Comparative Case Analysis: Indian E&M Industry

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Abstract

The Indian Entertainment and Media (E&M) industry is undergoing remarkable change and today it is one of the fastest growing sectors in the country. The entertainment industry is a perfect blend of creativity, commerce, and innovation and also provides vast investment opportunities. According to a report by FICCI and Pricewaterhouse Coopers, the Indian entertainment and media industry is poised to become INR one trillion (INR 100,000 crore) industries by 2011. The industry is estimated to be worth INR 43,700 crore currently. The television industry continues to dominate the E&M industry by acquiring a share of over 43 per cent. Today, the Indian film industry stands at INR 85 billion and is projected to reach around INR 175 billion by 2011. Only with the help of Strategic creative moves, innovative ideas, an entrepreneur can stay for a longer period in this industry. Both men and women have to breathe and live his/her dream 24x7, physically and mentally, and is required to be available to attend to the call of the business whether from the customer, the employees or the market forces to shine as a successful entrepreneur. Women have the natural flair for creativity, and the motivation and perseverance to make things happen.

Taking some examples of successful and budding women entrepreneurs in Indian E&M Industry, like Ms.Ekta Kapoor (Balaji Telefilms), Ms. Radhika (Radaan Telefilms) and Soundarya Rajnikanth (Ocher Animation Studios), the researchers tries to find out the gender issue which comes into play, the advantages and disadvantages of being an women entrepreneurs and the future of women entrepreneurs in India.

Key words: Entrepreneurs, E&M Industry, Women, Business Strategy.
Introduction:

Entrepreneurship by definition implies being in control of one’s life and activities. It is precisely this independence that many societies have denied women (Vishwanathan, 2001). According to Webster’s dictionary, an entrepreneur is a person who “organizes, manages and assumes the risks of a business enterprise.” In a 1998 column for Inc magazine, Norm Brodsky expanded on the definition. “Starting with nothing more than an idea or a prototype,” he wrote, “entrepreneurs have the ability to take a business to the point at which it can sustain itself on internally generated cash flow.”

Women’s family obligations often bar them from becoming successful entrepreneurs in both developed and developing nations. Traditional gender role expectations and patriarchal attitudes in many developing nations make it even more difficult for women to relieve themselves of family responsibilities. The familial and social conditioning in many developing countries inhibits the confidence, independence and mobility of women. This translates into poor access to information, credit, technology, markets, etc., and prevents women from starting a business or women entrepreneurs from growing beyond a particular level.

Both men and women have to breathe and live his/her dream 24x7, physically and mentally, and is required to be available to attend to the call of the business whether from the customer, the employees or the market forces to shine as a successful entrepreneur. Women have the natural flair for creativity, and the motivation and perseverance to make things happen.

The objective of the paper is to review the creative aspects and innovativeness in women entrepreneurs per se and also to have an insight into their challenges in creating the changes in Indian Entertainment and Media (E&M) industry, by considering specific examples based on their target audience.

Media and Entertainment Industry in India

The market research study on "Media and Entertainment Industry in India—2010" inspects the rising threshold of the Indian media and entertainment industry as a large market globally and market opportunities.

The Indian Entertainment and Media (E&M) industry is undergoing remarkable change and is today one of the fastest growing sectors in the country. The entertainment industry is a perfect blend of creativity and commerce and provides vast investment opportunities. According to a report by FICCI and Pricewaterhouse Coopers, the Indian entertainment and media industry is poised to become INR one trillion (INR 100,000 crore) industries by 2011. The industry is estimated to be worth INR 43,700 crore currently.

Television Industry

The television industry continues to dominate the E&M industry by acquiring a share of over 43 per cent. The television industry is estimated to be INR 19,100 crore and is projected to grow at an annual compound rate of 22 per cent per annum to reach a level of INR 51,900 crore by 2011. From a single public service sector broadcaster, television has grown into a thriving industry with over 300 channels being beamed across India.
Film Industry

The Indian film industry has experienced advancements on all fronts including technology used, themes of the movies, finance, exhibition and marketing. The movie making business has got strong impetus from the growth of multiplex culture. The Indian film industry is getting corporatized and has started looking overseas for co-production. India has the world's biggest movie industry and produces around 1000 movies each year. Today, the Indian film industry stands at INR 85 billion and is projected to reach around INR 175 billion by 2011. The major reason for this high growth rate is that the industry is, highlighted by public issues of several film production, distribution and exhibition companies, long term contracts between film production companies and directors/actors.

