

MEDIA REVIEW

REWIND

Call it the meeting of the spirits or the minds. The media review 2008 had it all. For the first time, the Advertising Club Bombay changed its format in presenting the annual Media Review, by bringing-in 4 specialists in their profession, to present a perspective of the year gone by and a view of the future. Solus takes you through the highlights of these presentations, to share insights from Lynn DeSouze, Vikram Sakhuja, Shashi Sinha and Sam Balsara. The highlight of the evening was the brilliant moderating by Sanjay Behl, whose analysis and observations made for a great evening...

Lynn D'Souza, TV & Radio

- TV has grown in viewership, new eyeballs, channels & advertising secondage.
- Fragmentation huge in Television.
- Time is critical to us today. Lots to do and very little time to do it. Short formats will, therefore, rule.
- We want to be entertained all the time in everything that we do.
- We are no longer truly and only Indian. We are global and appreciate global.

- Universal appeal. There is universality of Indian viewing that is happening.
- IPL has been the tiger last year.
- Radio is the other cub, which is growing alarmingly.

Vikram Sakhuja, Ambient & Sponsorship.

- Premium properties to get more premium.
- Sponsorship and premium ambient only to break clutter will become an increasingly expensive proposition.



The Media Review this year was indeed remarkable. It was wonderful to hear 5 media stalwarts - Lynn de Souza, Vikram Sakhuja, Shashi Sinha, Ravi Kiran and Sam Balsara each one a league of their own, present their view on the future of the Industry.

While Lynn spoke about the changing scenario in television viewing and radio, Vikram delved deeper on the significance of ambient media. As Shashi Sinha diligently explained that the opportunity areas for print lie in smaller towns and in embracing digital media, Ravi Kiran too emphasized on Digital media being 'The Thing'. Lastly, Sam Balsara

elaborated on the pressing issues that needed to be tackled for the industry to reach new heights.

This issue of Solus encapsulates all the knowledge shared by these experts along with a photo gallery of the evening. The audience too came out enlightened on future trends as is evident from their comments which

are also covered in this issue.

Happy Reading!

BHASKAR DAS

Editor
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- Focus on key values that need to be built and take long-term positions in sponsorships and exploit those values.
- Activation of properties will be the key. If you spend Rs. 100 in acquiring a property, be prepared to spend Rs. 70 activating it. Activation is now scalable since the value chain is now consolidated.
- Huge opportunity in out-of-home screens and the specific requirement is of less than 10 seconds TVCM's.
- Media agencies can open up 1500 crore of new revenues if they focus on ground sponsorships or activation.
- There is a pressing need for more measurement.

Shashi Sinha, Print

- Small town youth is the new face of the print consumer. Marketers can leverage print uniquely to forge a connect. Young people and small towns will be the focus. With the emergence of Hindi and other languages, better realization will create the need to develop better products.
- Embrace digital revolution to forge stronger points for the medium and, thus, advertisers as well. Digital will, however, not replace print in any manner. It will just aid and abet growth of print. Micro marketing, micro targeting and engagement will be buzz words for the future.
- Need for publishers to grow and drive subscription revenues across the board.

Ravi Kiran, Digital

- Digital is not one of the things that we do. It is THE THING.

- Things are happening every day in digital.
- 20% more advertisers have started using this medium.
- Market size, pegged at 500 crore this year, to increase to 1000 crore by 2009.
- Digital beers, winks, handshakes, cakes and balloons the order with people.
- More example of mobile advertising being used last year than collectively in the last 3 years.
- Marketers and advertisers are learning to integrate digital with non digital rather than treat it as a separate entity.
- Either people don't know what to expect with the medium or they expect too much.
- A digital medium should not be converted into a direct sales medium. Expectations should be realistic.
- Use the medium for its best utility. Do not kill the medium by over demanding. Don't try to measure everything.

Sam Balsara, Industry issues

- Rating System - Adoption of a client credit and process rating system that allows to access the clients records and ability to adhere to payment deadlines either due to cash flow or process issues. This job can be outsourced to an external ratings agency which can provide two sets of data based on the advertiser's ability to pay and the other based on the advertiser's track record on their payments to agencies and media owners.
- Insurance - Group insurance on bad

debts and late payments. Identify an insurance company, who for a 20 crore premium would insure the 20,000 crore industry.

