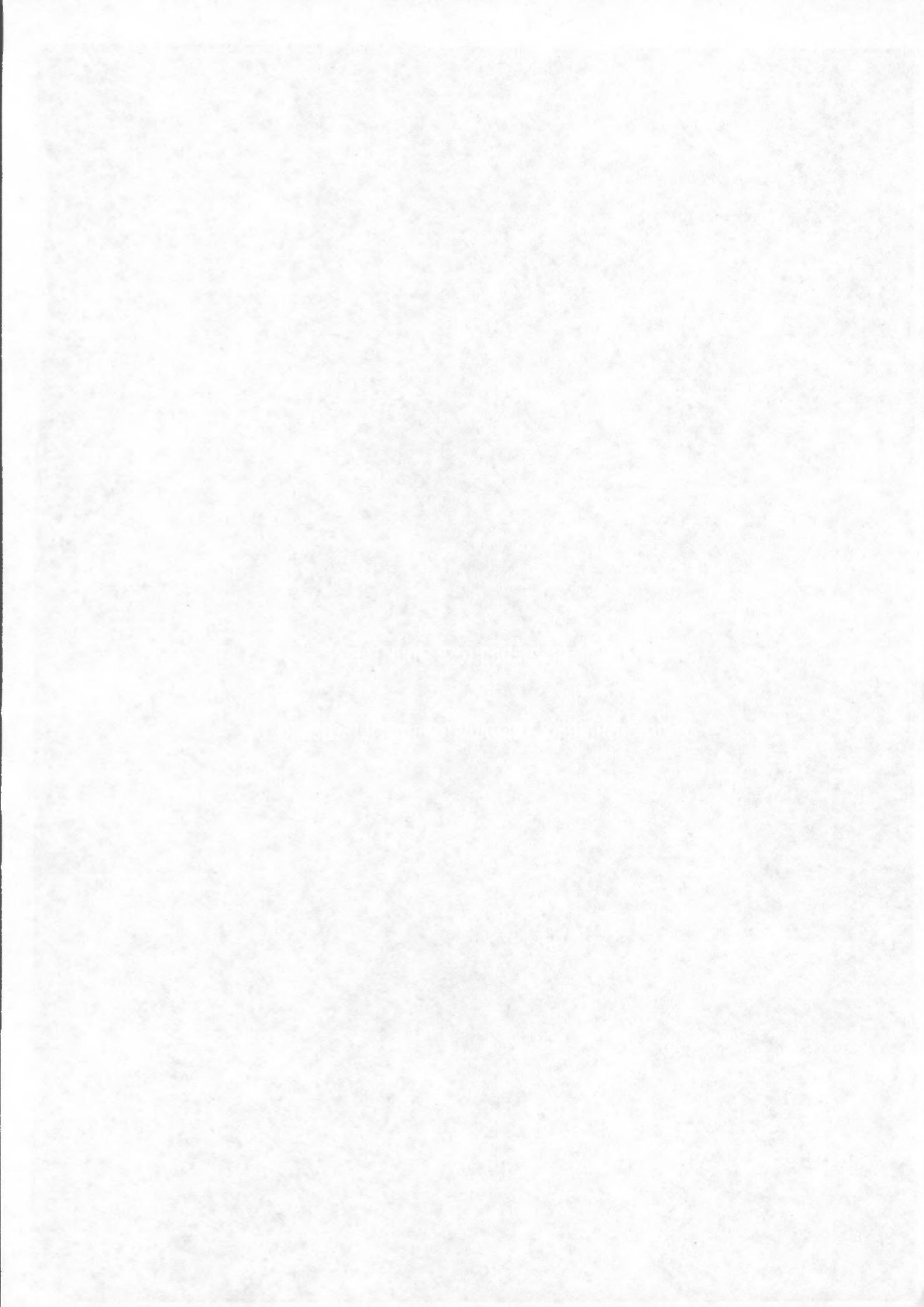


A media marketing case study report  
by  
Mudra Institute of Communications, Ahmedabad



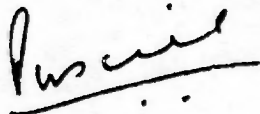
## **PREFACE**

It is often said that marketing failures outnumber marketing successes heavily. The truth is that for every successful brand there are at least ten unsuccessful brands. Brands that die mostly in their infancy because the world out there is tough, and operates on the time-honoured principle of "no quarter given, none taken".

Spectacular marketing successes are more of a rarity. It is these spectacular marketing successes that go on to become legends, the stuff history is made of.

Mostly, great marketing stories of our times have come from the western worlds, from markets that are more evolved. India, which has only recently opened its doors to the whirlwind of open market forces, has not contributed very handsomely to the list of world legends.

Yet, we have had quite a few homegrown successes. One such success is recorded in the pages that follow. It is also a story of how markets were wrested away from a big gun in a step-by-step, carefully planned and meticulously executed manner. It is the story of how Dainik Bhaskar rose to become the No. 1 newspaper in Jaipur, displacing the well established competition, that too from the very first day of the launch.



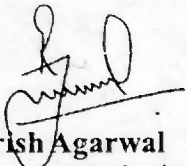
**Prof. P. K. Sinha**  
Mudra Institute of Communications,  
Ahmedabad

## **PREFACE**

Emotions matter. Feelings are the most powerful resource we have. They are the lifelines to self-awareness and connect us to others. And that was exactly what we felt when we went for a major market survey and tried to understand the readers' feeling. The survey gave us the list of their wants, types of stories they like to read and their dissatisfaction with the current product they subscribe. This activity was commissioned months before the launch of Dainik Bhaskar in Jaipur. The city market showed a possible slot for an alternate newspaper. When the paper was launched on 19th December 1995, the figure of paid up circulation stood at 1,72,933.

A good system shortens the road to the goal. And that's exactly what happened to us when we decided to enter the state of Rajasthan in 1996. To win over the readers and that too to dislodge the 42-year old organization and become number one paper from the day of launch needed a good system and meticulous planning. Dainik Bhaskar not only concentrates on content management but also on printing quality, circulation channels and distribution network besides logistics management.

This marketing case-study report by Mudra Institute of Communications, Ahmedabad is an attempt to rediscover the road to our success. I said rediscover because, there is no set of rules in media marketing that one could follow. As and when the situation arises, one needs to take appropriate but planned careful step towards the winning post. And that's exactly what we, at Dainik Bhaskar, did in Rajasthan. Happy reading.



**Girish Agarwal**  
Director Marketing,  
Dainik Bhaskar.

## Dainik Bhaskar

It was June 1997. Girish Agrawal, Director, Dainik Bhaskar, had just finished 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 Dainik Bhaskar. The results were very satisfying. In Jaipur, Dainik Bhaskar had been able to wrest market leadership from Rajasthan Patrika, the leader since 1956. On the very first day of its launch it had achieved a confirmed paid up circulation of 1,72,933 for its Jaipur Edition. The readership of Dainik Bhaskar in Jaipur only had reached 4,59,000 within 4 months. This was much above the readership of Rajasthan Patrika, that stood at 3,94,000. Dainik Bhaskar had become the number one paper in Rajasthan. It had also been able to create a new segment of readers who were different from the classical Rajasthan Patrika readers. Besides, Dainik Bhaskar was also read by 57% of Rajasthan Patrika readers.

The Bhaskar Group may justifiably rest on the laurels of this achievement. It was a score that was special for all these reasons. It was Dainik Bhaskar's first venture outside its own state of Madhya Pradesh. Second, it took up the challenge with a forty-year old leader with an eighty percent market share. Third, it was contending a belief that readers do not switch newspapers easily, a habit-based purchase. Fourth, the entry into the market was by a novel route. That is, by using market survey as a tool to create awareness about the newspaper, covering almost hundred percent of the reader base in Jaipur. Fifth, Dainik Bhaskar was conceived and designed by the readers themselves, an infallible course and media marketing's most novel approach to product development. And last, readers were not required to pay the subscriptions up-front but they were required to give their consent to read the paper for 6 months.

Dainik Bhaskar became the center of media attention. Business Standard reported: "*Billed as one of the marketing successes of the decade, Dainik Bhaskar has wiped the floor with the competition.*" It went on to say that this success points the direction for Hindi newspapers to reach beyond their present market. Business Standard further added, "*The success of Dainik Bhaskar is a lesson to media owners that marketing adds value to media also. Indian language newspapers are using smart marketing practices to gain market and readership.*"<sup>2</sup>

Prepared by Dr. P K Sinha, Professor and Kunjesh Parihar, Associate Professor, Mudra Institute of Communications, Ahmedabad. Research assistance of Rahul Nahar is acknowledged. Case prepared as a basis for class discussion rather than to illustrate either effective or ineffective decision making.

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<sup>2</sup> Manish Khanduri, "Making the real headlines," *Business, Business Standard*, May 9, 1998

<sup>1</sup> op. cit 1

Media planners of the country were impressed. So were media buyers. One of them said, "What makes this launch interesting is the almost clock-work planning that has gone in the making of Dainik Bhaskar, Jaipur. They are taking the bull by the horns. Instead of waiting for a year, they are providing the (circulation) figure at the launch." And continued, "Judging by the inputs provided by them, the newspaper edition has merit and we are seriously considering taking on Dainik Bhaskar<sup>3</sup>."

Girish Agarwal looked very satisfied with the results of the Jaipur launch. "Our customer-driven entry strategy has worked very well. But not only does it mean a higher cost, it is a long drawn out, high involvement process. To our benefit, our competitor did not take any immediate counter offensive. I do not know if, given these factors, we will be able to adopt this as our entry model for other markets."

## History

Dainik Bhaskar was started in 1958 by Dwarika Prasad Agarwal, as a 4 page daily. It was his desire to echo the voice of the people, which drove him to start a newspaper. He launched his paper from Bhopal. It was well accepted and it grew gradually, although not fast enough to become the mainline business of the group. In 1978, Ramesh Chandra Agarwal, the Chairman, took the reins. The editorial perspective of the paper had by now established a reputation for itself and armed with this, it grew very rapidly till 1979, to become the leading newspaper in Bhopal. With this newfound confidence, R. C. Agarwal expanded to other areas of the state and before 1983, Dainik Bhaskar was bringing out its Jhansi, Ujjain and Gwalior editions. What gave the paper its real impetus was the launch of its edition from Indore, the business center of the state, coinciding with his two sons Sudhir and Girish joining their father to manage the business. His youngest son was still studying.

