

PERFORMANCE PARTICULARITIES WITHIN THE NATIONAL PUBLIC TELEVISION SERVICES

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In recent years the talk increasingly about performance and so were many concepts regarding the definition, classification and highlighting ways of enhancing performance in an organization. Management concepts that dominate modern organizations are value and performance, to measure performance is to assess the value and the known causes of the value "translate as" performance. In this sense performance requires a global vision of interdependency parameters of internal and external, quantitative and qualitative techniques and human, physical and financial indicators of management. An important role is assigned to processes involved in the value creation mechanism, along with production and consumption, and a number of processes in the natural environment and society are critical, because performance is not only within the enterprise or beyond.

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Some authors consider that the performance is a certain level of best results obtained by an organization, which is closely related to the concepts of competitiveness and competitive advantage. A highly performing company should pay special attention to the following factors: the resources of production, work processes, organizational side, the beneficiaries (according to the theory of AD Little). The notion of performance brings to the fore the concepts of efficiency and effectiveness, indicators of their expression being of particular importance in this context. A performance goal set implies convergence in the organization's guidelines, practical performance is not simply finding a result, but it is the comparison between the result and the goal. Profit has lost its role as the basic indicator of performance of the modern organization, lost its position in favor of value, incorporating the benefits of a very important component as: cash flow, time, risk and moral, humanitarian, social, cultural issues. Thus use and management of resources cannot be separated from performance, which is the ultimate goal of their use.

Performance is a result obtained particularly in the management, economic, commercial fields and others alike, which features prints of competitiveness, efficiency and effectiveness of the organization, and its structural components and processes. We can conclude by stating that performance in the public television service is a certain level of best results obtained in a specific context, determined especially by: the set of objectives, competition, expense management, work organization, involving and motivating staff, technical characteristics, specificity of the offer and the management team.

The targets set in order to achieve the performance standards set in public television should cover a number of issues: to be clear and precise, measurable through indicators, easily obtained in the specific context of broadcasting, realistic and tangible.

Competition is an important factor that determines the consequences of the performances of a television, as the market becomes crowded and targeted.

How expenditure is handled is a decisive factor when determining the level of performance of public television, as financial resources are set and achieved and goals meet the public's expectations.

Organization of work must be performed to determine the performance of the tasks of performing the service, to delimit and dimensional accuracy of the process, to ensure correspondence between the objectives of the process and eliminate a number of inherent failures in conducting any activity.

Involving staff in conducting activities to achieve the objectives and requirements arising from the job description of public television have a certain level of performance that relies on quality of the service. The degree of involvement of staff is influenced by political motivation and recognition of merit.

Equipment is a technical requirement to achieve performance and special about this coverage as high-level nationally, resulting in public accessibility to the offer of a public television station.

Specific offers are a key to attracting the public to public posts, compared with the commercial offer public television has a number of features derived from its own.

The management team is directly involved in achieving performance, but this is public television called on political criteria - according to the laws in force - and the subject - such institution policy. Thus combining the powers with certain political interests could negatively influence the performance of the institution, in particular by drawing some goals - especially editorial - or by committing certain costs.

Regarding the type of performance, we must consider all the factors which contribute to the smooth running of the business of television, but focused and targeted on achieving performance audiences. Since most of the main objectives of television refer to gaining an audience as large - which implicitly draws revenue from broadcasting advertising - both for commercial television, and for the public - we appreciate that all other elements of performance should be targeted to obtain results in terms of TV station audience and ratings respectively. In this respect, we consider a relevant relational system can be the basis for performance - shown in Figure 1 - which can be considered as a managerial tool in shaping strategies of performance in public television services.



Figure no. 1 Typology performances in television services

Regarding the performance of the audience, there must be regard to the quantitative dimension - the number of subjects pursuing a broadcast TV and the quality - the message. Looking for explanations audience broadcasting a message, through research I found and made determinations outlined extremely diverse, making them a set of factors that generate and influence the audience in general. We also concluded that factors influencing the TV audience are divided into two broad categories: exogenous - extrinsic message - and endogenous - intrinsic message.

The category of exogenous factors that determine significant influence over the performance of the audience, it is notable in particular areas of distribution, promotion and launch schedules, "neighborhoods" and broadcast time, coverage of the channel in question, such as public availability.

Public access is a major issue, and it is favored by the actual time of the broadcast. In time, the maximum audience has come to focus on section 19-23 PM, called the prime - time; specialists have also noted an area where the audience is making some increases is 15-17 PM, which they called prime time access.

While launching and / or promotion requires less time compared to determining the distribution hour, it plays a quite important part. Abundance of TV broadcast supply requires TV broadcasters to focus their efforts and practice aggressive marketing trends, both by promoting with the use of their own channels, and by promoting through other media channels. In this context, the ability to determine the key points that distinguishes them so as to offer - and provide the desired audience is extremely important to marketing professionals. Another aspect of the problem is outlined in the design of a promotional message, so that it covers both the public who is constantly seeking a certain TV program, featuring recalling the message as a key element and the capacity to attract new viewers. We must specify that self-promoting messages should be as close to the audience's "horizon of expectations" in order to insure success.

