ASIAN CASE RESEARCH JOURNAL, VOL. 6, ISSUE 2, 167–204 (2002)

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Dainik Bhaskar — Jaipur

This case was prepared by Professor Piyush Kumar Sinha of the Indian Institute of Management, Ahmedabad, India and Mr Kunjesh Pariher of Navabharat Times, Madhya Pradesh, India, as a basis for classroom discussion rather than to illustrate other effective or ineffective handling of an administrative or bussiness situation.

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In June 1997 Girish Agarwal, Director, Bhaskar Publications, was reading the report of the survey conducted by Media Research Users Council (MRUC). The survey was undertaken after the launch of the Jaipur edition of their Hindi newspaper *Dainik Bhaskar*. It had wrested the market leadership from *Rajasthan Patrika*, the leader since 1956. On the very first day of its launch *Dainik Bhaskar* had achieved a confirmed paid up circulation of 172,933 and the readership had reached 459,000 within 4 months in Jaipur city alone. This was well above the readership of *Rajasthan Patrika* that stood at 394,000. *Dainik Bhaskar* had become the number one paper in Jaipur. It had also been able to create a new segment of readers who were different from the classical *Rajasthan Patrika* readers. Besides, 57% of *Rajasthan Patrika* readers were also reading *Dainik Bhaskar*.

The achievement was very special to *Dainik Bhaskar*. It was the paper's first venture outside the state of Madhya Pradesh. Second, it had challenged a forty-year leader that had enjoyed a near monopoly situation with 80% market share. Third, it had to contend with a habit-based purchase: readers do not switch newspapers easily. Fourth, the entry into the market was by a novel route, namely, by using a market survey as a tool to create awareness about the newspaper, covering almost 100% of the reader base in Jaipur. Fifth, *Dainik Bhaskar* was conceived and designed by the readers themselves. And finally, readers were not required to pay the subscription in advance. They were required to give their agreement to subscribe the paper for 6 months.

Recognised as one of the marketing successes of the decade, *Dainik Bhaskar* established a new direction for Hindi

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newspapers to reach beyond their existing markets. For the first time the owners realised that marketing can also add value in the media business. Even the media planners and buyers of the country were impressed by the meticulous planning that had gone into the making of *Dainik Bhaskar*, Jaipur. They were taking *Dainik Bhaskar* very seriously. Instead of waiting for a year, when the National Readership Survey would report the results, they were providing the (circulation) figures right from the launch.

Girish Agarwal felt well satisfied, as his customer-driven entry strategy had been very effective, even though it had demanded higher costs and a long drawn out high involvement process. To his advantage, the competitor had not taken any substantive counter offensives. However, he was concerned whether, given these factors, he would be able to adopt this entry model for other markets.

HISTORY

Dainik Bhaskar was started in 1950 by Dwarika Prasad Agarwal. A desire to echo the voice of the people motivated him to start a newspaper. He launched his paper from Bhopal, the capital city of Madhya Pradesh (a central state of India). It was well accepted by the readers. The business grew gradually, though not fast enough to be as large as the core business of printing. In 1978, Ramesh Chandra Agarwal, the present Chairman and Managing Director, inherited the newspaper, as his share of the family business. Because of its strong editorial reputation, at this time the paper was growing very rapidly and by 1979 it had become the leading newspaper in Bhopal. With this new-found confidence, R. C. Agarwal expanded to other areas of the state with editions from Jhansi, Ujjain and Gwalior. However, a major breakthrough to *Dainik Bhaskar* came with the success of the edition from Indore, the business center of the state. This edition was launched in 1983. By 1990, it had taken over from *Nai Duniya*, the long-standing leader in Indore. This made *Dainik Bhaskar* the largest circulated daily in Indore and the second

largest circulated daily in the state of Madhya Pradesh. *Dainik Bhaskar* always attributed its success to its respected editorials, its reputation for unbiased reporting and competitive pricing. By now Ramesh Chand Agarwal was joined by his two sons Girish and Sudhir. In the meantime, it had added new editions in Raipur and Bilaspur, the two largest cities in the eastern part of the state. By 1992–93, *Dainik Bhaskar* had a total of seven editions with a combined circulation of about 4,00,000 copies.

Editorial Philosophy

Shravan Garg, the resident editor at Indore, stated that *Dainik Bhaskar* had always reflected the regional aspirations and the popular mood. He believed that although the electronic medium whetted people's appetite for information, only a newspaper could satisfy the eagerness for detail. He followed this belief strongly. The proprietors had never interfered with his editorial freedom.

Dainik Bhaskar believed in presenting things 'as they are' even if it means loss of revenue. In 1984, during the Bhopal gas tragedy, it reported facts that were contrary to the claims made by government officials, even though this resulted in lost advertising revenue of Rs2 million from the government. Sudhir Agarwal, Director, believed that a newspaper should be designed in such a way that it was read by the whole family. Under his direction, *Dainik Bhaskar* carried articles of interest to all age groups and constantly sought to define new niches to be reached. In its pursuit of increased readership, it had continually identified the needs of readers and brought about required changes in its offerings. It aimed to offer a good mix of national, international, regional and local news. It had always made an effort to present international news in a way that local readers could relate to, rather than the usual direct translation into Hindi.

Dainik Bhaskar had also used technology to enhance the image of the paper. It was the first Hindi newspaper to offer high quality colour supplements to the readers. It employed

the "Harris Heat Set", a process for high quality colour printing. Till then, only the national dailies were using this technology for their weekend colour supplements.

