

MEDIA MANAGEMENT: AN INDIAN PERSPECTIVE

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ABSTRACT

The aspects of media management in the twentieth century are undermined by disruption as it had become the latest standard. The perturbation is perceived to be negotiated and accommodated on a day to day basis. The recurrent provocation to execute at the best capacity of oneself to equalise shareholders interests is perennially experienced by foremost media organisations and new start-ups in both industry level and academia. The emergence of new media and the consequences that led to superintending tumultuous media norms of the current scenario to harness and precipitate accelerating benefaction to the specialised domain. Media entities globally are impacted as disclosed by the set of unfolding occurrences by the means of the issues discussed in this probe. Rise and organic progression of economic thoughts disseminated dissimilar theories to interpret the money intendancy handling and its accompanying measurements so as to replete and replicate emerging global demand and supply modals. The production, distribution and consumption purview diversifies to contemplate micro and macro panoramas of the media industry. The mass media is looked forth as a global industry through its principle function of delivering goods and services to the consumers. As the space occupied by mass media has amplified in an exponential manner and it had provided opportunities to a multitude of individuals and organisations to accede into the media industry to provide expert services in playing significant role like content creators, aggregators and distributors. Market necessities dynamically impact and influence the perpetually varying agendas and media priorities. Minimum investment and maximum gains is the leverage that every media organisation would want to contend its aspirations for. Media industry is deeply prone to the gradual changes in government regulatory policies and rapid technological advancements. This impact factor is more on a global and a combined regional scenario as it affects the economic progression of the media industry. The probe vehemently advocates for the prominence of media enterprise in the emerging scenario of media convergence, appraising for furthermost research, prognosis and arising challenges pertaining to small, micro, medium and macro attributes of Indian media industry.

Keywords: media management, media industry, media study, media research, media economics, mass media, new media, cross platform media

Introduction

The parlance employed to describe the various commercial engagements and monetary undertakings of the entity involved in production and selling produced content to the very many media industries is media management. It is not anymore a an infant field as the various academic probes into media management had ascertained itself as constituted to being crucially prominent to media organisations as the know-how on presenting palpable and palatable story narratives to a range of traditional media to the new age digital variants. Media management encompasses interdisciplinary cogitations of two broad segmentations ranging from communication and cultural studies and the business and management studies. The many varieties of media paradigms and the terminologies the association of the term media management stretches across from forming ideas of self empowerment to comprehend on how micro and macro sized industries function at their respective varying levels. Media is devices of the communication purpose which is functional to interact and communicate with a large audience from various regions. Media is predominantly used for entertainment, communication and dissemination of information, marketing, advertising and for sharing and expressing views, opinions and ideas.

The vivaciousness of media industry and the scholarly community establish the understanding pertaining to the field through their expert benefaction determining the fuller shape and its futuristic growth. Newer media firms are the ones which had always been at the risk of perishability and they had strategised on a concatenated deposit of decisions and actions made in order to meet the preset business objectives.¹ As they progress the newer media firms invigorate their stature and position and strive to safeguard their increasing performance. Such enterprises mature and the challenges from the external environment are subjected to increase as well. Inspiring the internal employees and managing the internal dynamics may be negotiated through conceptualising a mission and agenda setting to inspire followers.² Identifying a strategic positioning it within a more all-encompassing surrounding becomes a priority for established firms.³ The current area demanding concentration and immediate

¹ Dal Zotto, C. (2005). Managing Growth in Young Firms: A Matter of Theory or a Question of Practice? In: Dal Zotto, C. (ed.), *Growth and Dynamics of Maturing New Media Companies*. JIBS Research Report Series, 2005-2, pp. 211–33.

² Sánchez-Tabernero, A. (2006). Leaders as builders of great teams. In Küng, L. (Ed.), *Leadership in the Media Industry: Changing Contexts, Emerging Challenges*. JIBS Research Report Series, 2006-1, pp. 93–106.

³ Küng, L. (2008 & 2016 2nd ed.). *Strategic Management in the Media: From Theory to Practice*. London: Sage.

addressing is in terms of quality output both on scholarly context and industrial involvement. The pressing challenges are on the insistence of research over an ever changing reality and the possibility to betterment of analysing ever changing reality and forecast emerging trends and the fermentation and combination of media economics research.

