



Consumers themselves have become content creators on social media.

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

I took time off to visit an offbeat location named Santander in the north of Spain... off the touristy parts, away from the madness of the city.

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

I look up to Reed Hastings, CEO of Netflix. His clear vision, creative intelligence and transformational leadership are inspiring.

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

A wolf. We've bravely adopted new and innovative ways to change our business dynamics from time to time. After our brand refresh last year, we now have a new identity - a young company that caters to the growing demand for entertaining content on digital platforms. Our target is to grow 5X in five years.

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

The decision to refresh the brand identity after 55 years since the commencement of the company was exciting and challenging. The new logo is not just about changing the design and colour; it's about changing the perception and capturing the mind and attention of the audience. The launch of our OTT platform ShemarooMe in the midst of so much competition in the segment, made the message very clear. Part of the challenge was targeting the movie watching audience in Tier 2 and 3 cities of India, a region that houses a massive consumer base.

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

The digital industry has witnessed a boom, thanks to low data rates and affordable smartphones. As per Broadband India Forum (BIF) 65 per cent of video consumption is coming from smaller towns, and as per BCG's report, the OTT market is expected to hit \$5 billion by 2023.

The demand for entertaining content, especially in Tier 2 and 3 cities, is increasing. Offering familiar content to audiences in their preferred language has worked for us. We launched our OTT platform with Punjabi and Gujarati categories to connect with our regional audience. In April 2019, we added our Marathi category.

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

Millennials are, for sure, a lucrative market. They're the most coveted consumer demographic. The number of smartphone users in the country is expected to double to 859 million by 2022, growing at a compound annual growth rate (CAGR) of 12.9 per cent, accord-

ing to a joint ASSOCHAM-PwC study. We would like to cater to this demand for digital content.

**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?**

Consumers themselves have become content creators on social media. This has led to a surge in content, opinions and reviews. Our strategy has always been to include consumers in our story; that's how we are able to mitigate negative stories. When we get trolled or receive negative comments, we look at it as an opportunity to understand our consumers better and ensure we satisfy them going forward.

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

We believe in the power of digital and are investing heavily in digital tools and technologies. This helps us in micro-targeting and provides a clear indication of the reach and effectiveness of our campaigns.

**What do agency partners grumble about most, today?**

Fortunately, our agencies are in sync with our fast-paced environment. Where we stand today would not have been possible without the support of our agencies - they're increasingly becoming partners, hence I don't see them grumbling in this day and age. ■