UNIT –3 : MEDIA MANAGEMENT

UNIT STRUCTURE

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3.1 LEARNING OBJECTIVES

After going through this unit you will be able to -

- define media management
- explain the importance of media management

3.2 INTRODUCTION

In the first unit of this part, we have tried to familiarize you with the meaning, importance and different managerial functions in an organization. In this unit we are going to discuss the emergence of media as an industry, growing importance of media management and the different ownership patterns of mass media in India.

3.3 MEDIA AS AN INDUSTRY AND PROFESSION

Media is commonly known as the fourth estate, when entwined with the entertainment component it represents an effective facet of consumers in India. Technology has played a key role in influencing the entertainment industry, by redefining its products, cost structure, and distribution.

Over the years the media scene has grown by leaps and bounds. This can be largely attributed to the growth of the entertainment industry and the vast amount of money that is being pumped into the media industry by the large conglomerates.

The media industry describes the once very distinct, but today interacting, mass media businesses of newspaper, magazine, books, radio, internet and TV industries. It is basically competing within three different markets: the content, the consumer and the advertising market. On the content market, it purchases content of different kinds (for eg, music, manuscripts, screenplays) and converts it into products (for eg : compact disks, books, movies). This product is then sold on the consumer market. Through its circulation and reach it is an important actor in the advertising market, where it sells its capacities to place advertising for other companies. The growth of the media industry walks hand in hand with new forms of communicative based technology.

As far as the Indian media scenario is concerned, the media and entertainment sector is poised to enter a golden era. According to a joint report by **KPMG** and an industry chamber released in May, 2010, the Indian Media and Entertainment (M&E) industry stood at US$ 12.9 billion in 2009 registering a 1.4 per cent growth over last year. Over the next five years, the industry is projected to grow at a compound annual growth rate (CAGR) of 13 per cent to reach the size of US $ 24.04 billion by 2014, the report stated. Additionally, the gaming segment is expected to be the fastest growing sector in the media and entertainment industry.

Broadcast, Cable and Satellite Television, Internet, Motion picture, Recording and Print industry fall under the gamut of media industry.

Radio Industry :

The radio industry is the oldest of the electronic media industries. Its roots extend back to the mid-1800s, when numerous inventors attempted to transmit the early dots and dashes of **Morse code** through the air. Radio is considered an important form of mass media. It ideally suits the Indian environment because of its wide coverage and cost effectiveness. The introduction of satellite radio and internet radio has brought about a drastic change. **VedantiNET,** the broadband and application service provider of Guwahati promoted by SM Computer Consultants Pvt Ltd. has launched the service of first Internet Radio of Assam, 'Radio Assam' in the city. According to the joint report by KPMG and an industry chamber, the sector currently generates annual revenues worth US$ 49.5 million and is growing at around 20 percent annually. Radio earns its revenue from sponsorship and advertising. Advertisers sponsor specific programmes, and such shows might then carry the name of those advertisers. These sponsors might be required to pay in advance for a specific number of shows. The amount received will normally be treated as an advance and taken into the income account in proportion to the number of shows aired.

Throughout its history, the radio industry has been forced to change and adapt as various social, technological and regulatory trends have affected its economic viability. Five different trends illustrate the **resilient** qualities of the radio industry. They are:

KPMG (Klynveld Peat Marwick Geordeler) : In India, it is one of the leading providers of risk, financial and business advisory, internal audit, corporate governance and tax and regulatory services.

Morse code : Code used by telegraphers for sending messages, using combinations of long and short sounds or flashes of light to represent letters of the alphabet and numbers.

