

**PRODUCER PERFORMANCE EVALUATION OF TELEVISION PROGRAM
AT PT. PACIFIC TELEVISION MANADO**

by:

Gerald Carol Pangemanan

Faculty of Economics and Business
International Business Administration (IBA) Program
University of mmmm, Sam Ratulangi Manado
email: carolgerald@ymail.com

ABSTRACT

In the world of television broadcasting in particular, plays a very important producer in television production wheel rotation. The task of a producer is to lead the entire production team in accordance with the objectives set, both in terms of creative and production management in accordance with the agreed budget. So that, improving the producer performance is the one that determine the outcome of an event or television program itself. The purpose of this paper is to analyze producer performance evaluation of television program at PT. Pacific Television Manado. This research uses Descriptive type of research with Balance Scorecard Tools to measuring the performance and implementation of the performance of existing producers in the PT. Pacific Television Manado. The issue of this research is limited to 4 pillars of Balance Scorecard. The result of this research shows that on the financial perspective evaluation, producer ability in preparing or sets the production budget has been going well. Producer performance assessed from the customer perspective is quite good where the producer has been able to describe audience want or taste in visual form. In internal business process perspective, the producer has been going well. From the learning and growth perspective, the contributions made by the producer judged to have pretty good where both of productivity, satisfaction, skills, knowledge of the customer, internal processes and financial processes and motivating ability of producers have pretty well and in line with corporate objectives.

Keywords: *producer performance analysis, balanced scorecard*

INTRODUCTION

Nowadays, the development of science and technology, especially information and communication technology has grown so fast. This of course brings so many changes in social life and of course also in the life of the business. One of the business world very firmly attached and can not be separated from the development of science and technology are the Broadcasting world or in this case the television world. The development of information media, especially television, making the world increasingly close it. Although the flow of information that flows will have both positive and negative impacts. But it was not inevitable because of the changing times is very dynamic at this time.

The rise of private television community certainly had an impact in people's lives, both positive and negative. Their presence was often raises the pros and cons in the community. On the one hand people are satisfied by their presence that broadcast entertainment and information, but on the other hand they were not rare condemnation from the public because the shows that less can be accepted by the public or specific individuals. However, television has become a phenomenon in the society with the most amazing television capability to penetrate the boundaries impenetrable by other mass media. Television is able to reach areas that are geographically distant, it is also present in public spaces to a very private space. Television is a combination of hearing media and live images can be political, informative, entertainment, education, or even a combination of all those elements which in this case can be done by television because of his special ability to combine images, sound, movement and color.

Incredible television capability is very beneficial to many parties, both from the economy, and politics. For the economy, television is often used as a very effective advertising medium to introduce products to the consumer. As for the politics, television is often used as a media campaign as well as a medium of socialization. So it is not surprising that over time the television world was eventually becomes a very lucrative business fields. Any competing television stations seek to develop creativity in the birth of television programs are qualified to solicit as

many ads which incidentally is the main source of income for TV station. To develop creativity in the TV station must have a method or technique, respectively. And of course in this case the internal parties in a television station is responsible for the success of an event in the capture and capture the audience's interest income for the station manager is a television producer.

Of the concept of thought above, one can draw the conclusion that so far there has been no definite measurement standards for assessing the performance of a television producer. while the television world today demands that the human resources that are capable of creating powerful television shows and weighs creative and are liked by the audience and of course its performance can also be measured with certainty and clear.

Research Objectives

To Analyze Producer Performance Evaluation of Television Program at PT. Pacific Television Manado using Balanced Scorecard Analysis.

THEORETICAL FRAMEWORK

Performance Management

The process of measuring and subsequently actively managing organizational and employee performance in order to improve organizational effectiveness is currently seen as critical to the development and survival of organizations. Different terms refer to performance management initiatives in organizations, for examples: performance-based budgeting, management-by-objectives, planning, programming and budgeting, and pay-for-performance (Heinrich, 2002). Initially, such initiatives stressed the need to make employee performance explicit and measurable in order to make performance more 'manageable'. However, Performance Management has come to signify more than a list of singular practices aimed to measure and adapt employee performance. Rather, it is seen as an integrated process in which managers work with their employees to set expectations, measure and review results, and reward performance, in order to improve employee performance, with the ultimate aim to positively affect organizational success (Hartog, 2004).

