ANALYSIS
4.1 From Exploration To Elaboration

The findings from experience survey, crosschecked and reinforced from observation in MOs and industry reports laid out under the chapter named “Exploration Fruition” propel toward explanation, interpretation and specification of media industry wisdom on parameters of performance.

In elaboration of findings in following pages three ways of analysis are applied.

Explanation would guide the search of root cause to the correlation between factors in performance sphere. Diagrammatic presentation of explanatory scheme is shown below –

In case of explanation, the experience of top level media managers and the situation in the industry would be playing supportive role.

Interpretation would guide in finding the mediating link between factors or ascertain their direct relation. Diagrammatic presentation of interpretative scheme is shown in next page.

Interpretation would be based on alternative options from media experience.

In media industry the relationship among various factors of and for performance are dependent on conditions. Specification would enable describing the condition under which a particular relationship exists.

From findings in preceding chapter it is very clear that the service range and utility of media products extend far beyond the “look pretty” circuit. Therefore, technical factors (quality of newsprint or film, printing, product design etc.) are not overarching in the plan of evaluating performance of products or MOs. In the scheme of evaluation of media performance, as emerges from findings, a three pronged approach towards assessing performance as a communication channel or an aggregate of channels, as a social institution and as a product business or business organisation seems logical.

A schematic presentation of the same is given below.

Focusing on three constituencies of performance, the researcher tried to bring out ways, reasons, levels and expressions of performance from the findings.

Findings in the previous chapter show that there are several means to successfully compete in the emerging media landscape. However, sieving through findings on different attributes, few key success factors are discernible. These are:

- Understanding the audience,
- Creating unique user value in media product, and
- Creating appropriate media business system.

These three success factors would be the points of reference in relation to performance. These are operating in three performance constituencies. Ordering of various parameters is within the scope of this media performance frame.

**UNDERSTANDING THE AUDIENCE: A COMPONENT IN PERFORMANCE FRAME**

From the findings in the preceding chapter in relation to audience a component of the frame may be tried.

Table 4.1: Understanding The Audience: Ways, Reasons, Levels Of Play And Result

<table>
<thead>
<tr>
<th>Way</th>
<th>Reason</th>
<th>Level Of Play</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. By analyzing media habit of audience.</td>
<td>It provides clue for positioning media product.</td>
<td>Media product, pricing and competitor related strategy factor.</td>
<td>Defines conduct by limiting content, pricing and distribution options.</td>
</tr>
<tr>
<td>5. By analyzing Communication product.</td>
<td>It shows where to be different from competitors in communication package.</td>
<td>Media product strategy factor.</td>
<td>Defines conduct and operation related to communication package.</td>
</tr>
<tr>
<td>6. By analyzing expectation of potential audience.</td>
<td>It hints at components to be incorporated in communication package and the form of finished product.</td>
<td>Media product strategy factor.</td>
<td>Fashions conduct and operation related to communication package within and across medium.</td>
</tr>
<tr>
<td>7. By discovering ways, means and frequency of audience contact.</td>
<td>It dictates interactivity aspect of communication package and technology requirement for the same.</td>
<td>Influences task - technology link. Product strategy factor.</td>
<td>Enhances relevance as social institution.</td>
</tr>
</tbody>
</table>

In the diagram different levels are shown where audience understanding has role to play. How it plays the role through what measure is presented there. Which
sphere of media performance is reflected by specific audience measure is shown as result. Moreover how audience measure can set the limit of conduct and operation is also presented in the diagram.

The question is how this scheme of things helps MOs. MOs operate at various phases of an entire business life span. A new MO tries to discover its audience in a bid to do business as a communication channel and social institution in making. If the MO understands behaviour pattern of audience, gap in the market, the time required from testing a media product to stabilize it in audience, and the audience value expected by advertisers from the product it can chalk out a better strategy, organize operation accordingly and monitor process and outcome in accordance to objectives. It may have a clear perception about it’s business opportunity from the outset utilizing way numbers 3 to 9.

