in which the flow of communication is very intensive and chaotic, the ability to create, by means of the fanpage, the meeting point focused on dialogue between the medium and its readers seems to emphasize even more the success in such a short time.

This dialogue regards the content published by both sides of interaction in which they participate with equal rights sharing commonly the control over the process of communication. The dialogue process has been based on values such as the social listening, free exchange of opinions and information, mutual respectful interactions, acceptance and tolerance. A two-way symmetrical communication process has been developed on active and mutual interactive participation in the conversations and successfully managed the positive potential of the stakeholders.

These two factors have contributed to create a strong and still growing community of strategic significance for the future of the new medium, both in the online and offline reality. Therefore, this case has established new patterns and quality of medium's communication with the reader that address properly the new standards of digital communication in social networks (Social Media in general), being an example of how to take advantage of this kind of modern digital communication for its own organization's purposes.

Due to the engaging of the loyal public into the communication from the start of the launch campaign, a proper and effective management of interactions based on openness and mutual respect, it was possible to create relatively strong relations in only two months. In the same way, this approach helped to foment the initial engagement and enthusiasm of public as they were expressed in the form of positive reactions towards the content published at each stage of the development of the new title. The proper and advantageous use of the initial loyalty, trust and enthusiastic attitude of public has determined the posterior effect on the successful sale of the paper edition of the magazine.

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The effectively managed meeting point as the space for discussions for people (fans) sharing their interests and engaged in the content has facilitated the exchange of opinions and sharing the important information within the community and between the community and the journalists' team. The flow of communication was based on feedback and engaging into the interaction of the particular journalists that has enabled the development towards more relevant and better adapted publications that satisfy the needs and expectations of the stakeholders. The direct feedback gained via interactions resulted to be a cost-effective monitoring that allows to know the public without the necessity of conducting special researches. Similarly, the medium's strategy aimed on establishing an engaged public that meet in the space of the fanpage, by fomenting the pre-existing positive potential and development of interactions within the community and with the community, has turned out to be more effective in terms of visibility. Furthermore, such designed communication strategy focused on relations has a positive impact on the reputation and image of the organization. As it can be observed throughout the data demonstrated above, the good relations with community positively affected the image and perception of the new medium, thus strengthening its position within the sector and fomenting its clear voice in the public debate. A dynamic approach to build a reach through interactive communication gives considerable results not only in a short-term period but also in a long-term perspective in comparison to the strategies oriented towards advertising and promotion measured by more passive indicators of number of likes and number of fans.

As it is demonstrated by the indicators used in this study (KPIs), the community of stakeholders created in the fanpage by means of Grunig and Hunt's model of communication (1984) has a value reflected in the interactions and engagement, thus prioritizing interaction is more effective that basing on the scale effects. Another factor of effectiveness here is the ability to create the considerably big and clearly active segment of influencers and brand's ambassadors. Moreover, such strategy has an integral dimension that assure the proper interaction between offline and online spheres and thus joins them together efficiently. Apart from that, it has a global effect among online and offline publics.

The first step of low-cost processes of communication that attract loyal audiences and engage them into conversations from the beginning, by means of relevant and high quality rich-media content has determined the offline high results of sales of the paper edition. As the next step, offline version of weekly magazine contributes in the mode of the feedback to the Social media conversations and fanpage's dynamics. This reciprocal relation has the double effect: Facebook

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conversations inspire the publications and allow to gather information about the stakeholders whereas the Social Media content affects the offline edition, can be cited and included in the paper edition and finally foment back the conversations carried out on the fanpage. Altogether they widen the influence of the medium in the public debate.

It can be considered the new model of press in the 2.0 version based on a Social Web mechanism followed by future versions of communication (3.0, 4.0). The case of introducing the new medium in the phase of planning immediately to the Social Media environment and thus connecting with the public that expresses its necessity for such medium and supports its concept becomes a benchmark for the Polish press sector of weekly magazines not only for its proven success. It can result also in new business models of press and other type of medium, both in offline and online versions in which the key factor is the effective presence in Social Media throughout of strong and affective relationships developed in the interactive communication.

These new models are based on an added value of engagement into communication of public and organization as well as the interactions that are actively created by both organization and stakeholders based on common values. They use the situational factors of forming the public and stakeholders such as crisis of previous medium and affective factors of relations that homogenize certain groups of public and their attitudes as well as the content effect on the audience. By applying the effective models of communication as those of Grunig and Hunt and addressing properly the effectiveness with the help of the adequate theories, it is possible to develop the effective Social Media strategy and Facebook tactic that positively impact the relations as the result will bring business benefits. The case of "Do Rzeczy" shows the importance of connecting first to the social networks in order to attract, capture and maintain the public in general. It shows how effective is the strategy based on social factors in gaining the enthusiasm and positive attitude of public, taking advantage of their loyalty and trust and finally engaging it in the participative mode of communication. This effectiveness is demonstrated in terms of the success in comparison to the whole industry. In this way, the analyzed case is the realization of the ideas and predictions of Brian Solis from Altimeter Group, who claim that Social Media are the cause and the way in which the business (including media business) is transformed towards more social model that is more beneficial both for organization and public ("The End of Business As Usual", 2012, Amazon.com) if only based on ''social potential of public''.