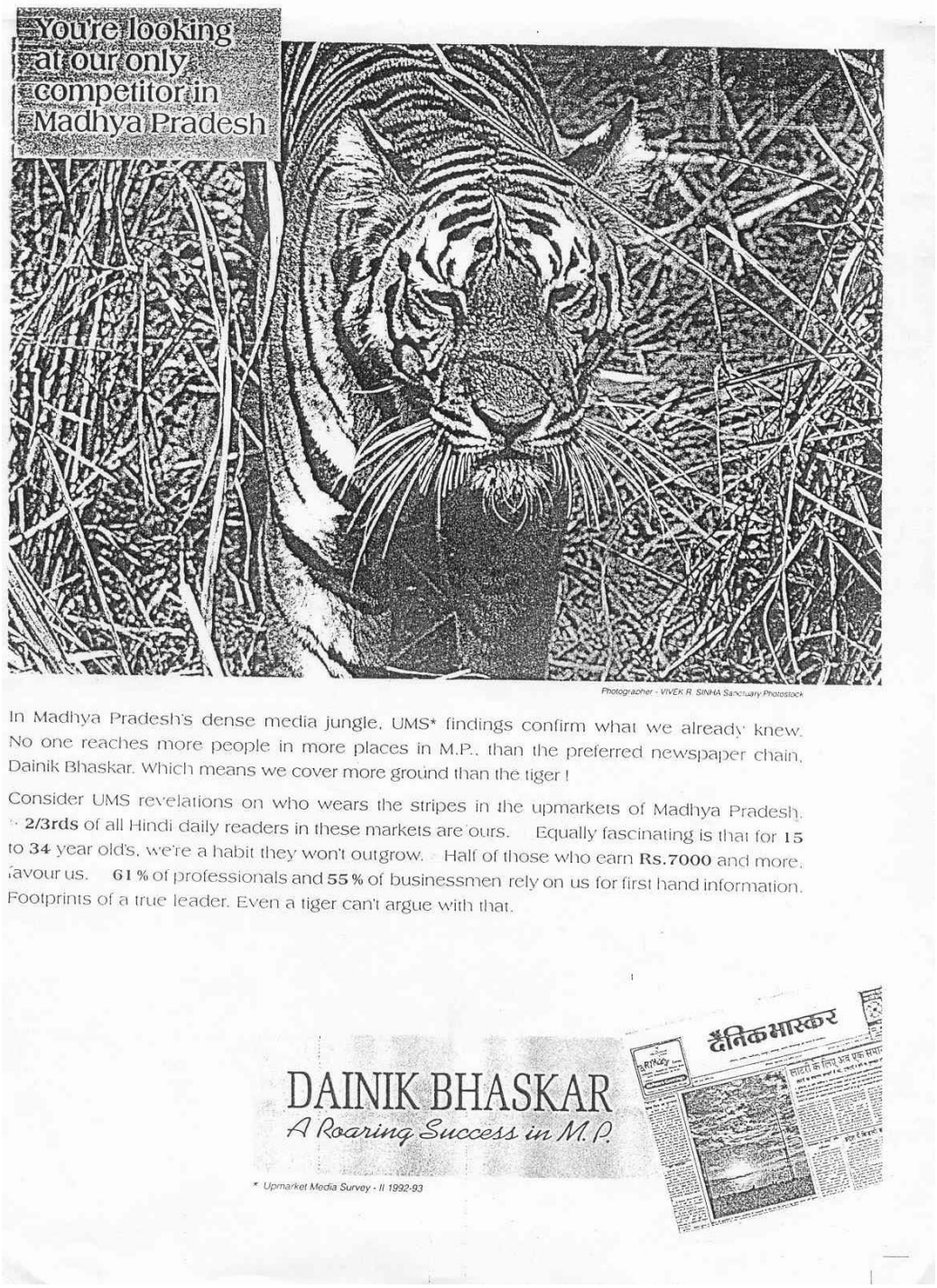
Attracting Advertisers

After establishing itself in Indore, *Dainik Bhaskar* was quick to recognise that the areas covered by its Indore, Gwalior and Bhopal editions were the major markets of Madhya Pradesh. These three cities together made up what was popularly called the Golden Triangle of the state. It was an area that had high potential in terms of media consumption and purchasing power. A two-thirds penetration ensured *Dainik Bhaskar* its success.

However, Girish Agarwal realised that if its advertising revenues were to increase substantially, the awareness of *Dainik Bhaskar* outside the state had to increase. During his first visit to Bombay, the advertising capital of India, in the late 80's, he was shocked to find out how little people knew of *Dainik Bhaskar*, Madhya Pradesh and the potential there. He realised that for advertisers to take *Dainik Bhaskar* seriously he would first have to market MP as a state.

As a concerted strategy advertisers were targeted through a two-year long campaign that included presentations based on a 15-minute audio-visual. The film showed Madhya Pradesh as a state rich in resources, with immense untapped potential. Brochures carrying facts and figures supported the film. After this *Dainik Bhaskar* talked about itself and how the advertisers would benefit from advertising in the newspaper. It created the "Tiger Campaign" (Exhibit 1) that was released in the national dailies. The advertisement featured a tiger and the headline proclaimed, "Y*ou are looking at our only competitor in Madhya Pradesh*." It then went on to justify its statement. What was, however, unique, was the teaser mailing, which was sent out two days prior to the launch of the campaign to various decision-makers throughout the country. The mailer alerted them to watch out for the ad. The response to the campaign was tremendous. The

Exhibit 1


You're looking at our only competitor in Madhya Pradesh
Photographer - VIVEK R. SINHA Sanctuary Photostock
In Madhya Pradesh's dense media jungle, UMS* findings confirm what we already knew. No one reaches more people in more places in M.P., than the preferred newspaper chain, Dainik Bhaskar. Which means we cover more ground than the tiger !
Consider UMS revelations on who wears the stripes in the upmarkets of Madhya Pradesh. 2/3rds of all Hindi daily readers in these markets are ours. Equally fascinating is that for 15 to 34 year old's, we're a habit they won't outgrow. Half of those who earn Rs.7000 and more, favour us. 61% of professionals and 55% of businessmen rely on us for first hand information. Footprints of a true leader. Even a tiger can't argue with that.
DAINIK BHASKAR
A Roaring Success in M.P.
* Upmarket Media Survey - II 1992-93
दैनिकभास्कर

mailer, especially, created a lot of curiosity. This became the most-talked about advertising by *Dainik Bhaskar*.

Since then innovative direct mailers, that kept advertisers abreast of changes made to the paper, had become a regular feature. One of the mailers, announcing colour supplements, became very popular. It featured a small earthen pot with tubes of watercolour and a fine brush along with the announcement. Another mailer, sent soon after the communal riots of December 1992, had a pain balm enclosed. *Dainik Bhaskar* was compared to a balm, bringing relief through accurate reporting during troubled times. Within just ten days, the circulation of the Indore edition increased from 34,960 to 65,770. In addition, the group started advertising on Zee TV, the leading Hindi TV channel. Other promotional and marketing activities included sponsorship of awards and programmes like the Ad–Review held annually by the Ad-Club, Bombay. The intention of these campaigns was to make sure that *Dainik Bhaskar* was taken seriously, like the national dailies.

Distribution

The channel consisted of distributors who supplied to hawkers. These hawkers, in turn, delivered the paper to customers at the crack of dawn. Besides credit facilities, the hawkers enjoyed a specific trade commission. The trade relied on relationships and *Dainik Bhaskar* paid special attention to this aspect. These hawkers were special invitees to the *Bhaskar Utsav*, a major event organised regularly by the newspaper.

The Bhaskar Group

Dainik Bhaskar had diversified into new areas. The Bhaskar Group was about Rs. 400 million conglomerate with diversified interests in cement, oil extraction, hospitality, travel agency and textiles (Rs. 49 = US $1). *Dainik Bhaskar* Publications was the flagship company of the group (Exhibit 2). It was the most widely read Hindi Daily of Madhya Pradesh. It

Exhibit 2 Profit and Loss Account (Rs. Million)

Particular	Writers & Publishers Ltd.			Bhaskar Graphic & Printing Arts Ltd.			Bhaskar Publication & Allied Ind. Pvt. Ltd.		
	1997–98	1998–99	1999–00	1997–98	1998–99	1999–00	1997–98	1998–99	1999–00
Number of Copies (in Mil)	134.46	138.44	160.84	139.80	153.62	180.59	36.34	35.40	42.12
Income									
Sale	173.12	217.83	282.44	148.67	172.01	214.77	40.68	44.07	55.81
Income from Advertising	152.62	217.92	233.95	252.44	286.95	339.63	53.53	53.02	57.38
Other Income/Printing Job Income	21.32	26.99	50.63	12.16	30.75	37.04	0.80	2.21	3.11
Total Income	**347.06**	**462.74**	**567.02**	**413.27**	**489.71**	**591.44**	**95.01**	**99.30**	**116.30**
Expenditure									
Purchase of Books	1.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Raw Material Consumed	207.29	268.04	317.93	286.94	320.00	365.53	62.49	62.12	74.15
Printing Manufacturing Expenses	56.10	97.60	129.78	79.22	101.62	134.52	20.06	21.04	24.77
Selling and Administrative Expenses	41.49	51.05	60.77	29.00	34.63	48.12	10.07	8.99	9.19
Interest	9.73	15.09	16.88	7.35	10.16	11.23	0.77	0.87	0.95
Total Expenses	**315.77**	**431.78**	**525.36**	**402.51**	**466.41**	**559.40**	**93.40**	**93.02**	**109.06**
Net Profit before Depreciation	**31.29**	**30.96**	**41.66**	**10.76**	**23.30**	**32.04**	**1.61**	**6.28**	**7.24**
Less Depreciation	13.89	11.73	18.37	5.89	7.79	11.68	0.69	0.48	1.04
Net Profit after Depreciation	**17.40**	**19.23**	**23.29**	**4.87**	**15.51**	**21.44**	**0.92**	**5.80**	**6.20**
Less Provision for Taxation	4.00	3.00	3.00	1.00	1.50	6.90	0.40	2.00	2.50
Profit after Tax	**13.40**	**16.23**	**20.29**	**3.87**	**14.01**	**14.54**	**0.52**	**3.80**	**3.70**

was also the fastest growing newspaper in the country. Between the two readership surveys conducted in 1990 and 1995, *Dainik Bhaskar* grew at a rate of 104%, the highest growth rate among the top ten newspapers of the country. During this period readership of other newspapers grew by about 50%. In Indore, the largest newspaper market of the state, *Dainik Bhaskar* enjoyed 75.89% share among all Hindi daily readers, of which 46% are sole readers.

QUEST FOR GROWTH

Having achieved a leadership status, *Dainik Bhaskar* then decided to look to new markets for expansion. They already had the major market share of readership in the state of Madhya Pradesh. Also each of their centres was competitive. The advertisers respected *Dainik Bhaskar*, but they regarded it as a regional newspaper. The newspaper had to look beyond Madhya Pradesh for future growth.