An MO with already existing operation needs ways 1 and 2 more than a new MO to prove to itself its performance as communication channel and media business system. Comparison of audience share over period and comparison of audience share among competitors at any period- both are important for understanding health of the MO. Cross media audience share comparison is also relevant as ultimately one media product has to compete with all the media products across media for audience time and money. Understanding audience profile over time is none-the-less important. This calls for precise methods of understanding audience. At certain points of operation, an MO needs to think on audience from its business compulsions. It may arise from any reason but it focuses on discovering audience alternatives which can be served well by the competencies and financial confidence attained owing to operation over long period of time. Diversifying portfolio or shedding product from the portfolio needs an understanding about audience expectancy-product match based on overt and covert aspirations (public and personal both) and demands of audience and the capability of the MO to absorb and reflect the same in single or few media. As competencies develop tendency towards homogenization in core media tasks (to a great extent) higher technology platform brings flexibility in medium transfer of content, and audience moves from medium to medium. Understanding audience reflects the new
reality. Way numbers 2,4, 5 and 8 help an MO to broaden its horizon of audience understanding.

Audience understanding, a key success factor in media operation is a multi-faceted concept, growing with the trend of convergence and integration in media industry. How does it proclaim success or failure in media operation may be replied in following way.

Audience Understanding ——> Audience Acceptance

Understanding of audience leads to several realizations in MO. These realizations reflect in core tasks—both managerial and operational in areas of sourcing, processing, production and distribution. In one expression it may be termed as creating unique user value in media product.

Thus the earlier relationship stands altered as
Audience Understanding ——> Creating Unique User Value ——> Audience Acceptance in Media Product

**CREATING UNIQUE USER VALUE IN MEDIA PRODUCT : A COMPONENT IN PERFORMANCE FRAME**

From the findings in the preceding chapter and the discussion preceding this paragraph, another component of the frame may be proposed.

Table 4.2: Creating Unique User Value In Product: Ways, Reasons, Levels Of Play And Result

<table>
<thead>
<tr>
<th>Way</th>
<th>Reason</th>
<th>Level Of Play</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. By responding to broad audience need in communication package</td>
<td>It shows adherence to broad features of media product of a particular category.</td>
<td>Product strategy, managerial and operational task outcome.</td>
<td>Indicates the product segment.</td>
</tr>
<tr>
<td>2. By focusing target audience need in special components of communication package.</td>
<td>Invitation to target audience with a product made for them</td>
<td>Product strategy and operational task factor.</td>
<td>Establishes identity with target audience.</td>
</tr>
<tr>
<td>3. By keeping room for unexpected exciters in communication package</td>
<td>It ensures unexpected pleasure for audience.</td>
<td>Managerial and operational task factor.</td>
<td>Enhances audience preference for the product.</td>
</tr>
<tr>
<td>4. By creating and following target audience savvy product format and design</td>
<td>It creates advantage-audience situation.</td>
<td>Dictates technology and human resource need. Managerial and operational task factor.</td>
<td>Enhances audience preference further. Enables catering to audience in different media with same content.</td>
</tr>
</tbody>
</table>
The diagram hints at the ways, reasons and results of creating unique user value in media products. It shows various levels where this key success factor works. Way nos. 4 and 6 can be seen as the pathways which offer MO the chance to expand into a broader audience market by presenting processed content in different media specific formats and designs, and utilizing different media in an integrated fashion to ensure interactivity optimization.

It is seen from the diagram that out of ten ways, four relate directly to the communication package offered, One each relates to presentation of the content, advertisement, pricing, distribution audience interaction and product improvement All these hint at high level of coordination among core tasks where weakness in any one task cripples the prospect of the product. This coordination is achieved through right combination of series of technical devices and highly motivated human resource in right job positions. Prior to delving into this aspect, a look into other aspects of the diagram is undertaken.