Fig 1: E & M Industry – A glance

Categories of women entrepreneurs:

Patel, 1987; Das, 2000, suggest that there are three categories of women entrepreneurs - “Chance”, “Forced” and “Created” entrepreneurs.

- **Chance entrepreneurs** are those who start a business without any clear goals or plans – their businesses probably evolved from hobbies to economic enterprises over time.
- **Forced entrepreneurs** are those who were compelled by circumstances (e.g., death of a spouse, the family facing financial difficulties) to start a business, their primary motivation, hence, tend to be financial.
- **Created entrepreneurs** are those are “Located, motivated, encouraged and developed through Entrepreneurship Development Programmes”. Many other studies on women entrepreneurs have attributed broadly the same reasons for starting a business.

According to one study by Das (2000), the most common reasons given were either “financial” or “to keep busy”. Only about one fifth of women were drawn to entrepreneurship by “pull” factors, for instance, the need for a challenge, the urge to try something on their own and to be independent and to show others that they are capable of doing well in business.
Categories of women entrepreneurs (by reasons for starting the business)

<table>
<thead>
<tr>
<th>Chance Entrepreneurs</th>
<th>Forced Entrepreneurs</th>
<th>Created or Pulled Entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had time / to keep busy</td>
<td>Money / needed the money</td>
<td>Control over time, flexibility</td>
</tr>
<tr>
<td>Was hobby / special interest</td>
<td>To help family financially</td>
<td>Challenge, try something on one’s own</td>
</tr>
<tr>
<td>Family / spouse had business</td>
<td></td>
<td>To be independent</td>
</tr>
</tbody>
</table>

Researchers assume that most of the budding women entrepreneurs in E&M Industry are coming under the category of “Created” entrepreneurs, which indirectly means that the women entrepreneurs in E & M Industry are not forced and by chance.

In order to analyze the best fit reason within the categories under “Created” entrepreneurs a mini survey is made by taking three examples.

1. Ms.Ekta Kapoor (Balaji Telefilms),
2. Ms. Radhika (Radaan Telefilms) and
3. Ms. Soundarya Rajnikanth (Ocher Animation Studios)

Fig 3: Women Entrepreneurs- Examples.
Case Study 1 - Customer Oriented Women Entrepreneur in E&M Industry

Target: Nation Wide

**EKTA KAPOOR- BALAJI TELEFILMS**

- **Profile:** Ekta Kapoor serves as a Creative Director and Director of Balaji Telefilms Ltd. Ms. Kapoor commenced her career as a producer and creative director at the age of 19. Her work has comprised entertainment landmarks in India. She is actively involved in concept building, script design and creative conversion. Ms. Kapoor was selected as one of Asia’s most powerful communicators by the Asia Week magazine. Balaji Telefilms Limited is one of the most successful media companies and the largest fiction based television content provider in India. The company is primarily engaged in the production of television software in Hindi, Telugu, Tamil, Malayalam and Kannada. Balaji Telefilms Limited has been promoted by actor Jeetendra, Shobha Kapoor and Ekta Kapoor and has to its credit many successful serials.

- **Business Strategy:** Ekta has earned a name for herself in the Indian television industry. Ekta began working on production at age 19 and has created more than 50 soap opera’s on 10 major Indian networks in addition to a comedy series, all of which have been channel drivers. Included among the successful serials with high ratings credited to her are Kyunki Saas Bhi Kabhi Bahu Thi, Kahaani Ghar Ghar Kii, Hum Paanch, Kavyanjali, Mano Ya Na Mano, Koshish - Ek Aashaa, Kudumbam and Itihaa.

- **Achievement & Awards:** Ekta was judged one of Asia’s 50 most influential communicators by Asia week magazine in 2001 and the first woman entrepreneur to receive the coveted ‘Entrepreneur of the Year’ award in India. Other awards include one for Corporate Excellence from Bharat Petroleum and the Rajiv Gandhi award. She has been named as a Young Global Leader 2006 by the Forum of Young Global Leaders, an affiliate of the World Economic Forum. Ekta is one of the 40 Asians chosen to become the Young Global Leaders (YGL) 2006, joining 175 leading executives, public figures and intellectuals as a part of a global community now including 410 leaders from all regions and stakeholder groups.

