

廣播電台經營突破市場現況成功因素之分析研究

究一以港都電台為例

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摘要

本研究的主要目的在瞭解港都電台經營成功之策略，及港都成立好事聯播網之後如何增加節目收聽率與業務收益，並減少支出。研究採質性研究的內容分析法、深度訪談法與文獻探討法，分析港都電台副董事長、節目主管與 DJ，共計三十六小時協同教學之內容與深度訪談和相關國內外文獻。研究結果發現，廣播市場不論大小，首重聽眾定位清楚，而聯播網的經營策略則是保持節目在地特色，與聯網電台資源共享並採利潤中心制、盈虧自負以提高績效。

關鍵字：競爭策略、策略聯盟、收聽率、資源基礎理論、使用與滿足理論

An Analysis of the Factors Leading to Successful Radio Station Management in Adverse Market Circumstances: A Case Study of Best Radio Kaohsiung

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Abstract

The objective of this study is to understand the strategies that contributed to the operational success of Best Radio Kaohsiung, and to explore how the radio station increased its rating point and profits, and cut down expenditure, after its establishment of Best Net. This study adopts qualitative methodologies, including content analysis depth interviews and literature review, to analyze the content of 36 hours of team teaching by the radio station vice president, program supervisors, and DJs, and depth interviews methods relevant literature. The research results show that whatever the size of the audience population, a clear target audience is the most important; in addition, the operational strategy of the radio net is to retain the local characteristics of its programs, and to share resources with other allied radio stations. A Profit center system and full profit/loss accountability also helped to promote performance.

Keywords: Competitive strategy, strategic alliance, rating point, resource-based theory, uses and gratifications theory