By following way numbers 1 to 10 a media product would be able to reach the stage of ascertaining product loyalty from the stage of being seen as also run in any product segment. Once a media product has a loyal audience base, it becomes a social institution with which they develop deeper relations. Way numbers 8 and 9 together reflect how far the MO is successful in creating unique user value in product. Way number 9 shows outcome in audience patronage. Way number 8, in combination with
way number 9 ensures return from the audience. From here starts the area of audience measurement taking cue from audience understanding. The advertising revenue would increase with improvement in presenting the product to audience in all its details.

The ways presented in the diagram are indicative of an efficient process. It may be possible that MO develops frame for objective assessment of process success with reference to its capacity and expectancy and from the pattern and rate of productivity. **It requires a detailed study on media task organization in relation to performance.**

How does an MO be able to create unique user value in media product? Taking cue from understanding audience is the part reply. High level of coordination among major task areas and the crucial support services- these two needs are to be fulfilled in any MO in search of success.

![Flowchart Diagram]

Understanding -> Creating Unique User Value -> Audience
Audience in Media Product -> Acceptance

Creating unique user value is possible only when the MO effects man and technology matching with product related needs. To systematize audience patronage build up and converting the same into advertisement revenue need special attention. Understanding audience warrants the people in place who are adept in the task. Every MO has its own way of organizing operation based on its capital base, confidence to finance operation from other sources and the vision of the leadership. The motto is mission-operation synergy.

It is obvious that two key success factors can operate only within a system that supports them. Thus the relationship stands as –

![Flowchart Diagram]

Understanding -> Creating Unique User Value in Media Product -> Audience acceptance -> Advt. success
Creating Appropriate Media Business System
CREATING APPROPRIATE MEDIA BUSINESS SYSTEM

The findings in the preceding chapter hint at creation of appropriate media business system as a great challenge for MOs facing sweeping changes in the market due to emergence of new economy and technology equation world wide. As the media market forces act as limiting factors for operation of any MO by influencing decisions from the beginning of the MO, the inference from the media market structure analysis in Calcutta media industry may aid understanding responses to be reflected in media business system.

The inference shows that in any media industry interaction of market forces present several options for MOs having different financial structures and professional competencies. It is in the domain of MO authority to weigh and balance several options against financial and professional might. All respondent top level media managers in Calcutta do not subscribe to same view about an appropriate media business system. However from their cumulative experience with media business systems at different MOs a component of the frame may be laid out.

Table 4.3 : Creating Appropriate Media Business System : Ways, Reasons, Levels Of Play And Result