The Hindi belt in India (Exhibit 3) covered eight states which were, Uttar Pradesh, Bihar, Rajasthan, Madhya Pradesh, Delhi, Punjab, Haryana and the Northern parts of Maharashtra. Together they constituted about 45% of the country's population. Select macro-economic indicators for the states with districts of more than 1.0 million population are given in Table 1. Delhi, the capital of India offered good potential. It also had a high literacy level — a strong indicator of the penetration of newspapers. Yet, *Dainik Bhaskar* discounted Delhi in its search. Girish felt that Hindi dailies were relegated to the third category in the city. The first category was the English newspaper and the second, Business newspapers. Even if *Dainik Bhaskar* emerged as the leader among the Hindi newspapers it would be a leadership position only of the third category. He wanted *Dainik Bhaskar* to be the leader in the market and not the category.

Hence, eight districts, with a population of more than 1.0 million were identified (Table 2). Of these, Indore and Bhopal were in Madhya Pradesh, Lucknow and Kanpur in Uttar Pradesh, Nagpur in Maharashtra and Patna in Bihar. Delhi was also a state. Nagpur, Patna and Jaipur were the

Exhibit 3


INDIA
CAPITAL
STATE CAPITAL
PAKISTAN
CHINA
(TIBET)
NEPAL
JAMMU & KASHMIR
Srinagar
HIMACHAL PRADESH
PUNJAB
Shimla
Chandigarh
HARYANA
DELHI
UTTAR PRADESH
Jaipur
RAJASTHAN
Lucknow
SIKKIM
BHUTAN
Gangtok
ARUNACHAL PRADESH
Itanagar
Dispur
NAGALAND
Kohima
Patna
BIHAR
MEGHALAYA
Gandhi Nagar
GUJARAT
Bhopal
MADHYA PRADESH
WEST BENGAL
TRIPURA
MIZORAM
BANGLADESH
DIU (D&D)
DAMAN (D&D)
DADRA AND NAGAR HAVELI
MAHARASHTRA
Mumbai
ORISSA
Bhubaneshwar
Hyderabad
Panaji
GOA
ANDHRA PRADESH
YANAM (Pondicherry)
KARNATAKA
BAY OF BENGAL
ARABIAN SEA
Bangalore
Chennai
LAKSHA DWEEP (INDIA)
MAHE (Pondicherry)
PONDICHERRY (Puducherri)
KERALA
TAMIL NADU
KARAIKAL (Pondicherry)
Kavaratti
Thiruvanantapuram
SRI LANKA
Port Blair
ANDAMAN AND NICOBAR ISLANDS (INDIA)
HINDI-BELT

Table 1. Macro Economic Indicators of States

Indicators/States	Rajsthan	MP	UP	Bihar	Delhi	Maharastra
Population (Mil) '91	44.00	66.18	139.112	86.37	9.42	78.93
Urban Population (Mil) '91	10.06	15.33	27.60	11.35	8.47	30.54
Male Population (Mil) '91	23.04	34.26	74.03	45.20	5.15	40.82
Female population (Mil) '91	20.96	31.91	65.07	41.17	4.26	39.11
Literacy (Mil) '91	13.54	23.46	46.14	26.40	5.88	51.20
Electricity (% of households) '91	35.03	43.3	21.91	12.57	79.48	69.4
No of Banks '93	3,160	4,496	8,723	4,959	1,224	5780
Bank Deposits (Mil)	73,640	96,330	2,60,710	1,13,250	2,41,510	7,96,110
Bank Credit (Mil)	44,320	61,100	1,16,270	46,340	1,53,730	5,56,410
SDP(Mil) '92	1,95,020	2,73,550	5,63,810	2,54,550	na	6,20,980
Per Capita SDP(Rs) '92	4361	4077	4012	2904	na	8180
Post Offices per mil population	231	167	139	132	57	153
Telephones per mil population	5010	4600	2910	1670	60770	18510
No of Vehicles	17,68,709	23,09,608	29,77,275	13,29,709	26,29,645	40,32,565
No of Cinema Halls	246	338	787	282	65	768
Hospitals '87	179	201	403	255	41	1,063

Source: RKSwamy/BBDO Guide to Media Planning, 1999

Table 2. Macro Economic Indicators of 1.0 Mil+ Districts

Indicators/Districts	Jaipur	Indore	Bhopal	Kanpur	Lucknow	Patna	Delhi	Nagpur
Population (Mil) '91	4.723	1.836	1.351	2.418	2.763	3.618	9.421	3.287
Urban Population (Mil) '91	1.867	1.275	1.081	2.037	1.731	1.377		2.031
Literate Population (Mil) '91	2.261	1.218	0.869	1.662	1.589	2.038	5.882	2.03
Number of Banks	374	190	166	309	275	306	1,224	273
Deposits (Rs. Mil)	18,760	12,100	12,070	19,240	24,170	18,690	2,41,510	13,640
Credit (Rs. Mil)	11,430	7,700	7,670	10,950	10,380	5,790	1,53,730	6,360
Number of Cinema Halls	29	26	15	31	20	24	65	35
Number of Hospitals	27	9	10	17	27	24	41	91
Districts share in state potential								
Agricultural	9.89%	1.47%	0.78%	0.35%	0.64%	4.60%		4.65%
Industrial	31.10%	19.63%	10.79%	15.49%	7.52%	14.02%		2.18%
Infrastructure	25.83%	12.41%	12.41%	7.30%	9.25%	16.12%		1.70%

Source: RKSwamy/BBDO Guide to Media Planning, 1999

three most populated districts after Delhi, followed by Kanpur. The literacy levels were comparable, though it was the lowest in Jaipur. The contribution of the city of Jaipur to the State Domestic Product was also high. This meant that an entry into Jaipur would create a barrier to entry for other papers in the state of Rajasthan.

All these cities also showed a clear dominance of Hindi publications. The readership stood at around 55% of the adult (above 12 years) population. In most cases the SEC A (Socio-Economic Classification comprising of A, B, C, D and E, developed on the basis of occupation and education), showed a higher readership, except in the cases of Nagpur and Patna, where SEC B was above the average claimed readership (Table 3). Jaipur had the highest percentage of readers of a Hindi daily in the SEC A and B classes, the group with higher disposable income. It was showing the fastest growth in Hindi newspaper readership. Also, Dainik Bhaskar was already being read in some of the southeast districts of Rajasthan. These districts shared some cultural similarities with north-west Madhya Pradesh, where Dainik Bhaskar was the dominant player.

Looking at the literacy level and the penetration of newspapers it appeared that these markets did not offer much potential. But Mr. R. C. Agarwal and his team felt that it would be possible to find a market even in established markets. Their earlier successes were also carved out in similar situations, especially at Indore. Girish urged his team to look deeper. The team found that these cities were saturated with newspapers and the top three newspapers claimed over 50% readership. While in four of these cities the first two newspapers were very close, the gap was considerable in the case of Patna, Jaipur, Nagpur and to a certain extent Kanpur. The team calculated the Herfindahl Herschman Index (HHI) for each of the cities to assess the level of competition (Table 4). [The Index is used to determine the competitive intensity of a market for a particular media: the higher the index, the lesser the competition. It is arrived at by adding the square of the percentages of the claimed readership of the newspaper.]