Producer Definition

Producers own definition as proposed by Westin that Producer is the predicate that carried by the person who produces a television show, not finance or invest in a television production. The task of a producer is to lead the entire production team in accordance with the objectives set, both in terms of creative and production management, in accordance with the agreed budget. "While another stated that the definition of" producer is someone who is generally responsible for the entire production. As someone who is generally the responsibility of a producer is also indirectly involved in other work such as the talent scout, screenwriter, image editing, and so on (Westin, 2004). In the golden era of national films, Producer designation is usually associated with the owners of capital. Owners of capital called Producer. Producer position higher than the Executive Producer. Aligned with the position of Executive Producer. Executive Producer whereas actually the most appropriate translation for a Line Producer. This misconception might occur because of the understanding that the executive is translated as the word is related to the word in the English language to execute (execute) or execution (implementation). Abroad this ambiguity does not occur because the owners of capital will enter the ranks of investors. Even if there is an active owner of capital during the film production process then it will be inserted into the ranks of Assistant Producer (Cunha, 2008).

Balance Scorecard

Balanced Scorecard as an alternative measure of performance, in addition to considering the financial factors are also non-financial factors. With four perspectives, namely customer, internal, learning and growth and financial expected to provide a comprehensive assessment to management. This system was created to set goals and simultaneously perform measurements on their achievements, thus indirectly into an application, this system can be used as a means of determining the strategy for the company. The company's ability to manage its intangible assets to be more decisive than the company's success to the management of its tangible assets (Kaplan and Norton, 1992:71).

Balanced Scorecard Perspective

Financial Perspective

Financial performance measurement will indicate whether the planning and implementation strategies provide fundamental improvements for the benefit of the company. These improvements are reflected in the goals that are specifically related to measurable benefits, business growth, and shareholder value. The financial targets, between one company with other companies will be different depending on each stage of a business "s life cycle, which is: growth, sustains, and harvests (Kaplan and Norton, 1996:18).

Customer Perspective

Kaplan and Norton divide the customer perspective measurements divided into two groups, which is: customer core customer value measurement and prepositions. Customer Core Measurement has several components, which is (Kaplan and Norton, 2005:61):

1. Market Share (market share); this measurement reflects the part that controlled the company's overall market, which includes: the number of customers, number of sales, and sales unit volume.
2. Customer Retention (customer retention); measuring the rate at which the company can maintain a relationship with the consumer.
3. Customer Acquisition (customer acquisition); measure the rate at which a business unit is able to attract new customers or win new business.
4. Customer Satisfaction (customer satisfaction); Assess the level of customer satisfaction associated with specific performance criteria in a value proposition.
5. Customer Profitability (customer profitability); measure profits derived by an enterprise from the sale of products / services to consumers.

While the Customer Value Proposition is the trigger of performance contained in the core value proposition is based on the following attributes (Ahn, 2001):

1. Product/ service attributes
Includes the function of the product or service, price, and quality. Customers have different preferences on products offered. There are prioritizing the functions of the product, the quality, or the price is cheap. Companies must identify what customers want the products offered.
2. Consumer Relationship
Regarding the customer's feelings toward the purchase of products offered by the company. Consumer sentiment is strongly influenced by the company's responsiveness and commitment to customer issues related to the delivery time. Time is an important component of corporate competition. Consumers generally consider fast order completion and on-time as an important factor for their satisfaction.
3. Image and reputation
Describe the intangible factors that draw consumers to connect with a company. Build the image and reputation can be done through advertising and keep the quality as promised.

Internal Business Process Perspective

Analysis of the company's internal business processes performed by using the Value-chain analysis. Here, management identifies business-critical internal processes that have favored the company. Scorecard in this perspective allows managers to know how well their business is running and whether their products and services according to customer specifications. This perspective must be designed with care by those who are most aware that the company's mission may not be conducted by an outside consultant. Kaplan and Norton divided firm generic value chain activities into four high-level processes: (1) innovation; (2) customer management; and (3) operations (Kaplan and Norton, 1996:22).

Learning and Growth Perspective

Kaplan and Norton (1996:24) defined that "learning" is more than just "training" as well as the process of learning include "mentoring and tutoring" as ease of communication at all staff to enable them to be ready to help if needed. This perspective captures the ability of employees, information systems, and organizational alignment to manage a business and adapt to change. Process success depends on skilled and motivated employees, as well as accurate and timely information.

