CHAPTER SEVEN

APPENDIX-I

Chief Operating Officer’s Questionnaire

Respondent no. ...........................................Media Organization...........................................

..............................................................
Name.................................................................M/F...........................................
Age.............................................................
Designation....................................................
Qualification....................................................
Whom to report (name and designation) ..............................................................
Duty

Part - A (Structure)

P.A.1. The organisational structure is the durable arrangement to perform the tasks defined by the strategy. It includes distribution of authority and onus, reporting relationships, and mechanism for integrating its functions.

When structural change in your organisation was effected last and why?

P.A.2. whether the present organisational structure is helping your media products’ performance betterment? If so, how?

P.A.3. Please tick the organisational structure which you think is appropriately alike to your organisation. In case of difference, write the structure you have created for your organisation.

- Small young organisation led by one or few managers with strong vision of the business and where it needs to grow.

- Large organisation with highly developed, functional line-staff or divisional organisational structure.

- Organised around semi-autonomous market based divisions or subsidiary units.
d. Highly decentralised, use teams built around skills of their employees, and depend on constant output of creative products or services to compete in rapidly changing market niches.

e.  ...........................................................................................................................

P.A.4 Please tick appropriate alternative/s with regard to the nature of ownership influencing product/s of your organisation:

a. It directs and shapes the social and political dialogue in news or other contents.

b. It restricts diversity of opinion expressed or information delivered.

c. It predisposes news to routinely uncritical treatment of corporate power sources.

d. It subjects news and opinion to shift in critical treatment of Govt. power structure with change in power centre.

e.  ...........................................................................................................................

P.A.5. Please tick the right choice with regard to exercising authority in your organisation or write your practice.

a. Authority is exercised overtly through budget, schedules, deadline and explicit instructions.

b. Authority is exercised through creation of product conventions (standardised features of various genres which serve to regulate and coordinate the tasks of media production by creating a shared understanding that unites journalists, artists and other personnel into the “product world”)

c. At creation level participatory decision and implementation is followed and at management level, decisions are enforced by authority.

d.  ...........................................................................................................................

P.A.6. Did the organisation ever resort to technological changes? what changes in structure accompanied the same?
P.A.7. Whether the organisation has responded to the liberalisation and deregulation continuing in the Indian economy? What has been the response?

P.A.8. List strong sides and weak spots in your media organisation?

P.A.9. In comparison to other major players in the Calcutta media industry, where do you place the efficiency and adjustment dynamics of structure of your organisation?

**Part – B (Conduct)**

P.B.1. Enlist market factors that influence the choices that your media house makes in operating in the Calcutta media industry?

a. ........................................................................................................

b. ........................................................................................................

c. ........................................................................................................

d. ........................................................................................................

e. ........................................................................................................

P.B.2. Would you comment on your product policy with regard to following points:

a. Inclusion in and exclusion from product portfolio (in case you have a dynamic portfolio) of products over last 3 years.

b. Reallocation decision with regard to human and other resources arising out of such decisions.

c. Procurement of programme/other content arising out of such decisions and its share in final product.

d. Quality control techniques and processes adhered to.

P.B.3. Please tick right responses with regard to product positioning and repositioning by your organisation: (In case you have some extra positioning facts, write the same)
a. This is done only through utilising skill and creativity of own staff.

b. While decision making rests with the management, the creatives and operation are handed over to independent advertising agency.

c. We take a multi-media positioning/repositioning exercise.

d. Our own products become vehicles in such exercise.

e. Repositioning exercises are resorted to as and when there is change in product mix/lukewarm response from market/event-opportunity.

P.B.4. Write about product policy decisions taken with respect to following aspects and comment on their impact on communication and economic performance over last 3 years.

a. Product designing:

b. Product content:

c. Product market segmentation:

P.B.5. Please mention the routes for each of the areas mentioned below starting from initiating the discussion to arriving at decision in your organisation.

a. Product designing: Initiation ..................................................
..............................................................Interaction ..................................................
..............................................................Decision ..................................................

b. Product content: Initiation ..................................................
..............................................................Interaction ..................................................
..............................................................Decision ..................................................

c. Market segmentation: Initiation ............................................
..............................................................Interaction .............................................
..............................................................Decision .............................................

d. Packaging: Initiation ..................................................
..............................................................Interaction ..................................................
..............................................................Decision ..................................................
P.B.6. What media technologies are introduced in your organisation for management information, content collection and creation, product processing, packaging and distribution? Do you think these have effected qualitative and quantitative changes in performance? If so, how?

P.B.7. What is the break-even period (expected) for your product? For every 100 paisas of cost involvement, what are the cost sub-head break ups?

P.B.8. What is the right choice for functional efficiency of your product in need fulfilment of advertisers?
   a. Large circulation/wide household coverage.
   b. Effective readership/audience.
   c. Quality of readership/audience.
   d. Sectoral appeal of readership/audience.

