

A Copyright Trading Strategic Management for TV Global Program การจัดการเชิงกลยุทธ์การซื้อขายลิขสิทธิ์สำหรับรายการทีวีทั่วโลก

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Abstract

This academic journal aims to study television program producers' management strategies on television program copyrights and dynamics of the Thai television industry arising from the purchase of copyright television programs. Data were collected via studied documents and literature reviews related to copyright trading, television programs; and in-depth interviews with information providers, executives and senior executives from top management at Workpoint Co., Ltd. Information from foreigners who are the Thai copyright buyers via email were also collected as data to have an in-depth understanding towards commercial science in the form of international copyright trading. It is very useful for Thai television industry. The results of the study found that the beneficial strategy for purchasing TV programs is creativity, planning and measuring the success of television programs. It is also important to pay attention to the details of the television program that must be adapted to the culture and traditions of the destination country in which the program will be published and can be used to generate income from advertising customer support in the country as well. In terms of TV sales strategy, reputation of the producer, the list of works, the awards received and the opinion of the media and consumers is an important factor in the decision to purchase television rights. The last point is the government's support in promoting the producers on the international stage so that target groups can see the potential of Thai TV producers.

Keywords: TV program copyrights, purchase rights copyright sales, international TV programs, management, dynamics

บทคัดย่อ

บทความวิชาการนี้มีวัตถุประสงค์เพื่อศึกษากลยุทธ์การบริหารจัดการของผู้ผลิตรายการโทรทัศน์เกี่ยวกับลิขสิทธิ์รายการโทรทัศน์และพลวัตของอุตสาหกรรมโทรทัศน์ไทยที่เกิดจากการซื้อลิขสิทธิ์รายการโทรทัศน์ รวบรวมข้อมูลโดยศึกษาเอกสารและการทบทวนวรรณกรรมที่เกี่ยวข้องกับการซื้อขายลิขสิทธิ์รายการโทรทัศน์ การสัมภาษณ์เชิงลึกผู้ให้ข้อมูลผู้บริหารและผู้บริหารระดับสูงในระดับระดับผู้อำนวยการ บริษัท เวิร์คพอยท์ จำกัด รวมถึงข้อมูลจากชาวต่างชาติที่เป็นผู้ซื้อลิขสิทธิ์ชาวไทยทางอีเมล ซึ่งเป็นการศึกษาเกี่ยวกับการพาณิชย์ศาสตร์ของนิเทศศาสตร์ในรูปแบบของการซื้อขายลิขสิทธิ์ระหว่างประเทศ นับว่าเป็นประโยชน์ต่ออุตสาหกรรมโทรทัศน์ไทย ผลการศึกษาพบว่ากลยุทธ์ที่เป็นประโยชน์ต่อการซื้อรายการโทรทัศน์คือความคิดสร้างสรรค์ และการวางแผนและการวัดความสำเร็จของรายการโทรทัศน์ นอกจากนี้ยังต้องให้ความสนใจเกี่ยวกับรายละเอียดของรายการโทรทัศน์ที่จะต้องปรับให้เข้ากับวัฒนธรรมและประเพณีของประเทศปลายทางที่จะนำรายการนั้นไปเผยแพร่ต่อและสามารถนำไปสร้างรายได้จากการสนับสนุนจากลูกค้าโฆษณาในประเทศอีกด้วย ในส่วนของกลยุทธ์การขายรายการโทรทัศน์ ชื่อเสียงของผู้ผลิตรายการ ผลงาน รางวัลที่ได้รับ และกระแสความคิดเห็นต่างจากสื่อมวลชนและผู้บริโภคมีส่วนสำคัญต่อการตัดสินใจในการซื้อลิขสิทธิ์รายการโทรทัศน์ทั้งสิ้น และประเด็นสุดท้ายคือการสนับสนุนจากรัฐบาลในการประชาสัมพันธ์ผู้ผลิตในเวทินานาชาติเพื่อให้กลุ่มเป้าหมายได้เห็นถึงศักยภาพของผู้ผลิตรายการโทรทัศน์ไทย