<table>
<thead>
<tr>
<th>Way</th>
<th>Reason</th>
<th>Level Of Play</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. By deciding flagship media product and its positioning in the market.</td>
<td>It shows efficiency in selecting primary medium, target audience and promotional methods.</td>
<td>MO market positioning factor</td>
<td>Sets the initial limit of operation.</td>
</tr>
<tr>
<td>2. By planning product differentiation and product portfolio routes spread over few years.</td>
<td>It sets the limit of the media business system and strategy for the period.</td>
<td>MO technology platform and structure deciding factor</td>
<td>MO mission gets definite shape for the period.</td>
</tr>
<tr>
<td>3. By deciding on strategy to finance infrastructure and operation.</td>
<td>It shapes task priority-where to build own capacity and where to depend on BSO.</td>
<td>Task span, technology platform and span of structure deciding factor</td>
<td>Task based integration and BSO strategy get crystallised.</td>
</tr>
<tr>
<td>4. By acquiring or improving upon equipments and machineries as well as plant.</td>
<td>It sets the upper limit of production and production quality, determines human resource requirements.</td>
<td>Fixed cost factor, influences human resource utilisation and product quality control strategy.</td>
<td>Fixed cost side of profit equation determined.</td>
</tr>
<tr>
<td>5. By creation and operationalisation of communication package.</td>
<td>It epitomises target audience, hints at magnitude of sourcing, processing and production finance.</td>
<td>Variable cost factor, dictates the type of professionals to be engaged.</td>
<td>Audience-product matchmaking effected.</td>
</tr>
<tr>
<td>6. By networking distribution with customisation thrust.</td>
<td>It ensures distributive value addition, ensures distributive edge for sister products.</td>
<td>An operational cost-return factor.</td>
<td>Audience acceptance as channel and social institution is reflected in patronage figures and earnings.</td>
</tr>
<tr>
<td>Way</td>
<td>Reason</td>
<td>Level Of Play</td>
<td>Result</td>
</tr>
<tr>
<td>--------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8. By ordering a mix of specialist-generalist human resource</td>
<td>It creates work points, harbours creative talents, minimises human resource wastage.</td>
<td>Managerial task factor, recurring cost factor and a factor for competitive edge</td>
<td>Decreases recurring cost, improve performance as communication channel and social institution.</td>
</tr>
<tr>
<td>9. By establishing and monitoring operative conventions, schedules and deadlines.</td>
<td>It creates task linkage, operative efficiency and balances authority sphere with empowerment.</td>
<td>A structural factor, managerial-operational task facilitator.</td>
<td>Streamlines sourcing to distribution over space and time.</td>
</tr>
<tr>
<td>10. By exploiting supplier and audience linkages in cost management</td>
<td>It enhances BSO utilisation, audience preference level and lowers operational cost.</td>
<td>Economic advantage indicator.</td>
<td>Higher the linkage, better the economic performance</td>
</tr>
<tr>
<td>11. By deciding expansion into other medium</td>
<td>It enlarges audience and advertisement earning prospect, insures MO against uncertainties.</td>
<td>Cost-return factor and cost structure reducer.</td>
<td>Lowering cost structure, enhancing earning prospect and power as a social institution.</td>
</tr>
<tr>
<td>12. By ordering evaluative regime</td>
<td>It continuously monitors health as communication channel, social institution and business.</td>
<td>An operational cost driver, right tracking factor.</td>
<td>Better understanding of process and performance, ensuring product improvement.</td>
</tr>
</tbody>
</table>

Third key success factor i.e. creating appropriate media business system takes a series of ways wading through structure, conduct and task execution. Many ways lead to outcome by limiting operation, crystallising MO mission, effecting economy of scale, making package matching and linked to audience need, and increasing operational efficiency. Such ways may be evaluated with regard to efficiency, equity and externality by developing suitable process indicators. Other ways express directly at outcome stages. These have established indicators which show performance per see. However, the industry context triggering shaping of such indicators has undergone drastic changes, the experience survey shows.

- All respondent top level media managers in Calcutta are convinced about emergence of an integrated media entity where TV or Radio channels, print products, online newspapers, recorded music etc. are becoming parts of the same product portfolio. Using variants of common media technologies in information collection, processing, creation and other activities is leading MOs towards realisation of such integration.
- All respondent top level media managers agree that they have to face an audience which is increasingly becoming habituated to many-media many-product experience.
All respondent top level media managers are unanimous that media financiers and advertisers are no longer guided by traditional medium separation in their investment decisions. Rather their selection is based on multi media approach.

Managers and mass communication professionals are crossing media boundary often, they opined.

Owners, sensing the gradual erosion of dividing line and distribution of media power (economic, political, cultural and social) among different media types are venturing into stakes across media, all COOs opined.

Any media product positioning or repositioning exercise should be based on consideration of a continuum of competitors (having similar content) in different media, ranging from close to distant on the basis of product feature proximity, they opined.

The experience survey result in Calcutta media industry, when read along with reports on integration and convergence in media industry world wide hints at relook into indicators of media product and media organisational performance and to the possibility of their recasting. How would it be possible ?