- Monitoring - AAAI should take the initiative of monitoring and recording a client's track record with respect to payments to agencies and agencies to media owners.
- Digitization - Virtual absence of digitization of commercial processes with media owners and advertisers. All RO's issued to channels should only be in the digital format. Bills received from media owners should be accepted only in the digital format and bills to advertisers in the digital format.
- Talent - Agencies should take a closer look at managing human skill sets and traits to a defined set of skills for each job at each level in the media agency. Hiring mass produced MBA's for all departments in the agency cannot be a sustainable solution. Talent should be brought across industries. Agencies should also recognize that a certain amount of experience is necessary before a professional can offer meaningful advice to a client.
- Media Owners - While it is tempting to imagine that life would be easier without the media agency, it is the media agency that evangelizes their ventures, new titles, channels projects and shows to the advertiser. The agency provides thorough analysis, data and confidence to the advertiser that the project is worthwhile to invest in. Media agencies also offer a wide reach of advertisers across the country to the media houses. Media agency has also become a convenient collection agency and a favorite whipping boy of the media owners.



Feedback

Monica Tata, Vice President, Advertising Sales & Networks, India & South Asia, Turner International India Pvt. Ltd.



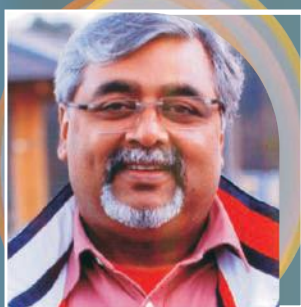
I think the media review this time was fantastic! Not only was there an impressive list of panelists but what each of them spoke was very insightful. Media scenario is getting so exciting and challenging that when you hear media gurus talk about their perspective on the winds of change, it sure adds value! From Lynn's tiger trail to Vikram's analytical perspective on ambient space to Shashi's undying belief that print still rocks to Ravi's take on the "netgen" and how people today are sending winks to beers on mail to Sam's to the point and straight from the heart view on some of the industry issues gnawing him... made the whole session very worth the time I spent there!

Anurag Batra, Editor-in-Chief and Publisher Exchange4media Group



Media Review has evolved like the Indian Media sector. Like the Indian Media sector which has multiplicity of media, Media Review had multiple thought leaders engaging a different sector. It was very enjoyable for a student of media like me. The speakers were top notch. To take it to the next level, Media Review needs to do two things - call younger leaders and also more clients.

Sujoy Ghosh, Dy. Director - The Times Group



I thought the Media Review was a coup of sorts getting 5 master practitioner to share the same platform and indulge in some crystal ball gazing of the future trends in every medium whether emergent, emerging or mature. Very well moderated by Sanjay, I must say. Lynn in search of the endangered species, while Vikram, Shashi, Ravi and inimitable Sam all willing to catch the tiger by the tail.

Raj Nayak, CEO, NDTV Media Limited



Without any prejudice, I must admit that the Media Review this year, in my opinion, was one of the best... Each speaker had their own style & presented really interesting insights from TV to print, OOH & Digital Media... Sanjay Behl did a great job of moderating the event & playing the devils advocate from the clients point of view...

For once we did not have anyone plugging their own organization. I personally feel such high quality content should not be restricted to just a few people & the club needs to organize it on a larger scale. If the entry price had been kept at say 200 rupees as against 1200 rupees, I felt it would have attracted a lot more youngsters who would have benefited big time from such an exposure. Also, I would like to see the Media Review move to other markets as well, so that people in other cities too have an opportunity to watch & listen to the Media Gurus.

Sundeep Nagpal, Director, Strategem Media



The Media Review event is fast becoming a matter of tradition with the Ad club, and why not? In fact, the idea of multiple speakers (which was tried for the first time) was welcomed. But, on the flip side, and as a natural consequence, the difference in the presentation styles of the speakers seemed to leave a sort of a void, about what the future holds in store for the media industry. One would have welcomed deeper insights and predictions. Nevertheless, one hopes that the re-iteration of some industry related issues (such as the need for better measurement), will perhaps be the catalyst in translating this to reality.

