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INFORMATION AGENCY «INTELLECT»: JOURNALISM OF THE NEW TYPE DURING THE FIRST YEARS OF UKRAINIAN INDEPENDENCE

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The article analyzes the rapid processes of reform and transformation of mass media, as well as the radical changes in the media landscape of the national information space during the early years of Ukraine's independence. It is noted that many mass media outlets, which were once highly rated, either ceased operations or underwent reform and reoriented themselves toward diametrically opposite ideological platforms and thematic focuses.

The first among information agencies as a new type of the media project was the «Intellect» information agency.

Keywords: The «Intellect» information agency, mass media, agency journalism, information messages.

The relevance and importance of studying the main stages in the history of Ukrainian journalism during the initial period of Ukrainian statehood are driven by the fact that the 1990s saw the establishment of media projects that were remarkable in content, original in presentation, and creative in their communication style with audiences. These included the historical and educational analytical journal «Respublikanets», the national newspaper «CHAS/TIME», the «UNIAN» information agency (whose actual prototype was the Intellect agency), the newspaper «Post-Postup» popular among Galicians, iconic Lviv publications such as «Vysoky Zamok», «Express», «Tyzhden», and the continuation of the publication of the newspaper «Za Vilnu Ukrainu». Each of these media projects requires deep and systematic academic reflection, analysis of their specific characteristics, identification of the factors behind the success of the most prominent ones, and the decline of those which made a loud initial statement but failed to establish themselves in the national information space, ceasing operations due to objective, and more often subjective, circumstances. The «Intellect» information agency had its own financial, organizational-structural, and creative-production features that defined its establishment and development as a new type of media structure in its initial phase. However, these same factors contributed to its stagnation and decline during the final stage of its operation.

The Aim of the Study. To analyze «Intellect» information agency as a new type of mass media – private in terms of ownership and distinctive in its organizational-structural functioning.

Proceeding from this aim, the following objectives are identified: to determine the motives behind the creation of a private regional information agency; to define the organization of the agency's editorial work; to analyze the main stages of its activities, highlighting its establishment, development, stagnation, and decline; to outline the agency's model and information strategy; to identify the uniqueness and distinctiveness of the «Intellect» information agency as an entrepreneurial entity.

Scientific Development of the Topic. Theoretical Background. Analysis of Research and Publications. Information agencies, as aptly stated by Polish researcher R. Bogdański, are «mass media for mass media»¹. In the digital age, the role of news agencies is growing, as «the news agency» believes French researcher and journalist I. Agnes, «becomes the first mass media that creates others»². In the modern global world, the role and influence of information institutions are increasing, as they define the main information flows, shape their algorithms, and determine their direction. Gradually, information agencies are establishing themselves as independent and self-sufficient components of the global media system.

Despite the two-century history of information agencies, journalism researchers have not shown sufficient scientific interest in them. Initially, scholars prioritized printed media, followed by television, radio, and online journalism. Agencies were undeservedly overlooked by researchers, and this trend persists to date in proportional terms. However, both foreign and Ukrainian scholars have produced some substantial monographic works and meaningful scientific articles.

Among foreign researchers, it is worth highlighting R. Cappon, the author of «The Associated Press Guide to News Writing: Professional Guidance», as well as German scholars W. Schneider and Z. Weischenberg. Among the most recent studies, we emphasize V. Volker's work «Journalism of Newspapers and Magazines», particularly his valuable recommendations on synchronizing information messages provided by journalists to local media and information agencies. The purpose of such coordination is to achieve a universal format for presenting news materials that is easy and clear to understand.

The author highlights differences in the structure of journalistic materials written in the correspondence genre for agencies and newspapers, emphasizing the nuances that distinguish these two types of media outputs³.

Among Ukrainian scholars, the topic of information agencies as a type of mass media has been explored in a fragmented manner by renowned journalism researchers such as V. Zdoroveha, V. Rizun, V. Ivanov, V. Lyzanchuk, V. Shkliar, and B. Potyatynk. Focused studies on specific publications concerning the activities of information agencies have been conducted by Yuriy Nesteryak, Olha Harmatiy, and Viktor Myronchenko.

¹ Богданські Р. Що таке інформаційна агенція і де її місце у світі медій. URL : <http://elekcii.org/mam-wolnosc/co-to-jest-agencja-prasowa-i-jaka-jest-jejpozycja-w-swiecie-mediow>

² Аньєс, І. (2013), Підручник з журналістики. Пишемо для газет, пер. з фр. А. Андрусак, ВД «Кієво-Могилянська академія», Київ, 544 с.