(a) Advertising

The sale of time for advertising purposes – or toll broadcasting, as it was originally called began in 1922 on WEAF, New York, a station owned by AT&T (Barnouw 1966). The ability of radio to attract local advertisers who desired access to audiences gave the nascent radio industry the economic base needed for growth. Before the advent of advertising, radio stations earned big amount through the sale of radio receivers. But with the advent of advertising, the scenario changed. Commercial radio stations derive half of their revenue by selling 'airtime' to advertisers. Radio advertisements or 'spots' are available when a business or service provides valuable consideration, usually cash in exchange for the station airing their spot or mentioning them on air. Currently ad spots sell anything between **Rs 400 – Rs 2000 per 10 seconds.** Although new media technologies have given a tough competition to the radio industry, yet it still continues to reach ninety-eight percent of those aged 18-34 in an average day. New technologies have positively impacted the industry, with radio expressing a higher reach among those who use devices such as iPods.

All India Radio (AIR) began by selling time through sponsorship and spots, when it was set up as a private company in 1927. In 1934, the government disallowed advertising on AIR and re-introduced it only after Chanda Committee recommended it in 1967. In that year Vividh Bharti, the film music channel of AIR began accepting commercials. It made Rs. 1.9 million from ad revenue in 1967-68, and the amount kept rising. The growth of the popularity of FM after 1993 sent cash registers ringing. However with the penetration of more channels in the market, radio advertising is bound to undergo a change. The channels have to specialize in new contents and get focused advertising.

(b) Development of networks

The growth of networks created a national market for radio, enabling advertisers to reach large audiences across the nation. The practice of networking stabilized the industry and created a national audience. The use of satellite for radio broadcasts, and uplinking and downlinking facilities available at various stations have added new dimensions to radio broadcasting in the country.

(c) FM broadcasting

Frequency Modulation (FM) stations typically rank as the most profitable stations in most radio markets. Radio earns a major chunk of their revenue through FM channels. As per a report (https://www.statista.com/statistics/795293/india-market-size-of-radio-industry/ ; Basuroy, 2022) , radio industry across India had a market size of around 25 billion Indian rupees in the financial year 2020, down from about 27.5 billion rupees in the previous financial year. The market size of the industry was projected to be around 44.5 billion rupees by the financial year 2024. Increase in radio listener base, favourable demographics, political advertising, increase in advertisements by small local brands and introduction of new performance measurement tool is driving growth in this sector. Big FM, Red FM, Radio Mirchi, etc. are some of the popular FM channels in our country.

These channels broadcast advertisements of a variety of products. Brands in fast changing areas like retail or financial services often use radio for its ability to put over several different messages as an overlay to a core TV campaign. However, the respective channels must know how to keep its listeners in its grip. Using advertising to reach a youth market is quite a challenge. Young people's attention is highly selective and they are quick to reject anything that they see irrelevant or uninteresting.

(d) Advent of television

Radio faced stiff competition from television. Television's emergence from the post World War II years of the late 1940s to its rapid growth in the 1950s brought considerable hardships to the radio industry. Popular programmes and performers, along with the advertisers who sponsored them, made the transition from radio to the new visual television medium. With the growing popularity of television, the head honchos of radio industry put on their thinking caps and tried to lure the mass audience by adopting different formats. For instance, news, radio plays, family welfare programmes, radio programmes for the rural audience etc were broadcasted .to appeal to different audiences and the local advertisers were targeting those markets.

(e) Changes in ownership rules

There have been changes in the radio ownership patterns. Radio used to be a local commodity, created by the local community to serve local needs. That has changed as radio stations across the nation got bought up by large corporations and became mere pieces of massive media conglomerations. Diverse music choices and local coverage of news is at stake because of the increased consolidation of radio ownership.

Television Industry :

The television industry consists of several different markets. At the local level, television stations (network affiliates, independents and public stations) compete with one another in the market for audiences, as well as with other close substitutes to the broadcast channels – most notably the cable channels. At the national level, broadcast networks like CNN IBN, Star, Zee, Sony, Times Now, Aaj Tak etc. also compete for audiences and advertisers. According to the figures released by an industry chamber in March 2010, the Broadcast and Television (TV) sector comprised over 43 percent of the overall Media & Entertainment sector wherein the total size of the television sector accounted for US$ 5.7 billion. The broadcast sector is on a strong path and the outlook for advertisement expenditure is on a rise for the television sector.