P.B.9. Tick the right response about your organisational response to competitors.
   a. Engaging in price and ad.rate war with other firms or adopting predatory pricing in which the price/rate is set below its marginal cost to harm a competitor, who would be forced to lower product price or loose market share.
   b. Integrating the firm vertically by acquiring or creating other firms/units in other sectors of media industry.
   c. Turning to Govt. regulations to raise barriers to entry for potential competitors.
   d. Through strengthening professional back-up and adopting improved media technology.
   e. (write any other response if followed)

P.B.10. Conduct is policy decision and operationalisation with regard to product/services, price and competitors. On which yardsticks, you would like to
compare your conduct efficiency with other members of Calcutta media industry?

P.B.11. Affirm by ‘yes’ or reject by ‘no’ against each of the comments on the emerging trends in media industry.

a. Using common media technologies in collection, creation, processing and various other activities is leading to emergence of an integrated media entity where channels, print products, radio channels, CD rom, online newspapers are becoming members of the same product portfolio.

b. Media habit is gradually shifting from particular to integrated package (where the consumer leaves no type of media product unturned, takes clue from one type to move to the other and vice-versa.)

c. Advertising and finance market are gradually judging the merit of spending and investment respectively not on the basis of traditional media division but on an integrated selection approach, where for maximum return, products across traditional boundary are judged.

d. Human resource exchange for management, creation and marketing has become a common phenomenon across media types.

e. Ownership, sensing the gradual erosion of division among media types and gradual distribution of media power (economic, political, cultural and social) among different media types are venturing into an integrated ownership habit, where stake across types is becoming routine.

f. A better product positioning/repositioning now should consider a continuum of competitors, ranging from the closest to the most distant on the basis of feature proximity.

g. Product/media organisational performance would gradually develop common yardsticks for efficient comparison in search of strategic advantage in the advertising and investment market.

h. Common yardsticks for performance at the organisational level would span structural, conduct and outcome spheres.
Part – C (Performance)

P.C.1. Enlist the consumers by characteristics for various products (media product is not only a physical entity like a magazine, but anything e.g. TV channel, an website that satisfies a bundle of cultural, entertainment, informational, political, educational and other needs of the consumer.) you have in your portfolio.

a. ......................................................................................................................

b. ......................................................................................................................

c. ......................................................................................................................

d. ......................................................................................................................

e. ......................................................................................................................

f. ......................................................................................................................

P.C.2. What communication package is offered through each of your media products? Who decides the communication packages?

P.C.3. What uniqueness your product offers for the target audience?

P.C.4. In case of many products, to optimise production and marketing efficiency, in which operational areas you resort to resource sharing internally?

P.C.5. Does your organisation follow budgetting in key tasks of various departments e.g. planning probable news features for 15 days, planning probable revenue by advertising deptt for a month? If so, is this a performance booster?


a. More financing always leads to performance improvement.

b. Only more financing can not lead to performance improvement in my organisation.
c. More financing in improving media technology can only ensure better performance.

d. (In case you disagree, your opinion)

P.C.7. Intended or not every media product is bound to serve the public interest. What spheres of public interest your product serves prominetly? How such prominent service affects your performance?

P.C.8. Have you taken scope for product differentiation for enhancing market share due to availability of improving media technologies (e.g. bringing CDs of popular TV programmes for roping more from the market) ? If so, what result you have achieved?

P.C.9. Are your differentiated products look alike to the original product or differentiated according to the different attraction traits of different media?

P.C.10. what are the supportive and complimentary roles played by various products of your organisation for mutual growth?

P.C.11. Media industry boundary spanning organisations (Hot shops, news agencies, programme production units, ad. agencies, printing shops etc.) provide support services. What is the relationship of your organisation with such organisations? Tick right choice.

a. Such organisations lessen pressure on us by absorbing uncertainty in creation of content as well as capital requirement.

b. The dependence on these organisations is critical for our performance.

c. Our organisation depends less on such organisations by creating our boundary spanning units.

d. (Any other opinion)

P.C.12. Media business faces the challenge of improving product day after day by transforming the conceptual, human relational and technical skills into the task of value addition. Human resource is singularly important in this task.

Make an impressionistic assessment of your human resource in this connection.
a. Total staff strength :

b. Staff who add much value to the product for its success and are paid lavish attention by the authority : %

c. Staff who make sizeable contribution by way of quality and quantity and are paid fair attention by the authority : %

d. Staff making minimal contribution to production and are paid marginal attention : %

P.C.13. Tick right statement/s with regard to utility of production technologies (those technologies used in gathering, processing and production) in your organisation.

a. Provide improved ways to collect and interpret information.

b. Enable gathering hitherto inaccessible information.

c. Enhancing the production capability tremendously.

d. Creating process integration (identification, coordination, measurement and systematic development of linked activities) resulting into better flow of content/programme.