Table 3. Claimed Readership in 1.0 Million Districts ('000)

	Delhi	Bhopal	Indore	Jaipur	Kanpur	Lucknow	Nagpur	Patna
Adults Age 12+	7443	863	835	1197	1510	1358	1431	790
Any Hindi Daily	3375	478	509	625	792	737	534	432
SEC - A1	260	23	38	58	73	74	10	56
SEC - A2	536	67	73	65	127	134	36	67
SEC - B1	316	78	93	69	104	150	51	82
SEC - B2	300	38	60	59	68	60	41	60
SEC - C	872	149	112	139	116	177	148	84
SEC - D	572	66	87	131	146	84	124	51
SEC - E	493	58	43	101	100	48	121	23
Any Hindi Publication	4211	523	529	696	920	922	818	532
Any English Daily	649	64	47	72	89	243	129	133
SEC - A1	155	8	11	26	25	48	19	38
SEC - A2	184	16	15	23	38	81	23	36
SEC - B1	96	15	6	11	15	57	31	31
SEC - B2	53	6	5	4	2	18	11	3
SEC - C	100	16	3	6	7	25	28	9
SEC - D	38	2	7	3	1	10	8	6
SEC - E	19	0	0	0	0	1	7	2
Any English Publication	2022	144	105	148	189	335	260	221
Any Daily	4174	493	510	635	811	815	843	481
Any Publication	4686	532	529	704	931	960	973	546

SEC: Socio – Socio Classification
Source: IRS, 1995

Table 4. Herfiendahl Herschman Indices (HHI) of 1.0 Mil+ Towns

Town	Dailies	Est Adult (12+)*/ Readers**	Claimed Readership (%)	HHI#
Indore		835		3593.08
	Total Claimed Readership	810		
	Dainik Bhaskar	406	50.12	
	Nai Duniya	253	31.23	
Bhopal		863		2812.80
	Total Claimed Readership	810		
	Dainik Bhaskar	290	35.80	
	Nava Bharat	292	36.05	
	Dainik Naiduniya	111	13.70	
Jaipur		1197		4074.61
	Total Claimed Readership	907		
	Rajasthan Patrika	552	60.86	
	Dainik Navjyoti	132	14.55	
Lucknow		1358		2260.71
	Total Claimed Readership	1116		
	Dainik Jagran	360	32.26	
	Rashtriya Sahara	289	25.90	
	Aaj	202	18.10	
	Swatantra Bharat	159	14.25	
Patna		790		4975.10
	Total Claimed Readership	576		
	Hindustan	369	64.06	
	Aaj	168	29.17	

Table 4. (*Continued*)

Town	Dailies	Est Adult (12+)*/ Readers**	Claimed Readership (%)	HHI#
Delhi		7443		1970.56
	Total Claimed Readership	5901		
	Navbharat Times	1674	28.37	
	Punjab Kesri	1615	27.37	
	Hindustan	747	12.66	
	Sandhya Times	662	11.22	
	Jansatta	451	7.64	
	Rashtriya Sahara	423	7.17	
	Dainik Jagran	261	4.42	
Kanpur		1510		3636.30
	Total Claimed Readership	1149		
	Dainik Jagran	573	49.87	
	Aaj	371	32.29	
Nagpur		1431		5697.72
	Total Claimed Readership	631		
	Nava Bharat	449	71.16	
	Lokmat Samachar	158	25.04	

Notes: *For the Towns; **Of the Dailies; # Considering all Dailies

Indore and Bhopal were excluded since *Dainik Bhaskar* itself was the leading newspaper. Patna, Jaipur and Kanpur were identified as the growth areas with most potential. Nagpur, though a contiguous market, did not qualify on the basis of the index. Further comparison showed that although Patna, the capital of Bihar (a thickly populated eastern Indian state), had the potential, it had lower literacy levels and per capita income. There was also a lack of infrastructure. There were less Hindi daily readers when compared to other cities. Kanpur, in the state of Uttar Pradesh, and the nearest city to the north of Jhansi (where *Dainik Bhaskar* already had an edition) was the second best choice. However, in Uttar Pradesh, the state with the largest population, the clutter percentage was very high and newspapers had to face all manner of competition. It was difficult to provide anything new to the readers.

JAIPUR — THE TARGET

In 1995, Jaipur, the capital of the northern state of Rajasthan had a total population of 350,000 households. Out of these, 135,000 households subscribed to a newspaper. Based on its estimates of population and literacy growth, *Dainik Bhaskar* found that about 70,000 new readers could be tapped. The Jaipur market was defined as the core market of the city itself and the surrounding districts of Alwar, Sikar, Sawai Madhopur and Bharatpur. Alwar is the second largest industrial town after Jaipur. Sikar and Sawai Madhopur are rich districts of Rajasthan due to their royal lineage and the traditional stone trade. Bharatpur was considered a satellite town that could be serviced easily from Jaipur.

The number of nuclear families in the region was on the rise. There was only one leading newspaper, Rajasthan Patrika, and literacy levels were increasing. There seemed a possibility of attracting a new profile of readers, different from the readers of Rajasthan Patrika. A clear shift of advertisers from English to regional newspapers was also evident in Rajasthan due to the more favourable reach offered by regional language newspapers. In 1995, according to the Indian

Readership Survey (IRS), the readership of any Hindi publication was 44.9% and that of any English publication was just 7.7%. When it came to dailies, this figure was 40.6% for Hindi and for any English daily it was 3.4%.

Competitive Scenario

The major dailies in *Rajasthan* were *Rajasthan Patrika* and *Dainik Nav Joyti* (Table 5). Other players were *Punjab Kesri* and *Nav Bharat Times*. While *Rajasthan Patrika* and *Dainik Nav Jyoti* were published from Jaipur and other centers of Rajasthan, other newspapers were published from outside Rajasthan. *Punjab Kesari* and *Nav Bharat Times*, a national Hindi Daily, marketed their Delhi editions locally.

Rajasthan Patrika was a 42-year-old newspaper. With a circulation of 218,290 copies of its Jaipur edition, it dominated the market with more than 65% share of total newspaper circulation. In the city of Jaipur itself, it commanded about 80% market share. It was growing at around 35,000 copies per annum. *Punjab Kesri* was a leading newspaper from northern India, but had a very small share in Jaipur. *Dainik Jagran* and *Rashtriya Sahara*, two very strong newspapers from Uttar Pradesh, were carefully examining the Hindi

Table 5. Circulation of Jaipur Editions Prior to Dainik Bhaskar Entry

Newspapers	Circulation
Rajasthan Patrika	218,290
Nav Joyti	54,000
Other Local Newspapers*	30,000
Other Outside Newspapers**	25,000
Total	327,290

Source: Dainik Bhaskar

*Rashtradoot, Samachar Jagat, Arun Prabha, Vichar Times, Aaspas

**Punjab Kesari, Dainik Jagran, Hindustan, Rashtriya Sahara, Jansatta

belt for further growth. However, Gulab Kothari, the publisher of *Rajasthan Patrika*, was very confident of maintaining its leadership position. Leading national newspapers like *Nav Bharat Times* (a Hindi newspaper from Bennett Coleman & Co. Ltd. — one of India's largest media groups) had not been able to make headway in this market and had had to withdraw.

Rajasthan Patrika had a strong hold on the distribution channel. It contributed nearly 85% of the channel's business. Newspapers in Jaipur were sold on a cash basis to the hawkers. They had to buy the newspapers each morning. The hawkers, however, extended credit of a month to their readers. The paper was priced at Rs. 2.25/- per copy. As *Rajasthan Patrika* was following a premium pricing policy, the margin for the hawkers made this feasible. *Rajasthan Patrika* took pains in building its relationship with hawkers, distributors and advertising agencies. All hawkers and distributors were invited to an Annual Dinner, where the Chief Minister of the State was the guest-of-honour and gifts, such as bicycles and warm clothes, were distributed. The gifts were very popular and the opportunity to meet the Chief Minister made them look forward to this annual event.

The advertisement tariff was Rs 500–600/- per column centimetre. *Rajasthan Patrika* did not provide split-advertising rates for different editions. The newspaper had instituted an Annual Business and Concerned Communicator Award for advertising agencies and organised special events for them. Revenue generation through advertising was substantial, as it was the only major print medium available to advertisers. The revenue from advertising for the last two years was approximately Rs. 550 million per annum.

A NEWSPAPER DESIGNED BY THE READERS

Dainik Bhaskar's objective had always been to build a strong and loyal base of readers. Information driven marketing systems, developed on a foundation of extensive research, were central to its strategy. Such a system had helped shift the focus of the organisation from mere circulation to individual

readers. "Knowing who your readers are and what they want is the key to building loyalty. Experience has taught us that a good product generates new readers", remarks Sudhir Agarwal. Research had been integral to the total marketing effort of *Dainik Bhaskar*. This had yielded favourable results in all the previous launches in Madhya Pradesh, especially Indore where *Dainik Bhaskar* faced the near monopoly position of Nai Duniya.

