

announced today by Tom Freston, Chairman & CEO, MTV Networks. This investment encompasses animated television series, animated feature films, animated interstitials and other animated products."

Management

Because the NICKELODEON organization is a amalgamation of many autonomous business units, the TV animation division is viewed as an autonomous profit centre. In the early 1990s, when NICKTOON started, a simple philosophy was embraced: bring back "original ideas" to television animation. Before that, animated TV shows were simply an extension of commercials for toys. As years pass, NICKELODEON will most probably be credited with spearheading the industry turnaround.

When approached with a new animated series idea, management begins an evaluation process. The preliminary critique is to see if it fits into NICKELODEON's programming content. If this is true, then a development cycle is initiated.

A development cycle involves producing a 7 to 10 minute pilot. By doing this, the creative artists and production staff, as well as management, are given the opportunity to further evaluate and develop the characters. Moreover, this elaborate pre-production exercise allows the entire production sequence to be reviewed from an operations and cost standpoint. This entire production sequence takes roughly one year and is unique to NICKELODEON.

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The evaluation of quality animation is viewed on two levels. The first is the creative level, where original design is important, character-driven animation is essential and a kids' point-of-view is paramount. A very subtle, but relevant fact, is that NICKELODEON believes

that the kids'-point-of-view must have a balanced appeal to girls and boys. The next level of evaluation is production. This aspect of a project encompasses many degrees of technology. Here again, NICKELODEON stresses only the very highest level of production quality.

Animation is viewed as a media which crosses international barriers. To this end, NICKELODEON is seen on 5 channels in over 80 countries.

Market analysts predict that because of this far-reaching presence, the