CONCLUSION
Line Diagram 5.3: Operation to Performance - An MO Course.
CHAPTER - FIVE

CONCLUSION

5.1 Media Performance Routes In New Media Reality

The study reveals that the 'turf rules' in the media industry are changing. Now every MO in search of success has to accept few ground realities. These are -

a. emergence of audience as an integrated entity breaking boundaries of media,

b. expansion in spheres of public interest,

c. existence of content competition among same category products from different media,

d. existence of competition for advertisement among products from different media, and

e. technology inducing transition from one-way communication to interactive communication to a great extent.

The MO, which reflects these realities in strategies and follows up in operation spells success, the market experience shows. Based on findings in Calcutta media industry, how structural aspects in an MO contribute to success is presented in the facing page.(Line diagram 5.1)

Performance of an MO is reflected is audience increase stimulating advertising earning maximisation. Asset development ensures the performance to be continued by creation of appropriate non-human resource with an eye towards future expansion strategy.

This is an insurance against seen and unseen cost factors which erode market
advantage. Thus the simplified equation between structure and performance may be presented as -

\[ A + B + C + D + I \]

Turnover Increase

Decreasing Break-even period / Increasing operational profit margin.

In a market which has become so much susceptible to changes in regulation, supply of raw materials, technology and MO decision, strategising has grown in importance. The relationship between strategy and performance is shown below.

**Line Diagram 5.2 : From Strategy to Performance - An MO course.**

From the study, it has been found that the process in media business becomes crucial to spell success. How managerial-operational tasks shape performance is shown in the facing page. (Line diagram 5.3.)

From the discussion on linkage (chapter four) and line diagrams (5.1, 5.2 and 5.3) it has been established how communication performance and economic performance move hand in hand and compliment each other in media business. It has been found that these two express the outcome of media functions.
In conclusion to above, relation among structure - conduct - performance in MO may be arrived at as follows.

**Line Diagram 5.4 : Structure - Conduct - Performance Linkage.**

<table>
<thead>
<tr>
<th><strong>Structure</strong></th>
<th><strong>Conduct</strong></th>
<th><strong>Performance</strong></th>
<th><strong>Comment</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of</td>
<td>Strategy</td>
<td>i) Financial Management</td>
<td>Structure influences performance through strategy</td>
</tr>
<tr>
<td>appropriate</td>
<td>Perfection</td>
<td>ii) Audience - advertising outcome. &amp; vice-versa.</td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td></td>
<td>iii) Cost profit equation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iv) Asset development</td>
<td></td>
</tr>
<tr>
<td>Creates</td>
<td>Strategy</td>
<td>Increasing</td>
<td>Convergence in</td>
</tr>
<tr>
<td>opportunity</td>
<td>leads to</td>
<td>i) Audience Share,</td>
<td>Media business</td>
</tr>
<tr>
<td>to operate</td>
<td>task - integration,</td>
<td>ii) Advertising Prowess,</td>
<td>system effected.</td>
</tr>
<tr>
<td>transcending</td>
<td>product differentiation &amp; product diversity</td>
<td>iii) Power as social institution.</td>
<td></td>
</tr>
<tr>
<td>medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>boundary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensures resource &amp; task sharing</td>
<td>Strategy leads</td>
<td>i) Decreases cost</td>
<td>Creates new</td>
</tr>
<tr>
<td>in key operations</td>
<td>to maximising</td>
<td>structure,</td>
<td>scopes for business</td>
</tr>
<tr>
<td>human resource, technology &amp; raw material utilisation</td>
<td>ii) Maximises audience share through medium specific formatting &amp; delivery of same content</td>
<td>and spheres of public interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii) Increases power as social institution.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iv) Increases advertiser manoeuvring capacity.</td>
<td></td>
</tr>
</tbody>
</table>
The relationship scheme demonstrates how a structure conscious MO leads to improved performance through operationalising strategy based on understanding new media reality and market forces. The performance is manifest both in economic and communication spheres, the study attests.

**PREDICTING PERFORMANCE: A Proposal**

The industry’s and researchers’ need for performance prediction and mass communicators’ aspiration for creation of content liked by audience - these two questions haunted the researcher during entire period of the study.

Here he presents a proposal comprising of two components to address the need.

**Step Diagram 5.1 Communication Mix-Expectancy - Achievement Analyser**

![Step Diagram 5.1 Communication Mix-Expectancy - Achievement Analyser](image)

This is proposed as a long-term tool to keep the product operation in right track. In the analyser, operational steps are put in contexts of expectancy and reality assessment. Contexts are placed beneath lines and operational steps above. One step leads to other. Every step should be monitored and evaluated for efficiency against the context of the step. For the same, both economic and communication outcome measures are to be employed. The analyser has taken into consideration audience market, target segment and its dynamism, production capacity, long-range average cost pre-
dictions, competition in the segment and changing audience expectations.

The employment of this analyser, at any point of MO operation may tell about the status of performance. Thus any new entrant at decision making level may utilise this for understanding the MO fast. Analyser may help managers to think performance in broader perspective of the market and MO limitations on operation and to decide accordingly.

This component needs minute detailing and testing in MOs.

To aid the long range predictive tool with short duration solution to the question of audience - communication package congruity, another tool is proposed here.

**Step Diagram 5.2 Creator - Audience Matchmaker**

This microlevel tool presupposes a match making system between PCP and audience. Both may be asked about same item in different ways. For example PCP may be asked how he plans to incorporate the item and what would be the treatment. The audience may be requested to narrate their preferred content and treatment of the item. Some such sample items may be tested for a period. In the next period some changes in sample items may be effected. The congruency between audience performance and PCP may remove uncertainty of performance to a great extent.

For operationalising this tool, larger sample size would be better. Segmentation of test items for segmented samples may be considered. If interactivity is woven in media mix, the audience involvement in such a predictive method would be normally
ensured. In such case, response programmes or columns may be planned in attractive ways.

The creator-audience matchmaker concept needs refinement and field testing further.

**Further Research Proposals:**

"Media Performance-The Experience of Calcutta Media" is an exploratory study. The exploration leads to some observations with regard to research methodology.

It tried to develop an integrationist research approach by

(a) looking into performance of press, TV and radio products and MOs with help of same attributes after confirming opinions of media managers about the relevance and efficacy of the approach in the changing media reality, and

(b) observing in Calcutta media industry where communication performance creates interface with economic performance.

The result is reflective of the changing media industry reality.

The integrationist research approach needs further testing. The research leads to establishment of clear relation among structure, conduct and performance in the era of integration and convergence of media. It brings out parameters, provisions for measuring media performance at product and MO levels. The testing of parameters and linkage in other industry hubs may give rise to a better media performance assessment method.

The exploration further leads to a possibility of a scheme of congruence between media business and public interest. The interaction between two in the media product and MO operations is obvious from the study. Taking cue from the study, an attempt can be made to establish this congruence.

The study leads to development of framework of ways, reasons, levels of play and outcome which may be employed by MOs in understanding their performance orientation. It may help in furthering the cause of industry's search for reliable performance prediction techniques.
The exploration leads to development of MO courses to performance. These courses may further be perfected to create effective route maps for performance from structure, conduct and operation.

Last but not the least, the proposed predictive tools at MO and product levels need further testing, detailing and refinement. These may help MOs in their search of operation tuned to performance.

**Last Words:**

This research is the outcome of stimulation provided by earlier researchers. The inspiration to explore questions of media performance in changing context has been drawn from the finest of brains and minds in this emerging research field. While acknowledging all of them, the researcher expects that his effort to understand media performance in an integrationist approach would trigger further research in media performance.