

Analysis of Managing and Developing Strategy for Media Independent Company in Taiwan

陳志釗、潘振雄

E-mail: 9808251@mail.dyu.edu.tw

ABSTRACT

The concept of the professional media service company originated from Europe and has existed for more than 20 years. In Taiwan, after deregulation, the media environment became complicated and the demand of media effectiveness from advertisers was increased; thus, the “ Media Buying Company ” was established in 1995 to replace the buying function of the Media Department of an agency, to provide a buying service with better effectiveness. At the end of 1997, international companies entered the Taiwan market with “ Media Independent ”, taking media service — one of the three major services (advertising strategy, creative development and media service) of an advertising agency as their core value. In the year 2000, there are 12 Media Independent companies that account for 50% of the total media share. To the media owners, their huge buying power has enormous influence on their pricing strategy. This research focuses on the emerging industry. Through the company case study, it aims to interrogate 1). the relevant factors of the context of the industry; 2). the key success factors of the industry; 3). the possible change and impact in the future; 4). the strategic plan undertaken by the surveyed company in facing the future. The case study research methodology — conduct interviews and collect secondary data of the selected company, evaluate its external opportunities and threats as well as internal strengths and weakness and analyze the primary and secondary key issues — was adopted. Four possible strategies are proposed, followed by the assessment of the outside environment and conditions facing each strategy; the most appropriate solution is recommended based on three criteria. The conclusions of this research are as follows: 1. The Media Independent companies step in the market by out-stand themselves from the value chain of the advertising industry. By adding value to the media services, they assure and enhance the value to clients and acquire their competitive advantage in replacing the original suppliers. 2. The economy of scale, professional acquisition, scientific analysis tools, international network and computerized working system are the key success factors of this industry. 3. Through the experience and activities in different countries, the international groups integrate and transfer the global resources to sustain their advantage in the local market. 4. By strategic alignment, two organizations make use of their own uniqueness and requirements to complement each others' shortcomings and achieve the synergy of shared resources. 5. The clear vision and value reflected on the corporate management concept will translate into the employee's activities, which becomes a criterion for employees to judge “ an ideal corporate. ”

Keywords : media ; media service ; advertiser ; media buying company ; media independent / media specialist ; advertising agency