Indore was a tough market, with Nai Duniya as the undisputed leader. However, Dainik Bhaskar, with its respected editorials, and its reputation for unbiased reporting created a niche for itself. Along with this positioning, the judicious pricing that was adopted by the management, gained the paper instant acceptance by the readers, which shot it into becoming the second largest circulated daily in Indore.

Dainik Bhaskar's relentless pursuit resulted in its dislodging Nai Duniya in 1990, to become the largest circulated daily in Indore, and the second largest in Madhya Pradesh. It had added its Raipur and Bilaspur editions, in the two largest cities in the eastern part of the state. By 1995, Dainik Bhaskar had seven editions with a combined circulation of about 4 Lakh copies.

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3. Shailesh Dabhal, "Quest for a new horizon," *Brand Equity, The Economic Times*, Dec. 18-24, 1996.

## Editorial Philosophy

Shravan Garg, the resident editor at Indore, states the Dainik Bhaskar creed as follows: *"Every region has its own aspiration, heroes and demons. Our editions have focused on this aspect. They have reflected the regional aspirations and the popular mood. Then again the electronic media has also whetted people's appetite for information. They are eager for details of stories that break in the electronic media. We have made it a point to follow these up. The proprietors have never interfered with editorial freedom."*<sup>4</sup>

The hallmark of Dainik Bhaskar is that it believes in presenting things as they are, even if that means loss of revenue. An example of this singleness of purpose is the stand that the paper took in 1984, during the Bhopal gas tragedy. It had reported facts that were contrary to the claims made by the government officials and it stuck to them, despite the fact that it meant losing Rs. 20 lakhs by way of advertising revenue from the government. Dainik Bhaskar carries articles of interest to all age groups and it constantly defines new niches. Its pursuit to increase readership, especially among women and children, and to continually identify the needs of readers are what have sustained Dainik Bhaskar as a people's newspaper.

Sudhir Agarwal, Managing Director, Dainik Bhaskar proudly supports the paper's philosophy as follows: *"Dainik Bhaskar puts its readers first. We gauge the requirements of readers and present them in an unbiased form, 'A newspaper should be read by the whole family. Our readers do not buy separate newspapers for every member, except may be a financial paper'. Remember, we were the first to introduce supplements on women and comic strips for children in Madhya Pradesh"*.

Another example of Dainik Bhaskar's astuteness is, its timely use of technology to enhance the image of the paper. It employed the "Harris Heat Set", a process for high quality colour printing. The experience in the printing business had kept the company aware of the know-how and developments in print technology. Till then, it was only the national dailies who had used this technology for their weekend colour supplements. Dainik Bhaskar was the first to offer high quality colour supplements to readers of Hindi newspapers. Innovations like this have always differentiated the paper from other papers and continue to increase the gap between it and its competition.

Dainik Bhaskar has earned a place of its own by dint of the judicious mix of national, international, regional and local news that it carries. Unlike other newspapers, it has always made an effort to present international news in a way that local readers can relate to such issues, rather than merely doing the usual direct translation into Hindi. It is qualities like innovativeness and trustworthiness, alongwith offering good value for money that have helped Dainik Bhaskar to build strong bonds with its readers.

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4. Anil Sharma, "New king on the block," *Media, Business India*, June 14-27, 1999.

## Concern for Advertisers

"We have always been very proactive in our efforts to increase our circulation and attract advertisers. Like readers, the advertisers' interests have also been kept in mind, not just in terms of tariffs but also giving them the best opportunity to maximise returns", says Girish.

After it established 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 (**Exhibit - 1**) of the state. It was an area that had high potential in terms of media consumption and purchasing power. Fortunately, a two-third penetration ensured Dainik Bhaskar its success.

However, Girish Agarwal realised that if its advertising revenues have to increase substantially, then awareness outside MP has to go up and for this an innovative strategy would have to be devised. He said, "During my first visit to Bombay in the late 80's, I was shocked to find out how little people knew of Dainik Bhaskar, Madhya Pradesh and the potential here. We realised that for them to take us seriously we would first have to market MP as a state"<sup>5</sup>.

As a concerted strategy, advertisers were targeted through a two-year long campaign that included presentations based on a well-conceived 15 minutes 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. Eric D'Souza, Branch Manager, Dainik Bhaskar, Bombay who was responsible alongwith Girish Agarwal, for a number of marketing innovations, explains, "We did not sell the paper as much as we did the state. We first told the advertisers about things that would interest them, like the opportunities that existed here and the advantages they would enjoy. Only then did we talk about ourselves and how they would benefit from advertising with us."<sup>6</sup>

The most-talked about advertising that Dainik Bhaskar created was the 'Tiger' Campaign<sup>7</sup> (**Exhibit 2**) that was released in the national dailies. The advertisement featured a tiger and the headline proclaimed, "You 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 was tremendous. The mailer, especially, created a lot of curiosity"<sup>8</sup>, says D'Souza. Innovative direct mailers, keeping its advertisers abreast with the changes made in the paper have been a regular feature.

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• Raji Menon "Breaking the regional mould," *Brand Equity, The Economic Times*, Sept 14, 1994.

• *op cit.* 5.

• *Madhya Pradesh is famous for White Tigers*



Among the more popular ones was the one announcing colour supplements. 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. Apart from this, the group started advertising on Zee TV. Other promotional and marketing activities have included sponsorship of awards and programmes like the AdReview held annually by the Ad-Club, Bombay. Recalls Girish, *"The intention was to make sure that we are taken seriously, like other national dailies."*

### **Distribution**

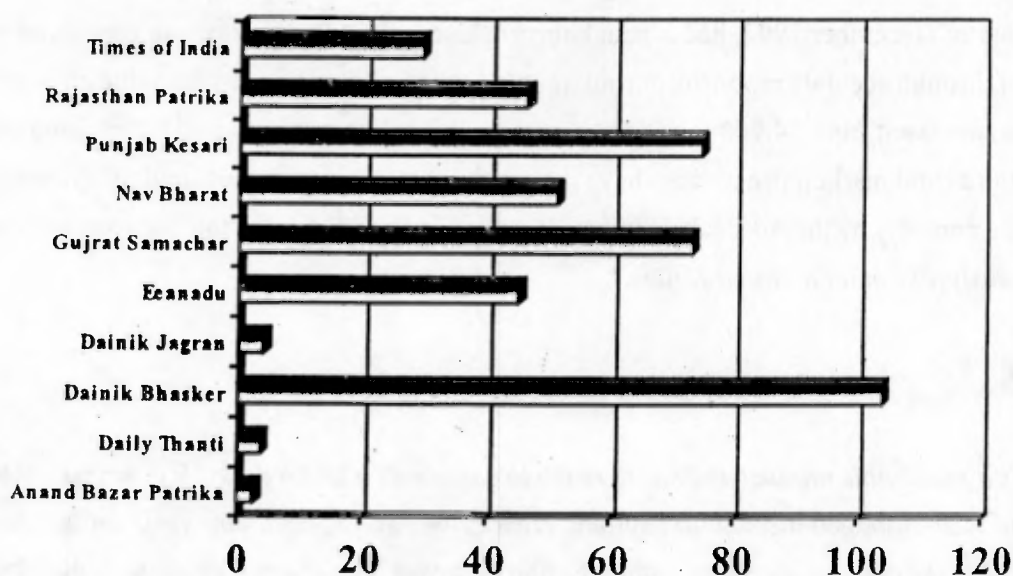
*"Newspaper is a perishable product and has to reach to customers without delay. It is necessary to have an integrated and well-managed distribution system. Hence, we put a special emphasis on building loyalty while dealing with the channel members"*, states Sudhir Agarwal. The channel consists of distributors who supply to hawkers. These hawkers, in turn, deliver the paper to customers at the crack of dawn. Besides credit facilities, the hawkers enjoy a specific trade commission. *"The trade thrives on relationship and we try to strengthen it in each of our interactions with the members of the trade"*, adds Girish. Dainik Bhaskar services its readers through a wide network of hawkers, who are always special invitees to the Bhaskar Utsav, an event organised by the paper.

It is efforts like these that have made Dainik Bhaskar a newspaper with not only the largest readership among Hindi Dailies in Madhya Pradesh, but also the fastest growing newspaper of the country. Between the two readership surveys conducted in 1990 and 1995, Dainik Bhaskar grew at the rate of 104%, the highest among the top ten newspapers of the country (**Table 1**). In Indore, the largest newspaper market of the state, Dainik Bhaskar enjoys a massive 75.89% share among all Hindi daily readers, of which 46% are sole readers.

### **The Bhaskar Group**

Dainik Bhaskar has diversified into new areas (**Table 2**). As of now, Bhaskar Group is a Rs. 640 crore conglomerate with diversified interests in cement, oil extraction, hospitality, travel agency and textiles. Bhaskar Publication and Allied Industries Pvt. Ltd. is now the flagship company of the group (**Exhibit 3**).

**Table 1: Growth in Readership (%)**



**Quest for Growth**

Having achieved a leadership status, Dainik Bhaskar then looked forward to new markets for expansion. They have the major market share of readership in the state of Madhya Pradesh and also each of the centers was competitive. It was felt that from such a position the efforts to gain market share would not commensurate with growth in advertising revenue. While the advertisers respected Dainik Bhaskar, they regarded it as regional newspaper. Thus it became necessary for the newspaper to look beyond Madhya Pradesh.