A report by research firm Media Partners Asia (MPA) stated that India is poised to become the world's largest direct-to-home (DTH) satellite pay TV market with 36.1 million subscribers by 2012, overtaking the US. Revenues from advertisers come from several markets. The television industry has been witnessing a robust demand mainly because of revival in economy, increase in individual disposable income and liberal incentive schemes by banks and financial institutions. The demand for cable television

(CTV) grew at 1985-89 but witnessed a slump from 1990-94. With the entry of MNCs and thereby aggressive marketing , the period between 1995-96 to 1999-00 saw a surge in growth rate to 29%. The entry of private channels has given choice to the consumer. Proliferation of niche as well as mass entertainment channels has led to the purchase of television sets per household. The television industry in India has gained momentum due to liberalization and enhanced enthusiasm showed by the broadcasters to seize a huge share of the media and entertainment industry. In 2009, television industry stood at US$ 5.65 billion registering a growth of 6.8 percent. ***The industry is projected to grow at a CAGR of 15.5 percent and reach around US$ 11.45 billion dollars by 2014.***

The television industry is witnessing a spate of new channels being launched every year. TV is also penetrating into the rural areas and is a promising segment. India boasts of being the third largest television market in the world today. The majority of the revenue generated in the television industry is through advertisements, followed by subscriptions. At over 108 million TV homes, more than half of them cable-enabled, we are one of the largest cable-connected countries in the world, after China (110 million) and the US (about 70 million). That makes India an attractive market, in terms of both value and volume. In the last two years, several broadcasting companies in India have listed on the stock exchange, raised money through private equity and delivered on investor expectations. It is a creditable performance by the media companies in India. Media organizations like NDTV and TV Today Network have done the broadcasting industry proud in the way their value and their market capitalization – that, is the total worth that private equity investors or the stock market attach to the company.

The Internet Industry :

The internet is a vast network of computers connecting many of the world's businesses, institutions and individuals. The word Internet means interconnected network of networks. The internet exploded in consumer awareness and interest with the introduction of the World Wide Web (WWW) in 1994. Prior to that, the Internet contained only text-based information. The web, however, utilized a computer programming language called hyper text markup language (HTML), which was capable of conveying audio and visual material as well as text and graphics. By 1994, the Web began to take off in numerous directions. The first commercial sites began to appear on the Web, leading to a new term for buying and selling via the Internet – electronic commerce or e-commerce (Albarran 2000 ; Schwartz 1997). The introduction of the Web triggered worldwide interest in the technology, leading to a massive global adoption of personal computers and Internet access. By 1998-1999, consumer adoption continued to move at a dizzying rate, and businesses followed as websites offered new ways to search for information (Yahoo !, Alta Vista , Google) buy books and recordings (Amazon), purchase tickets for travel (Yatra) and buy or sell personal merchandise (eBay). Everyone seemed to agree that the Internet offered man competitive advantages compared to other forms of technology. The media industries quick to jump on the Web bandwagon, began to rethink their business strategy and tried to determine how to turn their Web units into revenue streams.

The net sits at the crossroads of almost every buzzword being bandied about today. Broadband, mobile content, convergence are terms that find their meaning in a world that the net has created. Mobile companies use the net to generate revenues and cross-leverage content. This is done either through cross-promotions, downloads of ringtones or video clips among scores of other things. There is this hybrid world emerging where the internet, mobile TV, and even newspapers are crossing into one another's territories and creating new and, as yet, unnamed business. These are very often referred to as New Media. The internet business in India is quite profitable. Some very large turnover websites like Indiabulls.com have already gone public. Indiatimes.com promoted by the Bennett, Coleman & Company (BCCL), Nazara.com, Indiabulls.com and naukri.com among others have been widely valued.