Case Study 2 - Customer Oriented Women Entrepreneur in E&M Industry

Target: Local Market

**Ms. R. RADIKAA – RADAN TV**

- **Profile:** Ms R RADIKAA - chairperson, aged 40 years is holding degree in home science. She is daughter of Ms. Geetha Radha, a Director and sister of Mr. Mohan Ratha, the Managing Director of the Company. She has acted close to 300 films during her career spanning more than two decades.

- **Business Strategy:** Ms. R. RADIKAA, one of the leading film personalities, promoted RADAN TV in 1994 as a proprietary concern. Due to unexpected surge in
the growth of the company, her brothers and mother joined her in September 15, 1999 to form a Private Limited Company, which took over the assets, and liabilities of the then carried on Proprietary concern as 13.03.2000. Her Brother, Mr. Mohan Ratha was appointed the Managing Director looking after the entire operations and administration, relieving Mrs. R. Radikaa from the day-to-day operations and allowing her to concentrate on Creativity and Acting.

Brother of Ms R. Radikaa, heads the entire operations of Radaan. All the functional heads of the SBU's and other heads report to him. He takes care of the daily operations, and is also responsible for the company's growth plans and strategies. He brings with him his experience from his business background at London and Colombo, which he was handling earlier. He was brought in at inception to manage the company, and his success is reflected in the Company's present stature. He was solely responsible for the success of Projects like the mega hit serial in SUN TV, "Chithi" and "Idhi Katha Kadhu" in ETV and "Chinna Pappa and Periya Pappa" in SUN TV. He had created several benchmarks in Television production, which also includes the most successful Telefilm called "Siragugal", and most expensive regional television content for format show, "Koteeswaran".

- **Awards and Achievements**: She is responsible as the creative head of Radaan. She takes care of the entire pre-production work like the story, selection of artistes', concepts, music, and other related matters. Once the production is on the floor, she is appraised and any additional input if required for changes anticipated, would be implemented on her advice. She has given major hits in Television VIZ. "Idhi Katha Kadhu" in Telugu and "Chithi" in Tamil.

**Case Study 3 - Market Exploring & Penetrating Women Entrepreneur in E&M Industry.**

**Target - Global Market.**

**SOUNDARYA RAJNIKANTH- OCHER ANIMATION STUDIOS**

- **Profile**: Soundarya is running an 3D animation school at her place which is named a Ocher Animation Studios. She is the second Daughter of Famous Film Star of Tamil Industry Mr.Rajnikanth, a Padma Vibhushan Awardee. She has completed her education in Australia. She has worked as creative head and graphical designer for the movies like Chandramuki and Sivaji - The Boss.

- **Business Strategy**: An ocher Animation studio was started as independent production and creative unit initially involved in the creation of 2D and 3D movies. Recently the studio has adopted a new strategy to collaborate with Ad labs a extension of Reliance groups in order to venture entertainment media in a large scale.

- **Achievement and Awards**: Ocher Animation studios is working with “Ad labs” in making the film Sultan-the warrior. Sultan the Warrior is a complete Animation picture in which her father Mr. Rajnikanth, a Famous Actor will play a Major role.
Success factors for women entrepreneurs - An Analysis with respect to three case studies:

- **Creativity and innovation**: The whole E&M Industry itself needs creativity and innovation. Women have the natural flair for creativity, and the motivation and perseverance to make things happen. For a woman who decides to be an entrepreneur, these characteristics will help her immensely as seen in the above mentioned examples, where each of these women entrepreneurs have a proven track of analysis in the creative aspects in establishment of the company and strategies to withstand the competition.

- **Capital backup**: The E&M Industry needs much capital to flourish in the business. In case of Ekta Kapoor, she was backed by her father and Famous Hindi Film Actor Mr. Jeetendra whose films were Boxoffice Hits in 1980’s. Ms. Radhika’s father was also a famous actor by name Mr. M. R. Radha whose role was seen in almost all the Tamil top movies in 1960’s and 1970’s. Ms. Soundarya’s father Mr. Rajnikanth is a well known Film Personality in Tamil Industry and a global style icon known for maximum revenue generator in film industry. Hence, all these women Entrepreneurs concentrated mainly on the creative aspects to build their career, as there was no need to worry about the capital issues.

- **Technology knowledge**: From their childhood, the above said women entrepreneurs have been exposed to the E&M Industry which made them to further their career in the same.

- **Market study**: When these women entrepreneurs ventured into the E&M Industry, they didn’t have any competitors in their interest zone. To add on, with their innovative strategies they try their level best to retain in the uppermost part of the pyramid in which very few people seen.

- **Promotion**: The above said women entrepreneurs have the target to stay for a longer time in the industry. So they publicize their brand ie their company name. The Brand name Balaji Telefims Soap Operas increases the TRP in Television Industry Nation Wide and Radan TV increases the TRP in Television Industry Local Wide.

- **Target Group**: All the cases of women Entrepreneurs discussed are very particular about their target audience. So they have specific interest on sectors like Women of all ages and aged parents to promote their product. In case of Ocher Animation studios, Soundarya targets young children and film crazy fans.

**Challenges faced by the women in general as entrepreneurs in E & M Industry:**

- **Risk taking**: The first challenge lies in the definition of entrepreneurship itself. Entrepreneurship involves the ability to identify the right opportunities, risk taking and access to capital/market. Largely women like to 'play it safe' and do not 'network' amongst business circles as much as men do. Setting up the business, raising capital, going and seeking customers, doing 'deals' as the opportunities come along and creating conviction among the male dominated stakeholders regarding their seriousness about their venture - when it comes to financing, are not easy matters.
• **Family Backup:** If a woman is married and has a family to take care of, it brings additional limitations especially into the entrepreneurial venture. An entrepreneur has to breathe and live his/her dream 24x7, physically and mentally, and is required to be available to attend to the call of the business whether from the customer, the employees or the market forces. This calls for the ability to put up with tremendous amount of pressure and stress which do not come easy to most women when they also do not have an effective support system from the family or society to become 'the daredevil entrepreneurs'.

• **Social Support:** Natural Support from the target audience as a result of creative selection of the concepts which would satisfy the target groups helps women entrepreneurs a lot.

**Challenges faced by the women in cases as entrepreneurs in E & M Industry:**

• **Risk taking:** Being a daughter or wife of famous personalities or themselves increases the level of risk in terms of image, brand identity which they need to create similar to their father or husband. In the cases mentioned, Ekta Kapoor and Soundarya Rajnikanth faced the challenge and were aware of the fact that they need to build their own image, brand, identity against their father’s image. But in case of Radhika, who was a famous actress herself was in the need to prove that actresses can also think apart from obeying others. She proved herself by her strategic moves and creative thoughts through her successful television serials and stories.

• **Gender inequality:** E &M Industry is dominated by male entrepreneurs in India. Proving one’s own self as women against the societal beliefs is a great challenge. All the women discussed in the case proved themselves both with the help of self motivation and social support.

• **Media:** Being a family member of star personalities the women in the cases faced both positive and negative image built up by media houses. Very high expectation on any issues might end up in negative conclusion. When these women stepped in to E&M Industry as entrepreneurs, the hype created by media houses initially created high expectations from these women entrepreneurs. In order to satisfy the masses, these women mentally undergone stress and with the help of strong will- power they proved themselves and were able to satisfy the need of the masses.

**Conclusion:**

How do we get more women to become entrepreneurs in the E&M Industry? The first step has to be taken by women themselves. Especially women who have had experience working in the industry are ideally suited to identify the opportunities where they could set up a venture of their own, based on their expertise and understanding of the market. However, as an entrepreneur, one needs to get the germ of the business idea oneself and be self-motivated all the time.

Next, the companies they are associated with and the industry as a whole should be supportive of entrepreneurial initiatives and come forward to nurture them especially at the
start-up stage. The government and the industry should come up with mechanisms to draw more women into E&M entrepreneurship through innovative policies.

Lastly, our education system does precious little to support entrepreneurship. Recognizing the importance of entrepreneurship in their economy, countries like the UK catch people when they are young and most universities in the UK have started offering entrepreneurship as an elective for undergraduate programs, be it Chemistry, Arts or Engineering. This is a fantastic way to engrain the tenets of entrepreneurship early in life and let the seed to germinate and flower in due course. Our education system should also actively participate in encouraging entrepreneurship, and given the goal of India to continue to dominate in the global E&M space for a long time to come, this is the time not only for educating more women to become E&M professionals but to tap the huge untapped potential of women to become entrepreneurs so they contribute towards more wealth creation as well as more opportunities for job creation for the country.