**Table 2: The Dainik Bhaskar Group**

Name	Activity
1 Bhaskar Publication & Allied Industries Pvt. Ltd.	Printing & Publishing
2 Writers and Publishers Ltd.	Publishing
3 Bhaskar Graphics and Printing Arts Ltd.	Printing & Publishing
4 Bhaskar Industries Ltd.	Cotton Spinning
5 Sharda Solvent Ltd.	Solvent Extraction (500 TPD) Vanaspati Ghee (200 TPD)
6 Regency Agro Products Pvt. Ltd.	Vegetable Oil (100 TPD)
7 Bhaskar Exxoils Ltd.	Solvent Extraction (700 TPD)
8 Bhaskar Multinet Pvt. Ltd.	Internet/Cable
9 Bhaskar Global Ltd.	Trading

Source: Dainik Bhaskar

The Hindi belt in India (**Exhibit - 4**) spreads over eight states which are, Uttar Pradesh, Bihar, Rajasthan, Madhya Pradesh, Delhi, Punjab, Haryana and the Northern parts of Maharashtra. Together they constitute about 45% of the country's population. Select macro-economic indicators for the states with cities having more than 10 Lakh population are given in **Table 3**. These show that Delhi, the capital of India offers good potential. Delhi also has a high literacy level, a strong indicator of the penetration of newspapers. Yet, Dainik Bhaskar discarded Delhi in its quest. "*Hindi Dailies are relegated to the third category in the city. The first category is the English newspaper and the second to Business newspapers. So even if Dainik Bhaskar had emerged at the top among the Hindi newspapers it would have been a leadership position of the third category,*" was Girish's view.

Eight cities, with a population of more than 10 lakhs were identified. [Table 4 gives the comparative details of these cities.] On literacy, Jaipur was the lowest, yet it had a high industrial and infrastructure contribution to the State Domestic Product. All these cities showed a clear dominance of Hindi publications, though in all, the readership was around 55%. In most cases the SEC (Socio Economic Classification) showed a higher readership, except in cases of Nagpur and Patna, where SEC B was above the claimed readership (**Table 5**).

**Table - 3: Macro Economic Indicators of States**

Indicators States	Rajsthan	MP	UP	Bihar	Delhi	Maharashtra
Population (Lakh) '91	440.06	661.81	1391.12	863.74	94.21	789.37
Urban Population (Lakh) '91	100.67	153.39	276.06	113.53	84.72	305.42
Male Population (Lakh) '91	230.43	342.67	740.37	452.02	51.56	408.26
Female population (Lakh) '91	209.63	319.14	650.75	411.72	42.65	391.12
Literacy (Lakh) '91	135.49	234.65	461.44	264.03	58.82	512.06
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 (Cr)	7,364	9,633	26,071	11,325	24,15	79611
Bank Credit (Cr)	4,432	6,110	11,627	4,634	15,373	55641
SDP (Cr) '92	19502	27355	56381	25455	NA	62098
Per Capita SDP (Rs) '92	4361	4077	4012	2904	NA	8180
Post Offices per lakh population	23.18	16.7	13.92	13.2	5.69	15.25
Telephones per lakh population	501	460	291	167	6077	1851
No. of Vehicles	17,68,709	23,09,608	29,77,275	13,29,709	26,29,645	40,32,565
No. of Theaters	246	338	787	282	65	768
Hospital '87	179	201	403	255	41	1,063

Source: RKSswamy/BBDO Guide to Media Planning, 1999  
(1 Lakh or Lac = 1,00,000)

**Table - 4: Macro Economic Indicators of 10 Lakh+ Districts**

Indicators/Districts	Jaipur	Indore	Bhopal	Kanpur	Lucknow	Patna	Delhi	Nagpur
Population (Lakh) '91	47.23	18.36	13.51	24.18	27.63	36.18	94.21	32.87
Urban Population (Lakh) '91	18.67	12.75	10.81	20.37	17.31	13.77	20.31	
Literacy(Lakh) '91	22.61	12.18	8.69	16.62	15.89	20.38	58.82	20.3
Banks - No.	374	190	166	309	276	306	1,224	273
Deposits (Cr)	1,876	1,210	1,207	1,924	2,417	1,869	24,151	1364
Credit (Cr)	1,143	770	767	1,095	1,038	579	15,373	636
No of Theaters	29	26	15	31	20	24	65	35
Hospital	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: RKS Swamy/BBDO Guide to Media Planning, 1999

Looking at the literacy level and the penetration of newspapers it appeared as if these markets did not offer much potential. But Mr. R. C. Agarwal and his team had a feeling that it is perhaps possible to find a place even in established markets. Their earlier successes were also carved out in similar situations, especially at Indore. "Look deeper", said Girish, "There must be something more than what meets our eyes". Thus the team embarked on a deeper study and found that these cities were saturated with newspapers, the top three 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 in that of Kanpur. The team calculated the Herfiendel Index (Table 6) for each of the cities to assess the level of the competition. [The Index is used to determine the competitive intensity of a market for a particular media: the higher the index, the lesser the competition.]

**Table 5: Claimed Readership in the Hindi Belt**

Claimed Readership	Delhi	Bhopal	Indore	Jaipur	Kanpur	Lucknow	Nagpur	Patna
Estd Adults 12+(000's)	7443	863	835	1197	1510	1358	1431	790
Any Hindi Daily	3375	478	509	625	792	737	534	432
A1	260	23	38	58	73	74	10	56
A2	536	67	73	65	127	134	36	67
B1	316	78	93	69	104	150	51	82
B2	300	38	60	59	68	60	41	60
C	872	149	112	139	116	177	148	84
D	572	66	87	131	146	84	124	51
E	493	58	43	101	100	48	121	23
Any Hindi Publication	421156.6	523	63.3	58.1	920	67.9	57.1	67.2
A1	392	25	39	62	80	90	20	70
A2	664	68	74	73	149	165	58	92
B1	441	82	98	81	111	184	87	105
B2	368	43	67	64	96	81	59	69
C	1030	160	116	150	188	217	218	95
D	705	79	89	150	175	114	185	58
E	585	65	43	113	113	62	187	29
Any English Daily	649	64	47	72	89	243	129	133
A1	155	8	11	26	25	48	19	38
A2	184	16	15	23	38	81	23	36
B1	96	15	6	11	15	57	31	31
B2	53	6	5	4	2	18	11	3
C	100	16	3	6	7	25	28	9
D	38	2	7	3	1	10	8	6
E	19	0	0	0	0	1	7	2
Any English Publication	202227	16.7	12.5	12.4	189	24.7	18.2	27.9
A1	461	12	22	42	39	55	22	54
A2	530	35	25	32	75	108	31	60
B1	384	33	25	21	32	73	54	45
B2	184	13	9	9	11	26	21	14
C	300	32	14	20	22	47	73	23
D	104	8	9	14	7	20	33	12
E	45	9	0	3	2	2	25	3
2.6 Any Daily	4174	493	510	635	811	815	843	481
Any Publication	4686	532	529	704	931	960	973	546

Source: IRS, 1995

This analysis included Indore and Bhopal, but since Dainik Bhaskar was already the leading newspaper, these cities were irrelevant. On this basis and the Herfiendel Index, Patna, Jaipur and Kanpur were looked at as the new growth areas. Nagpur, though a contiguous market, did not qualify. Further comparison showed that, Patna, the capital of Bihar, though it had potential, could not be considered because of lower literacy levels, lack of infrastructure and lower per capita income. It had also had a fewer number of Hindi daily readers when compared to other cities. Kanpur, the nearest city to the north of Jhansi (where Dainik Bhaskar already had an edition) was the second best choice. *"In Uttar Pradesh the clutter percentage is very high and newspapers have had to face every shade of competition. We could not have provided anything new, and also when the variable of cultural similarity was considered, Jaipur scored higher."* Observed Girish. Jaipur has the highest percentage of readers of a Hindi daily in the SEC A and B classes. This group also has a higher disposable income. The contribution of the city of Jaipur to the State Domestic Product is high. And it had shown the fastest growth in Hindi newspaper readership.

### **Jaipur: The Target**

In 1995, Jaipur, the capital of the northern state of Rajasthan had a population of 3.5 lakh households. Out of these, 1.35 lakh households subscribed to a newspaper. Based on its estimates of population and literacy growth, Dainik Bhaskar estimated that about 0.70 lakh new readers would be tapped. (Table 7).

The Jaipur market was defined as the core market of the city 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 (Exhibit 6).

The Jaipur market also showed a possible slot for an alternate newspaper. The number of nuclear families was on the rise. There was only one leading newspaper, Rajasthan Patrika, and literacy levels were increasing. There was a distinct 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 reach offered by regional language newspapers. In 1955, according to the 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%.

**Table 6: Herfindel Herschman Indices of 10 Lakh+ Towns**

(Source: Claimed Readership (CR), IRS, 1995)

Indore			
Dailies(Hindi)	CR		HHI
Estd 12+ - 835(000's)	(000's)	%	
Choutha Sansar	70	8.3	3378.03
Dainik Bhasker	406	48.6	
Dainik Naidunia	35	4.2	
Dainik Sandhya Prakash	3	0.4	
Jansatta	3	0.4	
Nai Duniya	253	30.3	
Nava Bharat	24	2.9	
Nav Bharat Times	13	1.6	
Swadesh	3	0.4	
<b>Total</b>	<b>810</b>		

Jaipur			
Dailies(Hindi)	CR		HHI
Estd 12+ - 1197(000's)	(000's)	%	
Hindustan	11	0.9	2347.88
Jansatta	21	1.7	
Navabharat Times	89	7.4	
Navjoyti	132	11.1	
Punjab Kesri	59	4.9	
Rajasthan Patrika	552	46.2	
Rastriya Sahara	12	1	
Rastradoot	31	2.6	
<b>Total</b>	<b>907</b>		

Bhopal			
Dailies(Hindi)	CR		HHI
Estd 12+ - 863(000's)	(000's)	%	
Choutha Sansar	15	1.8	2473.41
Dainik Bhasker	290	33.6	
Dainik Naidunia	111	12.8	
Dainik Sandhya Prakash	46	5.3	
Desh Bandu	10	1.1	
Hindustan	8	1	
Jansatta	6	0.7	
Nai Duniya	10	1.1	
Nava Bharat	292	33.8	
Navabharat Times	7	0.8	
Punjab kesri	2	0.2	
Swadesh	13	1.5	
<b>Total</b>	<b>810</b>		

Lucknow			
Dailies(Hindi)	CR		HHI
Estd 12+ 1358(000's)	(000's)	%	
Aj	202	14.9	1527.82
Amar Ujala	39	2.9	
Daily Jagaran	360	26.5	
Dainik Lokpath	5	0.3	
Hindustan	11	0.8	
Jansatta	10	0.7	
Navabharat Times	19	1.4	
Punjab Kesri	4	0.3	
Rastriya Sahara	289	21.3	
Swatantra Chetna	14	11.7	
Ujala	4	1.1	
Swatantra Bharat	159	0.3	
<b>Total</b>	<b>1116</b>		