Research in media management

Dependable research with quality, regardless of its any specific subject area, reckons on the distinction of the interrogation confounded as much as receiving an answer to it. Here few pertinent questions that engage media economic emergences implicated with: Do media firms develop the kind of goods and services that consumers require and necessitate? Are the consumers rendered in the right measures and under considerations of optimal coherence? What is the affiliation between the marketplaces in which media firms manoeuvre and how they execute to accomplish? How can managers of media firms ascertain that the resources available for provision of media goods are expended as efficaciously as possible? What exceptional challenges are tossed by the management of creative media operations and which strategies will guarantee that new media technologies are used to overpower competitive effect? What function should the state play in ascertaining that the governance of organization and supply of media output corresponds with the current societal needs? The final research question would be based on whom the research is comported for, it is instantaneously on behalf of client (a media organization) was well defined. In the arrangement to accumulate information from media managers or other industry practitioners, the two most ordinarily employed research methods are interviews and questionnaires as other latency applicable methods admit in observation and focus groups.⁴ The updates with official data that was made usable in the public domain had been an extremely precious stratagem for researchers and managers in the field of media management. Essential economic media data is generally available from the various industry regulators such as Telecom Regulation Authority of India, Ministry of Information Broadcasting media wings, the federation of Indian chamber of Commerce (FICCI)⁵, or the Copyright Tribunal, Monthly performance reassessments, analyses of operating costs, and the various management data that would appropriate a media company's operations to be dissected in minute details are normally not open on the public domain as there would be a backlash in case the data is obtained by rival

⁴ Doyle, G. (2004) Researching Media Management and Media Economics: Methodological Approaches and Issues. *Scotland 6th World Media Economics Conference*, Centre d'études sur les médias and *Journal of Media Economics*, 12-15 May 2004.

⁵ The TRAI (Telecom Regulatory Authority of India) 25 February 2009 Report.

organisations. Hence the dedicated researcher can possess admission to this kind of data by negotiating with or talking to its gatekeepers.

Media management economics

The vibrant spectrum of conceptual backgrounds and media industries encompassed range from newspaper publishing sector, radio production sector, television production sector and film production sector which need a quantitative and qualitative model to assess the viability. They are all facing challenges from the new age digital media which comprises of content on demand, content on the go, hybrid TV, multi screen massively multiplayer online role playing games (MMORPGs) which function under a trade-off amongst a large player-base and value creation per player. The open opportunity identification is propelled by social media forums which are intended for manifesting plain concepts and definitions help install value creation. Subscriptions, micropayments are catching up and propel an advertisement driven revenue model that is seen expected to rise in broadcasters and print media in a similar manner. Media organisations and markets are specifically challenged by the requirement to create value by reacting responsively and expeditiously to modifications inside specialised media markets and organisations. The challenges are many and primarily range from being external in nature and internal to any mainstream media organisation.

The economics of what content is being produced, the technology and organisation on how the content is produced and distributed and for whom it is produced, as media management, comprises of contemplating the practical diligence of economic principles, concepts and theories to comprehend the economic aspects of mass media companies.⁶ The examination of ownership and control conventionality is significant for two reasons as it accentuates to comprehend all the aspects needed to be discovered if the society is genuinely democratic and free media will flourish as it will withhold the maltreatments of mightiness and influence by elites under incessant supervision.⁷ The four significant categories of mass media is the chain ownership, cross media ownership, conglomerate and vertical integration. In the current scenario media enterprises are showing utmost importance to the classifiable characteristics of the model framework in media business which is the scaling of business models, value in content production and distribution, and the operators with ranges of value advertising to personalisation of media. It is commonly assumed that ownership is efficaciously

⁶ Shameer, S.Md. (2015) Media Economics Study Prominence and Relevance in India. *Social Networking*, 4, 112-118.

⁷ Doyle, G. (2004) Researching Media Management and Media Economics: Methodological Approaches and Issues. *Scotland 6th World Media Economics Conference*, Centre d'études sur les médias and *Journal of Media Economics*, 12-15.

disjointed from controlling media divisions or editorial decisions. Code of conduct, professional ethics, self regulation and public accountability is a necessity for any media organisational functioning.