Table of Contents

封面內頁	簽名頁	授權書	iii	中文摘要	v	英文摘要	vii	誌謝	ix	目錄	x	圖目錄	xv	表目錄	xvii	第一章 緒論	1	1.1 研究動機	1	1.2 研究目的	2	1.3 研究範圍	3	1.4 研究限制	4	第二章 文獻探討	6	2.1 策略規劃	6	2.1.1 策略的定義與範圍	6	2.1.2 策略規劃的觀念模式	9	2.1.3 策略類型與方向	17	2.1.4 策略型態	22	2.1.5 產業結構分析	23	2.1.6 策略選擇	25	2.2 廣告媒體研究	28	2.2.1 廣告之定義	28	2.2.2 廣告服務與特色	30	2.2.3 廣告的作業流程	34	2.2.4 廣告策略規劃架構	35	2.2.5 媒體作業發展	37	2.2.6 媒體代理型式	39	2.2.7 媒體集中購買的定義	41	第三章 研究方法	42	3.1 前言	42	3.2 研究架構	43	3.2.1 內外分析	45	3.2.2 問題認定	46	3.2.3 策略制定	46	3.2.4 策略執行	47	3.3 研究方法	47	3.3.1 研究設計	47	3.3.2 研究程序	48	3.4 研究流程	49	3.5 個案公司的選擇	50	第四章 外在分析與機會威脅認定	52	4.1 外在環境分析	52	4.1.1 總體環境	52	4.1.2 產業結構	60	4.2 關鍵成功因素暨機會威脅認定	72	4.2.1 關鍵成功因素	72	4.2.2 機會與威脅	75	第五章 內在分析與優劣勢評估	78	5.1 個案公司簡介	78	5.1.1 成立背景	78	5.1.2 轉型	83	5.1.3 公司介紹	83	5.2 現在策略分析	89	5.2.1 產品線廣度與深度	90	5.2.2 目標市場之區隔方式與選擇	90	5.2.3 垂直整合程度	91	5.2.4 相對規模與規模經濟	92	5.2.5 地理涵蓋範圍	92	5.2.6 競爭武器	92	5.3 組織及管理政策分析	95	5.3.1 經營哲學	95	5.3.2 組織結構	95	5.3.3 股權結構	96	5.3.4 經營企劃及資訊系統	96	5.3.5 行銷政策	97	5.3.6 人力資源政策	98	5.4 策略困擾分析	101	5.5 經營績效分析	103	5.6 優劣勢分析	104	5.6.1 優勢分析	104	5.6.2 劣勢分析	107	第六章 問題認定與說明	109	第七章 經營策略的制定	112	7.1 可行的策略方向	112	7.1.1 穩定策略	112	7.1.2 成長策略	113	7.1.3 縮減策略	115	7.1.4 綜合策略	115	7.2 策略制定	116	7.2.1 市場滲透策略	116	7.2.2 產品發展策略	117	7.2.3 市場發展策略	117	7.2.4 關聯性多角化策略	118	7.3 策略的選擇	118	第八章 結論與建議	122	8.1 結論	122	8.2 建議	125	8.2.1 對個案公司的建議	125	8.2.2 對獨立的專業媒體服務經營者的建議	126	8.2.3 對後續研究者的建議	128	參考文獻	130	中文部份	130	英文部份	133
------	-----	-----	-----	------	---	------	-----	----	----	----	---	-----	----	-----	------	--------	---	----------	---	----------	---	----------	---	----------	---	----------	---	----------	---	----------------	---	-----------------	---	---------------	----	------------	----	--------------	----	------------	----	------------	----	-------------	----	---------------	----	---------------	----	----------------	----	--------------	----	--------------	----	-----------------	----	----------	----	--------	----	----------	----	------------	----	------------	----	------------	----	------------	----	----------	----	------------	----	------------	----	----------	----	-------------	----	-----------------	----	------------	----	------------	----	------------	----	-------------------	----	--------------	----	-------------	----	----------------	----	------------	----	------------	----	----------	----	------------	----	------------	----	----------------	----	--------------------	----	--------------	----	-----------------	----	--------------	----	------------	----	---------------	----	------------	----	------------	----	------------	----	-----------------	----	------------	----	--------------	----	------------	-----	------------	-----	-----------	-----	------------	-----	------------	-----	-------------	-----	-------------	-----	-------------	-----	------------	-----	------------	-----	------------	-----	------------	-----	----------	-----	--------------	-----	--------------	-----	--------------	-----	----------------	-----	-----------	-----	-----------	-----	--------	-----	--------	-----	----------------	-----	------------------------	-----	-----------------	-----	------	-----	------	-----	------	-----