Patna			
Dailies(Hindi)	CR		HHI
Estd 12+ 790(000's)	(000's)	%	
Aj	168	21.3	2645.11
Awaj	8	1	
Hindustan	369	46.7	
Navabharat Times	24	3	
Pratah Kamal	1	0.2	
Jansatta	6	0.7	
<b>Total</b>	<b>576</b>		

Delhi			
Dailies(Hindi)	CR		HHI
Estd 12+ - 7443(000's)	(000's)	%	
Daily Jagaran	261	3.5	1239.11
Hindustan	747	10	
Jansatta	451	6.1	
Navabharat Times	1674	22.5	
Punjab Kesri	1615	21.7	
Rastriya Sahara	423	5.7	
Sandhya Times	662	8.9	
Vir Arjun	68	0.9	
<b>Total</b>	<b>5901</b>		

Kanpur			HHI
Dailies(Hindi)	CR		
Estd 12+ (000's)	(000's)	%	
Aj	371	24.5	2106.03
Amar Ujala	44	2.9	
Daily Jagaran	573	38	
Hindustan	1	0.1	
Jansatta	4	0.2	
Navabharat Times	6	0.4	
Punjab Kesri	1	0.1	
Rastriya Sahara	50	3.3	
Swatantra Bharat	98	6.5	
Swatantra chetna	1	0.1	
Total	1149		

Nagpur			HHI
Dailies(Hindi)	CR		
Estd 12+ 1431(000's)	(000's)	%	
Jansatta	10	0.7	1104.39
Lokmat Samachar	158	11.1	
Nava Bharat	449	31.3	
Navabharat Times	14	1	
Total	631		

"In the last decade, the balance of power in print media has shifted to language newspapers and surprisingly the new entrants are few, the existing publications having metamorphosed, garnering a larger pie of the market. Rajasthan being the fastest growing Hindi belt after Madhya Pradesh, and Jaipur being a monopolised market was the right choice for new entrants",<sup>9</sup> adds Ramesh Agarwal.

**Table - 7: Estimated Households in Jaipur City**

Sr. No.	Particulars	Number (lakh)
1	Total households	3.30
2	Total households subscribing to a newspaper	1.30
3	Expected new households as readers	0.70

Source: Dainik Bhaskar

### Competitive Scenario

The major dailies in Rajasthan were Rajasthan Patrika and Dainik Nav Jyoti (Table 8). 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 Kesri marketed their Chandigarh editions, and Nav Bharat Times, a national Hindi Daily, marketed their Delhi editions.

<sup>9</sup> Chandan Mitra, "Dainik Bhaskar: A symbol of the new generation Hindi paper", Media, The Pioneer, February, 1997.



**Table 8: Circulation of Jaipur Edition**

Rajasthan Patrika	2,18,290
Nav Joyti	54,000
Other Local Newspapers*	30,000
Other Outside Newspapers**	25,000
<b>Total</b>	<b>3,27,290</b>

Source: Dainik Bhaskar

\* Rashtrdoot, Samachar Jagat, Arun Prabha, Vichar Times, Aaspas

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

The circulation figures for Jaipur city as per the Audit Bureau of Circulations. The figures are for Jul-Dec 1994 for Rajasthan Patrika and Jan-June 1996 for the rest.

**Table 9: Leading Paper in Jaipur City**

Rajasthan Patrika	89,439
Punjab Kesari	3,950
Nav Bharat Times	597
<b>Total</b>	<b>93,986</b>

Source: Dainik Bhaskar

Rajasthan Patrika is a 42-year-old newspaper. It dominated the market with more than 80% share of newspaper circulation and a well-entrenched circulation of 2,18,290 copies of the Jaipur edition. "The growth figures of around 35,000 copies per annum is ample proof of product appeal and loyal readership base of my newspaper<sup>1r</sup>", said a confident Gulab Kothari the publisher of Rajasthan Patrika. This confidence was based not only on the market share but also on the fact that even Nav Bharat Times, (a Hindi newspaper from Bennett Coleman & Co. Ltd. - one of India's largest media groups) could not make a headway in the market and had to withdraw.

Rajasthan Patrika had a strong hold on distribution channel. Nearly 85% of channel's business came from Rajasthan Patrika. Newspapers in Jaipur are sold on a cash basis to the hawkers. They pay cash up front every morning and collect the papers. The hawkers, however, have to extend credit of a month to their customers. The margin made this feasible as Rajasthan Patrika had a premium pricing policy. There were no split advertising rates for different editions. The paper was priced at Rs. 2.25/- per copy. The advertisement tariff was Rs 500-600/- per column centimetre. Revenue generation through advertising was substantial, as Rajasthan Patrika was the only major print medium available to advertisers. The revenue from advertising since the last two years was approximately Rs. 50.50 crores per annum.

<sup>1</sup>op cit. 3

Rajasthan Patrika took pains in its relationship building 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 cycles and woolen 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 newspaper instituted the Annual Business and Concerned Communicator Award for ad agencies and organised other special events for them.

Punjab Kesari was the leading newspaper in the north. Dainik Jagran and Rashtriya Sahara, two very strong newspapers from Uttar Pradesh, were carefully examining the Hindi belt for further growth. They were the only likely competitors.

### **A Newspaper Designed by the Readers**

Dainik Bhaskar's strategy has always been to build a strong and loyal base of readers. Information driven marketing systems, developed on a foundation of extensive research, are central to any strategy. Such a system helps shift the focus 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 has been integral to the total marketing effort of Dainik Bhaskar. This had yielded favourable results in all editions launched previously in Madhya Pradesh, especially Indore where Dainik Bhaskar faced a 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 held this position for the last three decades.

*"When I went to deposit Rupees Eighty-one lakhs as the the cost of land with the Jaipur Development Authority, the person concerned laughed at me. He felt that my paper would not be able to stand upto Rajasthan Patrika. Also since it was not permitted to use the land for any purpose other than newspaper's printing press, he felt I was throwing money down the drain"* recalls Sudhir."

There had been instances where a newspaper's monopoly was broken. But Dainik Bhaskar wanted to achieve this feat faster as they wanted advertising revenues to come in quickly. It would also give them a stronger base to launch in other areas of Rajasthan.

It was therefore necessary that a new approach be adopted to combat Rajasthan Patrika. *"The approach was very different. The traditional way has 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,"* says Girish Agarwal.

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11. Anil Sharma, "New king on the block," *Media, Business India*, June 14-27, 1999

The launch plan was a three phased one. The first phase - the identification - involved research that primarily identified readers 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 before the launch of the edition. In the second phase, the mass media campaign was launched. In the third phase, order booking was undertaken. Thus customers were contacted twice: first at the identification exercise and second at the time of booking orders.

### Phase I - Need Identification Survey

For this research, a sample size of nearly 50% of the total households in Jaipur was chosen. This meant that almost 100% of households subscribing a newspaper in the city was covered. 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 it was their own paper as also they have created it. The research would also help in creating awareness, establish a brand image and develop better understanding of the readers (Exhibit 7). *"For the first time people would know that a newspaper was being published and they would tell the hawkers to deliver the paper at their door-steps at a given date. This was a revolutionary idea we were working with,"* says Sudhir Agarwal.

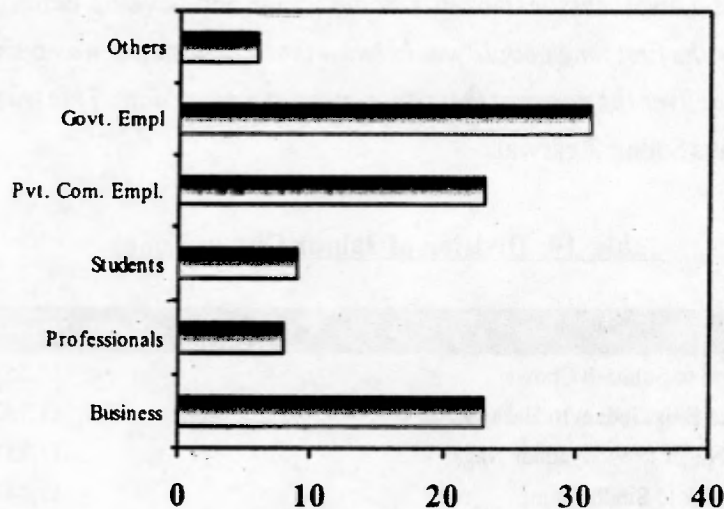
**Table 10: Division of Jaipur City in Zones**

Sr. No	Zone	No of House Holds
1	Sanganeri to Subhash Chowk	15,552
2	Sodala to Bais Godam to Hasanpura	11,557
3	Shastri Nagar to Vidhyadhar Nagar	11,731
4	Bunny Park to Sindhi Camp	11,447
5	Choti Chopad to Aamer	10,925
6	Milap Nagar to Sanganer	10,822
7	Jhotwada to Sikar Road	10,785
8	Bapu Nagar to Jyoti Nagar	10,077
9	Malviya Nagar	9,894
10	Tonk Phatak, Barkat Nagar to Vasundhara	9,615
11	Ajmeri Gate to Chandpole	9,052
12	Choda Rasta to Tripolia Gate	8,918
13	Mansarovar to Gopalpura	8,736
14	Vaishali Nagar to Ajmeri Gate	8,085
15	C-Scheme Civil Lines to Gopalwadi	7,929
16	Kartarpura, Agrasen Nagar to Durgapura	7,507
17	Janta Coloney to Adarsh Nagar	7,498
18	Raja Park, Tilak Nagar to Jawahar Nagar	5,277
	<b>Total No of House Holds Covered</b>	<b>1,75,403</b>

Source: Dainik Bhaskar

For this exercise, the city of Jaipur was divided into 18 zones and 72 sub zones (Table 10). A total of 1.75 lakh households were surveyed between August 18 to September 30, 1996. This size was based on the estimate as shown in Table - 8. Two hundred and seventy five trained investigators, in batches of fifteen and one territory-in-charge were hired to conduct the survey. Each investigator was required to meet 15 to 20 households per day and to 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 so that respondents could be contacted in their homes. Some respondents however, were 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 help with check backs and to avoid duplication. The distribution of respondents is shown in Table 11.