But Jaipur was different. Unlike *Nai Duniya*, which was strong only in Indore, *Rajasthan Patrika* was a leading newspaper throughout the state and had held this position for the last three decades. When Sudhir went to deposit about Rs. eight million (as the cost of the land for their office and press) with the Jaipur Development Authority, the official concerned laughed at him. He felt that *Dainik Bhaskar* would not be able to stand up to *Rajasthan Patrika*. Also since it was not permitted to use the land for any purpose other than for setting up the printing facilities for the newspaper, the official felt that *Dainik Bhaskar* was throwing money down the drain.

There had been instances where a newspaper's monopoly was broken. But *Dainik Bhaskar* intended to achieve this feat faster as they wanted advertising revenues to come in quickly. They also wanted to establish a strong base to launch in other areas of Rajasthan. It was, therefore, necessary that a new approach be adopted to combat *Rajasthan Patrika*. "The traditional way has always been to produce a good paper and wait for the readers to come to you. But recession dictated that we take a different route. In order to be successful, we had to pre-market the paper and get confirmed paid-up circulation," said Girish Agarwal. For the first time, in the history of newspaper marketing, the readers would know that a new newspaper was being published and they would tell the hawkers to deliver the paper to their door-steps on a given date.

The launch plan had three phases. The first phase involved research that primarily identified reader's expectations, in respect of content and spread. It also identified areas of discontent or dissatisfaction with existing newspapers. The research had a secondary objective too: create awareness

about *Dainik Bhaskar* among the readers of other newspapers before the launch of the edition. In the second phase, the mass media campaign was launched. In the third phase, order booking was carried out. Thus customers were contacted twice: first during the need identification survey and second at the time of booking orders.

Phase I — Need Identification Survey

For this research in Jaipur, the sample size of about 175,000 representing nearly 50% of households was chosen. This constituted almost 100% of households subscribing to a newspaper in the city. The objective of the research was to create a newspaper 'for the people, of the people and by the people'. It was felt that such an exercise would give the readers the confidence that this was their own paper as they had played a part in creating it. The research would also help in creating awareness, establish a brand image and develop better understanding of the readers (Exhibit 4).

The sample households were surveyed between August 18 and September 30, 1996. For this exercise, the city of Jaipur was divided into 18 zones. Each zone was further sub-divided into 4 sub zones. A team of fifteen investigators and one territory-in-charge managed each of the zones. Two hundred and seventy-five trained investigators were hired to conduct the survey. Each investigator was required to meet 15 to 20 households per day and would meet only the chief wage earner of the family. The interviews were held between 7:30 to 10:30 am and 5:30 to 8:30 pm while the respondents would be at home. Some respondents were also interviewed in their offices between 11 am and 3 pm. Every house visited was marked with a small red sticker at the main gate to avoid duplication. This also helped in keeping track of the investigators. The respondents included government employees (31%), private company employees (23%), businessmen (23%), professionals (8%), students (9%) and others (6%).

The survey revealed a clear preference among readers for a newspaper that presented news in an unbiased manner.

Exhibit 4 Questionnaire Used for the Survey (English Translation)

Dainik Bhaskar

The fastest growing newspaper in India
Published from Bhopal (Sagar), Indore (Ratlam), Raipur (Bhilai), Gwaliar, Jabalpur, Bilaspur, Satna, Jhansi. And Starting in Jaipur from December 1996

2,774,000 readers

No. 178221

Reader's survey

Dainik Bhaskar, India's fastest growing newspaper, is starting its Jaipur edition shortly. Your suggestions are invited, please spare 10 minutes only.

1. Which Newspaper do you subscribe to at your home?
   a) Rajasthan Patrika. b) Dainik Navjyoti
   c) Any other(Please specify)
2. Which Newspaper do you subscribe to at your office/shop?
   a) Rajasthan Patrika. b) Dainik Navjyoti
   c) Any other(Please specify)
3. What are your expectations from an ideal newspaper? Please give your opinion in the table below.

Topic	**Please tick according to your importance**				
	Most important	Very important	Important	Less important	General
Matters of family interest					
Employment news					
Print quality					
Sports news					
Business/Share Market					
City news					
Editorials/Letters by readers					
Sunday Magazine					
National/International news					
Film Magazine/news					
Regional news					

Exhibit 4 (*Continued*)

4. Of the above-mentioned topics, which is of utmost priority to you? (Mention only one)
5. How satisfied are you with your present newspaper? Please give your preferences according to your interests.

Topic	**Please tick according to your satisfaction level**				
	Extremely Satisfied	Very Satisfied	Satisfied	Not Satisfied	Not at All satisfied
Matters of family interest					
Employment news					
Print quality					
Sports news					
Business/Share Market					
City news					
Editorials/Letters by readers					
Sunday Magazine					
National/International news					
Film Magazine/news					
Regional news					

6. How unbiased is your present newspaper?
   a) Completely unbiased b) Neutral
   c) Not neutral (biased)
7. Do you feel the need for a good newspaper in Jaipur?
   a) YES b) NO
8. According to you, what should be the price for an ideal newspaper?
   a) Rs. 1.50 b) Rs.2.00
   c) Rs. 2.50
9. Name
10. Age
11. Address
12. Phone number (Residence)
13. Phone number (Office)

Exhibit 4 (*Continued*)

14. Occupation
    - Professional
    - Govt. Institutions
    - Pvt. Institutions
    - Educational Institutions
    - Business
    - Student
    - Retired

No. of Supervisor.....
Code No. of Surveyor.....
Area Code: ..... Sign: .....

Prizes for the contest

1. First Prize: One 29″ Colour TV
2. Second Prize: One Three Door Fridge
3. Third Prize: One Automatic Washing Machine
4. Fourth Prize: Five Two-in-One Tape recorders
5. Fifth Prize: 500 Thermos Flasks

Rules and regulations

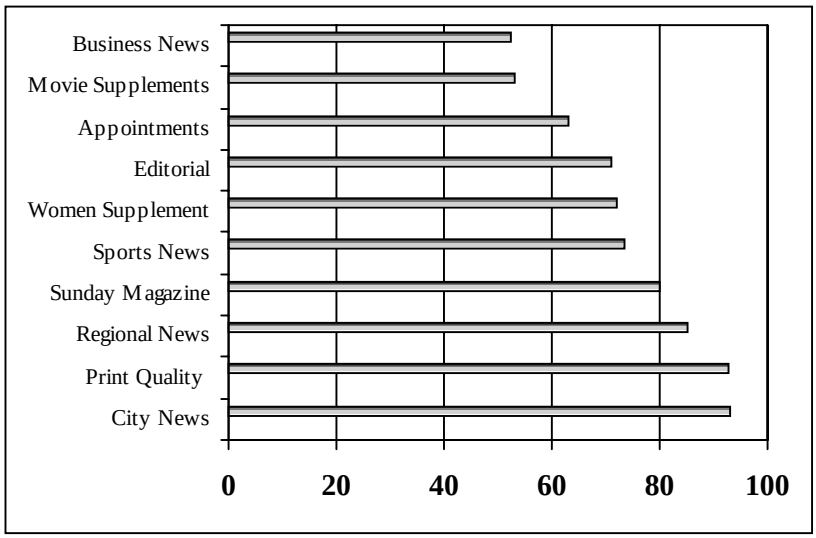
- The winners prizes will be declared by a lucky draw
- Numbers are given on the coupons. Please keep your coupon safely
- Lucky draw will be declared between 20th and 25th October
- Winners of the lucky draw will be informed through TV and other mediums.

Among the respondents 95% felt that the current paper was biased. There was also a perception (95.75%) that their current paper was over priced. 55% of the respondents indicated that Rs. 1.50 would be an ideal price for a newspaper. In addition, respondents felt that apart from newspapers published from Jaipur, the others did not provide localised news. It was evident that there was a distinct market for better quality news from around the country presented with a local flavour (Table 6). This strategy suited *Dainik Bhaskar*, as it was their core strength. It had stood them in good stead in all the markets they had entered previously.

Dainik Bhaskar used the findings of the research to design the newspaper and devise the pricing strategy. Readers were to be offered an introductory price with a guarantee that it would not change for at least six months. It was also decided that the newspaper would be printed in colour on weekdays too, as opposed to the rival's policy of offering colour sections at weekends only.