³ Фолькер, В. (2017), Журналістика газет і журналів, пер. з нім. В. Климченко, 2-е вид., перероб., Центр вільної преси, Київ, 377 с.

Notably, journalists with practical experience in Ukrainian information agencies, having held positions such as leading correspondents, chief editors, and general directors, have contributed to the creation of the textbook «Modern Agency Journalism», published under the general editorship of V. Rizun.

In contrast, there are only two modest mentions of the «Intellect» information agency: by V. Zdoroveha in the book «On Journalism and Journalists»⁴ and by I. Lubkovych in the textbook «Information Journalism»⁵. The proposed article is the first and so far the only attempt of theoretical reflection on the media project with the ambitious name «Intellect» information agency.

Methods of Research

Historical method: The socio-political situation during the period of the information agency's operation was clarified. The structural-functional method was applied to study the organizational structure of the media editorial office and to examine its creative and production foundations for generating a complete informational and analytical product. The descriptive method revealed the features and specifics of the agency's team organization. Using the methods of analysis and synthesis, the main stages of the agency's establishment were identified, its development principles were studied, and the factors that led to the cessation of its operation were highlighted. The comparative method allowed for a comparison of the organization of the creative and production process in the agency with that in other media structures in the region. The socio-communication perspective enabled an assessment of the agency's influence on social and communication processes of that time.

The early years of independence were quite an extraordinary period, initially marked by decline and collapse, and later by the establishment and development of mass media. In the western regions of the newly independent state, orthodox Communist Party print publications ceased to be published: either due to self-liquidation («Vilna Ukraina» newspaper) or reforming with a reorientation to national principles and a change in the language of the publication («Lvivska Pravda»). However, local newspapers, regional television, and radio retained strong information positions. By inertia, corporate press of large industrial enterprises continued to be published, and for some reason, it was still referred to as «high-circulation newspapers» despite its small circulation. Its weekly circulation rarely exceeded one or two thousand copies. For comparison, the Lviv «Moloda Halychyna» was published three times a week with a circulation of 250,000 copies per issue.

Among the information agencies, Ukrinform maintained a monopoly in the information space of the young state. Through its capital office and branches in regional centers, it steadily produced official reports in a stiff, formal language. Its information services were expensive, with agreements typically lasting at least a year, and under terms where the agency's dominance was hardly concealed. The «voice of power» dictated the forms and conditions of cooperation to the «frozen and frightened»⁶ Ukrainian periodicals.

⁴ Здоровега, В. (2004), Про журналістику і журналістів: статті, есе, виступи, діалоги. Вид. центр ЛНУ ім. Івана Франка, Львів, 131 с.

⁵ Лубкович, І. (2019), Інформаційна журналістика, ПАІС, Львів, 101 с.

⁶ Мистецтво збагнути день. Спогади про Володимира Здоровега, О. І. Наливайко (упоряд.), І. І. Паславський (ред.) (2013), ВПК «Експерес-Поліграф», Київ, 320 с.

In the spring of 1991, a group of Lviv scholars decided to challenge the monopoly of the information agency by creating a private news agency with the ambitious name «Intellect». The idea's generator was Professor Volodymyr Zdoroveha, a well-known journalism theorist who was always distinguished by his brilliant thoughts, ideas, and concepts, but who was as impractical as he was creative. He had the vision but would never take on the implementation of his own idea, admitting, «It's not my thing, I wouldn't manage it».

His student, the sociologist of journalism Ihor Lubkovych, who was not the worst by today's standards, took on the responsibility with the professor's blessing and became the sole owner of the entire information agency. At the initial stage, only a very small circle of mainly faculty members was well-informed about the existence of the agency.

The weekly issues of the agency had been published for over 8 years, from the spring of 1991 to the mid-1999. More than one hundred media outlets published the agency's materials under contract or honorarium-based cooperation. Even during the peak years of the agency's development, regular subscribers did not exceed the number of thirty, which was due to a sharp reduction in financial inflows to their editorial fund and skyrocketing inflation, which in some cases exceeded one hundred percent per year. Honorarium-based income was regular but unjustifiably modest and could not fully cover the editorial needs. Meanwhile, the cost of information production rapidly increased, as paper prices, printing, postal services, and transportation expenses continuously rose. In the first months, or even the first half-year, the team hoped that the quality and originality, along with the refined linguistic and stylistic form of presenting important information, would inevitably result in an increase in subscribers and payments for the printing of specific materials. However, over time, it became clear that high-quality information, by all its criteria, is expensive, and the money earned from its use by media outlets was modest. Nevertheless, «Intellect» continued to operate rhythmically and at a high level.