Recommendations for women entrepreneurs and their organizations in general:

Women themselves can speed up the process of entrepreneurship by:
1. Mobilizing themselves into groups to form network to support themselves and to access finance, markets, training, and information and negotiate better terms.
2. Endeavoring to be represented in policymaking bodies and in other trade related bodies.
3. Actively pursue education in relevant areas to get the skills and expertise necessary to embark on the entrepreneurship role.
4. Advocating the importance of education and taking active efforts to spread awareness of women entrepreneurs as role models.

Limitations:

The authors could have included the interviews of the entrepreneurs in the paper to give better insight to the problems they are facing in E&M Industry.

Bibliography:


www.merriam-webster.com/dictionary/entrepreneur

Appendix

Table 1: Other Awards – Balaji Tele films

<table>
<thead>
<tr>
<th>Year</th>
<th>Award</th>
<th>Category</th>
<th>Show</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-2008</td>
<td>Asian Television Award</td>
<td>All time Asia's # 1 most watched and awarded show</td>
<td>Kyunki Saas Bhi Kabhi Bahu Thi</td>
<td>Balaji Telefilms received this Award for Kyunki Saas Bhi Kabhi Bahu Thi for all time Asia's Most Watched &amp; Most Awarded Asia's no 1 show.</td>
</tr>
<tr>
<td>2000-2008</td>
<td>Asian Television Award</td>
<td>All time Asia's # 2nd most watched and awarded show</td>
<td>Kahaani Ghar Ghar Kii</td>
<td>Balaji Telefilms received this Award for Kahaani Ghar Ghar Kii for all time Asia's Most Watched &amp; Most Awarded Asia's no 2 show.</td>
</tr>
<tr>
<td>2000-2008</td>
<td>Asian Television Award</td>
<td>All time Asia's # 3rd most watched and awarded show</td>
<td>Kasautii Zindagi Kay</td>
<td>Balaji Telefilms received this Award for Kasautii Zindagi Kay for all time Asia's Most Watched &amp; Most Awarded Asia's no 3 show.</td>
</tr>
<tr>
<td>2000-2008</td>
<td>Asian Television Award</td>
<td>All time Asia's # 4th most watched and awarded show</td>
<td>Kahiin to Hoga</td>
<td>Balaji Telefilms received this Award for Kahiin to Hoga for all time Asia's Most Watched &amp; Most Awarded Asia's no 4 show.</td>
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<td>2009</td>
<td>New Talent Awards</td>
<td>Most Promising New Show of The Year</td>
<td>Pavitra Rishta</td>
<td>Balaji Telefilms received this Award for Pavitra Rishta for the Most Promising New Show year.</td>
</tr>
<tr>
<td>2009</td>
<td>Seoul International Drama Awards</td>
<td>Special Jury Award for Best Drama Series</td>
<td>Pavitra Rishta</td>
<td>Balaji Telefilms received this International Award for Their Best Show Pavitra Rishta.</td>
</tr>
<tr>
<td>Year</td>
<td>Awards</td>
<td>Category</td>
<td>Winner</td>
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<tr>
<td>2010</td>
<td>Zee Rishtey Awards</td>
<td>Best Serials</td>
<td>Pavitra Rishta</td>
<td>Balaji Telefilms received Best Serial Award Pavitra Rishta.</td>
</tr>
<tr>
<td>2010</td>
<td>STAR Parivaar Awards</td>
<td>Special Recognition</td>
<td>Ekta Kapoor</td>
<td>Ekta was awarded at STAR Parivaar Awards for her immense service to Star and providing Shows like Kyunki, Kahaani Kasauti and other K-Shows.</td>
</tr>
<tr>
<td>2010</td>
<td>Zee Gold Awards</td>
<td>Best TV Show ruling TRP Charts of The Year</td>
<td>Pavitra Rishta</td>
<td>Balaji Telefilms received this Award for Their Best Show Pavitra Rishta ruling TRP Charts for the year.</td>
</tr>
<tr>
<td>2010</td>
<td>Zee Gold Awards</td>
<td>Hall of Fame</td>
<td>Ekta Kapoor</td>
<td>Ekta received Hall of Fame Awards for changing the Scenario of TV by producing Shows like Kyunki, Kahaani Kasauti and all K-Shows.</td>
</tr>
<tr>
<td>2010</td>
<td>Zee Rishtey Awards</td>
<td>Best Amar rishtey award</td>
<td>Hum Paanch</td>
<td>Balaji received this award for producing unforgettable &amp; best comedy Show Hum Paanch.</td>
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