

11TH ANNUAL REPORT 2001-2002

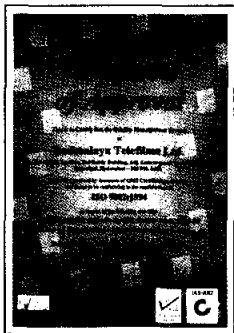


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An inspired ensemble



Padmalaya Telefilms is the first integrated media Company in Asia to receive ISO 9002 certification for quality standards in systems, processes and outputs.



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यतो हस्तास्ततो दृष्टि
यतो दृष्टिस्ततो मनः

Natya Sastra, Chp.V
(Circa 2nd Century BC)



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Where the hand is
there the eye should be;
And where the eye is, there
must the mind be.

SANSCO PRINTERS



An enterprise whose success depends on finding creative expressions that resonate and respond to the hearts and minds of its audiences, is familiar with the battles with silences and blank screens. However, when placing before the people who have trusted its ability to succeed in this endeavour the report of

Seeking expression for an encore

activities

of a year gone by, finding adequate expression appears

challenging. This is so especially in the case of an organisation



such as Padmalaya Telefilms Ltd. Because, we are not just

producers of feature films, television software, animation content or

providers of technology and infrastructure facilities spanning the

entire spectrum of new millennium infotainment media.

“O bodies swayed to music, O brightening glance,

And, the indices and measures of our performance go beyond figures and statistics. Our performance reflects the harmonious confluence of myriad intangibles, and finding expression for them is essential to us in communicating to our shareholders, partners, associates and a larger public that the success reflected in the figures has an underlying expanse of resources which do not yield to conventional measures.

Padmalaya Telefilms offers products and services. Yet, the strengths and resources that fuel its consistent leadership stature defy the means of expression and communication available to 'conventional' organisations providing products or services.

In terms of growth and profits, the year that has gone by has been an encore! In a world of turbulences and upheavals, PTL has delivered returns on investment that are impressive.

What is even more impressive is ways in which we have consolidated our strengths – in terms of people, technology, new markets, alliances, partnerships and the sheer orchestration of it all as an inspired ensemble in infotainment.

While the statutory parts of this year's Annual Report place before you the figures and ratios that testify to our growth and success in the reader-friendly and elegant manner we are known for, the preceding pages attempt to communicate the larger significances of our mission thematically.

All art, even music employs the allusive device of *metaphor*. Beyond the literal meaning of this greek word, philosophers have interpreted it as meaning to 'show forth'! In this Annual Report, we have employed classical Indian dance as a metaphor to *show forth* the deeper significances of our performance and sources of the creative energies that drive us forward.

Hence it is that we have begun with a verse from the *Natya Sastra*, which has equally potent significances for corporate performance too. For, where our hands are, there our eyes too are. And, where our eyes are, there our minds are unswervingly focused.

This, almost spiritual intensity, characterises every facet of our operations.

The metaphor of dance also harks to our corporate structure. Alongside workflows, business processes and other scientific management systems and synergies (reflected in our ISO Certification), we have also fostered the electrifying harmony of an ensemble.

Whether it is Asia's largest Animation teams, one of India's best known movie banners, top scripting and production teams for television, events and promotions teams, pre-press and publicity groups or editors, sound engineers and other technicians manning some of the best facilities in the country... this diverse



How can we know the dancer from the dance?"

– WB Yeats

pool of technical and creative talent moves with the precision and harmony of a dance ensemble.

At PTL we have worked hard to ensure that our technical and creative people are peers. Our strong technology strengths inspire our artists. And, our strong artists challenge the technology. As with the best entertainment and media organisations in the world, we have built a *harmony out of the tremendous commonality* between the outlook, aspirations and energies of technical and artistic talent.

Yet another facet of this vibrant environment is the blending of experience and youth. And, as much as in dance, the light-footed exhilaration of youth is encouraged to constantly challenge the solidity of tradition. This will, in the years to come, be fundamental to PTL's ability to meet next-generation demand while continuing to be a beacon of aesthetic standards and artistic responsibility.

Across the thematic metaphor of dance, we present to you an inspired ensemble called Padmalaya Telefilms. So much in unison that one could echo the poet in asking: *"O bodies swayed to music, O brightening glance, How can we know the dancer from the dance?"*

The blend of styles created a sensation. The new style
traveled around the world by the popular demand of
of dancers across the world and spread the concept
of fusion more than the modern age of hip-hop
dancers and even the modern age of ballroom
the various things that have the same style of
the dance is quite new and different from the
modern style of the dance.



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The roller coaster of a business year that lies behind us

has been one of harsh lessons and invaluable learnings.

The dotcom bust taught us harshly that 'business models' do not

mean anything without clear strategies, demand evaluations,

customer profiles and dependable technology and socio-economic

Orthodox nonconformism!

prognostications.

Equally harshly and more hurtfully 9/11 brought the world closer,

and made us realise more than ever that 'no man is an island?'

Overriding ambitions in the corporate world faltered and put us face

to face again with simple, old fashioned morality. Good corporate

governance, honesty and transparency have become

urgent concerns.

“We’re in an age when

Many a strong enterprise faltered and found excuse in the generally gloomy corporate climate. However, Padmalaya Telefilms is in the select company of enterprises that stood their ground and delivered positive results. It speaks for our anticipation, innate strengths, ability to change and something else beyond.

That ‘something beyond’ is the absolute compulsion to hold innovation as the very life breath of the organisation. It is a razor’s edge and euphoric abandon. It is the cold, unyielding insistence of instruments that keep time, tempo or tenor. It is also the ‘cunning’ and artistry that forges out of traditions new resonances which keeps pace with the rebellious aesthetics of a new generation.

It is an orthodoxy about craft and the larger purposes of art. It is an exuberant nonconformism in embracing new technologies and new media. It is much like the apparently innocent regularity of tidal rhythms that insidiously alter coastlines. *It is about being in the business of ‘creativity’ in an age when innovation is what drives enterprises.*

There can be no reliable templates, rules, processes or even quantifiable measures of success. Innovation, for an enterprise focused on hearts and minds, is a unique feat, a leap of the individual and the ensemble. For an infotainment and media enterprise, there is nothing like ‘business as usual’!

The results of the preceding year reflects our progress in evolving

into a full-fledged Media Company – covering every segment of the Industry such as feature films, television software, animation, distribution, exhibition, music, streaming media, event management, celebrity management, merchandising and so on.

It is a search for synergies that have enabled and will continue to drive success in the global markets.

In the unforgiving demand for results which overrides pursuit of goals in the current business climate, as a public limited company PTL has shown a steady growth in all Divisions.

This even and synergised performance owes everything to the people behind the organisation. Their collective will and energy is today focused on achieving a broad range of immediate targets essential to the success of our long-term roadmap. These targets include:

- Open-ended approach to integrating new technologies
- Incorporation of industry - best standards and formats in each media segment
- Enabling creative resources and technology resources to work in the most fruitful ways to give our strengths winning expressions.
- In every segment of the media, to constantly identify and develop themes and subjects that confirm our leadership in responding to hearts and minds.
- To ensure that the ‘business model’ of each division is anchored in realizable strategies.