It stood on invisible pillars of strength, unseen by outsiders. The first of these was the almost sacrificial creative work of its leader and the numerous cohort of contributing journalists, graduates of the journalism faculty from several generations, who willingly shared interesting news from the capital and key regional centers of the country as professional journalists, since they held staff positions in reputable editorial offices in their cities. Among the agency's contributing journalists, those who stood out for the significance and originality of their information were Volodymyr Krasnodemskyi from the capital's «Holos Ukrainy», the married couple Larisa and Yosyp Burcho from «Vechirnia Odessa» and «Chornomorskyi Visnyk», respectively, Viktor Mazanyi from Rivne, and Vitalii Zhuhai from Uzhhorod.

Active contributors from Lviv were, in fact, faculty members and students of the Journalism Department at Ivan Franko National University. Some of them, including Viktor Shapoval and Maksym Kachurivskyi, reached the heights of practical journalism, while, for instance, Ihor Pochynok later founded, published, and edited the most widely circulated newspaper in the country, the Lviv-based «Ekspres».

The analytical section of the weekly news releases of the agency was consistently and single-handedly provided throughout the entire period of «Intellect's» operation by the elder of Lviv's journalism at the time, Leonid Sotnyk. As a full-time correspondent for the still widely circulated «Sotsialistychna Industriya» newspaper, he was publishing at his main workplace, occasionally contributing to Lviv regional publications, and preparing exclusive analytical articles on the most important socio-political events for «Intellect».

His professional journalistic interests focused on national elections, government and parliamentary work, the establishment and consolidation of the presidency in the young state, as well as on the political life of Lviv as a regional center of Western Ukraine, which was referred to as Ukraine's «Piedmont».

A historian by education and an analyst by nature with an inherent critical perception of reality, Leonid Sotnyk prepared mature and interesting materials, which were in high demand in the media environment and had great relevance. Rarely did an issue of the news agency go by without his analytical article, which was noticed by regular subscribers. Some of them delicately and tactfully noted a decrease in the informational density of the agency's releases without Sotnyk's articles. Such statements were at least taken by the editorial management as recommendations for discussion, as from time to time, «Intellect» also published no less resonant analytical pieces from other well-known Lviv journalists.

The increased demand for Leonid Sotnyk's publications was due to his focus primarily on the politically relevant topics of the time.

The analytical publications of Professor V. Zdorovheha were mature and profound. The editor-in-chief, I. Lubkovych, also never lacked wit and journalistic originality. As an author and editor, he had an innate «sense of news value»⁷ for informational messages. He had the skill to quickly and accurately formulate them.

As a new media product, the IA «Intellect» was a fresh and extraordinary phenomenon in the media landscape, with which more than a hundred editorial teams collaborated over the relatively long period of more than eight years. The agency achieved some success thanks to its well-structured editorial strategy: a small group of creative individuals, not working full-time in the agency, regularly produced a high-quality informational product that was in demand in the media community. Once a week, media outlets would receive the issues of «Intellect» by mail, packed in envelopes, with each issue ranging from 8 to 24 pages in A4 format. Two-thirds of the issue consisted of expanded news reports, while the remaining third always included an exclusive analytical publication on an important and relevant topic in the country's socio-political life.

The distinctive feature of the news reports was their relevance, which remained valid throughout the week. The factual material for the news was collected every Thursday, processed, systematized, and typed up on a traditional typewriter in a single copy on the same day. Each Friday, the issues of «Intellect» were first printed on a morally and physically outdated rotary machine, and later on a photocopier, before being sent by mail in classic envelopes to media editorial offices, most of which received the bulletins on Monday. Radio and television stations used it promptly – within the day, while print media, which were published three times a week at that time, published the agency's materials on Wednesday or Friday, with «turtle-paced» speed by modern standards.

From today's perspective, it is appropriate to outline the main aspects of the establishment, development, achievements, and decline of the first private information agency:

1. Establishment. Society had developed a need for new, dynamic media outlets capable of engaging in dialogue with audiences using a lively and emotional language while

⁷ Флах, К.-Г., В. Ф. Іванов (ред.-упор.), В. Климченко (перекл.). (2015), «Влада і злиденність преси», Академія української преси, Центр вільної преси, Київ, с. 29.

addressing issues that the creative journalistic community consciously or unconsciously avoided.