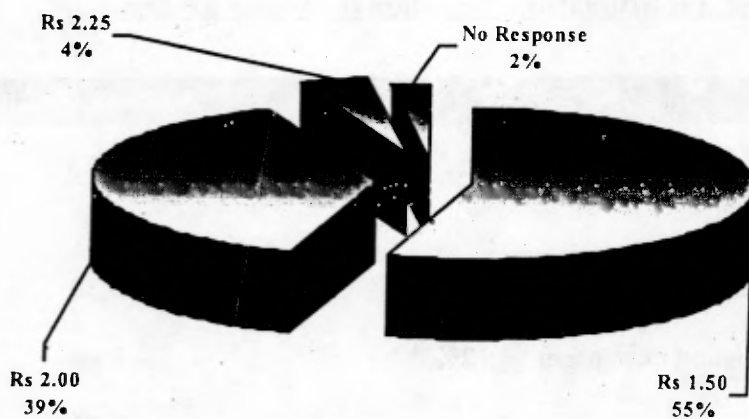
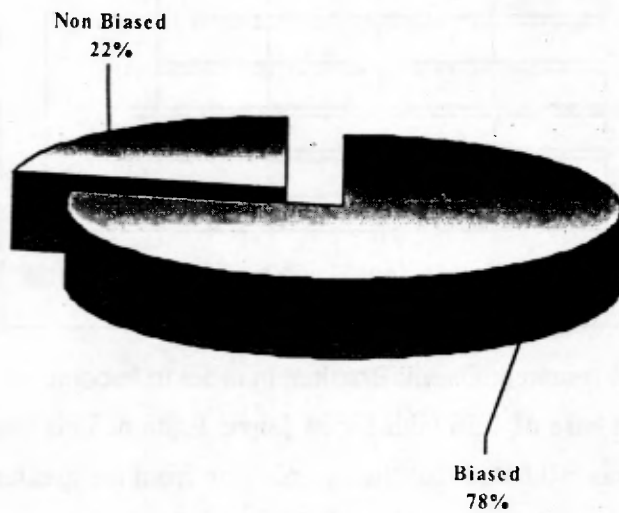
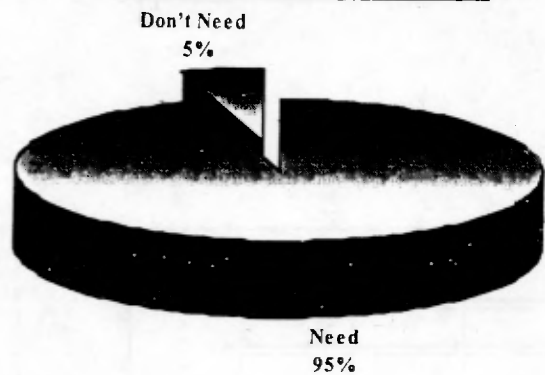
**Table 11: Distribution of Respondents**



The survey revealed a clear preference among readers for a newspaper that presented news in an unbiased manner (Table 12). There was also a feeling (95.75%) that their current paper was over priced. Fifty five percent of the respondents felt that Rs. 1.50 would be an ideal price. Respondents also felt that apart from newspapers published from Jaipur, the others did not provide localized news. It was evident that there was a distinct market for better quality news from around the country presented with a local flavour. 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.

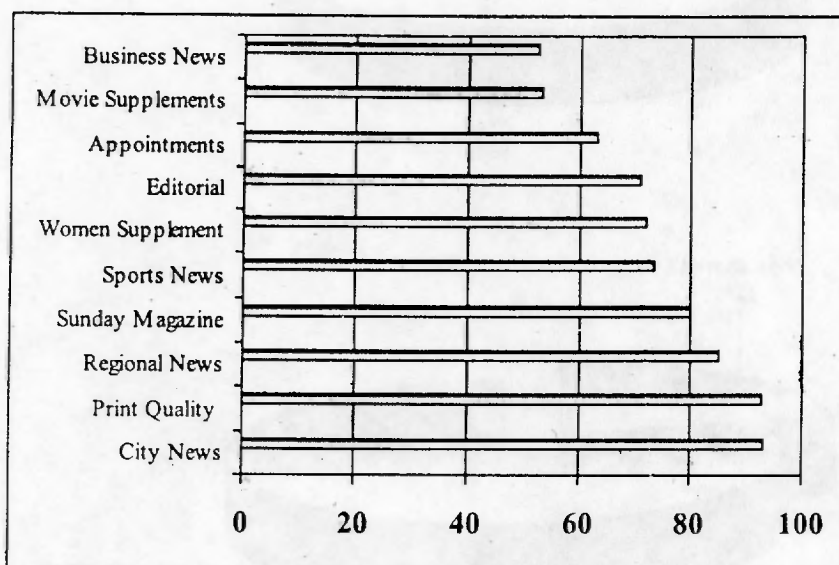
**Table 12: Preferences of Readers in Jaipur (%)**

Need for a Good Newspaper in Jaipur



The findings of the research helped to design the newspaper and to also devise the pricing strategy. It was clear that a penetrative pricing strategy would be required. Readers were hence offered an introductory price with a guarantee that the price would hold and 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 on weekends only.

**Table 12: Preferences of Readers in Jaipur (%)**



Encouraged by the findings of the research, Dainik Bhaskar, in order to become a significant player, set a target of acquiring a subscription base of 1.36 lakh for its Jaipur Edition. This target was arrived in the manner shown in Table 13. It was estimated that the contribution from the greater Jaipur city would be about 1.10 lakhs and the rest from surrounding areas. This would require reaching almost 100% of the subscribers of Hindi newspapers in the city of Jaipur.

**Table 13: Estimated Circulation for Jaipur Edition**

Sl. No.	Particulars	Number (Lakh)
*	Existing Newspapers Circulation	3.30
*	New Readers @ 20%	0.66
*	Duplicate Readership @ 9%	0.30
*	Readers from existing newspaper @ 12%	0.40
	<b>Total</b>	<b>1.36</b>

Source: Dainik Bhaskar

## **Phase II: Launch Campaign**

It was vital that the campaign creates an impact. It focussed on establishing a strong bond between Dainik Bhaskar and all potential readers of newspaper by gaining a higher share of mind.

The company allocated Rs. Five crore for the launch. The print medium could not be used, as the largest and most effective vehicle, Rajasthan Patrika, was a non-starter. Given this limitation, it was decided to make extensive use of "below-the-line" media, hoardings, and freestanding inserts in Rajasthan Patrika, through the help of hawkers. These efforts were supplemented by advertising in other newspapers, cable TV and a participation in major cultural events in Rajasthan, such as Dusshera, Durga Puja and Kar Seva. (Exhibit-8).

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 invitation price was Rs. 1.50 although the regular cover price was Rs. 2.00. Rajasthan Patrika was priced at Rs 2.25.

Rajasthan Patrika controlled the current distribution network. Setting up a distribution channel was another challenge for Dainik Bhaskar. An attractive scheme was devised to match the earnings despite the lower cover price. An additional Rs. 5 matched the commission of 0.75 per copy for hawkers for every "Guarantee Bond" collected from the subscribers. In effect, the hawkers' commission by this scheme amounted to 50% of the cover price. It matched hawkers' earnings from Rajasthan Patrika.

In absolute terms, the commission to the hawkers increased from 33% to 50% of the cover price. The reduction of cover price by Rajasthan Patrika by Rs.2.25 to Rs. 1.50 enabled the hawkers to pick both the newspapers at the price of one. In other words, they were able to purchase both the newspapers at Rs. 1.50, whereas earlier they had to pay Rs. 1.50 for Rajasthan Patrika only. Their ability to distribute both papers at a price lower than the mark up was instrumental in creating duplication of readership.

As a stand by, in case the distribution channel did not support the launch, a team of 300 people were on alert, along with the names and addresses of subscribers. In addition, Dainik Bhaskar had set up 8 depots in Jaipur

and 65 agents in the surrounding areas. 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 'Guarantee Bond' (Exhibit 9). 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 enrolled.

It was decided to launch the newspaper and reach the readers 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 lucrative.

The first edition had 16 pages in colour on all seven days of the week (Exhibit 10). The noted Hindi writer Kamleshwar led the editorial and news staff.

On December 19, 1996 Dainik Bhaskar launched its Jaipur edition with a paid up circulation of 1,72,933 copies - a feat never achieved by any newspaper in India.

### **The New Leader**

Four months after the launch MRUC conducted a readership survey to verify the claim. NRS-97 also measured the readership of Dainik Bhaskar in Jaipur (Table 14). In addition, dealer response tests were undertaken so that the advertisers could independently arrive at an estimate of the number of readers reached through Dainik Bhaskar and Rajasthan Patrika.

The MRUC survey clearly showed that Dainik Bhaskar had made a dent. Within four months readership had reached 4,59,000 readers as against 3,94,000 readers of Rajasthan Patrika. A better product and an imaginative pricing strategy created new readers for Dainik Bhaskar. The various schemes launched by Dainik Bhaskar also pushed circulation to new heights.



A national advertising campaign was launched to announce the achievement. Leading media planners endorsed the achievement. (Exhibit 11). The message was unambiguous that Dainik Bhaskar had displaced Rajasthan Patrika from its leadership position and thereby ended its monopoly. The entire exercise created a stir in media circles and all leading business magazines gave it due prominence. Mailers were sent to advertisers and media planners (Exhibit 12). One of the media planners commented "Yeh newspaper hai ya Tendulkar?" (Is it a newspaper or Sachin Tendulkar, the much-celebrated Indian batsman?).

Dainik Bhaskar succeeded in carving its own market. In response, Rajasthan Patrika reduced its cover price for all its editions to the same level as Dainik Bhaskar within 7 days of the launch. It launched various supplements and offered colour prints. It offered advertisers split rates for its different editions. But Dainik Bhaskar was well entrenched. And these reactions did not affect its circulation. 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. 2.00. It also reduced the number of weekly supplements from 7 to 3.