P.C.14. Whether better distribution technologies (co-axial cable, direct broadcast satellite, online communication, over the air broadcasting, pneumatic target packing etc.) have been adopted in last 3 years? If so, what change you have experienced in the sphere of distribution for the same?

P.C.15. In case you have faced problems in distribution system due to political, trade union or organisational rivalry, how the situation is being managed ?

P.C.16. Broad range of technologies are now utilised for storing raw information and other materials, processed programme or information for future availability etc. Is your organisation trying to exploit such technologies for competitive advantage ? If so, how. ?

P.C.17. Media organisational performance depends on firm footing of media products in the consumers’ mind . Some comments on media
performance are put here. In case the comments tally with experience of your organisation mark `yes’ against each comment. Otherwise write no.

   a. How we perform is reflected in our external customers’ satisfaction and the efficiency of organisational conduct (manifested through strategy and operation) reflecting in internal customers’ satisfaction. Otherwise it is impossible that we perform over long period satisfactorily.

   b. We succeed as we have clear customer focus in content creation, packaging, presentation and delivery. We are cautious about latent expectations (absence of which dissatisfy), expressed customer expectation (leads to product use satisfaction) and unexpected customer desires from product (if met leads to high perception of product quality and adherence to the product over long period of time). Reconnaissance for the same is done from usual media industry performance reports as well as our own research efforts.

   c. We perform well as we raise people’s issues, march with the target audience trends and inform them about several options for their decision making. We rear our products as public fora with difference.

   d. We always remain with our target audience through social service public relation. We value equity (spreading advantages among large public) in our conduct of business in the public interest sphere. That is why we can perform well.

   e. We arouse needs and desires in our target audience as we know that they are having the capacity to exchange their economic resource with us. Then we cater to the needs and desires. In this way we avoid much of the uncertainty in business. Thus we ensure better performance.

   f. To us, financial statements are reflections of continuous success or failure in turning customers’ exchange means into out assets while audience rating/circulation is the indicator of our communication success/failure.

P.C..18. Please enlist the factors, which according to your opinion are crucial in indicating performance in media industry. You may include factors at structure strategy and operation levels along with outcome level if you believe that structure and conduct aspects should also be considered as concrete media
performance indicators.

a.

b.

c.

d.

e.

f.

g.

h.

i.

j.

k.

l.

m.

n.

Signature
APPENDIX II

Programme or News - Editorial Chief's Questionnaire

Respondent no. ..................................Media Organization..........................................

Name.......................................................M/F..................................................
Age......................................................
Designation..................................................
Qualification..................................................
Whom to report (name and designation) ..................................................
Duty

Part -A (Conduct)

P.B.2.1. Every media house is supposed to use programme/content purchased from independent programme producer/news and feature agencies. In utilising inhouse creations and agency contents, what policy is followed and why?

P.B.2.2. To increase value of any media product in the eyes of advertiser, the capability of the product to ensure no. of consumers as multiples of customer (e.g readership per copy) is must. What is your policy to ensure such multiplying capacity for your product?

P.B.2.3. How far your product is capable of exploiting news genre/various programme genres as environment for advertisement? Tick the right choice.

    a. Very Much.
    b. To some extent.
    c. Not at all
    d. Such question does not arise as we believe we have to create a product acceptable to customers. No separate capability is required as advertisers would be attracted to a good ad. medium normally.

P.B.2.4. Who approaches whom for editorial/programme support for advertising department?
P.B.2.5. Whether there is any formal or informal time/space division between news/programme and advertisement in your product? If yes, what is the proportion?

P.B.2.6. What strategy is adopted for optimising market share in circulation/audience?

P.B.2.7. What changes in product strategy have been necessitated over last few years and for what reasons? What success the changes have brought?

P.B.2.8. What causes are there for success of the product? Can you think of any unique cause that sets your product apart?

Part -B (Performance)

P.C.2.1. Would you narrate how the communication package was arrived at in your organisation?

P.C.2.2. Did you ever effect changes (major) in the communication package? If so, what for?

P.C.2.3. Did you ever entrust deciding the character of a particular segment of the package on any one else? If so, what effect it has on the success of the product?

P.C.2.4. Please mention the cases where other media houses have followed innovative portions of your package?

P.C.2.5. Mention those cases where you have emulated innovations of others.

P.C.2.6. What communication package you offer? Where it is different from other packages in the segment?

P.C.2.7. On the basis of your package under your control, every new edition should be an improved version compared to the earlier. How do you ensure the same?

P.C.2.8. What ensures that your product is accepted as interesting, informative and exciting?

P.C.2.9. As the News-editorial/programme head of the organisation, How do you try to overcome uncertainty?
P.C.2.10. