CHAPTER - SIX

ABSTRACT

Convergence in media industry and integrative impulse in media business under the spell of epoch making changes in technology and economy call for understanding media performance in the changing context. Much of the methods developed before change are found inadequate to help in understanding media performance for the present and future.

It has necessitated developing methods further and discovering new parameters of performance alongwith harnessing established parameters of relevance. For the same, the sphere of media performance enquiry needs to be clearly established. The researcher has taken up performance of media product and media organisation as spheres of enquiry in his research.

The performance enquiry has been conducted at structure, conduct and outcome levels in media organisations in Calcutta, the oldest media industry hub in India having coexistence of traditional and modern media operations. The enquiry has been designed basically as experience survey with support from observation and library method. Experience survey has been conducted among chief operating officers, editorial or programme heads and marketing chiefs through instruments of questionnaire and interview schedule. Appropriate sampling has been done for the purpose. MO sample have been taken from print, radio and TV media. MOs operating across media have been included.

The study of media performance through scanning experience of media managers in the new media reality reveals a new dimension of media performance assessment. An integrated approach of assessment is to be employed across media with the help of a set of parameters. The equivalence between operation and outcome in different media types has already been tried in the industry. The advertisers’ requirement of multi-media campaign, relative efficiency in spending through different media and ascendancy of content coupled with presentations through
different media have accelerated the process of integration. Under such condition, media managers prefer common parameters for performance evaluation.

The linkage among structure, conduct and performance have been revealed through the study. A media performance frame has been developed. The frame consists of three broad key success factors -- understanding audience, creating unique user value in media product and creating appropriate media business system. These work in media organisation's or media product's performance as communication channel, as social institution and as a business. These include several ways which work at structure, conduct and outcome levels. As the ways offer result at structure, operation and outcome stages, by developing proper instrument for employing these ways, media performance assessment may be undertaken.

The study has shown how media organisation's success depends on structural attributes. The conditioning relationship between structure and performance is evident from the study. The need of employing and monitoring structural attributes in search of success has been felt by media managers.

A media organisation course from strategy to performance is developed which shows various aspects of total strategy and its result in media operation.

The study establishes mutually reinforcing relationship between communication and economic performance in media. Till now researchers have been considering these two media performance aspects as contradictory to each other.

At the end the researcher have proposed two tools for performance prediction and assessment. Communication Mix-Expectancy-Achievement analyser may be used as instrument for management in keeping communication package operation in right track. Creator-audience match maker is proposed to guide content creators by formalising mechanism for audience and creator compatibility with regard to content and the reflection of the same in communication package. These two tools need further perfection and field trials.

The integrationist approach followed in this exploratory study of media performance seems to withstand the demand of research in new media reality. The approach needs further honing across media types.