คำสำคัญ: ลิขสิทธิ์รายการโทรทัศน์, การซื้อลิขสิทธิ์รายการโทรทัศน์, รายการโทรทัศน์ระหว่างประเทศ, การจัดการ, ลิขสิทธิ์รายการโทรทัศน์



Introduction

Television industry Background

Television is considered a media which is capable of entertaining and exchange information in which has profound effects on life in almost every aspect of human society. Nevertheless, as time progresses, television has become a rapidly growing business industry after the official auction of digital stations, forcing each station to create, modify and find strategies for presenting charts. To survive in business, every station has to create unique and distinctive content that attracts audiences. But the current situation found that the content and format of the programs broadcast on various television channels are repetitive, possibly because of the technology that rapidly evolves resulting in most audiences are getting bored. As a result, producers have to find a solution to fix such a problem. Therefore,

choosing a “copyright” TV program from abroad is an important issue at the moment.

Currently, Thailand has changed the television system from an analogue system to a digital system. As a result, we could see more digital TV stations and there is also the continuous growth of the television industry business. Consequently, the demand for television content is increasing because the 24-hour broadcast of content has reinforced every station’s desire to add contents. Moreover, with the advancement of technology, especially social media that has been developed to be easy to use and more quickly access, the content and program formats that are broadcast on various television stations are allowing viewers to quickly access information sources. Asawin (2008) publicly analyzed that “All things in our society today have moved

beyond the traditional “form” and “content” of mainstream television because of the technology driving force coupled with the awakening of the audiences who want to find something new. This can be related to the idea of Bill Gates (1996) stated that content is the king, or content is the key to get people’s attention, that’s what those people will get from the producers. Nalinthip (2013) further commented the attraction of digital television stations is content. It is the most important part of today’s television industry. As a result, each station has a different demand for creative television content to build a popular base and audience following to succeed in the business.

Some producers successfully selected the foreign television programs for screening or reproduction because they wanted to find newness and created a trend. Chayan (2013) stated that the reason that the foreign programs are so popular may be from a deep Thai personality that normally praises and adore foreigners and they also believe in the general trend that if the viewers like it, then that’s a good thing. When bringing famous foreign programs from all over the world and slightly modified before broadcasting, it will gain a lot of popularity among Thai people. Therefore, the current television station in Thailand, almost every chart must have copyright programs purchased from abroad, which corresponds to Nopakorn (2014) said Thailand is one of the top four countries in terms of purchasing licenses from ASEAN countries after Indonesia, Vietnam and the Philippines.

One of the successful case studies of purchasing copyright from abroad is Workpoint Co., Ltd. It is a digital television station that has set up a management concept that created distinctive features such as game

shows and variety programs These can be seen as both self-produced and copyright programs to broadcast on digital TV channels. Workpoint’s program schedule will feature foreign copyrights programs such as The Mask Singer, and other talent shows from the Workpoint channel, which satisfies the needs of the viewers; and as a result, drives the station to try and create new forms of entertainment programs to reach the audience base. Moreover when Workpoint Co., Ltd. able to create programs until they become famous in the country, of course, that reputation results in the interest of the program expanding to foreign countries. Consequently, it would be sold to foreign countries through booths at TV events, such as Asia TV Forum & Market in Singapore and MIPCOM in France for the past three years. It is considered the first company in Thailand that has reached this achievement. According to Sittikon (2017) stated in the article that foreigners accept Thai creativity. Workpoint Co., Ltd. will continue moving to the international market, creating a new income channel. So, the foreign TV stations can buy Thai programs to broadcast because the contents are matched to the audiences, especially in neighbouring countries. In the past 2-3 years, Workpoint Co., Ltd. has operated in overseas markets through roadshows in various television events around the world until being able to sell licenses to more than 10 countries around the world. As a result, any occurrence through the management of digital television channels resulted in the purchase or sale of copyright programs; moreover, the interesting point is to find out the issue in terms of management of the purchase of copyright programs from abroad to reproduce in the country. It will make content more interesting to be sold or not.

