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What's the most interesting thing you've done outside of work in the last 12 months?

I visited a host of World War 2 sites across Central Europe, Germany and Austria this summer. For a huge history buff like me, the experience was life-changing. All these places have had a date with history and being there makes one feel something either tragic or exuberant.

The place that stood out for me was the National Memorial for the Heroes of the Heydrich Terror, created beneath the Cathedral of Saints Cyril and Methodius. The movie 'Operation Daybreak' is based on the tragic context of this memorial.

Name a brand marketing executive or corporate personality - Indian or international - you admire. And tell us what about her/him is admirable.

I'd have to say Steve Jobs, for his sheer faith in each of his endeavours. He has truly left behind a legacy, as he was the pioneer of some of the most significant devices that have shaped our lives over the last two decades.

If your brand were an animal, what would it be - and why?

Cheetah - focused, fast, and course correcting.

What was the biggest challenge you and your team faced in the last 6-12 months - and what did you learn from it?

An extremely challenging task for us was developing content for our regional market. We rose to the challenge and have come out stronger, through trial and error. At such a crucial juncture, it was important to learn from our experiences and mistakes, instead of just hypothesising.

Which outside forces or trends impact consumer behaviour in your category most? Give an example.

In the OTT sector, accessibility and affordability are key to growth and development. Jio's entry into the market was a complete game changer as they impacted the availability and price of data; they democratised data for one and all. Had it not been for them, the viewership numbers of Indian OTT streaming services would have been a completely different story.

Marketers across segments have fetishised the millennial. But hand on heart, which demographic will drive growth for your brand over the next 12 months?

We are solely focused on creating originals, increasing and improving our regional content and giving millennials an immersive viewing experience, in a language that is native to their region. We've already done this with our Telugu, Tamil and Hindi offerings so far.

Nowadays brands get trolled all too frequently on social media. As a marketer, have your views on trolling changed in the last couple of years?

If you say and do something that's against common perception in general, good or bad, you will be trolled. That's a fact of life. It's just like stress... you simply can't ignore it. What you can do, however, is learn to deal with it. You can't please everyone all the time.

If you could advertise on only one medium for the next 6 months, what would that be - and why?

Digital is something we trust and know well. So, we would focus on the gamut of options across digital, be it vernacular, social, performance, search or display.

What do agency partners grumble about most, today?

Opacity of data. They want to understand data better and advise clients appropriately.

The media space, especially video - be it TV or internet based - is undergoing mind-bending changes. With the best yet to come, there is a lot to be explored, understood and harnessed. ■