We can identify three trends that are quite evident in the internet business industry as given below-

(a) **Emergence of business-to-business (B2B) Internet companies:** In areas like technology, lifestyle, writing , promotions advertising or even media , there are focused portals that talk to a specific audience. Hangama.com for instance, only does promotions, online and offline across media, be it the net or mobile. It then uses this ability to connect with marketers trying to find solutions to the clutter in mass-media. Agencyfaqs.com talks only to advertising, media and marketing professionals and then uses this audience to get advertising from people wanting to talk to this community. A bulk of the advertisers on agencyfaqs.com are media companies wanting to reach out to advertisers and advertising agencies. The others are direct marketing firms, design consultants or others who offer services to this community. It has a magazine (The Brand Reporter), an image monitoring service (Cirrus) and is looking at getting into other magazines and services

(b) **Emergence of media companies :** The Second trend is the way large portals like Rediff.com or indiatimes.com or any of the others have **morphed** to become businesses that do things far beyond the net. They have become media companies. Rediff.com has a radio service in the US, weekly newspapers and is into e-commerce and so on. Indiatimes.com too is less Internet and more media.

Morphed: Changed

(c) **Variety in net businesses** : The third important trend that is visible is the sheer variety and amount of experimentation that we see in net businesses. Whether it is an existing company trying to de-disk and is therefore experimenting like Hungama.com or new genres emerging that are totally India-centric and profitable, like Shaadi.com or Bharatmatrimony.com, there is variety in the way the net operates. These are matrimonial sites, a totally Indian product idea. Employment which is a global revenue source for newspapers, has also shifted to the net for low to middle level jobs with sites like naukri.com.

With every passing year, the number of internet users is also increasing. The growth of Internet users in India from the year 1998- 2007 has been illustrated in the table below:

Financial Year	Internet Users	Populace	Ratio in %
1998	1,400,000	1,094,870,677	0.1
1999	2,800,000	1,094,870,700	0.3
2000	5,500,000	1,094,870,800	0.5
2001	7,000,000	1,094,870,900	0.7
2002	16,500,000	1,094,870,950	0.6
2003	22,500,000	1,094,870,975	2.1
2004	39,200,000	1,094,870,980	3.6
2005	50,600,000	1,112,225,812	4.5
2006	40,000,000	1,112,225,900	3.6
2007	42,000,000	1,129,667,528	3.7

The entire subscriber support for internet users in India in the year 2009 was 82 million. However, the market reach in India is one of the lowest as compared to its western counterparts like South Korea, United States, Japan, etc; estimating to 7.5% of the total populace. The amount of broadband connectivity in India has undergone an incessant expansion since 2006. Entire broadband connections in India attained the customer base of 8.03 million, by the end of January 2010.

Post fiscal liberalization in the year 1992, several private ISPs have made a **foray** into the India Internet market along with their own domestic loop and access infrastructure. Some of the major players in the Indian Internet industry are ***BSNL, Tatateleservices, Hathway, Reliance Communications, Airtel, Railtel, Sify, MTNL, You Telecom, STPI, Netcom , GAILTEL and Spice.*** The total Internet business is big — worth over Rs 2,200 /- crore. About Rs 500 crore comes from advertising, e-commerce (not including billings) and other revenues. Add in the access charges at a minimum of Rs 200 per month, and multiply it with the 7 million-odd subscriber base. What we get is over Rs 1,700 crore being spent just to get on to the Internet. The revenues for the four big classified sites are Rs 200 crore. But nobody has an inkling about the numbers for several other categories such as mobile content or broking.

Foray: entry

Global investors and Internet giants have India on their radar because they know that 65 per cent of Indians will be 15-35 years of age a decade from now. The youngest population translates into the largest Web space (research shows that younger people are more likely to be online). That India has the lowest broadband prices worldwide ($4-$5 monthly) and is seeing one of the world's fastest growing mobile revolutions tells them that India as the next IT destination. They have seen that happening to China. Over the

next 3-5 years, they expect to see it in India. It is not about just the Internet or India, though. It is about every consumer-facing business in Asia. China, with 100 million Internet users, has been the biggest success story outside the US. The venture capital interest we see in India right now shadows what the Chinese Internet already saw 3-5 years back.