However, the interesting thing is both

Thai and overseas TV producers have provided the same information about the reasons for the purchase of a television program license. It should meet the needs of the people who support programs in partner countries until they have been successful in marketing so, they can get ratings for the station. This idea can be connected to the idea of Suparp (2-17) president of the Digital TV Association of Thailand said “The competition of digital TV stations will be challenging competition, all channels will try to do their best to compete for the viewership ratings because the total value trend in the advertising market will increase from the past due to the increase of television stations.” Also, when purchasing TV rights between each other, whether Thai buys from foreign or foreigners buys from Thai, there something parallel which is planning and management.

Popular types of TV programs for multinational trade

Sutthanom (2018) said that currently, the trade of multinational television programs in Thailand is a copyright trading program divided into 2 parts

1. Finished Program is the purchase of copyrights from overseas which have been filmed successfully. Put the caption on the picture or Thai dubbing and broadcast immediately.

2. Format program is a license to re produce.

The copyright buyer must produce the program under the rules set by the copyright owner and optimize the program for broadcasting in each country. They are often on game shows, reality shows, and dramas. The nature of the multinational TV trade found in Thailand is as follows.

1. Content Market: The television market began to host fairs and in TV fairs internationally, allowing trading opportunities and set business meeting area. So that the program producers can buy and sell television programs across the country.

2. Exchanging programs for broadcasting between TV stations in Thailand and international. Exchange TV program can be made only if the TV station has good relationship with the TV station or foreign program producer by making an agreement to exchange television programs and ask for a time to broadcast.

3. International Co-Production: Supporting this multinational production joint venture may generate additional income from the re-sale of the content of the show or drama.

There is another interesting reason for purchasing copyright making decision is creativity, also known as creative thinking, which is in the form of various programs of manufacturers in Thailand. The information from an interview with Thanasak (2018) stated that the main thing that contributes to the sales of a TV license is the creativity of the content, including ideas, stories, presentations, program formats, and production that have unique interests and meet their needs. Therefore, creativity plays a vital role in every step of the television production process. It is the key to differentiate and compelling content in the world content market. Also, creativity plays a key role in balancing marketing demand and the art of television programming.

Management guidelines for TV programs in the Thailand 4.0 era

In order to manage TV programs, there must be various dimensions to be able to manage TV programs in the Thailand 4.0 era effectively.

Ongoard (2017) described that the television program business management, considered to be the nature of business, entertainment service, and brought 7P's to be an idea to comply with the following television program management services.

1. Production of quality television programs in accordance with consumer needs and morality (Product)
2. Management to set TV program prices to break-even point (Price)
3. Channel management for presenting TV programs that have a target audience. (Place)
4. Promotion of television programs both traditional and modern channels (Promotion)
5. People selection of knowledgeable and suitable individuals for television programs (People)
6. Creating the value of television programs through quality information and actors (Physical Evidence)
7. Effective and auditable process of television programs (Process)

The dynamics of the Thai television industry after the purchase of copyrights between television programs

After interviewing with TV producers in Thailand in relations to buying and selling copyrights between partners abroad, there are many things to the dynamics of the television industry, which bring good result in many aspects. In terms of creating value for the product (a TV program) and the perception of foreign partners on the content of television programs (Content) of Thai producers that they are creative and reliable as world-class quality. Hence, this will increase business extension, venture investment in terms of trading and co-production investment

(Co-Production), so it consequently becomes the international program content. As a result, it will create a good image for the television industry and entertainment industry in Thailand.

This happening dynamic is creating value for Thai creativity. When the copyright has been successfully sold to partners in foreign countries, it makes the Thai people's creative awareness in the eyes of foreigners. In an interview with Thanasak (2018), which discussed the increase in requests of buying TV rights over the past year, those are the purchase of a complete program (Finished Program) or the purchase of licenses for the program (Format program). Although the "price" is a factor in making decisions, the creativity of the programs for sale is a critical factor in the success of the sale of copyright programs.