Encouraged by the findings of the research, *Dainik Bhaskar* set a target of acquiring a subscription base of 136,000 for its Jaipur edition. There were about 330,000 households subscribing to a newspaper. It estimated that

Table 6. Preferences of Readers in Jaipur (%)



those subscribing to *Dainik Bhaskar* would be new readers (20%), switchers from the existing newspapers (12%) and duplicate readers (10%). It was estimated that the greater Jaipur Area would acquire 110,000 subscribers. The remaining 26,000 copies would be sold in the surrounding cities. It was recognised, however, that this would require reaching almost all subscribers of Hindi newspapers in the city of Jaipur.

Phase II: Launch Campaign

It was vital that the campaign created an impact. The campaign focussed on gaining a higher share of mind. *Dainik Bhaskar* allocated Rs. 50 million for the launch. The print medium could not be used as the main medium, since the largest and most effective newspaper was *Rajasthan Patrika*. The campaign was designed using "below-the-line" media, hoardings, and 'free-standing' inserts in *Rajasthan Patrika* (with the help of hawkers). These efforts were supplemented by advertising in other newspapers, cable TV and participation in major cultural and religious events in Rajasthan, such as Dussehra, Durga Puja and Kar Seva (Exhibit 5).

Presentations were made to advertisers and advertising agencies all over the country to make them aware of *Dainik Bhaskar's* launch plan. The report and findings of the survey were also presented. These efforts succeeded in winning the support of both advertisers and media planners.

Phase III: Order Booking

Dainik Bhaskar's inaugural issue was priced 33% lower than *Rajasthan Patrika*. The readers were offered an invitation price of Rs. 1.50 against the regular cover price of Rs. 2.00. Readers were approached for subscriptions and, in the process, the results of the survey were shared. They were given an assurance that the paper would offer precisely what they were looking for. This helped garner subscriptions. Readers were assured that the price would be held for at least six months through the 'Bachat (Guarantee) Bond' (Exhibit 6).

Exhibit 5 Detailed Communication Plan — Jaipur Launch

A. HOARDING

A total of 24 hoardings were put up in Jaipur and were repainted every week with teasing messages for three weeks beginning 6th August, 96.

Hoarding No. 1
The message read "Hindustan Ka Sabse Tej Dhavak Ab Jaipur Mein Dodega" (India's fastest runner will very soon be running in Jaipur too).

Hoarding No. 2
The message read "Hindi Kshetra Ka Vijayi Pratiyaashi Ab Jaipur Ke Maidan Mein". (A candidate from Hindi belt now to be fielded from Jaipur).

Hoarding No. 3
The message read "Ab Suraj Ugega Pachim Mein Jaipur Ke Aasman Sein". (The sun shall now rise from the west i.e. from the skies of Jaipur).

B. INSERTS IN NEWSPAPERS

Not being able to communicate through large scale print media publicity Dainik Bhaskar started its pre-lunch publicity and used Rajasthan Patrika's strength to its own advantage. In order to outshout competition every change in hoarding was followed by an insert carrying the same message and distributed in the newspapers. A series of four inserts went into the newspapers.
A teaser campaign in the form of a three-page 'Sunday Section', presenting Dainik Bhaskar's very own weekly section, was inserted in all newspaper including Rajasthan Patrika.

Insert No. 1
It read Advertisement No. 1 Front Page "Lamba Parichay Kaise Pasant Hai? Hum No. 1 Hai, Yehi Bahut Hai." (Who is interested in a long introduction. We are No. 1 is sufficient enough as our introduction).

Insert No. 2
Suni Sunayi Khabroan Mein Kya Rakha Hai. Jara Gahrahi Main Jaaker Dekhe Sachaaiyn Kya Hai. (Who is interested to hear news which is stale and already talked about. Go into depth and analyse, you will know the truth).

Insert No. 3
Rangeen Prisht To Kai Akhbaroan Ne Chappey Magar Rangeen Main Jaan Humney Daali. (Lots of Newspapers are printed in colour but we infused life into the colour).

C. CABLE NETWORK ADVERTISING

TV advertising was ruled out, as spill over wastage was very high since Dainik Bhaskar was concentrating only on Jaipur. Therefore, messages taken up from hoardings to maintain harmony were used as bullets that appeared continuously on various programmes on local

Exhibit 5 (*Continued*)

cable networks with high frequency. No audio messages were imparted. Visuals would come up on lines with messages as displayed on hoardings.

D. MAJOR EVENTS

Dussehra Festival

A major firework display at Jaipur grounds was organised by Dainik Bhaskar on the eve of Dussehra. 100,000 people congregated at Dussehra to see the religious spectacle. When the display was at its peak, the name of "Dainik Bhaskar" was writ large on the skies of Jaipur.

Durga Pooja

On the occasion of Durga Pooja 100,000 posters of traditional Arti (Prayer) were distributed. All important temples of the town were covered. Dainik Bhaskar volunteers greeted the worshippers and gave them the poster.

Ganesh Festival

Felicitation of procession and distribution of 50,000 colourful posters of Lord Ganesha at the Ganesh Festival was yet another route to register brand recall for Dainik Bhaskar. All the surveyors of the Bhaskar team were engaged in offering assistance to the crowd on this occasion.

Sikh Procession Festival

On Guru Purva around 50,000 Sikh devotees were offered water i.e. Kar-Sewa was performed by Dainik Bhaskar volunteers on this day. Kar-Sewa or voluntary help is considered the most sacred act on Guru Purva Day.

The Royal Legacy Recreated

Dainik Bhaskar paraded 50 elephants covered with drapery highlighting the Dainik Bhaskar insignia marched around Jaipur. The occasion brought back memories of the rich legacy of Jaipur when elephants were used by the royalty of Jaipur with great opulence and extravagance. They were accompanied by DB's sales-brigade distributing Dainik Bhaskar's leaflets and guide maps of Jaipur on the day of the launch.

Exhibit 6

Dainik Bhaskar

The fastest growing newspaper of India

Order JPR No. 126631

Savings Invitation Letter

Date:

Sir,

I wish to participate in the Savings Invitation scheme of Dainik Bhaskar starting from December. Please arrange to send the newspaper to me.

Name: ..... Age: .....

Address: .....

Area code: ..... Sub-area code ..... Colony code.....

Tel. No (Residence): ..... Tel. No (Office): .....

Surveyor Code: .....

Current Newspaper: ..... Signature of Customer .....

Bhaskar Savings Invitation
Guarantee Bond

Order JPR No. 126631

Dainik Bhaskar guarantees that under this bond, You will get this newspaper daily for Rs. 1.50 up to Six Months.

1.50 Daily

6 Months

Ramesh Chandra Agarwal
Chairman and Chief Editor

DAINIK BHASKAR, Jaipur

CONGRATULATIONS!!

Order JPR No. 126631

Respected member,

Now you have become a member of the Bhaskar family comprising of 27,74,000 members. Dainik Bhaskar family is grateful to you for your support and confidence.

With Best Wishes for the NEW YEAR !!

The above Guarantee bond can be redeemed for Six Months by paying Rs. 1.50 daily to your Hawker. Newspaper would be available with your hawker/agent from December onwards.

In case of inconvenience, please inform us at below mentioned telephone numbers with reference to your order number.

Dainik Bhaskar

Plot No. 10, In front of Vidyaashram School, Malviya Nagar, Jaipur-302017

Tel: 510568, 511356, 511357

The Bond had three counterfoils: one to be retained by the customer, one for the hawkers and the third to be returned to *Dainik Bhaskar*. Customers would fill the Bond and give it to the hawker for their copy. Hawkers in turn would present these Bonds while placing their orders. Within 15 days of the start of the campaign, 80,413 subscribers had been secured.

Setting up a distribution channel was another challenge for Dainik Bhaskar. Rajasthan Patrika controlled the existing distribution network. In case the present distribution channel did not support the launch, a team of 300 people, holding the names and addresses of the subscribers, was kept on alert. In addition, *Dainik Bhaskar* had set up 8 depots in Jaipur and 65 agents in the surrounding areas.