Devendra Deshpande, VP-MediaE2E





Excellent forum and it was exciting to witness the thought leaders of the media industry coming together and exchanging thoughts and ideas on the future. Thoroughly enjoyed Vikram Sukhuja and Ravi Kiran speaking on ambient media and the digital revolution. Shashi Sinha's insights on print media and its continued dominance were thought provoking.

V C Kumar, AVP - Mktg., The New Indian Express Group



It was a much better affair over the previous year's Review. The perspectives presented did justice to huge reputations of the distinguished panel. Ms. Lynn's safari to locate the biggest of all Media Cats was hilarious & told us that how good she is in creativity & in putting across communications. Mr. Shashi Sinha's viewpoints was apt enough - for an eagerly awaiting all media in general & print medium in particular. Very insightful was the analysis by Mr. Vikram Sakhuja on OOH (& BTL) - it would remove AAH & OUCH, for media planners doing a Media Mix. A momentary debate between Mr. Sam Balsara and Mr. Sanjay really ignited every mind present there. That was the time I felt that a dignitary from MEDIA side would have made "the end" even better.

Kalpna Rao, Consultant



It was a great experience listening to the senior media professionals give their analysis on the current media scene. It was also heartening to hear them air their views frankly! Thrilled to see the large audience, but was disappointed to see that senior people from the creative agencies were missing.

Laxmi Shetty, Senior Vice President, Zee Entertainment Enterprise Ltd.



We all know about the dynamism in the media land-scape... But, amidst all this chaos and disruption in the environment, the media review helped identify the key insights & trends across the entire media spectrum that have the potential to determine the future course of media, thereby stimulating us into focusing our efforts on leveraging the opportunities they present.

Mayank Agarwal, Vice President, MediaE2E



Excellent choice of speakers. The theme was well chosen. The format where each speaker took up a medium was effective. Found Vikram Sakhuja's presentation on Ambient Media and Ravi Kiran's presentation on Digital Media to be very insightful and, importantly, actionable. I feel the Media Review should be held more often, say

every three or six months instead of one year.

Suchitra Sengupta, Asst Vice President, Times of India

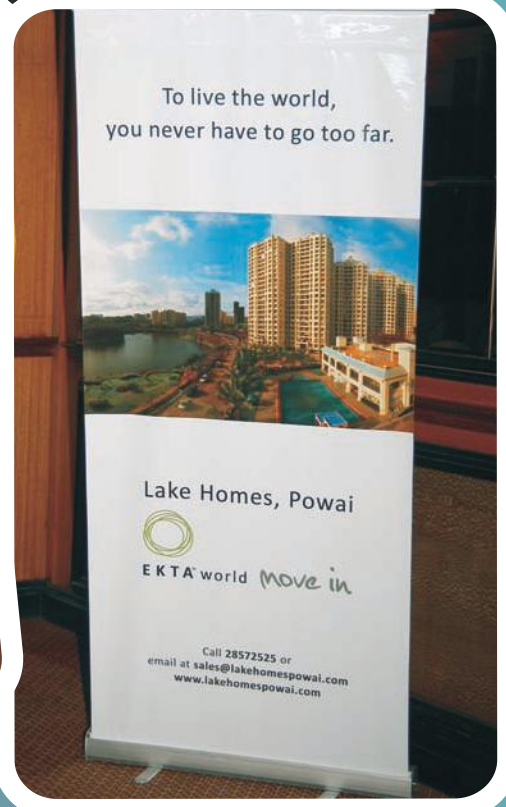
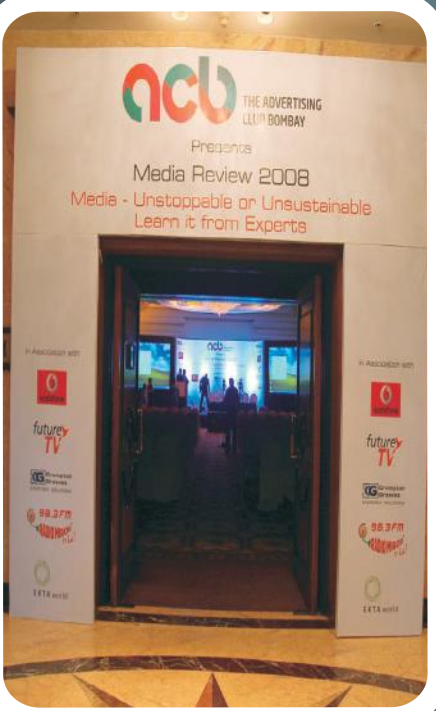