Previous Research

Maltz, et al (2003) in their research about Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures argue about the Measuring organizational success is a continuous challenge for both managers and researchers. The need for a comprehensive view of performance management has been widely discussed in the popular and scholastic press. The capital markets emphasize quarterly earnings reporting and significantly punish those companies not meeting earnings expectations. As a result companies often practice financial engineering, and much of this comes at the expense of investing for the future. Consequently, it is crucial that success measures provide organizations with tools to build their future. That entails measures that are indicative of investing in and building long-term resources, facilities, and infrastructure, as needed to adapt to the fast pace of today's changing environments. The authors believe it is also critical that any prescriptions for performance measurements should be simple, dynamic, and flexible over time, foster improvement, and be linked to the organization's strategy, goals and objectives. Ibroscheva, et al (2009) in their research about Development of Digital TV in Bulgaria: Opportunities and Problems. They study aims to provide an in-depth overview of the state of digital conversion in the European Union, using Bulgaria as a case study. The study concludes that while the technical aspects of the digital switchover seem to be largely synchronized with EU regulations, the process of the digital conversion in Bulgaria is, for the most part, defined by lack of transparency and politicization of capital.

Conceptual Framework

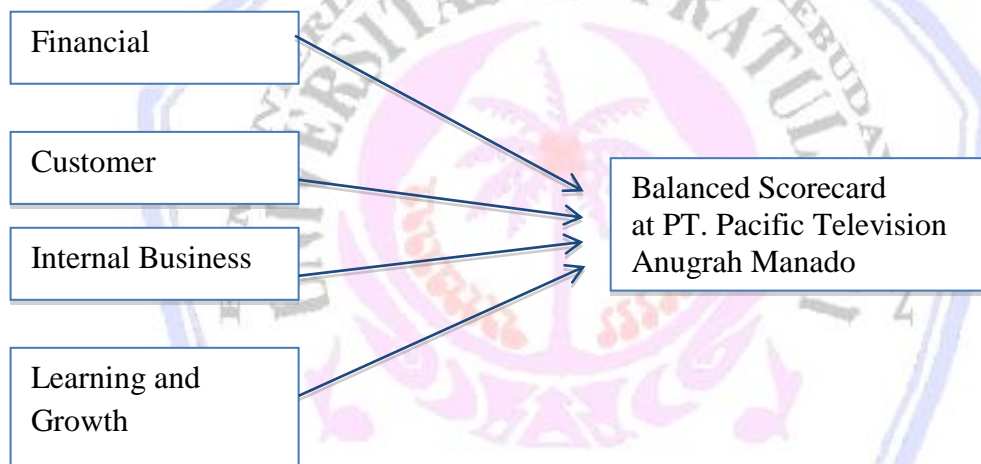


Figure 1. Conceptual Framework

Source: Theoretical Review

It is a measurement and management system that views a business unit's performance and it is intended to answer several critical questions, which are:

1. How does the appearance of the company in the eyes of the shareholders? (Financial perspective)
2. How customers view the company? (Customer perspective)
3. What are the advantages of the company? (Internal business perspective)
4. What companies should continue to make improvements and create sustainable value? (Learning and growth perspective)

RESEARCH METHOD

Types of Research

This research uses Descriptive type of research where it will investigate the process balanced scorecard to analysis the company performance and how the implication of Balance scorecard itself.

Place and Time of Research

This study will be conducted at PT. Pacific Television Anugerah Manado is located at No. 17 Jalan Anugerah Winangun Manado. The research plan will last for approximately three months.

Population and Sample

The research object is the automotive company, PT. Pacific Television Anugerah Manado. Object of research is used to support the measurement technique variables in the study. The population in this study is a customer (the TV show user for advertising) and employee of PT. Pacific Television Anugerah Manado,

Data Collection Method

The source of data can be from primary and secondary sources. Primary data is data obtained through observations made by visiting the direct object of study. Secondary data is data that is obtained by collecting data in the form of scientific books and literature that have a relationship with the issues discussed in this thesis.

Data Analysis Method

The method of analysis that will be used to discuss the problem of this research is the Balanced Scorecard performance measurement method is the method of measuring the performance of human resources that are used to help control and assess the performance and contribution of human resources as well as to support organizational change and flexibility.