REFERENCES

中文部份 1. 司徒達賢 (1995) 策略管理, 台北:遠流出版社。 2. 司徒達賢譯 (1982) 企業政策與策略規劃, Walliam F. Glueck著, 台北:東華書局。 3. 余朝權 (1991) 現代管理行銷, 台北:五南圖書出版公司。 4. 何存基 (1994) 台灣廣告代理業經營策略之探討, 彰化:大葉大學事業經營研究所 未出版碩士論文。 5. 李志恆 (1997) 媒體專業追求什麼, 台北:動腦雜誌 254期。 6. 李國川 (1999) 台灣廣告市場媒體集中購買之研究, 台北:銘傳大學傳播管理所未出版碩士論文。 7. 吳思華 (1984) 產業特質與企業經營策略關係之研究, 台北:政大企研所未出版博士論文。 8. 吳思華 (1996) 策略九說, 台北:春田出版公司。 9. 林茜如 (1999) 台灣媒體專業服務公司經營策略之探討, 台北:台灣大學商學所未出版 碩士論文。 10. 林呈綠 (2000) 廣告業要共同期許一個未來, 台北:廣告雜誌, 109期。 11. 邱莉玲 (2000) 媒體獨立時代, 工商時報, 89.3.27。 12. 祝鳳崗 (1998) 台灣媒體企劃現況及未來發展趨勢, 台北:媒體實務研討會專文。 13. 許士軍 (1994) 管理學, 台北:東華書局。 14. 張國祥 (1994) 如何選擇評估廣告代理商, 台北:動腦雜誌, 202期。 15. 梁開明 (1991) 廣告業所提供的服務描繪, 台北:動腦雜誌, 182期。 16. 曹唐忠 (1993) 衛視第四台興起, 媒體走向多元化, 廣告業競爭加劇, 分工成趨勢, 台北:經濟日報, 82.9.6。 17. 梁靜蓉 (1997) 新媒體時代下的媒體購買策略, 台北:工商時報, 86.1.31。 18. 陳隆麒譯 (1981) 企業政策, 司徒達賢校訂, 台北:華泰書局。 19. 鄭紹成 (1991) 企業關件成功因素, 競爭優勢及競爭策略之研究, 台北:文化大學企管所。 20. 編輯部 (2000) 媒體市場大剖析, 台北:動腦雜誌, 287期。 21. 編輯部 (2000) 躍升中的媒體行銷新趨勢, 台北:廣告雜誌, 110期。 22. 賴麗雪 (2000) 專業媒體購買公司揭開廣告業新時代, 經濟日報, 87.1.17。 23. 薛榮英 (1995) 台灣媒體企劃之回顧與未來, 台北:1995廣告年鑑。 24. 蘇拾忠 (1994) 策略規劃指南, 台北:遠流出版社。 25. 龔瑩儀 (1995) 我國廣告代理產業經營策略之分析, 台北:政大企研所未出版碩士論文。 參考文獻 英文部份 1. Ansoff, H. Igor (1965), *Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion*, New York: McGraw-Hills. 2. Bell, Martin L. (1979), *Marketing: Concepts and Strategy*, 3rd Ed., Boston, MA: HOUGHTON Mifflin Company. 3. Chandler, A.D. Jr., (1962) *Strategy and Structure*, Cambridge, Mass: M.T.T. Press. 4. Dempsey, K. (1996), "Mediapolis sets up 250m giant", *Media*, September 12, p.11. 5. Harvey Don (1982), *Strategic Management* (Bell and Howell Company). 6. Hax Arnoldo C., and Nicolas S. Majluf (1984), *Strategic Management: An Integrative Perspective* (Englewood Cliffs, N.J.: Prentice-Hall). 7. Hill Charles W. L., and Gareth R. Jones (1995), *Strategic Management: An Integrated Approach* (Boston, MA: Houghton Mifflin). 8. Hofer, Charles W. & Dan E. Schendel (1985), *Strategy Formulation: Analytical Concepts*, Boston, MA: Harvard Business School Press. 9. Jain, Subhash C. (1985), *Marketing Planning and Strategy*, 2nd Ed., Cincinnati, OH: South-Western Publishing Co. 10. Galbraith Jay R. and Daniel A. Nathanson (1986), *Strategy Implementation: Structure and Process* (St. Paul, Minn.: West). 11. Jugenheimer, D.W., A. M. Barban & P.B. Turk (1992), *Advertising Media Strategy and Tactics*, USA: Wm. C. Brown. 12. Kotler, Philip (1991), *Marketing Management: Analysis, Planning, Implementation, and Control*, 7th Ed., Englewood Cliffs, NJ: Prentice Hall. 13. Lewis, J.D. (1990), *Partnerships for Profit-Structuring and Managing Strategic Alliance*, NY: Free Press, London: Collier Macmillan. 14. McCarthy, E. Jerome & William D. Rerreault, Jr. (1991), *Essentials of Marketing*, 5th Ed., Boston, MA: Irwin, Inc. 15. Porter Michael E. (1980), *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, New York: Free Press. 16. Newman William H., and James P. Logan (1981), *Strategy, Policy and Central Management*, Cincinnati: South-Western. 17. Petrecca, L., & Ross C. (1997), "Schering Taps BJK&E Media for OTC Buying", *Advertising Age*, September 22, p.1, 51. 18. Pringle, P.K., Starr & McCaritt (1991), *Electronic Media Management*, Boston: Focal Press. 19. Ross, C. (1997), "TV's Upfront", *Advertising Age*, may 12, p. sl, ps4. 20. Rossiter, J. R & L. Percy (1997) *Advertising Communication & Promotion Management*, NY: Irwin/McGraw-Hill. 21. Simon, H. (1993), *Star TV and the Asian Television Revolution*, *Satellite Broadcasting*, 21(1). 22. Sissors, J. Z & L. Bumba (1993), *Advertising Media Planning*, Lincolnwood, Ill.: NTC. 23. Staab, W. (1997), "Traditional Media Buying on the Ropes", *Advertising Age*, January 27, p.22. 24. Tillers, Seymour (1963), "How to Evaluate Corporate Strategy", *Harvard Business Review*, Vol.41, No.4, Jul.-Aug., pp. 111-121. 25. Wheelen Thomas L., and J. David Hunger (1989), *Strategic Management and Business Policy* (Reading, Mass.: Addison-Wesley). 26. Zeltner, H. (1995), *ANA Guide to Media Management*, Lincolnwood, Ill.: NTC.