At that time, a strong creative potential emerged – a synergy of the academic and teaching staff of the specialized faculty and young, ambitious students eager for creative realization. These students sought to establish themselves as creative individuals through a journalistic project of a new format.

There was also a demand from journalistic editorial teams for news content from various regions of the country, presented in a vibrant, fresh, and uninhibited style.

2. The development of the information agency «Intellect» as a commercial private entity was evolutionary. Neither at the stage of the agency's conceptual inception, nor during its initial operations, nor throughout its years of existence did this original media project have any startup capital or financial investments. Thus, it was founded in defiance of economic laws and the principles of entrepreneurial activity.

Faith in success, personal and collective enthusiasm, belief in one's creative potential, and a healthy dose of adventurousness – these were the key factors that brought the idea of the agency to life and enabled its relatively successful implementation over a considerable period.

The idea of creative realization became the foundation not only for the agency's creation and growth but also for the personal fulfillment of its permanent leader, Ihor Lubkovych, whose creative talent was fully revealed. His creativity and distinctive journalistic thinking marked his individual style and unique manner of presenting factual material, setting him apart in Ukrainian journalism of that era. Faculty members and the most gifted students also sought collective creative fulfillment through their involvement with the agency.

An important factor driving the creative activity of young faculty members and students of the faculty was the honoraria and material rewards they received. From the first issue of the information bulletins to the final stages of the agency's operation, the remuneration for contributors, while perhaps not exceedingly high, was quite decent. Faculty members, working as freelancers, could earn in a month an amount comparable to their university salary, while students could earn the equivalent of a scholarship. Consequently, both groups demonstrated professional journalistic ingenuity, initiative, and resourcefulness in selecting publication topics and gathering compelling factual material.

The agency's development coincided with the early years of Leonid Kuchma's first presidential term, a period when the country's inflation rate began to decline, but economic and financial stability had not yet been achieved. Only the first signs of economic progress were beginning to emerge. Barter operations were gradually remaining in the past, while the hryvnia, as a new national currency of Ukraine, had gained the status of the country's sole official monetary unit.

Around the middle of the agency's second year of operation, its management decided to separate and distinguish the creative and commercial directions of activity. The position of deputy editor was eliminated, and a new position of commercial director was introduced. The commercial director's primary responsibility was to ensure regular financial inflows to the agency's treasury.

From that point on, the editor-in-chief, a role held by Ihor Lubkovych from the agency's inception to its closure, no longer engaged with the business and entrepreneurial aspects of the agency. Similarly, Ihor Paslavskyi, as the commercial director, completely distanced himself from the content development of the weekly information bulletins.

The information agency «Intellect» entered into several one-time and long-term agreements for the production of informational and promotional catalogs, brochures, booklets, banners, and other printed materials with organizations and institutions considered financially stable in the region. These included structural divisions of Lviv Railways, commercial banks, and enterprises in the hospitality industry. On a commercial basis, the agency also edited textbook texts, provided layout and book design services, and developed corporate branding for business entities.

The agency's treasury rapidly grew, yielding profits that management directed toward purchasing contemporary office equipment such as fax machines and copiers. They even contemplated acquiring a separate property in the Carpathians to serve as a retreat for the agency's staff.

The management also remained committed to philanthropic and charitable initiatives. During this period, with financial support from «Intellect», the anthology on the history of Ukrainian journalism, «Press of Struggle and Ideas»⁸, compiled by S. Kost, was published. The agency awarded annual scholarships to the best students of the faculty, financed certain student projects and events, and provided sponsorship.

However, the principles of philanthropy and sponsorship began to noticeably dominate the financial policy of the media organization, often to the detriment of its own development. This affected the ability to provide material incentives for creative staff, expand the correspondent network, strengthen the material base, and acquire office and production facilities.

The delicate nature of the situation was reflected in the successful and progressive operations of the agency's commercial division, which, at its peak, generated over 90 percent of the profits. Meanwhile, the core activity of the information agency—publishing informational and analytical bulletins—accounted for less than 10 percent of the revenue.

The organization's expenditure scale was diametrically opposite. In some months, up to 95 percent of the profits were spent on producing the agency's primary informational product and supporting its image-building activities. Meanwhile, even Karl Marx could not have envisioned such a level of exploitation. The agency's chairman and long-standing editor, Ihor Lubkovych, adhered to a unilateral leadership style characterized by marked chaos and often illogical spontaneity. This approach was met with irony by the faculty leadership and mild bewilderment by the organization's team.