Respondent media managers (across media types in Calcutta media industry) are hopeful that common yardsticks for comparison among products or MOs across media types would develop gradually under pressure from the market. However they differ on levels at which common yardsticks can be employed. While six COOs favoured developing yardsticks encompassing structure, conduct and outcome levels, two dissented . Dissenters are in favour of employing outcome level parameters for media performance assessment and comparison. Such a disagreement is normal in media industry as the changes are baffling for many of the top media managers experienced in media business systems confined to single type of media.

**LINKING STRUCTURE AND CONDUCT WITH PERFORMANCE**

From three components in the performance frame the linkage among structure, conduct and task outcome may be traced. The component frame on creating appropriate media business system exhibits the ways to a successful business through
qualifying as effective communication channel and emerging as a useful social institution.

The ways with reference to plant and machineries, human resource, convention, schedules and deadlines lead to a structure congruent with the MO mission. This structure establishes the limit to managerial and operational tasks by:

   a. Setting upper limit of production by choice of machine capacity;
   b. Creating system for technical quality control;
   c. Ordering a mix of experienced and youth, specialist and generalist to lead and execute core task;
   d. Creating space and time for creativity and fresh idea generation;
   e. Dictating course and time of operation to minimise wastage and turn-around time; and
   f. Creating support service infrastructure.

This structure guides conduct in MO by:

   a. Providing clue to strategists about the capacity of the MO for charting out any plan;
   b. Setting the fixed cost and partial recurring cost side of the profit equation; and
   c. Giving hint about maximising human resource utilisation.

The ways with reference to flagship product, product portfolio, financing, communication package, supplier and audience linkage in cost management lead to conduct aimed at fulfilling MO objectives. This conduct shapes outcome by:

   a. Creating a product strategy conditioned by audience goals and MO structure;
   b. Evolving a pricing strategy tuned to the long range cost-profit equation aiming at maximising return for audience and advertiser.
   c. Creating room for altering strategy with least shock in response to change in market forces; and
   d. Evolving norms for utilising operation finance.
The ways with reference to advertising and distribution lead to managerial and operational task outcomes—the fulfilment of objectives and nurturing of MO mission. This outcome reflects performance by:

a. Presenting figures of acceptance of communication channel or channels by the audience over period; and

b. Presenting figures of acceptance of media product or products by advertisers in terms of revenue and space or time.

The way for evaluation leads to benchmarking in the MO. This measures process, product and service and compares against those of recognised leaders. This helps effecting corrections, establishing priorities and targets which lead to competitive edge. Evaluation demonstrates efficiency in understanding audience and competitors by content creators, distribution personnel and advertising staff.

The ways for targeting audience, discovering audience contact means and frequency, analyzing traits and need of the target audience, and realizing gaps in serving them by existing media products lead to conduct aimed at fulfilling MO aims. This conduct shapes outcome by:

a. Dictating communication package creators to device a functional package within the MO operational capacity (a limitation of the media business system adopted);

b. Dictating the span of distribution task (by fixing primary and additional market); and

c. Dictating the focus in advertising operation.

The ways for assessment of audience response and audience capacity lead to operational task outcome. It further improves economic performance by:

a. Providing advertising personnel data support for convincing advertisers; and

b. Reflecting the audience patronage in change of advertisement rates and thereby creating scope for revenue increase.
Now-a-days the way of audience connectivity leads to technology decision-making from few interactivity improvement techniques and equipments. This reflects in structure.

The ways for creating unique user value in media product are operating in several task spheres. The ways for identification with a broad segment and a focused target audience, incorporation of dissatisfires (the components whose absence dissatisfies audience) – satisfiers (whose absence draws audience away) – exciters in communication package, presentation of the content lead to managerial task for various levels of advanced journalists (whose work qualifies the product as effective communication channel and recognises as important social institution) and technologists. This shapes performance by:

a. Laying out the plan for operationalising communication package and monitoring it with improvement bias;

b. Ensuring emergence of the product as a public forum; and

c. Ensuring its role in need fulfillment of the audience.