One of the biggest challenges faced by Indian Internet industry was the lack of vernacular content that saturated the user access to only English speaking Indians. For the industry to add another 50 million users, turning vernacular was the best alternative. At present matrimonial dotcoms like ***Jeevansaathi,*** popular search engine like ***Google and Yahoo!,*** etc. have launched a vernacular version of the websites. Indian internet business has merged competently with the conventional financial system and has become a part of our everyday life. The internet industry is bound to change our lives in the coming years the way Industrial Revolution did.

Telecommunications Industry :

It deals with the activities and services of the electronic systems for transmitting messages through cables, radio, telephone or television. Telecommunications industry allows us to speak, share thoughts and do business with nearly everyone regardless of where in the world they might be.

Not long ago, the telecommunications industry comprised a club of big national and regional operators. Over the past decade, the industry has been swept up in rapid deregulation and innovation. In many countries around the world, government monopolies are now privatized and they face a plethora of new competitors. Traditional markets have been turned upside down, as the growth in mobile services out paces the fixed line and the internet starts to replace voice as the staple business. Plain old telephone calls continue to be the industry's biggest revenue generator, but thanks to advances in network technology, this is changing. Telecom is less about voice and increasingly about text and images. High-speed internet access, which delivers computer-based data applications such as broadband information services and interactive entertainment, is rapidly making its way into homes and businesses around the world. The main broadband telecom technology - Digital Subscriber Line (DSL) - ushers in the new era. The fastest growth comes from services delivered over mobile networks. Mobile value added services (VAS) include text or sms, menu-based services, downloading of music or ring tones, mobile TV, videos and sophisticated m-commerce applications. As per an industry report, VAS that accounts for 10-12 per cent of the telecom operator’s revenue is expected to reach 20 per cent growth by 2013.

Indian Telecommunications Industry is one of the fastest growing in the world. As per the estimates released by Telecom Regulatory Authority of India (TRAI), the wireless subscriber base (GSM, CDMA and fixed wireless phones) increased from ***617.53 million in May, 2010 to 635.51 million by the end of June registering a growth of 2.91 per cent.*** The overall teledensity reached 56.83 per cent. The growth in wireless category was led by Bharti Airtel (136.6 million subscribers) followed by Vodafone (2.71 million subscribers) and Idea Cellular (2.15 million subscribers). According to the Department of

Industrial Policy and Promotion (DIPP), the telecommunications sector attracted foreign direct investment (FDI) worth US $ 2,554 million during 2009-2010.

The motion picture (or film) industry :

The film industry continues to serve as a major source of entertainment for audiences worldwide (Litman 1996). Movies are produced along a range of genres and capture the attention of audiences across many age groups and cultures. The film industry draws audiences and revenues through several different forms of exhibition - beginning with the box office and continuing through other windows such as home video, pay-per-view, premium cable, syndication sales and international distribution.

The Indian film industry is multi-lingual and the largest in the world in terms of ticket sales and number of films produced. The industry is supported mainly by a vast film-going Indian public, and Indian films have been gaining increasing popularity in the rest of the world—notably in countries with large numbers of expatriate Indians. One third of the Indian film industry is mostly concentrated in Mumbai, and is commonly referred to as "Bollywood" as an amalgamation of Bombay and Hollywood. The remaining majority portion is spread across North, West and South India (in Punjabi, Bengali, Marathi, Tamil, Malayalam, Kannada and Telugu speaking areas).

Retail has led the change in the Indian film industry. Film retail, digital or non-digital, has attracted the maximum investment, and some of the best valuations in media through 2004-05. One of the biggest private equity deals in media in 2005 was when Reliance Lands bought a controlling 51 per cent stake in Adlabs Films owned by Manmohan Shetty. There is an investment of over Rs 35 billion going into new cinema screens or refurbishing the old ones. So, the infrastructure to bring people back to the theatres is being built rapidly. In smaller town and rural areas, audiences are coming back to the theatres because of digital cinemas. Digital cinemas, which open up the market in the heart of India’s mass markets, make for the biggest change sweeping across the business. Home video, another part of the filmretail business, too shows promise. It brought in Rs 10 billion revenue in 2004 and is expected to grow at 25-30 per cent every year. In marketing and distribution film companies have been quicker than music and radio co panies to realise the potential of both digital distribution and digital promotion. Almost every major release has a website, a web partner and a mobile strategy that brings in revenues.