3. The stage of stagnation and the final period of the agency's operation began in 1996. The commercial director ultimately chose to focus on teaching and academic work, later launching another, far more successful publishing project. Meanwhile, the chairman continued working alone, following his familiar routine while holding his primary position at the Faculty of Journalism. However, every Thursday afternoon, he dedicated time to «Intellect»: collecting factual material from correspondents, analyzing the information, seeking unconventional angles for its presentation, and crafting it into an engaging format for media outlets.

Editorial offices of varying statuses utilized the agency's reports and analytical articles to some extent. These ranged from the already well-known UNIAN and the Rukh-

⁸ Преса боротьби й ідеї (західноукраїнська публіцистика першої половини XX століття), упор. С. А. Кость, Львів, 1994. 446 с.

affiliated Kyiv newspaper «Chas/Time» to the official «Holos Ukrainy», as well as regional publications, television, and radio companies.

However, the agency's largest consumers were traditional district newspapers, particularly in the western region, whose editors were alumni of the specialized faculty at Ivan Franko National University and maintained connections with their alma mater. For some district newspapers, the agency's weekly releases served as a reliable safety net in case of «emergency editorial situations». In fact, an entire newspaper issue could be assembled from the agency's reports. At that time, district newspapers were typically published in a four-page A3 format.

It is worth noting that the business model that emerged and was widely practiced during the early years of the country's independence – built on «personal connections» – was initially justifiable. In the absence of investment funds and adequate start-up capital, it provided a viable, albeit temporary, path to launch projects and ensured their relative evolutionary development within certain limits and a short timeframe. However, this model should have been swiftly replaced by one driven by market competition and sustainable partnerships based on close collaboration. Such a transition would require adherence to core criteria: cost, quality, and the high standard of services offered. Unfortunately, «Intellect» remained stuck at this initial stage of its business model—relying on personal connections—and failed to rise above it due to both objective and subjective factors. This was largely a reflection of the founder and leader's preferences and creative comfort zone. He neither aimed to adapt the agency to the new digital realities nor dared to delegate management functions to a professional hired manager.

The financial resources of the Intellect agency steadily dwindled over the years, and the circle of creative individuals willing to continue collaborating with the agency gradually narrowed. By the late 1990s and early 2000s, Lviv saw the emergence of numerous compelling media projects, such as the general political weekly «Tyzhden», the newspaper «Dilo», the advertising weekly «Halytski Kontrakty», and the general political informal newspaper «Post-Postup».

As noted by V. Zdoroveha, Post-Postup represented «a new type of publication for Ukraine with a European orientation»⁹, created by a young team that viewed the press as «a unique force standing above government and political parties, functioning as the primary means of communication that binds society into a cohesive whole and serves as an essential bridge between civil society and the rule of law»¹⁰. The new generation of journalism students quickly shifted their focus to these fresh and dynamic editorial projects, which resonated with the rhythm, tone, content, and creative design of the new era in journalism. Meanwhile, «Intellect» remained stagnant at the level of the early 1990s, gradually transforming into a relic of the past. Without sufficient funding, the agency survived on the enthusiasm and creative drive of its founder-editor until mid-1999, when it logically ceased operations, permanently and irreversibly ending its activities.

As the classic of modern Ukrainian poetry asserts, every finish is, in essence, a new beginning. I. Lubkovych channeled his creative potential into writing truly high-quality and meaningful textbooks and guides on journalism, which educated multiple generations

⁹ Мистецтво збагнути день. Спогади про Володимира Здоровегу, О. І. Наливайко (упоряд.), І. І. Паславський (ред.) (2013), ВПК «Експерес-Поліграф», Київ, 320 с..

¹⁰ Ibid.

of journalism students. Notable among them were works such as «Journalism and Sociology»¹¹, «Social Psychology of Mass Communication»¹², and «Social Psychology of Mass Communication»¹³.

Conclusions.

1. The first conclusion, which ultimately becomes an axiom in the principles of running a private business, is that it is important to earn money, but equally important is to rationally use it across two main categories: the development of the organization and the material stimulation of the work of team members who drive the growth of the company. Forms of motivation should be transparent, ensuring that every employee has an incentive for effective and productive work aimed at the final result, which is profit in the business structure.