The ways for ensuring audience impression and interaction, and improving product continuously lead to communication package operation. This ensures communication channel performance by:

a. Gradually building audience preference for the product;

b. Gradually enhancing audience involvement with the product; and

c. Creating in audience a level of quality consciousness from where they won’t like any product as substitute.

The ways for efficiency in audience reach leads to penultimate aim in operation – making the product a habitual partner in the life of the audience.

By way for creating exchange value preference in favour of the media product the MO leads to –

a. A level of satisfying exchange relation with audience;

b. Mopping up substantial revenue; and

c. Saving itself from industry norm pricing to a great extent.
It is evident from the discussion that an MO which understands this linkage among structure, conduct and performance clearly can avoid much of below average or average performance tendency.

It can easily avoid wastage in manpower, raw material, machine and BSO utilisation by sharp focusing on audience, advertiser and professionals. Thus the cost-factor would show downward trend.

It can ensure the communication package to avoid diffused look and to get streamlined.

It can ensure optimising capacity utilisation by accentuating the process of task linkage and multitasking. The result is too obvious. Foundation of an MO with well entrenched media products, financial strength and cumulative media experience which can act as spring board for further expansion.

Focusing on three constituencies of performance, the researcher tried to bring out ways, reasons, levels and expressions of performance from analysis of findings presented in the chapter “Exploration Fruition”. The analysis helps profiling trends in Calcutta media industry too. The trends are as follow:

1. Number of production units in print and TV increased. More important is the fact that mostly MOs of national stature with huge money have caused this increase.

2. Audience share of few MOs increased by leaps and bounds (both old and comparatively new MOs) and in no segment of the industry audience decreased in absolute terms.

3. Concentration of ownership has shown the trend in favour of few MOs in absolute numbers (both audience and number of products). On the extreme of it, expanding operation from one media to other has been observed. However in most of the categories, the trend is mostly restricted to the market behaviour of oligopoly.

4. Integration within the original media of product business and across-media integration by few MOs is the manifestation of better preparedness by them.
5. Presence of 27 categories of product in print, radio and TV media shows the capacity of Calcutta media industry. Here MOs thought of product as a quest for more market power in terms of pervasive influence on audience and advertisers, as an insurance for steady cash flow or as an alternative way to compensate loss in one segment by another.

6. Such diversity effort by few MOs with more power to expand or compensate or insure for cash flow turns into entry barrier for new MOs. Very high financial requirement to start in capital intensive technology platform and sustain the operation for long duration (before break-even is reached) by competing with attractive products dampen new entrepreneur’s zeal. The failure of local efforts during the period has been caused by these reasons mainly. Govt. policies, superficially equal for all, hits hard small MOs for their less shock absorbing capacity.

7. The cost structure cushion has been wielded by major MOs in various ways. This trend has been conspicuous in growth centred MOs across media types. The result is seen at two levels. The concept that big MOs have more staff for the same task is crumbling. Secondly, the universe of MOs from Calcutta is expanding beyond Calcutta as a matter of rule.

8. The pattern of low capital base-high loan finance-high return is clear in operation of Calcutta media industry. The turnover by MOs and subsequent reserve formation are symptomatic of boosting performance by public finance in MOs. However the entry of giant MOs with high capital base in several segments (where long break-even period and low cash flow at initial stage may hinder high loan finance) is hinting at another MO finance pattern. While the performance finance relation is clearly established in earlier pattern, the same for the latter is yet to be established.

9. The trend of increasing deunionisation and heightening management control ensures that strategies in MOs would be questioned less. If the external factors are understood well by the authority and responded to in strategy, the chance of good performance is brighter.
10. Border spanning organisations (BSO) have contributed to several tasks in Calcutta media industry. The creation of BSOs at different periods shows the way industry need is fulfilled though the MOs don’t have to be saddled with extra burden. While the existence of BSOs ensures that the MOs have alternative ways of task execution, the decision with regard to BSO service utilisation affects the performance.

These trends attest how various ways have been resulting into competitive edge for MOs.