Media Review this time around was refreshingly different, both in terms of format & theme. Lynn had a very impressive presentation & was bang on when she concluded that 'short formats will rule television & that sheer entertainment works'. Vikram's presentation on Ambient Media was enlightening & extremely comprehensive. Shashi was magical [and I am being partial since he spoke in favour of print] when he spoke of the five trends in print & the emerging segments & how niche publications will deliver a more targeted audience. Truly, 'Long live print'. Ravi was highly entertaining in his inimitable style & did a brilliant job of analyzing what's going right & what's not going right in the Digital Industry. Last, but, not the least, Sam was like Nostradamus... He couldn't have been more sincere when he spoke of the issues faced by the Industry especially the ones faced by Media Agencies. Overall Media Review this year was truly unstoppable in terms of putting things in perspective. Hope we manage to sustain the excitement this one has created in future as well.

A Momentous Evening













On the verge of a Revolution..

The book 'Business of Freedom' compares current Management Guru's with Freedom Fighters. The book was released on 19th April '08 by Mr. Deepak Ghaisas, Vice-Chairman i-flex solutions said that he was thrilled to know that a book could be sold before being written and 800 people could commit to buy 2000 copies. He congratulated Shri Sandeep Singh for taking a very difficult, rare and bold decision of resigning his job to write a book for the benefit of the society and not for personal profit. Shri Deepak Ghaisas expressed the hope that by the hard work of the likes of Shri Sandeep Singh we will see an Indian System being followed the world over as we had seen the American System and Japanese System in the past. He felt we need to do it before China.

In the book's preview, Mr. Kewal Handa, MD, Pfizer, & President, All Indian Management Association, writes "Sandeep has very creatively juxtaposed thoughts of freedom fighters with the thoughts of management gurus. He makes a strong case for India to have its own management thought syllabus and not to blindly apply the conclusion from another society and tying to a situation".

Mr. Sanjay Hedge, ED, Price Water Coopers, in his preview writes "Considering the heights and prosperity achieved by India in the earlier centuries, such qualities of our leaders should not come as a surprise to us. However, like most other aspects of our history, we have been made to believe first by the British Empire and then our own westernized leaders that everything which is good in today's world necessarily has its origin in the west... Sandeep has successfully dispelled this view and has through his brilliant analysis brought before us as to how various leaders presented a vision to people and got their full hearted support in the pursuit of the journey to freedom".

The Foreword is written by Prof. P. D. Jose of IIM, Bangalore, who says, "It is challenging to write a book, it is even more challenging to look at an established discipline so successfully entrenched in western philosophy and match it against our own cultural and historical contexts. To do so in an impartial and academic manner is even more difficult. This book manages to meet these exacting requirements quite admirably. Even more interesting, this book is also the culmination of a very interesting experiment in what may be called as community publishing, an innovative experiment that can help create new business models of publishing.

While the reader may not agree with every interpretation made and conclusion drawn, this remains a serious work of scholarship that other researchers can pursue to further their own

understanding of an Indian theory of management."

Sandeep says, "There was a thought in my mind from a long time, as to why India missed out on Industrial Revolution, especially when India is a part of Information Revolution and India was a part of Agriculture Revolution.

Also, in 2006, while speaking at IBS, Hyderabad, Dr. Manmohan Singh, Prime Minister of India called for an Indian Model of Management.

This further triggered the thought. And after going through the works from 1800 to 1950, I concluded that India missed out to a great extent on Industrial revolution because majority of the talent went into Independence movement. Some of the best slogans/punch lines written almost a century back still ignite passion among we Indians e.g. Vande Mataram, Inquilab Zindabad, Swaraj is My Birth Right, Give Me Blood, I Will Give You Freedom, etc. Some of the best organized events till date are; Dandi March, Bomb Explosion by Bhagat Singh in Assembly without killing anyone, etc.