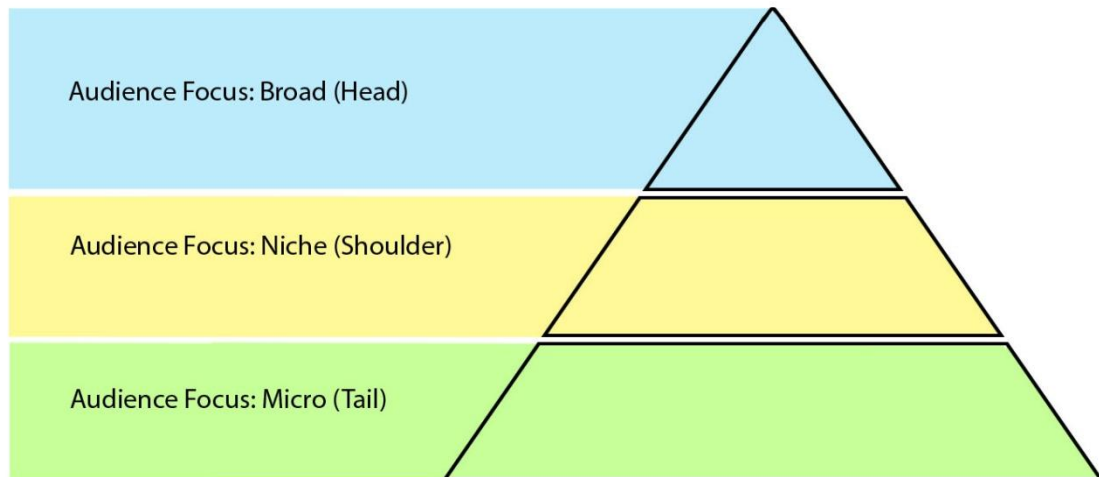


Figure1. Scaling of media business models

The consummate ambit of media at various levels can be referred to in the provided figure 1. The top of the pyramid depicts the mass media as head, mid-sized publishing enterprises as the shoulder and the micro-media outlets comprising the small audiences as tail. The many models and approaching perspectives to upgrading businesses are termed as audience focus, advertising models and cost of content creation. Mass media singularly carries towards the accessions of broad audiences, however additionally down the tail hugely discriminatory niche audiences according to their topographical placements or interest are characterised by the key area of audience focus. Suitable sales models and combined advertising are combined or amalgamated at varying levels of dedicated scale is referred to in advertising models. Content creation is an expensive affair as the production process is affiliated with high production values and the cost had always determined the quality of the production as well. The emerging new media has created a task force that can be scattered and production work could be outsourced at a much lower cost factors than retaining an in-house production team.

The dynamics are much to the deliberation of every production house to keep a tight check on budgetary aspects as the cost of content creation ascertains the difference between being viability and non viability. Media management streams aim at improving skills of media and business person within a research structure, alleviates them to construct a decisive perspective on the local and global media markets and its impact on the business structures, ownership patterns, regulations, technologies

and social policy implications of media industries with a macroeconomic approach.⁸ Over the table digital channels and other digital channel apps have contributed to a drastic downwards capitulation in the cost aspect of content distribution. Digital distribution of content reaches the audience directly and the direct means of distribution can be made possible by any individual who can produce creative content. In direct digital distribution there is an increased demand for content creation and individual creators like film makers, writers, artists etc can control their content, construct end-user relationships and also get to keep their revenues undivided.

Quality content creation in content production and distribution continuously evolves with the digital domain and the various formats lead to on-going ontogenesis in strategic formulations amongst content producers, distributors, broadcasters, publishers and agents to build value added content aggregation for a scalable and sustainable commercial aspects with audience gaining and retaining methodologies. Digital content formats including over the table (OTT) content providers work towards securing paid content formats in direct subscription model on pay per view model or through advertisement revenues on click or view advertisement per view format. Traditional advertising models are losing ground as digital modules have taken over and more dynamic format of monetisation has impacted a global changeover on how advertisement revenues are manifested. 'A market consists of sellers that provide the same good or service, or closely suitable goods or services, to the same group of consumers'.⁹ Universally markets can be categorised concordant to people, age, place, earning capacity, spending capacity and products or services. Branding is a key concept in media economics that keeps advertising and agenda setting on media mix and budgetary allocations perennial. A significant number of media industries operate in a market scenario where the antecedence of the media firms strive to position their content produced to garner maximal possible revenues while lowering their expenses for a positive cash flow.

Advertising was originally conceived to expose audience to messages and advertising was targeted incessantly at audience considering accomplishment of making buying decisions upon such exposure as an immediate desired outcome. The latest digital formats can target audience on a niche level based on their search histories, topographical and demographical access and customer acquisition rate is also included alongside those. Customer choices, interests and search history does

⁸ Dr. Pradeep Nair, Career in Media Economics, Employment News Paper, the Author Is a Research Scientist at Anwar Jamal Kidwai—Mass Communication Research Centre (MCRC), Jamia Millia Islamia (a Central University), Jamia Nagar, New Delhi.