However, such models are in the development stage and their future shape and functioning is still difficult to determine. Their Social Media fundaments are

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advantageous by effectively interconnecting online and offline dimensions of relations with public of readers, media activity and business activity. However, it might be predicted that these models will develop towards ads targeted individually, rich-media and cross media multimedia content distributed simultaneously by multiple social networks (paid and free channels, multi-screen and mobile) to the multiple diverse public, *gamification* and cooperation with social influencers in the areas of journalism and community management. Accordingly, the modern models of journalism will possibly transform the way that journalists work as they will become the proper ambassadors of the medium and will act as the Community Managers and so the new journalistic forms will appear and consolidate acquiring the status equal to more traditional forms of journalism (blogs, vlogs, Web TV, etc.).

These new social models of media and media business, particularly of press, including weekly magazine, can be the new response to media crisis and press crisis that is claimed to be caused by the extensive development of the digital communication galaxy. Independently of the way in which the model is being developed, the key factor remains the same. This key condition is the loyal public that trusts the media interlocutors (remaining loyal to the particular journalists and their work) because of their strong attachment to crucial values and social responsibility in establishing the relationships. Such public meet the first requirement of the effective public relations management since is willing to communicate and has the proactive attitude to it. Within the strategy for Social Media, this key factor is of growing significance. The communication politics that contemplate affective foundations of relationships with public contribute to create active, interactive and highly engaged public and community - the value that helps to achieve the competitive advantage over the industry.

In the perspective of these aspects, the "Do Rzeczy" fanpage has turned to be effective in the second month of its launch, with reduced communication budget and experiencing the results of the crisis of the previous title. Thanks to the intensive work of its journalists connecting with public directly on Facebook, profound knowledge of Social Media and dedication to new digital forms of journalisms, its Facebook activity was the effective step of the new title towards social transformation of its press and media business model. The implication of journalism, values of independence expressed by hard and coherent work, transparency throughout the development of the project and social responsibility towards stakeholders by engaging the team in the relationships with the medium have positively impacted a wider public. Although it was not a pioneer model of developing presence online via Social Media at the Polish market, it was the first so effective one and the first based totally and mainly on the

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public relations elements, becoming the benchmark in the industry as far as the launch of new title is concerned with short time perspective and small budgets. Gaining and maintaining still growing one of the most interactive, visible and engaged strong communities is the best example how to manage the public relations effectively towards the excellence in media industry and in crisis within this sector.

In summary, the analyzed case demonstrates a high level of effectiveness in 5 significant dimensions of the fanpage functioning aimed on creating and cultivating strategic brand's public and open communication process:

- mutual engagement in relation and communication (fans and admin).
- high level of interactivity of both parties implicated.
- high level of activity in general.
- high quality, rich media, multimedia and relevant content shared and created by both community and Community Manager.
- PR and a fanpage management that is dynamic, fluent and adapted to the needs of community.

Due to satisfactory performance on these dimensions, the analyzed newly introduced title and the fanpage became the leader of the sector in just two months becoming the interactive Social Media space for virtual meetings with offline repercussion. On the base of dynamic conversations on actual topics there can be cultivated very engaged and emotionally rich relationships among all the participating stakeholders of this open and interactive communication process. Such communication model brings mutual benefits to the implicated parts and foments the influence of new press medium in public debate. Similarly, it helps to attract the attention of a wider and more passive public within the informational noise and thus strengthen its position within industry and in front of other public (not only readers and competence) such as: investors, journalists, advertisers, etc.

This particular case proves that Solis was right in his publications when claiming that a growth in engagement is the response to the adequate management of the relations with strategic stakeholders' communities in Social Media. The "Do Rzeczy" fanpage is an interesting example of how to join efficiently the most modern trends in communication and media: Public Relations 2.0, journalism 2.0 and Social Media management based on the humans factors of relationships. The data demonstrates that the strategy to develop Social Media and a wide online presence has transformed a wide audience into a strong community interacting first with online, and in the posterior development of the new medium, with offline content. The social

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transformation of a recently launched press title transforms it into a ''human and social brand'' of reference in the sector.

4.   References

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