In short, the talent of the period opted for "Business of Freedom" rather than "Business of Profit".

In the book, I am comparing thought's of Freedom Fighters with the thoughts of Management Guru's. The idea is to explore both "science" and "art" part of management.

The book not only gives an opportunity to know the freedom fighters but also gives a clear

understanding of the political, socio-cultural, economical, scientific positioning of India during the freedom movement.

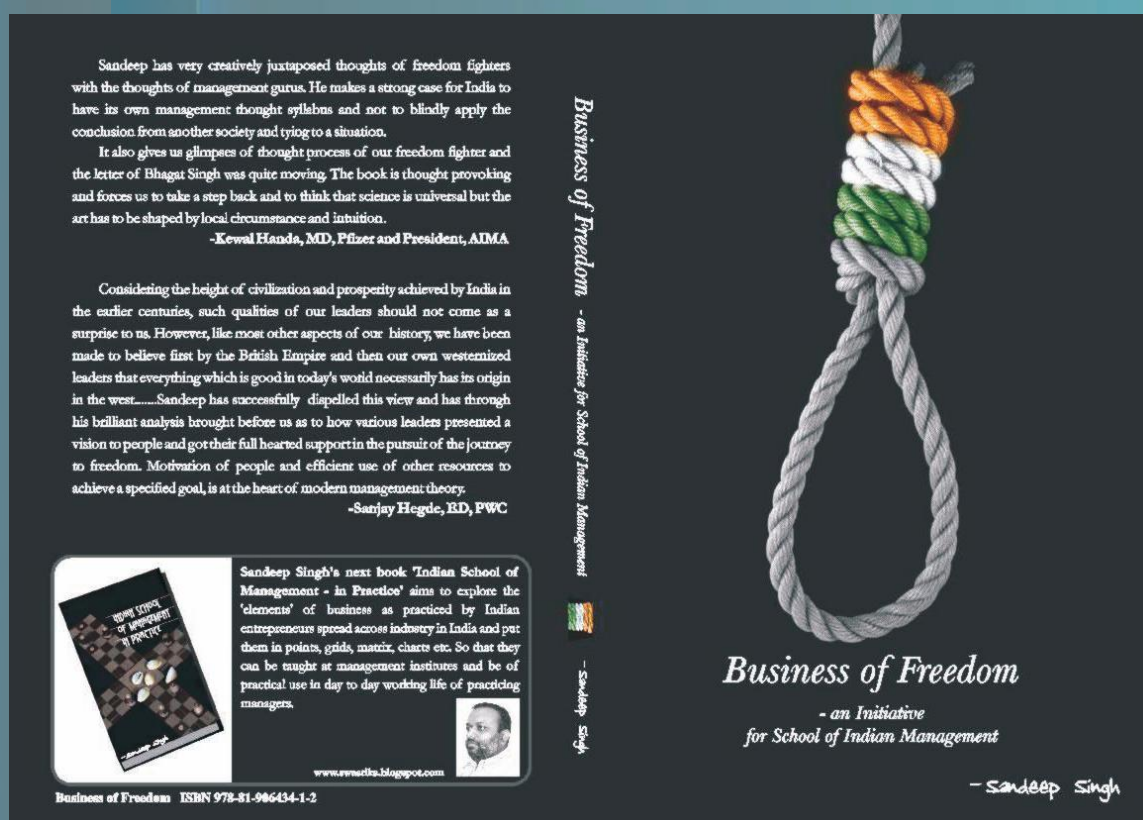
Sandeep started by collecting Rs.100/- from individuals to publish the book (was trying to follow the mass movement of Independence for book publishing) and raised Rs. 2 lakhs from 451 individuals. All the contributors have got acknowledgment in the book as well as a copy of the book. Individuals from different countries and across India have contributed for the book.

The book's design, editing, promotion, etc. have come completely free of cost for promoting the book.

1500 copies of the book are being sent free of cost to the Management Institute in India, 500 to CEOs. Also, the book will be sent free of cost to 200 Management Institutes and 50 CEOs outside India.