An attractive scheme was devised to match the hawkers' earnings despite the lower cover price. They were paid a commission of Rs. 0.75 per copy. The commission matched the hawkers' earnings from *Rajasthan Patrika*. In addition, they were paid Rs. 5 for every "Bachat Bond" collected from the subscribers. In absolute terms, the commission to the hawkers increased from 33% to 50% of the cover price. Soon after the launch of *Dainik Bhaskar*, *Rajasthan Patrika* reduced its cover price from Rs. 2.25 to Rs. 1.50. This enabled the hawkers to offer both the newspapers at the original price of *Rajasthan Patrika*. This became instrumental in creating duplication of readership.

It was decided to launch the newspaper and reach the readers in Jaipur, Sikar, Alwar and Sawai Madhopur. These, along with Madhya Pradesh editions, were offered to advertisers as a package. The tariff was fixed at Rs. 250 per column centimetre for the Jaipur edition and Rs. 650 per column centimetre for Jaipur and Madhya Pradesh editions. Advertisers found the offer extremely attractive.

The first edition had 16 pages in colour on all seven days of the week (Exhibit 7). The noted Hindi writer Kamleshwar was hired to lead the editorial and news staff. On December 19, 1996 *Dainik Bhaskar* launched its Jaipur edition with a paid up circulation of 172,933 copies — a feat never achieved by any newspaper in India. In response, *Rajasthan Patrika* reduced its cover price for all editions to the

Exhibit 7



दैनिक भास्कर

केसरी ने राव को नेता पद छोड़ने के लिए कहा

निष्पक्षता के संकल्प के साथ भास्कर लोकार्पित

नेता पद के दावेदार सक्रिय

राज्यों को खुले बाजार में अनाज बेचने की छूट

भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी

टेलीफोन टेपिंग पर उच्चतम न्यायालय ने अंकुश लगाया

पास बुक्स में नं. 1

संजीव पास बुक्स

पढ़िए

कक्षा 3 से एम.ए. के लिए

प्रमुख समाचार पत्रों द्वारा सराही गई एकमात्र पास बुक्स

मैरिट में आए विद्यार्थियों की एकमात्र पसन्द

प्रकाशक : संजीव प्रकाशन, जयपुर

Exhibit 7 (*Continued*)



दैनिक भास्कर

म • हा • न • ग • र

प्रमुख शहरों का तापमान

देश

राजस्थान

सरकार भरोसे नहीं किया जा सकता शिक्षा का विस्तार

माहेश्वरी पब्लिक स्कूल के नवनिर्मित स्कूल भवन का उद्घाटन

मामला अदालत की अवमानना का

महिलाएं जेल में और घर में बुझे हैं चूल्हे

दुर्घटनाओं में घायल 10 लोगों की मौत

अलवर का बहुचर्चित गैंग रेप प्रकरण

शालिनी शर्मा की जमानत याचिका खारिज

भूतन का डराने पोलिस जोधपुर पहुंचा

पुलिस की नाक के नीचे हुई एक लाख की चोरी

Big Shopper SUPERMARKET

17000 से अधिक मुनिया समूहों का संकल्प, एक लक्ष्य के लिये

आपकी जिन्दगी से जुड़ी खरीद पर इतनी सुविधापूर्ण खरीदारी।

भाजपा विधायक बनेड़ा को पुलिस से जान का खतरा

पूजा न्यायाधीश के समक्ष विशेष अतिथि रहेंगे

जीप-ट्रोला भिड़ंत में हैड कांस्टेबल सहित तीन मरे

बंजर भूमि सुधार कार्यक्रम को झटका

पठकों के लिए विशेष सूचना

भास्कर बचत न्योता योजना

अब 31 दिसम्बर, 96 तक

दैनिक भास्कर

अच्छे अंकों में शतिया पास होने के लिए पढ़िये

नालन्दा

पास बुक्स

कक्षा 9,10,11 व 12 के लिये

अब नन

कक्षा 3 से 10 तक के लिए

नालन्दा प्रकाशन, त्रिपोलिया बाजार, जयपुर

same level as *Dainik Bhaskar* within 7 days of the launch. It launched various supplements and offered colour prints. It started offering split rates for its different editions to advertisers. Despite this, *Dainik Bhaskar* kept growing. Later, as a step to control costs, *Rajasthan Patrika* reduced its number of pages from 16 to 14 and increased the cover price to Rs. 2/-. It also reduced the number of weekly supplements from 7 to 3.

THE NEW LEADER

Four months after the launch MRUC conducted a readership survey to verify *Dainik Bhaskar's* claims. NRS (National Readership Survey) also measured the readership of Dainik Bhaskar in Jaipur in 1997 (Table 7). In addition, dealer response tests were undertaken so that the advertisers could independently arrive at an estimate of the number of readers reached by *Dainik Bhaskar* and *Rajasthan Patrika*. The MRUC survey showed that *Dainik Bhaskar* had made an enormous impact. Within four months readership had reached 459,000 readers as against 394,000 readers of *Rajasthan Patrika*.

A national advertising campaign was carried out to proclaim the achievement. Leading media planners endorsed the achievement (Exhibit 8). Mailers were sent to advertisers and media planners (Exhibits 9 & 10). The entire exercise created a stir in media circles and all leading business magazines covered it. The message was unambiguous that *Dainik Bhaskar* had displaced *Rajasthan Patrika* from its leadership position and thereby ended its monopoly. One media planner commented "Yeh newspaper hai ya Tendulkar?" (Is it a newspaper or Sachin Tendulkar, the much-celebrated Indian Cricket legend?).

POSTSCRIPT

Dainik Bhaskar has nearly doubled the readership for Hindi dailies in Jaipur. The hawkers too played a role in creating duplicate readership and thereby contributing to the growth

Table 7 Comparison of Dainik Bhaskar and Rajasthan Patrika

(Figures in percent)

Sr. No.	Head	Dainik Bhaskar	Rajasthan Patrika
1	Age of Readers	15–24 (44%)	25–44(49%)
2	Mean Monthly Household Income (MHI)	Rs. 5322	Rs. 5659
3	Education	Graduates: 28 SSC* +: 47 Below SSC: 26	Graduates: 36 SSC +: 39 Below SSC: 25
4	SEC	A: 21 B: 38 C: 20 D: 17 E: 05	A: 23 B: 40 C: 19 D: 12 E: 07
5	Duplication	57	49
6	Main Reasons for Buying	Economical: 19 Use of Colour: 11 Reliable: 10 More Supplements: 8 Job Ads: 6 Local Content: 6	Economical: 4 Use of Colour: 1 Reliable: 7 More Supplements: 1 Job Ads: 9 Local Content: 7