"Neighborhoods" of airtime refer to the broadcast of the channel's own broadcasts succeeding or preceding a certain show, and "Across" are competing channel broadcasts within the same timeframe, both elements generating some influence over the audience. It is recognized and demonstrated - through ratings curves - that when a show is successful, it is also beneficial for program that follows. An important element of the scheduling of broadcasts on the grid is the "locomotive" - the issue of a successful show that attracts large audiences not only to the channel it's aired on, but also to the neighboring broadcasts afterwards. Across sites act exactly opposite, a successful show at a TV channel causes audience to drop on other channels within the same timeframe.

Degree of coverage of the respective channel is also important for the audience, as a network with a national coverage will obviously reach another audience compared to a regional one.

Availability of the public, at a certain time, to receive a TV message is an important factor, but very difficult to evaluate and measure by a station in all its valences, especially because that involves a complex of phenomena which belong to the intricacy of the human being.

Concerning endogenous factors, they are grouped according to the nature of the show. In this respect, specialists have concluded that there are two categories of TV shows: on one hand we have the artistic ones, on the other hand the publishing type, credited with lower potential audience.

Audience of the artistic/show type of broadcasts varies depending on a number of phenomena, such as the accessibility of the message, particularly its simplicity, a phenomenon resulting in greater ratings, often at the cost of reducing the quality of information transmitted, the nature of the theme, the genre that the message features, which in turn may be decisive elements in certain social conditions, conditions in which both the world investigated and universe of issues addressed, becoming factors which promote or inhibit ratings. As for the stars - which should be a magnet on the public - but having taken into account more aspects, for instance how stars can be guests on the show or the actors in a movie, or the presenter or host of the show; moral wear

of the message and even the physical state of the material broadcasted – broadcasting an old film; the combination of value and what is in fashion (a kind of music for example); here, states in the collective are faced, determined by the realities of life, influencing a television channel's ratings. Regarding journalist shows, through their particularities they bring into question a set of specific factors which influence the audience. Among these points the most significant are: the subject as the most important factor, the star / stars, television is the one that stole film its monopoly over creating and launching stars, the live broad cast, which has a very important impact on the audience, the more so as this may be the maximum interest events such as a band or a sports event policy; factors clinging one to a message, including here - the title of the show, the beginning of the show (picture frames, phrases presenter etc..) the point of messages and the broadcast, factors in the case short of publishing schedules which are more important than for artistic shows, here it is necessary to take into account the desirability of the program, which should be based on certain specific principles, as failure in scheduling can significantly reduce a TV station's audience.

Management performances are determined by a number of issues such as: the manager's competency- which determines the quality of decisions and employees - a particular role here being held by the selection process - organizational culture - organizational values, behavior standards, symbols, etc., Influences exerted by the environment, national and international - social factors, cultural, legal, ecological, political, demographic, economic - the way of solving problems, the quality of instruments used, etc..

Organizational performance refers particularly to the objectives assurance process and the structural-organizational degree of coverage of the work processes involved in achieving objectives.

The degree of assurance process of the targets set for a certain period of time reveals the extent to which the delineation and sizing processes meet the employment objectives categories - basic, level I and II derivatives, specific and individual - recognized by the theory and practice of management science. Such organizational performance can be expressed by the correlation between objectives and the process set out:

- TV station → fundamental objectives;
- functions → grade I derivatives;
- actions → grade II derivatives;
- attributions → specific objectives;
- tasks → individual objectives.

The degree of structural-organizational coverage of work processes involved in achieving objectives refers to the need for retrievable processes in the work process development, which requires a specific framework. It is very important that each process component has a support structure in order for appropriate organization to be exercised. In general, the process can be retrieved from an organizational point of view as follows:

- TV station → organizational chart;
- functions → department;
- actions → compartment;
- attributions → service;
- tasks → job.

Staff performance is determined by a number of issues such as: a carefully defined policy with regard to recruitment, selection and hiring of staff - with particular emphasis on transparency and professionalizing benefits and design - application of the principle of continuous training of staff, a consistent and coherent system to motivate staff, training of teams working under the principles of work, initiative and creativity development, providing a favorable climate for communication within and outside the institution, aligning the activities of staff under the organization's culture.

Economic performance - are the consequences of effective financial management and relate to achieving higher levels as compared to targets, competition and the situation in previous years, of

measurable results. In the case of public television, a special position is held by the manner in which financial returns are allocated and committed to carry out other forms of expenditure, because the amounts advanced in large part come from the TV tax and budget allocations. Performance technical concerns last generation equipment and quality of signal procurement, which depends on other factors unrelated to the television network in question - such as certain weather and reception and transmitting signals by the National Radio Communications Society. Under the **other performances** category, there is especially marketing and communication performance, the ability to organize and to engage in certain special social and humanitarian events.

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