Sandeep Singh is a post graduate in Rural Development. Has done specialization in Media Planning from MICA and General Management From IIM Bangalore. Has worked with R K Swamy/BBDO and HTA as Media Planner, in ACNielsen, ORG-MARG in Media Research, was associated with etc Network, SABE TV and Sahara News as Vice-President Sales & Marketing.

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IPL VS ICL



Why the first mover came last.

The 'first mover' advantage is something that management students are taught as part of marketing strategy. The IPL vs ICL battle has proved that tenet wrong, it would seem. The Indian Cricket League was the first off the blocks in November 2007 when the country, flush with the victory in the T20 World Cup, was on a cricketing high. There was a call to encourage young blood and if someone mentioned "no country for old men" one would have been in doubt whether the reference was to the Oscar winning movie and the poem from WB Yeats which had that as the opening line, or to the selection policy for the future national cricket team!! The timing seemed ripe for Subhash Chandra to put the weight of the Zee media network behind the venture to start an alternate cricket set up that would bring in fresh blood which was in the fringes and give that talent its rightful place in the sun through the Zee media platform. Along with IL & FS, Zee put in Rs 100 crore behind the venture.

However, within three months of the ICL, the IPL was rolled out by the BCCI, and the situation has changed dramatically for ICL. Those familiar with Michael Porter and his 'five forces framework' would understand the dynamics of this situation perfectly. At the risk of stating the obvious, the 'five forces' refer to the dynamics that prevails in any industry structure, namely, rivalry among existing competitors (BCCI was a monopoly), threat of new entrants (IPL would have been a logical reaction to counter the ICL challenge), bargaining power of suppliers (players in this case and the talented ones, who now have a choice), bargaining power of buyers, (the 117 million viewers of C & S who with their

remotes decide the fortunes of both ICL and IPL), threat of substitute products (in the vital T20 category, IPL is a substitute and the West Indies league is another competitor for players and an already scarce playing calendar). Shifts within these forces have changed the situation for ICL taking away its first mover advantage and is threatening to leave it as an also ran. It may be advisable to analyse this situation within the five forces framework and understand the underlying reasons even while hazarding a prognosis on what lies ahead.

Suppliers in this context refer to players. They provide the 'raison de etre' for the product. Getting the right talent and ensuring a balance is crucial. Cricket's appeal has been its uncertainty and sustaining it through the 4 hours of a match is essential. When the skill levels are "electrifying", to borrow Ravi Shastri's favourite phrase, we have a 'cracker of a match"! ICL tried to ensure that Cricketers were offered significantly larger fees and international players of the stature of Brian Lara, Lance Klusner, were signed up for Rs 3 crores apiece for a three year period. Nearly 30 crores were invested in "star" players and a similar amount was spent on local talent. For a domestic player of repute, a contract that offered him anything more than 16 lakhs a year was manna from heaven. ICL, therefore, had a mix of "no namers" who were the local talent and a motley crew of international "brand" players. Reaction from BCCI, the rival, was swift. It revised the players fee to match that of ICL at almost Rs 36,000 per match for the domestic player. The IPL was also rolled out and the cream of international talent was signed on, 78 to be precise. A lot of talented players switched sides

and some even left ICL after signing up. While overseas associations refused to blacklist players of the ICL, the BCCI went ahead and litigation for unfair practice did not stop it. To drive the advantage further it has now rolled out a Champions League and has issued a mandate that ICL players will be excluded irrespective of their national cricket association selecting them. This has been one single factor for ICL's poor showing in my opinion. And the next 'force', which is the buyer behaviour will illustrate this better.