Operational Definition and Measurement of Variables

1. Financial Perspective
 - a. ROI (Return On Investment): ROI is the ratio used to measure the ability of the capital invested in total assets to generate earnings.
 - b. Profit Margin: Profit margin is used to look at the size of the operating profit in relation to sales to determine the efficiency of the company.
 - c. Operating Ratio: The higher the operating ratio, indicating that the company can take advantage of fee-owned in generating net sales.
2. Customer Perspective: Data obtained from questionnaires to customers.
3. Internal Business Perspective: The measurement component used is Service Cycle Efficiency (SCE).
4. Learning and Growth Perspective: Data obtained from questionnaires to employees.

RESULT AND DISCUSSION

FAKULTAS EKONOMI
DAN BISNIS

Result

Financial Perspective Performance

Viewed from the perspective of the financial ratios measure profitability and growth ratio is good. It is seen from the calculation of Gross Profit Margin, Return on Investment (ROI) and the rate of revenue growth showed good results. The results can be seen in the table as well as the calculation of the benchmark graphs profitability ratios and growth ratios

Gross Profit Margin Formula:

$$\text{Gross Profit Margin} = \frac{\text{Gross Profit}}{\text{Gross Sales}} \times 100\%$$

Gross Profit Margin in June 2009 was very high compared to other months. It was due to increased selling prices, both for cars and service and parts, while the cost of goods sold is the old price before the increase. Average Gross Profit Margin for 24 months is 7.71%. Average Gross Profit Margin increased from 2010 to early 2012 was 0.09%. Thus, the performance of PT. Pasific Television Anugerah were evaluated from a financial perspective to the size of Gross Profit Margin pretty good.

Return of Investment Formula:

$$\text{ROI} = \frac{\text{Net Income}}{\text{Investment}} \times 100\%$$

That the overall ROI has increased little by little, but there is also an immediate ROI and increased drastically decreased. Average ROI of the year in 2010 increased by 0.24% in 2011 but fell back in early 2012 of 0.15%. Overall, an increase in the ROI in 2010 until the beginning of 2012 by 0.09%. Thus, the performance of PT. Pasific Television Anugerah were evaluated from a financial perspective with a pretty good ROI size.

Customers Perspective Performance

This assessment covers the customer perspective: knowing how far a producer or a trendsetter audience tastes that occur in the community, the ability of producers to visualize the customer desires to an event in the packaging and format desired, knowledge of market segmentation and the type of business carried on by the customer, as well as producer's ability to build an audience and customer engagement through programs that are produced.

Table.1 Customer Perception

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	10	21.7	21.7
	5.00	36	78.3	100.0
Total	46	100.0	100.0	

Source: SPSS Data Processing, 2014

The data analysis above shows the total of customers as a respondent are 46 people. From the 46 people most of them answer the questions of customer perception about the producer performance are satisfy and very satisfy. Means that they are agree the producers performance of PT. Pacific Television Anugerah have a good performance.

Internal Business Process Perspective

The research conducted above known that the income received by a television station in this case PT. Pacific Television Anugerah Manado sourced from national commercial TV advertising, national public service ads, local business ads and advertising partnership with local products such as weddings and memorial events. Besides other revenue income could come from political advertisements during local elections without having to take sides on any of the candidates. For commercial TV, national ads and national public service announcements are usually packaged along with the format and is usually made directly by the agency entrusted specifically to manufacture and staying shared with television station concerned so that there is only a matter of time views.

Companies can measure whether the performance of producers in the after-sales service has met the customer expectation with the use of benchmarks that are quality, cost, and time as is done in the operating process. For the cycle time, the company can use the measurement of time from the moment a customer complaint is received so that the complaint is resolved.

Learning and Growth Perspective

Contributions made by the Producer has been pretty well where it can be measured from the perspective of some of the key measures. The first is a measure of the ability of producers which include the producer satisfaction, retention producer, and producer productivity. The second benchmark is the information system that includes measurement capabilities for knowledge producers for accurate information and timely regarding costumers, internal processes and financial. Last benchmarks are motivated producers to take action either for himself or his subordinate human devices.