Source: MRUC, 1997

*Secondary School Completed

Exhibit 8

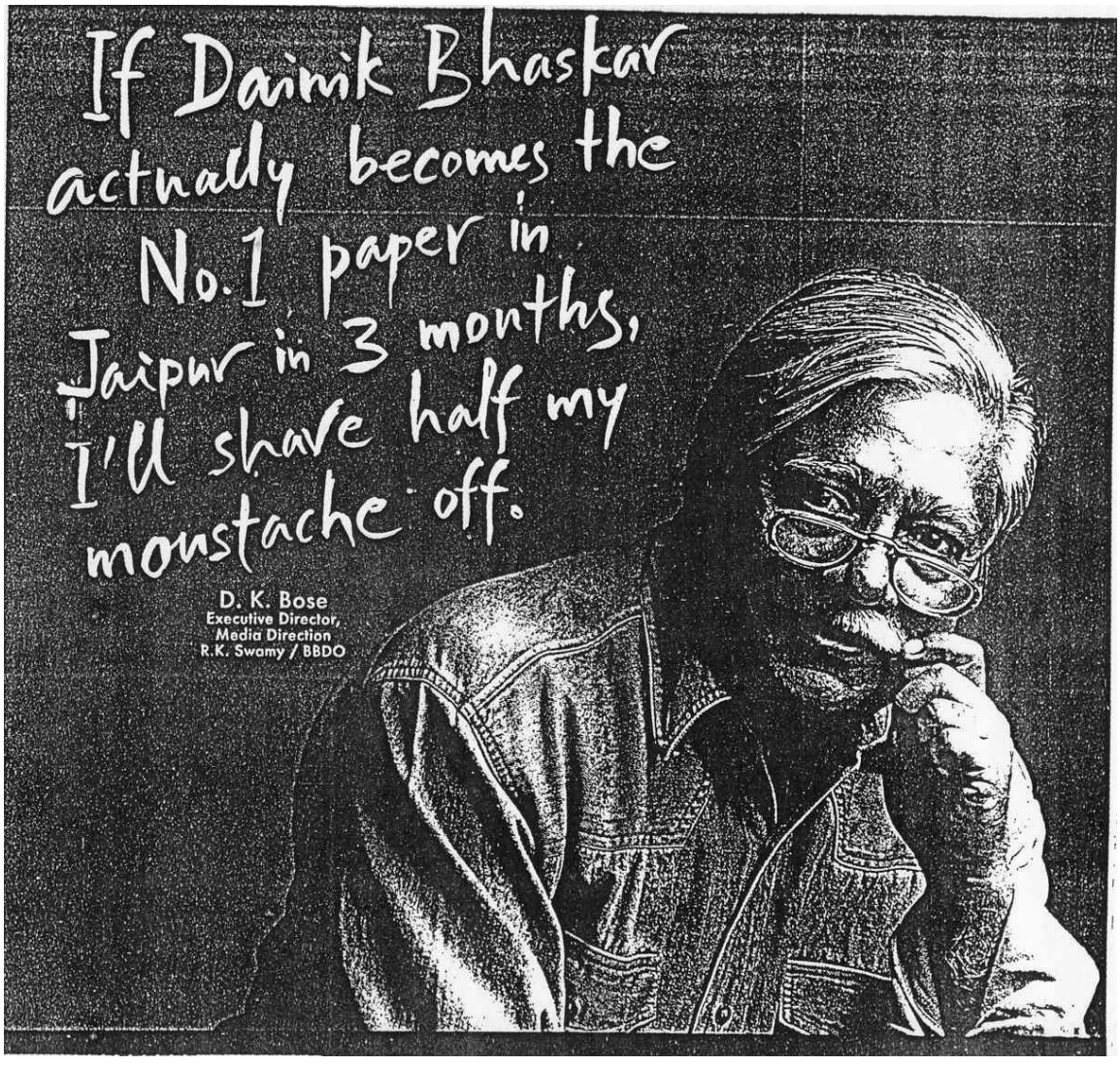

If Dainik Bhaskar actually becomes the No.1 paper in Jaipur in 3 months, I'll shave half my moustache off.
D. K. Bose
Executive Director,
Media Direction
R.K. Swamy / BBDO

Exhibit 9


STEREO
SONGS OF RAJASTHAN
Dainik Bhaskar has
a record in Raj
broken
By discharging a 42 year old
and selling 4,65,000 copies in its
competitor
first year alone.

Exhibit 10

AWARENESS CAMPAIGN

Before 19th Aug '96 Jaipur had never heard of Dainik Bhaskar & while you are flipping through this mailer everybody back in Jaipur (present & potential readers) is talking high about Dainik Bhaskar's launch in Dec'96.

A massive teaser hoarding campaign created curiosity & left all Jaipurians guessing on different messages that are being replaced every two weeks. To further enhance the hype, with every changed hoarding message a replica handbill of the same was inserted in the local newspapers.

People in Jaipur have already known us, have voiced their views to us and have started liking us too (You bet!).
So, the countdown has begun for a certain triumph of 'The Making of Dainik Bhaskar, Jaipur'.
Strategically and confidently.....
We plan to keep you regularly posted on "THE MAKING OF DAINIK BHASKAR JAIPUR."

Contd.



दैनिकभास्कर

Dainik Bhaskar
Group of Publications

India's fastest growing Newspaper

...ext from: Bhopal (Sagar), Indore (Ratlam), Gwalior, Raipur (Bhilai), Bilaspur, Jhansi, Jabalpur & Satna

THE MAKING OF

Dainik Bhaskar

JAIPUR

The most strategic launch yet, in Indian newspaper History.

SHOCKED? BUT HOLD YOUR BREATH. A MARKETING MIRACLE IS TAKING PLACE.
READ ON HOW WE DO IT.

Exhibit-12 Post Launch Mailers

Exhibit 10 (*Continued*)

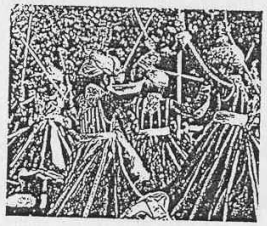
THE MAKING OF DAINIK BHASKAR JAIPUR

After establishing total domination in Madhya Pradesh, India's fastest growing newspaper DAINIK BHASKAR with a growth rate of 104% (NRS'95) crosses the border to conquer another most potential market in hindi belt - RAJASTHAN.



Rajasthan's vibrant, fast expanding & most potential market is JAIPUR, which has been monopolised by only one publication for quite some time. Dainik Bhaskar identified the opportunity in this supposedly difficult market & decided to explore the potential with professionally executed strategies, to make the launch of edition in Dec'96, an unprecedented success.

Over 1.30 Lacs households in Jaipur subscribe to either a Hindi or a English newspaper. Hence, we decided to meet 2,00,000 households personally (which includes all the present & potential readers.) to understand the existing underline demand potential & also at the same time involving them in creating their own newspaper.



are the snap shots of all that's being done out there in Jaipur, so you can also witness the most exciting and strategic newspaper launch in India.

Lets tell you how it's happening

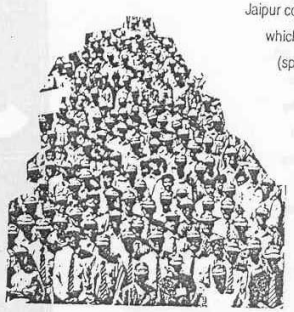
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... Only in Jaipur city two lakhs households are being surveyed between 18th Aug'96 & 10th Oct'96. by a team of 275 trained professionals.

... In the survey the head of the family is engaged in informal quality discussion for 10-15 minutes to get an idea of what expectations the present & potential newspaper readers of Jaipur have from an ideal newspapers.

... In order to create an awareness level & establish a brand image for DAINIK BHASKAR, every respondent was given a few utility gifts like a specially designed colorful glossy 'Jaipur Handbook ' & a supplement on Jaipur containing a city map & important information which is otherwise not available elsewhere . (speciman copy enclosed).



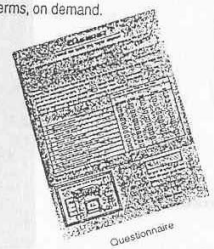
... Further, every respondent was given a lucky draw coupon having prizes worth Rs. 3.00 lacs as a bonus for participation in the survey.

... Utility gifts & lucky draw to respondents in Jaipur proved out to be such a remarkably effective idea that it became talk of the town & people who had not yet been surveyed, began to call us up to ask if t were also on the list & when the team was scheduled to visit their homes.



Jaipur hand book

(Others are liiterlly waiting). Preliminary reports are very encouraging for us since people in _____ in form of a good, impartial newspaper. Also, the detailed computerised data of the survey is available with us, that could be provided to you on mutual terms, on demand.



Questionnaire

... Experienced professionals from advertising & newspaper indust designed the following questionnaire :

Q. Which newspaper do you read ?
Q. Which newspaper do you subscribe to at your home or at your office/shop?
Q. What are your expectations from an ideal newspaper ?
Q. To what extent are you satisfied with your present newspaper on different topics covered by your newspaper ?
Q. Do you think your present newspaper is a impartial ?
Q. Do you feel a need of good newspaper in Jaipur ?
Q. What should be the cover price of a good newspaper ?

(Original questionnaire is enclosed.)

in readership through their price-cutting practices. Pavan Agarwal, who recently completed his education and was being groomed to take over future responsibility at Dainik Bhaskar — Jaipur, said, "Almost all of the 1500 hawkers were present in the Utsav and the event was successful. However, what I am worried about is not just being No. 1 in Jaipur, but how do we leverage this position to become No. 1 in Rajasthan". His elder brother Sudhir responded, "We are yet to realise the full potential of advertising spend in this area. It will be possible only when we have a statewide presence. It may not be as high a risk as Jaipur. But with the competition fully aware of our strategy, this model may prove less effective".

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