Currently, the Indian film business is busy building the infrastructure in the domestic market, infrastructure to make films, to watch them, and to distribute them on a large scale. Even though Indian film industry is the biggest in the world, it has not been able to create benchmarks in the international arena. One of the ways to crack the International market is to make a crossover film that will find flavours with the Indian **diaspora** as well as the western audience staying abroad.

Diaspora : People moving from their original homeland and living in another country

Music Industry :

The recording industry plays an important role in both the commerce and the culture of a society. As a leading source of entertainment, sound recordings bring pleasure to millions of listeners through a variety of different prerecorded formats such as comapct discs and cassettes. Although other media industries are characterized by a number of different markets in which they offer products and services, the recording industry derives the majority of its revenues from a single market – consumers. Most consumer purchases are made at variouis retail establishments such as chain music stores, general merchandise stores or independent record shops. Customers can purchase a number of products including CD albums and DVDs.

The Indian recorded music industry has its beginnings in 1907 when the Gramaphone Company of India (Gramco , or better known as HMV) opened an office in Calcutta (now known as Kolkata), though gramaphones were being imported since 1898. During the first decade of the arrival of the gramaphone in India, ten records were released which were confined to classical music. But eventually folk songs and patriotic songs also came to be recorded and sold in large numbers. In the seventies, the Indian music industry's combined turnover stood at Rs 30 million. During the next decade it rose dramatically to Rs. 200 million and in the mid-nineties to a whooping Rs 7500 million. Alomsot every major international player in the global music business has a presence in India. These include ***EMI-Virgin Records, Sony Music Entertainment, Warner Bros, Polygram, Gramo (fornerly HMV), etc.***

Piracy is one big issue in the music industry. Indian markets are bing flooded by pirated copies of the originsl music CDs and DVDs. Strict laws must be enacted and the guilty must be brough to book.

The print industry :

Newspaper, magazine and book fall under the print industry. The newspaper indsutry represents one of the oldest forms of mass media in India. Throughout its history, the newspaper indsutry has been an inportant source of social, political and cultural information to generations of readers. Daily newspapers which consist of morning and and evening newspapers and Sunday editions, represent the most visible form of newspaper activity. Weeklies, or suburban papers, make up a second, smaller market. Online newspapers have emerged as the newest market.

Newspapers derive a major chunk of its revenue from advertisements. Some of the biggest Indian publishers are Bennett, Coleman & Company, HT Media, The Hindu and Jagran Prakashan. Magazine and book industry are also flourishing. Some of the major magazines of the country are The Outlook, The Week, India Today etc. The more the circulation, the better will be the profit generated by this industry.

Media as a profession :

Media has thrown open its doors to a wide range of jobs and opportunities for the budding media aspirants. The media landscape has changed rapidly since 1980s when at-

home entertainment took over from cinema and consumers were offered the chance to subscribe to cable and satellite television in addition to the more traditional BBC, CNN, STAR etc. The nineties were marked by intense competition in the media sector among the different media companies. This was further facilitated by the introduction of the more flexible lightweight technology. With the rise of internet, new industries and a whole new area of entertainment have emerged around conmputer games and virtual realities. Advances in computer technology have also created the growing area of interactive entertainment. Spending on film, television, computer games and associated products continues to rise, leading to a wide range of employment opportunities in media production,sales and marketing. Not surprisingly, many of these jobs appeal to young graduates, particularly those with a passion for the media.

While television and film are by far the most polular areas of work for aspiring graduates, radio is often overlooked. This is a pity as it has been identified as one of the fastest growing sectors in terms of employment. Apart from working as a presenter or a journalist, there are also many ancillary jobs in publicity , promotions, sales, finance and administration for the aspirants. Corporate sector has also a variety of jobs for the media professionals. Print media draws a wide audience in terms of jobs and opportunities.

