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Gary Graham, Anita Greenhill, Donald Shaw and Chris J. Vargo (eds.). (2015). *Content Is King. New Media Management in the Digital Age*. New York and London: Bloomsbury Publishing Inc., pp. 256, ISBN: 978-1-6235-6545-9.

In everyday life we experience the effects of the rapid changes that we owe to new technologies. The Internet has changed not only our approach to communication, but also the form of enjoying our free time, or even, as argued by Carr, ways of thinking and learning. Adjusting to these changes is not only necessary to feel more “up-to-date”, but sometimes a way of survival, especially for the media that can no longer function in the world without the Web. The book *Content Is King. New Media Management in the Digital Age* can be considered a guide to those changes and dealing with them designed for news managers.

The book was written by experts and scholars whose main research field is communication, management, journalism, and media. It is addressed to “those who manage, or hope to manage” newspapers and other news media. While for most people the so-called *Digital Era* means more opportunities and fading importance of geographical boundaries, media enterprises face many problems trying to work

in times of changes that are disruptive for traditional media, the old model of communication and setting the news agenda.

The publication is divided into four parts: 1) Media community, 2) Finding value in a world of disruptive technology, 3) Experimenting with the audience, 4) Ongoing strategies — each one covering different problems, all of them very important for the understanding of the changes that we witness.

In the first part we find, above all, an introduction that explains the main aims of the book, to whom it is addressed, and what problems it covers. The first chapter focuses on the role of newspapers in local communities. The authors argue that newspapers still use the one-way model of communication, not being able to fully take advantage of the new opportunities and not seeing their audience as the main element of their future success. Nowadays media are no longer a link between people forming a community, but very often they tend to actually deepen the dispersion. Greenhill and Serrano think that newspapers are crucial for democracy because they still have social responsibility functions, although bloggers and citizen journalists seem to challenge the traditional control of news production. The second chapter focuses also on news production in relation to the context of Web 2.0 — a concept that can be understood in two ways — as tools and services promoting social interactions, but also as the whole process of evolution in the use of those technologies, “a social and cultural exchange”. The third chapter written by Vargo and Shaw talks about the interaction with the audience. The news manager has to carefully watch his readers, know what other media they use and write not only about the place where he lives, but above all about the economic and social contexts of his audience. The content should be as diverse as the people in the community are. It is also important to remember that although the time and money that we invest in new technologies may not rise income immediately, it is an investment that will pay off in the future. The fourth and last chapter of the first part argues that the changes in technologies and the media are a challenge not only for news production companies, but also for scholars. It focuses on the convergence of politics and entertainment that brings both threats and advantages, allowing for the better understanding of politics for common people.

The second part of the book entitled “Finding value in a world of disruptive technology” describes the strategies for both media owners and journalists. The fifth chapter written by Graham and Hill focuses on the economic perspective and presents strategies for local press enterprises that tend to lose methods in the day-to-day details, although their objective is well known. The same authors show once again in chapter six that media owners have to pay more attention to their audience. Back in the origins of the press the surveys and other research methods were not available, but right now the understanding of the readers’ needs and contact with them is crucial for the success of the media and so are the changes in the value chain and in the postproduction processes. Greenhill and Fletcher analyze the role of traditional news-reporting and its monopoly in defining the notion of the news

and the last chapter concludes this part with the analysis of cross-media synergy that should be considered the central strategic concept nowadays.

The authors of the third part try to analyze the issue of experimenting with the audience. Sihvonen and Simpson examined media systems in Finland (democratic corporatist model) and Great Britain (liberal model) and found out that commercialism has promoted populism and tabloidization not only in papers, but also online. Vargo focused on building effective social networks and showed some strategies, having in mind that consumers are “drowning in content” and Lazarsfeld’s two-step flow theory may no longer be always accurate. The last chapter of this part covers the problem of the lack of cross disciplinary thinkers and the ways of planning the future issues in the present conditions (prototypes and science fiction).

The last part of the book, entitled “Ongoing strategies” once again stresses how important contact with the audience is. The second chapter analyzes free and paid-for content and the final chapter is a summary of all the issues undertaken in the publication.

Traditional media manage to adjust to the new reality of the media landscape much better than one could have thought, yet they still have a long way to go. Online versions are still considered less worthy than paper ones and media owners still think they know what their readers want, even without interacting with them, but the authors agree that newspapers have not had the last word yet.

The book *Content is King* is a very up-to-date publication that can be useful for news managers, media owners and scholars. It focuses on newspapers, mainly local, and in my opinion it could include other media that also have to face the changes of the media landscape such as television and radio, especially considering how important the notion of convergence is, but it is definitely an insightful and accurate publication that should be read by anyone interested in social media and news production.

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Ewa Nowak (2014). *Ustanawianie agendy politycznej przez media. Efekt newsa w Polsce* [Media-Policy Agenda-Setting. The News Effect in Poland]. Lublin: Wydawnictwo UMCS, pp. 356, ISBN: 978-83-7784-511-0.

The history of agenda-setting research dates back almost 50 years. During these years, much research has been conducted in this field in different parts of the world. It has proven the strong influence of media upon public opinion. While agenda-setting research and theory were developing, scholars endeavored to identify factors that affect the scope of the media effect. Many of them (among others: Baum-