⁹ Robert G. Picard. (1989) Media economics: Concepts and issues. Sage Publications, 17.

determine the search engine optimisation and history of browsed data to take up the personalisation of each individual and shoot up content according to their interest and choice. The future of the new media is in personalisation of the content and advertising according to the requirements and needs as per the bit data packets collected. However in traditional media this is not possible and the audience is still taken as a heterogeneous and a diversified background on both demographic and varying topographic levels. Branding is the key concept in media economics. Media companies always use branding as one of the way to build awareness and create identity connected with content and context. Typically audiences and advertisers distinguish brands, and most of the media companies invest heavily to formulate and acquire various brands. As soon as the media content gets produced, it has to traverse through the product market place which manoeuvres at the distribution and exhibition phases.

There is competitiveness in the market for viable ideas, concepts, talented producers, directors and editors for the production procedure and an established requirement for the best available talent in the market. The advertising revenue in 2014 grew at growth rate of 14.2% over 2013 to reach Rs.414 billion, of which print got 43 percent and Television 37% share. The divergence among the traditional and non traditional revenue markets interacts with other features of the media market. As noted, the social composition of the audience accomplished (and sold to advertisers) is significant, because of the divergences in purchasing power and in verities of goods advertised. There is a collective logic in the advertisements based mass media which prefers a convergence of media features and consumption patterns (less diversity). The ever present homogenous audiences who are generally ascertained to be as a cost-effective method for advertisers than heterogeneous and dispersed markets, unless there are very large mass markets for mass products. However, on junctures there can be premium on multifariousness, when an established medium can accurately deliver diminished but profitable niche markets. This was the peculiarity in pattern that showcased the potentiality of the internet and of other specialist (non-mass) channels.

The various mergers and acquisitions

The reliance Industries Limited (RIL) acquired ascendance of Network18 and media investment Ltd. and its auxiliary TV18 broadcast ltd which sanctioned RIL Jio Infocomm to get admittance to broadcast, digital and e-commerce content for its 4G mobile data service.¹⁰ The Rs.2100 crore deal amongst Reliance Industries Limited (RIL) and Network 18/TV18 is substantial for many reasons. As a result of RIL deal Network 18/TV18 which owns seven TV channels including news business channels will now control Eenadu TV (ETV) that has an immense range and reach through

¹⁰ Media and Entertainment Industry in India by FICCI-KMPG 2015 Report.

its 12 regional language channels with a dedicated viewership in a minimum of 10 states.¹¹ Another substantial media organisation is ABN Andhra Jyothi group with their flagship media ranging from newspaper, television to some magazines as well. In the regional domain MAA TV was taken over by Star Plus for a tune of Rs.2500 crore. The authorship of the media industries had experienced significant alterations due to mergers and acquisitions throughout many market sectors. News Corps's Star TV India and Sun TV Network Ltd, Zee group and a few others secured DTH, cable distribution. Star's Cross media India operates an array ranging from Television, internet, radio, mobile entertainment to home video. Sun Network owns 14 TV channels across four different states in India, cable assets, four magazines, radio stations and two newspapers. Kolkata, being overshadowed by The Telegraph, both Anand Bazar Patrika and ABP group partnered with the Star News, Times of India, Pratidin, and Vartaman. Mumbai has times of India, DNA, Free Press Journal and Marathi papers. The Times of India (10 November 2011) reported that the Srinji Raju Promoted Labs Capital and private equity firm SAIF Partners had collided with a deal to offload their 80% stake in Hyderabad based Associated Broadcasting Company (ABCL), which runs the TV9 chain of regional news channel to a national media house and as US funds in a deal estimated at over Rs.500 crore¹², Zee TV owns seven regional channels, six Hindi channels, three English channels two music channels, and niche channel. Star TV broadcast, more than 40 channels in 7 languages, sports channels (8 no.) NDTV group maintain 4 national channels (NDTV English, Hindi, Good times, NDTV profit, India today group owns two television channels: Aaj tak tv, Headline today (English) and 12 different magazines. The times of India group consisted of five dailies, two lead magazines, twenty nine niche magazines, one Television channel and thirty two radio stations. Several media companies are listed in stock market being public limited entities: India today, Midday, Hindustan Times, NDTV and Sun TV. The BBC world wide brought 20% stake in Midday Multimedia, CNN has a joint venture with IBN/TV18 and Doordarshan (Government Control) channel has 33 channels in its cornucopia.¹³ The Foreign Direct Investment (FDI) inflows in the Information and Broadcasting (I&B) sector (including Print Media) in the period April 2000 – December 2018 stood at US\$ 7.50 billion, as per data released by Department for Promotion of Industry and Internal Trade (DPIIT).