CHECK YOUR PROGRESS

Q.1 : What constitute a media industry?

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Q.2 : How does radio earn its revenue through advertising?

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Q.3 : Identify the three different trends that are evident in internet business industry.

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Q.4 : Which service provider has launched the first Internet Radio in Guwahati? Name the radio.

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3.4 IMPORTANCE OF MEDIA MANAGEMENT

In common parlance, media management refers to the management of the media.
In the new millennium, media management has become essential because today media affect all realms of human operations. Media has been included in the gamut of management because of the following reasons-

a. Marketing is the name of the game :

The media started affecting mass markets during the seventies of the last century. By the arrival of the eighties, they are occupied key positions in the marketing mechanisms of all types. Take the case of a businessman. He thinks about earning first and spending later when he is sure about what he would earn. Media are a part of the marketing operations. The effective management of media by marketing operations is necessary because effectively managed media would lead to effective capturing of the markets of the present news era.

b. Competition within one media vehicle :

As the number of competitors began to rise in the Press, TV, radio, Internet and other forms of media, these competitors vied for more attention of the readers, viewers and listeners. The reason was that these competitors (players in one media vehicle) used to get handsome revenues due to advertisements released by many business firms and ad agencies. However, the number of competitors in one media vehicle increased. Hence, the business firm or ad agency started using only those media vehicles that were able to generate revenues for it. This prompted the media vehicle in question to put its house in order, otherwise its poor management practices should make it fade into oblivion.

c. Professionalism was needed :

Previously, the quality of messages of many a media was not good; this fact is valid even today. Rising income levels motivated people to try new high-quality products. Naturally, they also demanded better ads, TV programmes, promotion campaigns, newspaper articles, editorials and space marketing features from the media. Hence, the media had to gear up to meet the "quality challenge". This can be possible if it is managed by professional groups of men and women. Hence, professionalism is necessary for media.

d. The state needs the media to serve the society :

The media owned by the State has to be managed keeping a pious objective in view. These media have to be made responsible for and accountable to the masses that they are supposed to serve. Naturally, without professional media management, they can never succeed in communicating with the masses on society-specific issues.

Management is the most important function in every organization. It provides an invigorating force that brings life in an organization. It is a distinct process consisting of activities of planning, organizing, staffing, directing, controlling and coordinating the activities. In every organization, managers have to design and maintain an environment in which individuals work in groups to achieve selected missions and objectives. There are at least three major media traditions in modern India: *that of a diverse, pluralistic and relatively independent press; of the manipulated-misused, state controlled radio and television; and that of many autonomous, small media outfits of various subaltern groups and their organizations.* The face of Indian media has been fast changing with the growth of the Internet, the phenomenal rise of satellite and cable networks, the continuing growth of regional press, despite various challenges and the blurring of lines between news and entertainment.

The task of management of a newspaper, magazine, TV channel, radio channel, or Internet web site is very complex. It involves management of human beings. The media also impinge upon vast sections of the society or nation in which they operate. Further, every society attaches great social responsibility to every type of media. Hence, the media are thriving on a milieu which ahs been shaped by social, political, economic and legal factors. That is why a media organization needs to be managed in a professional manner with the use of **avant-garde** techniques in media management. Further, the complex processes of sales of books, magazines, newspapers, space marketing (in newspapers), TV broadcast, radio broadcast etc., also demand the skills of a manager. Thereby, the media professional must be fully equipped with the technical and managerial know-how of running an organization.

Avant – garde : New or modern ideas especially in art and literature

Hence we can conclude that media management is essential in the context of today's media operations. The professional media manager is a complex hybrid ; he draws energy from the tenets of media and journalism, and he uses the rudiments of management to succeed in the world of fierce media competition.

CHECK YOUR PROGRESS

Q.5 : What is the importance of media management?

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Q.6 : What are the three major media traditions in modern India?