### **Postscript**

Dainik Bhaskar single handedly had nearly doubled the readership for Hindi dailies in Jaipur. But the corresponding increase in the volume of advertising is yet to materialise. The hawkers too played a role in creating duplicate readership and thereby contributing to the growth in readership through their price cutting practices. "We are yet to realise the full potential of advertising spends in this area. It will be possible only when we have a state-wide presence. It may not be as high a risk as Jaipur. But with the competition fully aware of our strategy, this model may not prove all that effective", says Sudhir Agarwal. This was in response to his younger brother Pawan's comment. Pawan, who has just completed his education and is being groomed to take over the responsibility of Dainik Bhaskar said, "Almost all of the 1500 hawkers were present in the Bhaskar Utsav and the event was successful. However, what I am worried is not just being No. 1 in Jaipur, but how do we leverage this position to become No. 1 in Rajasthan".

**Table - 14: 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 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 A: 23
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

#### Issues to be addressed

- Evaluate the choice of Jaipur as the new market for growth.
- What are the key aspects of the entry models followed by Dainik Bhaskar? Under what circumstances this model may not be successful?
- What are the important parameters to be studied for launch of a newspaper? What is the importance of each of the parameters?
- Discuss the role and importance of reader research for establishing and sustaining leadership.
- Evaluate the competitor's stand and actions.
- Evaluate the importance of selling the market first in media business.

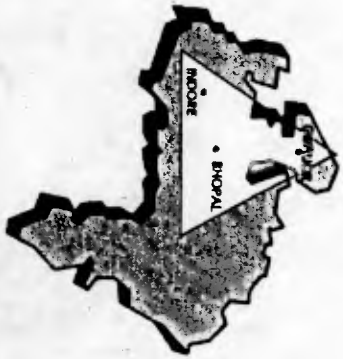
# The Golden Triangle

No, it's no drug cartel, but this triangle generates the most **deposable income** in the whole of Madhya Pradesh. It's the ultimate gold mine for the media planner/marketer.

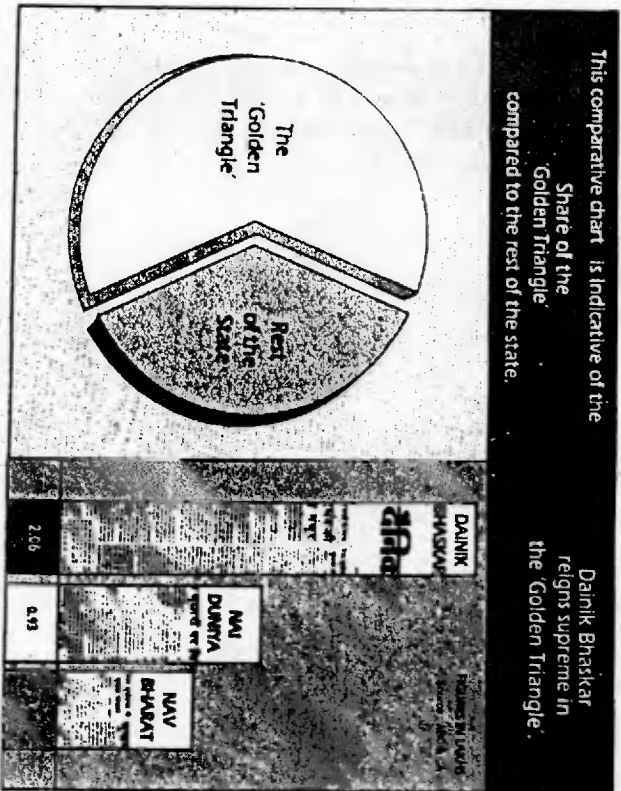
The Super high potential market area within the whole of Madhya Pradesh is clearly defined at the tips by the 3 top most markets of the state — Indore, Bhopal and Gwalior which form the 'Golden Triangle'.

The socio economic indicators shown on the next page confirms the prosperity of the region.

As a media planner, of particular interest to you is the fact that the circulation of Dainik Bhaskar Group is more than Double that of the nearest competing newspaper and Four times of the third major newspaper in the state.

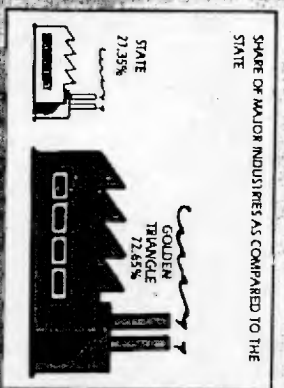
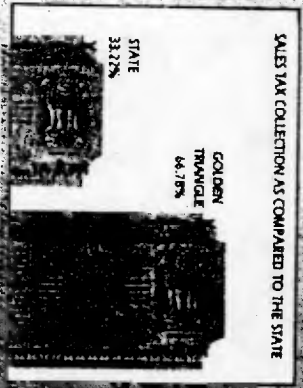
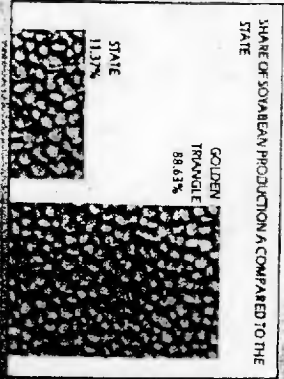


The total domination of Dainik Bhaskar in the Golden Triangle delivers the Golden Eggs to your client, gift wrapped if you prefer.



## Major Socio Economic Indicators of the 'Golden Triangle'

Indicators	Percentage in Golden Triangle as compared to M.P.	Indicators	Percentage in Golden Triangle as compared to M.P.
<b>1. POPULATION</b>		<b>7. ELECTRIFICATION</b>	
Total	51.01%	No. of Banks	(2447) 55.67%
Total Male	51.87%	Bank Deposits	(4,70,818) 131Kts 60.85%
Total Female	50.13%	9. AGRICULTURE	
Total Urban	(86,01,587) 57.08%	Soyabean	88.63%
Total Rural	(2,44,84,557) 48.16%	10. INDUSTRIES	
<b>2. URBANITY</b>		Total working population	(1,29,44,478)
Male	51.62%	Male	51.16%
Female	49.69%	Female	54.20%
<b>3. MAJOR INDUSTRIES</b>		<b>11. SHARE MARKET INVESTMENT RESPONSE</b>	
1. SALES TAX COLLECTION	(128 nos.) 72.65%		89.70%
2. WORKING TELEPHONES	66.78%	<b>12. COMMUNICATIONS:</b> Very conveniently connected with the rest of the country by Rail, Road and Air.	
3. TOURISM	71.61%		
Number of Tourist Spots	(5 nos.) 62.50%		
Total Visitors to Tourist Spots	(9,35,592) 94.47%		
	1990-92		





# दैनिक भास्कर

भारत का सबसे तेज बढ़ता अखबार

नोपाल (सागठ), इन्दौर (रत्नाम), जयपुर (पत्रिका), काठिवाड़, जयपुर, दिल्ली, सतना, झांसी से प्रकाशित और दिसम्बर '96 में जयपुर से आरम्भ.

27.74,000 पाठक

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पाठक सर्वेक्षण

भारत का

दिनांक \_\_\_\_\_ 96

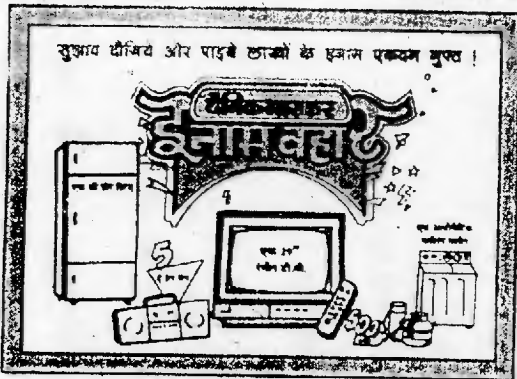
दैनिक भास्कर, भारत का सबसे तेज बढ़ता अखबार जयपुर में शीघ्र ही एक अच्छे अखबार निकालने के लिए आपके सुझाव आमंत्रित करता है। इसके लिए हम आपके बहुमूल्य 10 मिनट का समय चाहते हैं।

1. आप घर पर कौन सा समाचार पत्र लेते हैं  राजस्थान पत्रिका  दैनिक नवज्योति  अन्य
2. आप ऑफिस/दुकान पर कौन सा समाचार पत्र लेते हैं  राजस्थान पत्रिका  दैनिक नवज्योति  अन्य
3. आपकी एक आदर्श समाचार पत्र से क्या अपेक्षाएं हैं, कृपया अपनी रुचि के अनुसार बताएं।

	महत्वक्रम के अनुसार बाक्स पर टिक लगाएं				
	1	2	3	4	5
	सर्वोच्च महत्वपूर्ण	अति महत्वपूर्ण	महत्वपूर्ण	इय महत्वपूर्ण	न्यून
1. पारिवारिक सामग्री	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. रोजगार समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. अखबार की छपाई	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. खेल समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. व्यापार / शेयर बाजार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. नगर समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. सम्पादकीय आलेख/आपके पत्र	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. रविवारीय पत्रिका	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. राष्ट्रीय/अंतरराष्ट्रीय समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. फिल्मी पत्रिका/समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. प्रादेशिक समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

उपरोक्त विषयों में आपकी सर्वोच्च प्राथमिकता किस विषय पर है?

सिर्फ एक



नं. 178221

इस कूपन को सुरक्षित अपने पास रखिए और लक्की ड्रॉ तक प्रतीक्षा कीजिए।

सर्वेयर हस्ताक्षर

**SOCIO ECONOMIC CLASSIFICATION (Urban) GRID**

OCCUPATION	Illiterate	School upto 4 yrs	School 5-9	SSC/HSC but not Graduate.	Some College Graduate- General.	Graduate/ Post- Graduate/
	/literate	years but no formal school in				
Unskilled Workers	E2	E2	E1	D	D	D
Skilled Workers	E2	E1	D	C	C	B2
Petty Traders	E2	D	D	C	C	B2
Shop Owners	D	D	C	B2	B1	A2
Businessmen/ Industrialists with no of em to ess: None-	D	C	B2	B1	A2	A1
1-9	C	B2	B2	B1	A2	A1
10+	B1	B1	A2	A2	A1	A1
Self-employed Professionals	D	D	D	B2	B1	A1
Clerical/Salesmen	D	D	D	C	B2	B1
Supervisory level	D	D	C	C	B2	A2
Officers/ Executives - Junior	C	C	C	B2	B1	A2
Officers/ executives - Middle/Senior	B1	B1	B1	B	A2	A1

5. आप जो पत्रिका/हिन्दी समाचार पत्र पढ़ते हैं उससे कितना संतुष्ट हैं ?