2. A media project following the model «in free time from the main work» model and based on the principle of «one is a warrior in the information field» can maintain its presence in the information space and even evolve and progress for some time. Eventually, it enters a period of stagnation, followed by the final stage of its operation. Some exceptions may exist, such as the media projects of Bohdan Vovk, «For a Free Ukraine. Plus», and Oleg Romanchuk, «Universum», which have maintained stable positions for three decades and have a small but loyal audience that has been developed over the years.

In the case of the «Intellect» news agency, the «one-man media show» of Ihor Lubkovych lasted for more than eight years, which undeniably deserves words of gratitude for his fruitful, semi-sacrificial, and dedicated creative work.

It is worth noting that «Intellect» operated during the period when those in power had not yet started using «information saturation»¹⁴ to «reverse the ideals of freedom of speech».

It is no secret that during the uncertain 1990s, hundreds of editorial media projects were registered in the country, many of which managed to publish just one issue of a newspaper or magazine or lasted only one or two weeks on television or radio.

The semi-cottage-like organizational structure, with very modest financial resources, yet highly professional in producing quality information and analytical journalistic products, the «Intellect» news agency left its mark on Ukrainian journalism in the early years of independence and became the predecessor and actual prototype of UNIAN – the Ukrainian Independent News Agency, which is so successful today.

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¹¹ Лубкович, І. (2013), Журналістика та соціологія, ПАІС, Львів, 232 с.

¹² Лубкович, І. (2013), Соціальна психологія масової комунікації, ПАІС, Львів, 252 с.

¹³ Лубкович, І. (2019), Інформаційна журналістика, Львів, ПАІС, 101 с.

¹⁴ Померанцев, П. (2020), *Це не пропаганда. Подорож на війну про реальності*, пер. з англ. О. Форостина, Yakaboo Publishing, Київ, 288 с.

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ІНФОРМАЦІЙНЕ АГЕНТСТВО «ІНТЕЛЕКТ»: ЖУРНАЛІСТИКА НОВОГО ТИПУ У ПЕРШІ РОКИ УКРАЇНСЬКОЇ НЕЗАЛЕЖНОСТІ

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У статті акцентовано, що останні десятиліття минулого століття – перші роки української незалежності ознаменувалися стрімкими процесами реформування та трансформації засобів масової інформації, кардинально зміною медійного ландшафту національного інформаційного простору. Чимало засобів масової інформації, що в недалекому минулому були тиражними, рейтинговими і пріоритетними, або припинили повністю свою медійну діяльність, або до невпізнаності реформувалися та переорієнтувалися на діаметрально протилежні ідеологічні платформи та тематичну спрямованість. Ці процеси інтенсивніше відбувалися в західному регіоні та столиці країни, в інших регіонах, колишня компартійна періодика та ефірна журналістики ще зберігала за інерцією провідні свої позиції, допоки не була витіснена засобами масової інформації олігархічних структур, які стрімко почали зароджуватися та утверджуватися в останні роки вказаного десятиліття.

Зазначено, що паралельно почали утверджуватися нові медійні організації, на кшталт загальнополітичної львівської газети «За вільну Україну». Серед інформаційних агентств, одним з перших, як приватна медійна структура, було створено на базі факультету журналістики Франкового університету у Львові інформаційне агентство «Інтелект», перший випуск якого припав на березень 1991 року. Акцентовано, що агентство практикувало бізнес-модель «на особистих контактах», яка формувалася і широко практикувалася у перші роки незалежності. У початковий період вона мала право на існування і навіть частково була виправдана, як фактично безальтернативна. За відсутності інвестиційних фондів і браку належного стартового капіталу бізнес «на особистих контактах» давав можливість розпочати власний проєкт і забезпечував в окреслених межах і в короткому часі його відносний еволюційний розвиток. Але ця модель мала якомога швидше залишитися в історії комерційної структури. Зусиллями менеджменту їй на зміну мала прийти модель ринкової конкуренції, тісної та сталої співпраці із партнерами, запорукою якої є критерії вартості, якості та високого рівня наданих послуг. «Інтелект» зупинився на окресленому першому етапі своєї бізнес-моделі – особистих контактах. І вище не зміг піднятися внаслідок об'єктивних та суб'єктивних факторів.

Доведено, що інформаційне агентство було новим, розкутим і неординарним медійним явищем в тогочасному національному інформаційному просторі, яке мало успіх завдяки раціонально вибудованій редакційній стратегії й продукуванню актуального, якісного інформаційно-аналітичного журналістського продукту.

Ключові слова: інформаційне агентство «Інтелект», засоби масової інформації, агенційна журналістика, інформаційні повідомлення.