The second key was the co-production or joint investment in production as a business partner (Co-Production), which invest together as a TV producer between Thai and foreign producers. It can contribute to the creation of international content as well as generating income for the Thai television industry. Nevertheless, Co-Production is not just a handshake to invest in the business, but it is also an opportunity for Thai TV producers to learn how to produce television programs with overseas producers. It is an important knowledge exchange that is considered to be learning about world standard production, strategies and techniques for foreign television production that the Thai production team are not familiar with. This will result in the development of working standards and when it combines with the refinement of work typical of Thai people, it will be an opportunity for Thai TV programs to grow and sell internationally. The Thai TV producers will not produce TV programs only for the domestic audience, because the copyright of

TV programs has been sold globally. The status of Thai television producer will be raised to be the international level of TV producers.

The last issue of the Thai television industry dynamics after the purchase and sale of copyrights between the programs is the image. Since the production companies in Thailand have successfully sold programs, this will be such a good image for the Thai television industry in a wide range, which means a good image among businessmen and foreign TV production companies towards Thailand. Leading to reputation and attention in television programs produced by Thai people. All of them can converse and negotiate issue until their process in buying copyright programs and productions are completed. It will be a cycling movement on Thai television. In the future, the Thai television production industry continues to thrive and become a part of the country's income and economy.

Recommendations for TV producers in Thailand

Based on the issue of management strategies arising from the trading of rights between each other, it was suggested that in terms of television producers, they had to focus on creativity, so that producers in Thailand had to accelerate the development of creativity in their company. Starting from the development of personnel proficiency in this area, and such development must focus on the selection of the workforce by selecting people who already had experiences in a creative field to be promptly in the further task. The key to building creativity in the organization is to initiate an organizational culture that allows people to express their ideas with the courage to develop their work with different ideas and unfamiliar ways. They also should never stop finding something

new that might be practical in TV production and should not be afraid of mistakes because it is an attempt to create something new that may be able to be adapted in the company's television production. Finally, they should develop creativity from the beginning of the productions to broadcast not only for people within the country but widespread through the national level. Lastly, it can be exported to the world market.

Recommendations for the Thai government

As it has been known from the research that the organizing of an international exhibition booth to present products as a "TV program" of a Thai television producer abroad is very important because this business of copyright trading plays a role in generating income and reputation for the country. It is undeniable that the government must support this kind of business. The researcher, therefore; would like to recommend guidelines as follow:

1. Provide financial support

The Thai government should support airplane tickets, accommodations, registration fee, attendance fee and exhibition fee for going out to operating the exhibition booth (TV programs) in foreign countries, where the large and small TV production companies attend. It will represent Thailand's content in the eyes of foreign countries and lead to the opportunity to sell copyright.

2. Integration with all relevant sectors.

This integration refers to the cooperation of government agencies in relevant units, namely the Department of International Trade Promotion, the Department of Intellectual Property, the Department of Tourism, the Ministry of Tourism and Sports, Office of the Permanent Secretary, Ministry of Culture, Confederation of various associations related to the Thai television

industry and cooperation from the private sector in the exhibition of products (TV program) at international level to take place in Thailand. That can also gain reputation, disseminate creativity of Thai TV programs, encourage foreign partners and TV production companies to join the event and negotiate business with producers in Thailand.

3. Encourage the registration of the list of television producers in Thailand

This list refers to the collection of works and the list of producers in the industry or involved in the entertainment business especially in the television industry. As well as the contact information and evidence of commercial registration for partners in the television industry from abroad to use as a reliable official database made by the government and published in English. So, it will be easy-to-find online channels and to be kept up to date all the time. The list will finally facilitate both partners to contact for discussion in business in the future.

Conclusion

There are various forms to push “Thai content” to stand in the international

market. It has been the collaboration between Thai and foreign partners, whether it is a TV station themselves or a program producer for exchanging content. At the same time, another very important form to make “Thai content” is more well-known internationally is being booth at the event in international content market, both at regional and global because it is a meeting between buyers and sellers of copyrighted content from different countries. Moreover, it is an opportunity to show the potential of their own content to make interest from target. The key of getting people interested in contacting content copyright purchases do not compete at “price”, but compete at “creativity” of content, including ideas, stories, presentations, forms and production, and meet the needs of that country market so that it can be applied to suit the tastes of the audiences in each country. This is because the copyright buyer who buy in a finished program or format will see market trends and choose creative content to meet market demand behavior or tastes of viewers in the country not buying just because of the cheap content but not meet the market demand.



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