	महत्वकम के अनुसार बाक्स पर टिक लगाएं				
	1 पूर्णतः संतुष्ट	2 संतुष्ट	3 कम संतुष्ट	4 संतुष्ट	5 असंतुष्ट
1. पारिवारिक सामग्री	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. रोजगार समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. अखबार की छपाई	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. खेल समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. व्यापार / शेयर बाजार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. नगर समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. सम्पादकीय आलेख/आपके पत्र	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. रविवारीय पत्रिका	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. राष्ट्रीय/अंतरराष्ट्रीय समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. फिल्मों की पत्रिका/समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. प्रादेशिक समाचार	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. नाम \_\_\_\_\_ पता \_\_\_\_\_  
 13. पता \_\_\_\_\_  
 14. नाम \_\_\_\_\_ पता \_\_\_\_\_  
 15. पता \_\_\_\_\_

प्रोफेशनल  सरकारी संस्थान  प्राइवेट संस्थान  निवृत्त सरपंच  व्यापार  छात्र  सेवा निवृत्त

इनाम बंधार योजना के पुरस्कार :

- (1) प्रथम पुरस्कार : एक 29" रंगीन टी.वी.
- (2) द्वितीय पुरस्कार : एक थ्री डोर फ्रिज
- (3) तृतीय पुरस्कार : एक ऑटोमैटिक वॉशिंग मशीन
- (4) चतुर्थ पुरस्कार : पांच टू-इन-वन टेपरिकार्डर
- (5) पंचम पुरस्कार : 500 थर्मस फ्लास्क

नियम एवं भाग लेने की जानकारी :

- ये इनाम लक्की ड्रॉ से निकाले जायेंगे ।
- सभी कूपनों पर नंबर दिए गए हैं । अपना कूपन सुरक्षित संभाल कर रखिए ।
- लक्की ड्रॉ 20 से 25 अक्टूबर के मध्य घोषित किया जायेगा ।
- लक्की ड्रॉ के विजेताओं को घोषणा टेलीविजन तथा अन्य सूचना माध्यमों के द्वारा की जायेगी ।

## Exhibit 8: Detailed Communication Plan- Jaipur Launch

### A Hoarding

Jaipur was painted every week by teasing messages for three weeks beginning 6<sup>th</sup> August '96. A total of 24 hoardings were put up in Jaipur.

#### Hoarding No. 1

The message read "Hindustan Ka Sabse tej Dhavak. Ab Jaipur Mein Dodega" (India's fastest runner would 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 Aasmaan 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-launch 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 "the Newspapers". A series of four inserts went into the newspapers.

A teaser campaign in the form of three page Sunday section, presenting Dainik Bhaskar's very own weekly section, was inserted in all newspapers 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 long introduction. We are No. 1 is sufficient enough as our introduction).

#### Insert No. 2

Suni Sunayi Khabron Mein Kya Rakha Hai. Jara Gahrahi Main Jaaker Dekhe Sachaiyn Kya Hai. (Who is interested to hear news which is stale and already talked about. Go into depths and analyse, you will know the truth.)



### Insert No.3

Rangeen Prisht To Kai Akhbaroan Ne Chappey Magar Rangeen Main Jaan Humney Daali. (Lots o Newspaper printed color but we infused life into the color).

#### C. Cable Network Advertising

TV Advertising was ruled out, as spill over wastage was very high since Dainik Bhaskar wa concentrating only on Jaipur. Therefore, messages taken up from hoardings to maintain harmony wer used as bullets they appeared continuously on various programmes on cable network with high frequency. No audio messages were imparted visuals would come up on lines with messages a displayed on hoardings.

#### D. Major Events

##### **DUSSHERA FESTIVAL**

A major firework at Jaipur grounds was organised by Dainik Bhaskar on the eve of Dusshera. One lakh people congregated at Dusshera to witness the religious spectacle. When the razzmatazz of the glitter peaked, it sparkled the name "Dainik Bhaskar" writ large on the skies of Jaipur in all it's stunning glory.

##### **DURGA POOJA**

On the occasion of Durga Pooja, one lac posters of traditional Arti were distributed. All important temples of the town were covered. Dainik Bhaskar volunteers greeted them and gave out the posters.

##### **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 that 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 and were marched around Jaipur. The occasion brought back memory of the rich legacy of Jaipur when elephants were used by the royalty of Jaipur with such abundance. They were accompanied by Dainik Bhaskar's sales-brigade distributing Dainik Bhaskar's leaflets and guide maps of Jaipur on the day of the launch.

## दैनिक भास्कर

भारत का सबसे तेज बढ़ता अखबार  
बचत न्यौता मांग पत्र

आर्डर नं. : JPR/ 42402

दिनांक :

महोदय,

मैं दिसम्बर से प्रकाशित होने वाले दैनिक भास्कर की बचत न्यौता योजना में शामिल होना चाहता हूँ। कृपया मुझे अखबार भिजवाने की व्यवस्था करें।

नाम : ..... उम्र : .....

पता : .....

क्षेत्र कोड : ..... उप-क्षेत्र कोड : ..... कॉलोनी कोड : .....

फोन नं. : (निवास) ..... (कार्यालय) .....

सर्वेयर कोड : ..... वर्तमान अखबार : .....

हस्ताक्षर साईक

## भास्कर बचत न्यौता

आर्डर नं. : JPR/

42402

## गारण्टी बॉण्ड

1.50  
प्रतिदिन

इस बॉण्ड के तहत दैनिक भास्कर  
गारण्टी देता है कि 6 माह तक आपको  
अखबार 1.50 प्रतिदिन मूल्य पर दिया जायेगा।

6  
माह

रमेश शर्मा  
रमेश शर्मा अग्रवाल  
चेयरमैन एवं प्रधान सम्पादक

## बधाई !

## दैनिक भास्कर, जयपुर

आर्डर नं. : JPR/ 42402

सम्माननीय सदस्य,

अब आप भी शामिल हो गए हैं भास्कर के 27,74,000 पाठकों के विशाल परिवार में। दैनिक भास्कर  
में आपके अटूट विश्वास के लिए भास्कर परिवार आपका आभारी है।

नववर्ष की शुभकामनाओं के साथ !

उपरोक्त 'गारण्टी बॉण्ड' आप अपने होकर/एजेन्ट को देकर 6 माह की अवधि तक दैनिक भास्कर 1.50 रु. प्रतिदिन के  
हिस्साब से प्राप्त कर सकते हैं। अखबार आपके होकर के पास दिसम्बर से उपलब्ध रहेगा। यदि असुविधा हो तो अपने  
आर्डर नं. का उल्लेख कर लिम्ब टेलीफोन नं. पर हमें सूचित करें ताकि यथासम्भव व्यवस्था की जा सके।

## दैनिक भास्कर

प्लॉट नं. 10, विद्याश्रम स्कूल के सामने, मासवीय नगर, जयपुर-302 017

फोन : 510568, 511356, 511357



If Dainik Bhaskar  
 actually becomes the  
 No.1 paper in Jaipur  
 in 3 months, I'll share  
 half my moustache off.

DK Bose  
 Executive Director,  
 Media Direction  
 FIK Swamy/ BBDO



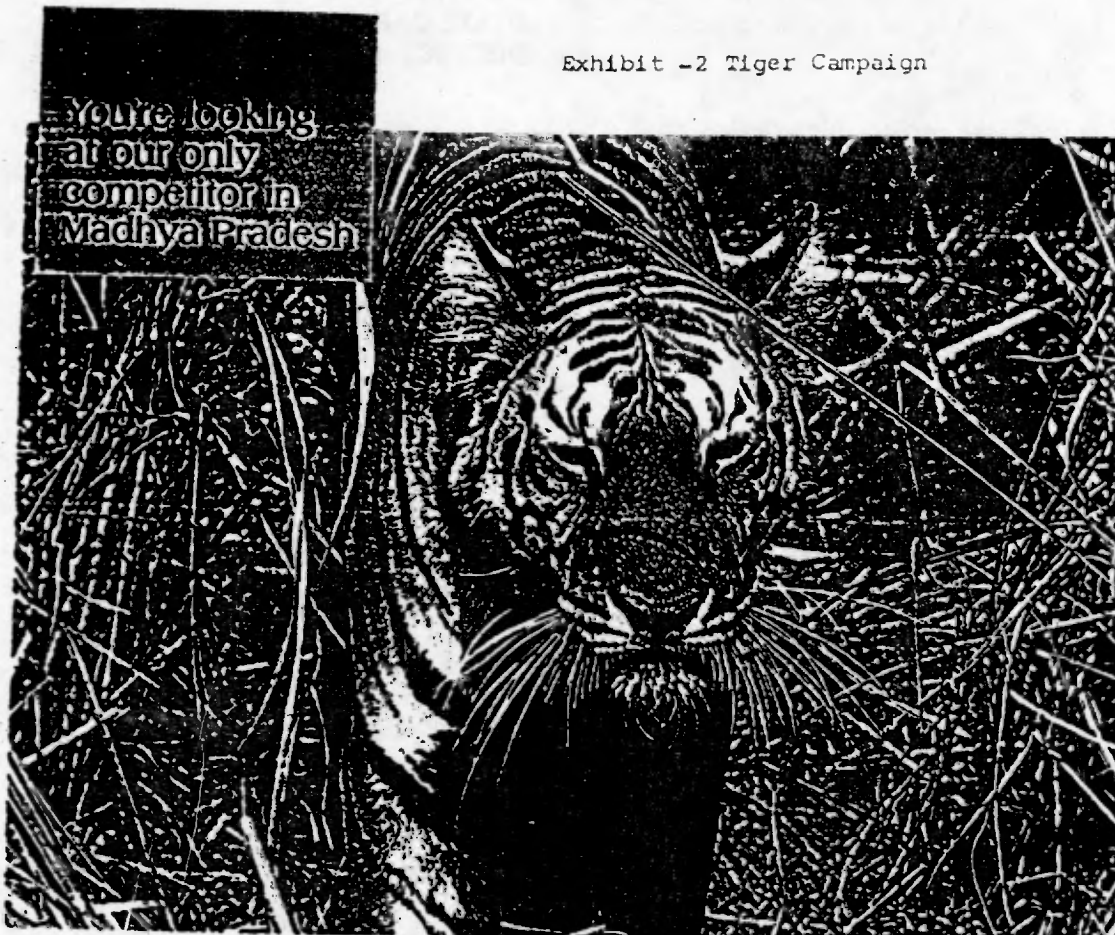
Dainik Bhaskar's success is widely acknowledged. This is not just a claim, but a reality. According to the experts, a look at the figures explains why.