Table 2. Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	4	8.7	17.4	17.4
	5.00	19	41.3	82.6	100.0
	Total	23	50.0	100.0	
Missing	System	23	50.0		
Total		46	100.0		

Source: SPSS data processing, 2014

The table above shows the frequency of employee as the respondent to give a statement about Motivation of Producer. Most of the employees are very satisfy with the Motivation of Producer by 19 employees and 4 employees are just satisfy with the Motivation of Producer.

Table. 3 Leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	4	8.7	17.4	17.4
	4.00	9	19.6	39.1	56.5
	5.00	10	21.7	43.5	100.0
	Total	23	50.0	100.0	
Missing	System	23	50.0		
Total		46	100.0		

Source: SPSS data processing, 2014

The table above shows the total respondent 23 employees answer about the statement of Producer Leadership mostly with very satisfactory as many as 10 employees. The rest of the employees are neutral and just satisfy.

Discussion

1. Financial Perspective

Each company has financial goals and different financial goal setting is dependent on the stage of a business's life cycle, or the company's life cycle. The life cycle can be broadly grouped into three (3) stages in the life cycle of the company, namely: Growth Stage, Sustain Stage, and Harvest Stage. The survey results revealed that PT. Pacific Television Anugerah Manado is a company that is at the stage where Growth stages of the overall financial goal is to increase revenue growth and sales growth in market segments, customers and the targeted area. Producer performance assessment in the financial perspective is to assess the ability of producers to produce a television show in on time and on the budget. In addition, the ability of the producer in preparing the budget for the project of making a point event is also a measure of the performance assessment of a producer

2. Customer Perspective

In terms of the customer's perspective, the performance of which is owned by the TV show's producer PT. Pacific Television Anugerah based on research conducted has been going well. It can be seen from the producer's ability in producing events created based on audience tastes and the exact placement of the air-time events that are produced in accordance with the expected audience segmentation. This assessment covers the customer perspective: knowing how far a producer or a trendsetter audience tastes that occur in the community, the ability of producers to visualize the customer desires to an event in the packaging and format desired, knowledge of market segmentation and the type of business carried on by the customer, as well as producer's ability to build an audience and customer engagement through programs that are produced.

3. Internal Business Process Perspective

From observations taken by the author to the conclusion that the internal business process perspective that became the main focus of assessment is the first, of the innovation process, i.e. how a producer is able to explore the concept of an event that if it is able to draw in accordance with the tastes and needs of the audience. Second, the process of operation. Ratings taken from how a producer is able to establish the concept of the show that has been initiated into the program using its available resources. Taking the measurements of performance related to the process operations are grouped at the time, quality, and cost of the programs produced. Third, the process of after-sales service. In this process being assessment is how much responsibility a producer on the show produced. In this case the social responsibility towards the community or Corporate Social Responsibility (CSR) as well as a complaint or a complaint from a customer for the event that is produced.

4. Learning and Growth Perspective

From observations made at the PT. Pacific Television Anugerah. contributions made by the Producer has been pretty well where it can be measured from the perspective of some of the key measures of the first, is a measure of the ability of producers which include the producer satisfaction, retention producer, and producer productivity. The second benchmark is the information system that includes measurement capabilities for knowledge producers for accurate information and timely regarding costumers, internal processes and financial. Last benchmarks are motivated producers to take action either for himself or his subordinate human devices.

CONCLUSION AND RECOMMENDATION

Conclusion

Balanced Scorecard and the results are then used as a tool to make a decision whether the performance of a producer already balanced from the standpoint of the four perspectives that become the benchmark measurements. From the research achievement of the objectives in question is identical to the performance evaluation focused on:

1. Financial perspective

Producer ability in preparing or sets the production planning budget in a program at PT. Pacific Television Anugerah Manado has been going well and cultivated in the presence of the self-evaluation of existing programs that are produced can also be improved.

2. Customer Perspective

In the customer perspective, the performance is quite good where the producer at PT. Pacific Television Anugerah Manado has been able to describe audience want or audience tastes in visual form and packaged in an attractive program and in accordance with the religious culture of Manado people but always kept up-to-date.

3. Internal Business Process Perspective

The ability of producers in the creation of a program ranging from process innovation begins with the formation of the initial concept of a program, the process of creativity, until the whole operation process that combines the duties of a producer in the lead, moving, and control oversee all production crew for creating a quality event to process after-sales service in accordance with the company's goals and desires.