Buyers of the product are viewers and these include ones in the stadium and those in the drawing rooms with remote in hand. It is amply clear to anyone familiar with the business of sports, that it is television coverage and viewers who are the deciding factor nowadays. The Premier League in English football was started to take advantage of the lucrative broadcasting rights. Here, too, BCCI's revenues are accounted for largely by television broadcasting rights. In fact, 80%, to be accurate. What draws viewers to cricket is the unpredictability of the result and when it is closely contested, there is excitement. To dish this out, you need superior talent. Even when these two are accounted for, there is the question of emotional relevance. They need a player or more with whom they identify with so that they can support/cheer/ root' for. Without that, the contest is cold. ICL managed the first two, talent and excitement. However, emotional relevance, or the connect, is missing. The TRPs of 1 and thereabouts for the ICL is evidence of this. IPL had TRPs of nearly 5 + throughout and nearly 9 for the Finals. The emotional relevance is due to



the absence of any “Team India” player in the ranks. Dinesh Mongia is hardly box office. Sachin , Dhoni, Yuvraj, Sehwag who catch eyeballs on their own strength are all with the IPL. To enhance the loyalty of buyers it is abundantly clear that the valence of the product has to be hiked.

The ICL brand has to build equity. The brand architecture indicates that the building block is the “brand” players. The promotional efforts of ICL were very limited. Apparently Rs 20 crores were spent in promotions but this has somehow been washed away by the publicity blitz unleashed by the BCCI/IPL combine. Nearly Rs 190 crores have been spent in promoting the IPL , between the BCCI (Rs 40 crores) Sony SETMax putting in Rs 45 crores as part of its commitment and franchisees putting in Rs 94 crores to build their fan base. As Rakhee Sawant, who seems to be the 'underdog' brand of the year, says “jo diktha hai woh bikta hai”!! The term “**buyer**” could also be used for the “**investors**” in the game. Here, too, the rival offering has also been better engineered. ICL has managed to get only low profile sponsors like the title sponsor Edelweiss Capital, the Mumbai ICL team sponsor Dabur Glucose, Bharat Student.com which was the sponsor of the Hyderabad team and Pioneer

Urban which sponsors the Delhi team. IPL's strategy of spreading the ownership and stakes has worked. The investment in the league has been Rs 303 per year by sponsors for the title and nearly 94 crores on promoting the event . With so much prestige and money running on the league, the franchises have done their bit in terms of raising the decibel level. The television rights were at an all time high of Rs 385 crores per year and a commitment from the broadcaster to put in promotions worth Rs 45 crores for each season. Splitting this with the franchisees was a masterstroke and brought in investor confidence. Linking the TRP ratings to future sharing of broadcasting revenue will ensure that 8 franchises will do their bit to handle the 'buyers'. ICL seems to be fighting this as a lone ranger. Widening the ownership was a trick that was missed. Rivalry from the BCCI has also resulted in substitutes being used to make the task difficult for ICL. Its maiden league was cannibalized by the Indo Australian series and then the South African tour. With the Bhaji vs Symonds spat assuming international proportions, thanks to a willing and eager media, the ICL was all but relegated to obscurity. The way forward for ICL would be what it is planning to do already. The UAE, UK and other markets where the Asian Diaspora exists seems to be the

segment to target. Shahrukh Khan's entry and rise in the Godfather and Family driven film industry is testament to the fact that shrewd selection of target markets and delivering carefully engineered products to these niche segments can make for great marketing successes. In the overseas South Asian market, entertainment options are few and gate collections in terms of per spectator and per match would be significantly higher. One could keep football as a benchmark here. 35% of club revenues come from the box office.

Merchandising is also a money maker and Indian fashion sells. The time zones and calendar issues can be handled better. Erratic weather in the Middle East is not an issue though it may be, in the US, UK and Canada. Live telecasts may not be the revenue driver and that's a fact to live with unless there is migration of brand players who are of Team India caliber and have their own fan following. ICL would then have to offer them a lot more than 3 year contracts. As Amir Sohail says, “you should play with the right ideas”

Vinod Natesan
Mayan Consultants International



JAGMOHAN “JAYEM” MALHOTRA
25 SEP 1935 – 7 SEP 2008

“And in the end, it's not the years in your life that count. It's the life in your years.”

Oilman, adman, marketing man, artist, writer, teacher, storyteller, musician, marksman, film maker, photographer, philanthropist, husband, father, grandfather, brother and son but most of all a beloved friend to all.

Jayem touched lives everywhere he went.
We know he continues to do so.

Nikki, Deepak, Juno, Natasha, Suryadeep, Hasita, Vikram