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3.5 LET US SUM UP

The media industry describes the once very distinct, but today interacting, mass media businesses of newspaper, magazine, books, radio, internet and TV industries. It is basically competing within three different markets: the content, the consumer and the advertising market. On the content market, it purchases content of different kinds (for eg, music, manuscripts, screenplays) and converts it into products (for eg : compact disks, books, movies). This product is then sold on the consumer market. Through its circulation and reach it is an important actor in the advertising market, where it sells its capacities to place advertising for other companies. The growth of the media industry walks hand in hand with new forms of communicative based technology.

Broadcast, print, cable and television, internet, radio , film and recording industry fall under the purview of media industry.

Media management is an important function of any organization. Managing a media organization requires skill and technical knowledge. Hence, organizations must hire professionals who are expert in looking after the sales, marketing and all the different divisions of an organization.

As far as the ownership patterns of mass media in India is concerned, print media ownership is more pronounced. The main forms of print media ownership patterns are individual ownership, partnership, joint operations, vertical ownership, cross ownership and group ownership.

3.6 FURTHER READING

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2. Kuamr, Keval J (2020). Mass Communication in India . Mumbai : Jaico Publishing House
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3.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Broadcast, Cable and Satellite Television, Internet, Motion picture, Recording and Print industry constitute the media industry.

Ans to Q No 2: The sale of time for advertising purposes or toll broadcasting, as it was originally called began in 1922 on WEAF, New York, a station owned by AT&T (Barnouw 1966). The ability of radio to attract local advertisers who desired access to audiences gave the nascent radio industry the economic base needed for its growth. Before the advent of advertising, radio stations earned big money through the sale of radio receivers. But with the advent of advertising , the scenario changed. Commercial radio stations derive half of their revenue by selling 'airtime' to advertisers. Radio advertisements or 'spots' are available when a business or service provides valuable consideration, usually cash in exchange for the station airing their spot or mentioning them on air. Currently ad spots sell anything between Rs 400 – Rs 2000 per 10 seconds. In this way the radio industry earns revenue through advertising.

Ans to Q No 3 : The three major trends that are evident in the internet business industry are –

a. Emergence of business-to-business Internet companies
b. Emergence of media companies
c. Variety in net businesses

Ans to Q No 4 : VendantiNET, the broadband and application service provider of Guwahati, promoted by SM Computer Consultants pvt. Ltd has launched the first Internet Radio of Assam.

The name of the radio is 'Radio Assam'.

Ans to Q No 5 : Management is the most important function in every organization. It provides an invigorating force that brings life in an organization. It is a distinct process

consisting of the activities of planning, organizing, staffing, directing, controlling and coordinating the activities. In every organization, managers have to design and maintain an environment in which individuals work in groups to achieve selected missions and objectives. The task of management of a newspaper, magazine, TV channel, radio channel, or Internet web site is very complex. It involves management of human beings. The media also impinge upon a vast section of the society or nation in which they operate. Further, every society attaches great social responsibility to every type of media. Hence the media are thriving on a milieu which has been shaped by social, political, economic and legal factors. That is why a media organization needs to be managed in a professional manner with the use of avant-garde techniques in media management. Further, the complex processes of sales of books, magazines, newspapers, space marketing (in newspapers), TV broadcast, radio broadcast etc., also demand the skills of a manager. Thereby, the media professional must be fully equipped with the technical and managerial know-how of running an organization.

Hence we can conclude that media management is essential in the context of today's media operations.

Ans to Q No 6: The three major media traditions in modern India are that of a diverse, pluralistic and relatively independent press ; of the manipulated-misused, state controlled radio and television; and that of many autonomous, small media outfits of various subaltern groups and their organizations.

3.8 POSSIBLE QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q.1 : Can we call media an industry? Give examples
Q.2 : Briefly discuss motion picture industry
Q.3 : Write short notes on –
(a) FM Broadcasting
(b) Internet industry

B. Long Questions (Answer each question in about 300-500 words)

Q.1 : Describe the media industry in Indian context.
Q.2 : Describe the importance of media management

Q.3 : On what grounds can media be included in management?

(a) Print industry