4. Learning and Growth Perspective

Assessment of learning and growth perspective of the producer in Manado focused PT. Pacific Television Anugerah for contributions made by the Producer. where the contributions made by the producer judged to have pretty good where both of productivity, satisfaction, skills (skills), knowledge of the customer, internal processes and financial processes and motivating ability of producers have pretty well and in line with corporate objectives.

Recommendation

1. Financial Perspective

From a financial perspective, especially in terms of determination of the production budget, it helps a producer given the freedom to explore but certainly within clear limits. Given the pressure of too many limitations in terms of cost as well as the results obtained from the production of a program or event could also not satisfactory. Keep in mind that the audience is never loyal to the television station, which they are looking and waiting is a program broadcast by the station.

2. Customer perspective

In terms of the customer's perspective, so that producers more aware and more able to visualize the audience desires. There is a good producer of special researches on matters of what is desirable or loved by the community at this time. With the research in addition to the need for audience tastes can be met, the information obtained is also clearer and not confusing.

3. Internal Business Process Perspective

Internal business processes is the overall scope of the operational activities of producers that includes process innovation, process operations and process sales service. Advice from the author is before deciding or initiate an event concept into a program, its good things that are non-technical in case such impact will be generated by the program and how to anticipate them also considered.

4. Learning and Growth Perspective

The authors suggest that from the standpoint of growth and organizational learning in this company more attention to services and contributions made by producers because it will indirectly motivate producers in to earn better work in the future.

REFERENCES

- Ahn, H. 2001. Applying the Balanced Scorecard Concept: An Experience Report. *Long Range Planning* 34, <http://www.sciencedirect.com/science/article/pii/S0024630101000577>. Accessed on Sept 18, 2013. Pp. 441- 461.
- Cunha. I. F. 2008. Journalistic Coverage of Immigration in the Portuguese Television. *Observatorio Journal*, 7, <http://obs.obercom.pt/index.php/obs/article/viewFile/181/204>. Accessed on Sept 18, 2013. Pp. 12-39.
- Hartog, Deanne N. den. 2004. Performance Management: A Model and Research Agenda. *ERIM Report Series Research in Management*, <https://www.tamu.edu/faculty/payne/PA/den%20Hartog%20et%20al%202004.pdf>. Accessed on Sept 18, 2013. Pp. 21.
- Heinrich J. Carolyn. 2002. Outcomes-based Performance Management in the Public Sector: Implications for Government Accountability and Effectiveness. *Public Administration Review*, Volume 62, Number 6, <http://onlinelibrary.wiley.com/doi/10.1111/1540-6210.00253/abstract>. Accessed on Sept 18, 2013. Pp. 712-725.
- Ibroshcheva, Elza and Maria Raicheva-Stover. 2009. Digital TV in Bulgaria: Opportunities and Problems. *International Journal of Communication* 3, <http://ijoc.org/index.php/ijoc/article/viewFile/402/295>. Accessed on Sept 18, 2013. Pp. 87-107.
- Kaplan, Robert. S. and David P. Norton. 1992. Balanced Scorecard: Measures That Drive Performance. *Harvard Business Review*, January-February, www.hbrreprints.org. Accessed on Sept 18, 2013. Pp. 71–79.
- Kaplan, Robert. S. and David P. Norton. 2005. Focusing Your Organization on Strategy – with the Balanced Scorecard. *Harvard Business Review*, <http://www.orion2020.org/archivo/calidad/5a/BSC/BSC%20SUPER%20Anthology.pdf>. Accessed on Sept 18, 2013. Pp. 59-64.
- Kaplan, Robert. S. and David P. Norton. 1996. Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*, <http://dx.doi.org/10.1108/eb054566>. Accessed on Sept 18, 2013. Pp. 18-25.
- Maltz, C. Alan, Aaron J. Shenhar and Richard R. Reilly. 2003. Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures. *Journal of LRP* 36, <http://members.home.nl/j.s.sterk/AQM/Beyond%20the%20Balanced%20Scorecard%20Refining%20the%20search.pdf>. Accessed on Sept 18, 2013. Pp. 187-203.
- Westin, Av. 2004. Best Practices for Television Journalists. *Fair Press Project*, <http://philpapers.org/rec/WESBPF>. Accessed on Sept 18, 2013.