## Dainik Bhaskar

Media Research Users Council (MRUC) Survey	Readership	Sec-A
Dainik Bhaskar 4,59,000	Dainik Bhaskar 96,000	
Raj Patrika 3,94,000	Raj Patrika 90,000	

*No 1 in MP. Now in Jaipur too!*

And one more thing, you can be sure, DK isn't the only one losing his hair over our achievements.



Photograph - 17/12/87 - P. Sankar Sanjay Prasad

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 olds, 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.*

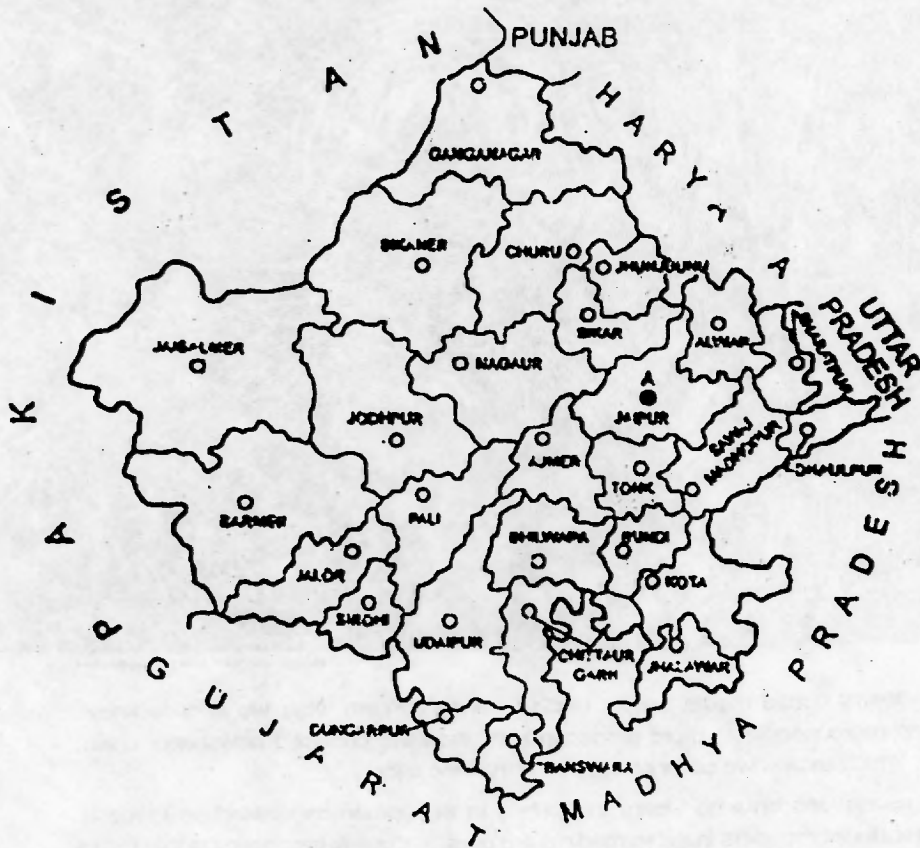
\* UMS - 1st Media Survey - II 1992-93



# RAJASTHAN

STATE CAPITAL ..... ●

DISTRICT H. Q. .... ○



MICA - 2001

## Dainik Bhaskar

The fastest growing newspaper in india

Published from Bhopal(Sagar), Indore(Ratlam), Raipur(Bhilai), Gwalior, Jabalpur, Bilaspur, Satna, Jhansi  
And Starting in Jaipur from December-96

**27,74,000 readers**

Reader's survey

No. 178221
------------

Dainik Bhaskar is 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					

4. Out 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 importance				
	Most important	Very important	Important	Less important	General
Matters of family interest					
Employment news					
Print quality					
Sports news					
Business/Share Market					
City news					





**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.**



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 Vidyashram School, Malviya Nagar, Jaipur-302017

Tel: 510568, 511356, 511357

**30% RETURN**  
**ARONEY-ESCAP LIMITED**  
 100, Park Road, Calcutta

# दैनिक भास्कर

पत्रिका, पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक), पत्रिका (दैनिक)

सर्वोत्तम खनिज तेल  
**रक्ति**  
 पेट्रोलियम प्रोडक्ट्स लिमिटेड



एक समारोह में भास्कर के सम्पादक का संबोधन का दृश्य।

### निष्पक्षता के संकल्प के साथ भास्कर लोकार्पित

आज के दिनों में निष्पक्षता का संकल्प लेना एक बड़ा कार्य है। भास्कर के सम्पादक ने इस संकल्प को अग्रणी बनाया है।

भास्कर के सम्पादक ने निष्पक्षता के संकल्प को अग्रणी बनाया है।

## केसरी ने राव को नेता पद छोड़ने के लिए कहा

केसरी ने राव को नेता पद छोड़ने के लिए कहा है। केसरी ने राव को नेता पद छोड़ने के लिए कहा है।

केसरी ने राव को नेता पद छोड़ने के लिए कहा है। केसरी ने राव को नेता पद छोड़ने के लिए कहा है।



### नेता पद के दावेदार सक्रिय

नेता पद के दावेदार सक्रिय हैं। नेता पद के दावेदार सक्रिय हैं।

नेता पद के दावेदार सक्रिय हैं। नेता पद के दावेदार सक्रिय हैं।

- 1. राज्यों को खुले बाजार में अनाज बेचने की छूट
- 2. भाजपा कार्यकर्ता चुनाव की तैयारी करें
- 3. केटीएस के लिए 68 हजार टन गेहूँ जारी
- 4. टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया

### राज्यों को खुले बाजार में अनाज बेचने की छूट

राज्यों को खुले बाजार में अनाज बेचने की छूट दी गई है। राज्यों को खुले बाजार में अनाज बेचने की छूट दी गई है।

राज्यों को खुले बाजार में अनाज बेचने की छूट दी गई है। राज्यों को खुले बाजार में अनाज बेचने की छूट दी गई है।

### भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी

भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी। भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी।

भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी। भाजपा कार्यकर्ता चुनाव की तैयारी करें : वाजपेयी।

### केटीएस के लिए 68 हजार टन गेहूँ जारी

केटीएस के लिए 68 हजार टन गेहूँ जारी। केटीएस के लिए 68 हजार टन गेहूँ जारी।

केटीएस के लिए 68 हजार टन गेहूँ जारी। केटीएस के लिए 68 हजार टन गेहूँ जारी।

### टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया

टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया। टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया।

टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया। टेलीफोन टैपिंग पर उच्चतम न्यायालय ने अंकुश लगाया।

### सर्वोत्तम खनिज तेल

सर्वोत्तम खनिज तेल। सर्वोत्तम खनिज तेल।

सर्वोत्तम खनिज तेल। सर्वोत्तम खनिज तेल।

सर्वोत्तम खनिज तेल। सर्वोत्तम खनिज तेल।

सर्वोत्तम खनिज तेल। सर्वोत्तम खनिज तेल।



जै जी का चित्र।

दैनिक भास्कर, जयपुर संस्करण के शुभारम्भ पर हमारी हार्दिक शुभकामनाएं

सर्वाधिक लोकप्रिय एवं सबसे अधिक विक्रम वाली

# पास बुक्स में नं. 1

# जंजीव

# पास बुक्स

पट्टिए

कक्षा 3 से एम.ए. के लिए

प्रमुख समाचार पत्रों में प्रकाशित होने वाली एकमात्र पास बुक्स

रीटिमेंटों और विद्यार्थियों की एकमात्र पास बुक्स

प्रकाशक: सजीव प्रकाशन, जयपुर



### सरकार भरोसे नहीं किया जा सकता शिक्षा का विस्तार

एन. के. सिन्हा

सरकार के भरोसे शिक्षा का विस्तार नहीं किया जा सकता। शिक्षा का विस्तार के लिए सरकार को निजी क्षेत्र को प्रोत्साहित करना होगा। निजी क्षेत्र में शिक्षा का विस्तार करने से ही शिक्षा का विस्तार संभव है।

### शालिनी शर्मा की जमानत याचिका खारिज

## महिलाएं जेल में और घर में बुझे हैं चूल्हे

राजस्थान के जेलों में महिलाओं को भी जमानत याचिका खारिज की गई है। महिलाओं को जेल में बंद रखने का फैसला किया गया है।

### पुलिस की नाक के नीचे हुई एक लाख की चोरी

एन. के. सिन्हा

पुलिस की नाक के नीचे एक लाख की चोरी हुई है। चोरों ने पुलिस की नाक के नीचे चोरी कर ली है।



### भाजपा विधायक बनेड़ा को पुलिस से जान का खतरा

एन. के. सिन्हा

भाजपा विधायक बनेड़ा को पुलिस से जान का खतरा है। बनेड़ा को पुलिस से खतरा है।

### बंजर भूमि सुधार कार्यक्रम को झटका

एन. के. सिन्हा

बंजर भूमि सुधार कार्यक्रम को झटका लगा है। कार्यक्रम को झटका लगा है।

### जोप-टोला भिड़ंत में हैड कांस्टेबल सहित तीन मरे

एन. के. सिन्हा

जोप-टोला भिड़ंत में हैड कांस्टेबल सहित तीन मरे। भिड़ंत में मारे गए हैं।

### अच्छे अकों में शर्तिया पास होने के लिए पढिये

# नालन्दा

पास आल बुक्स इन कलिका 9,10,11 व 12 के लिये कला 3 से 10 तक के लिए नालन्दा प्रकाशन, त्रिपोलिया बाजार, जयपुर

कार्यक्रम के लिए विशेष सूचना  
भारत चयन च्योता योजना  
अप 31 दिसम्बर, 94 तक