¹¹ Big Business Weds Big Media. (2012) *Economic & Political Weekly*, XLVII, 7.

¹² Corporatization of the Media Implications of the RIL-Network 18-Eenadu Deal, February 18, 2012 *Economic & Political Weekly*, XLVII.

¹³ Kumar, K.J. (2009) *Mass Communication*.

Dailyhunt, a regional language news aggregator run by Verse Innovation Pvt Ltd, will receive investment of US\$ 60 million in a new funding round led by Goldman Sachs Investment Partners. In H12018, 5 private equity investments deals were recorded of worth US\$ 115 million. The Indian digital advertising industry is expected to grow at a Compound Annual Growth Rate (CAGR) of 32 per cent to reach Rs 18,986 crore (US\$ 2.93 billion) by 2020, backed by affordable data and rising smartphone penetration. India is one of the top five markets for the media, content and technology agency Wavemaker where it services clients like Hero MotoCorp, Paytm, IPL and Myntra among others. After bagging media rights of Indian Premier League (IPL), Star India has also won broadcast and digital rights for New Zealand Cricket and it lasts until April 2020.

Media market dynamics

The media and entertainment sector is rapidly burgeoning into the top grossing industry and making high growth strides as the current expansion at a CAGR is 12.00 per cent over 2018-21. The cusp of a substantial phase of growth was backed by the ever growing consumer demand and increasing advertising revenues. The industry has been predominantly driven by heightened rate of digitisation and larger internet usage over the last decade. Internet has almost become a mainstream media for entertainment for most of the people. The Indian advertising industry is envisioned to be the second fastest developing advertising market in Asia after China. Currently advertising revenue accounts for around 0.38 per cent of India's gross domestic product.

Indian media and entertainment (M&E) industry sprang up at a CAGR of 10.90 per cent from FY17-18; and is expected to grow at a CAGR of 13.10 per cent to touch Rs 2,660.20 billion (US\$ 39.68 billion) by FY23 from Rs 1,436.00 billion (US\$ 22.28 billion) in FY18. India's media consumption has grown at a CAGR of 9 per cent during 2012-18, almost nine times that of US and two times that of China. The industry provides employment to 3.5-4 million people, including both direct and indirect employment in CY 2017. India's online gaming industry is expected to grow at a CAGR of 22 per cent between FY18-23 to reach Rs 11,900 crore (US\$ 1.68 billion) in FY23. India's advertising revenue is projected to reach Rs 1,232.70 billion (US\$ 18.39 billion) in FY23 from Rs 608.30 billion (US\$ 9.44 billion) in FY18.

Conclusion

Post globalisation, a variety of mass media organisations egressed and these companies gradually progressed to receive the recognition of an industry status. Mass media enterprises rendered employment opportunities and commenced developing creating, producing and aggregating content which resulted in the multiplication of production platforms. Each organization under its own flagship started print media alongside the electronic media channels as the need to expand and reach out to a

maximum number of audiences is the need of the hour. Very many media enterprises embarked in distribution business as well. The operation of media firms located at different parts of the country refers to the cost efficiencies of scale and scope of Economies. As the cost of the production diminution as multiple of products produced. Under single platform, Television, print and web editions delivered in order to reach out to the public.

Media has had a tremendous impact on the Indian society, in both benefits and challenges. The advantages were massive, particularly for media managers, producers, content creators, etc for the next generation campaigns providing a plethora of choice for viewers to choose content from and to air their views. Media economics allowed for an entailment to comprehend the actions and functionalities of media organisations as singularly diversified economic originations. Major corporate groups are implementing research activities and formulating research divisions with the assistance of various media research organizations like Tam Media Research and BARC (Broadcast Audience Research council of India). Harmonising industry accreditation to the media companies could lead to more encompassing perceptiveness in the society at large. At the institution/university level it has to get identification to carry out research by students. The benefits contained in media management field are many and not all possibilities are researched and studied in great depth as required. An understanding of media economics strengthens our understanding of the role and function of mass media in society. As a field of scholarship, media economics research offers important contributions to media studies.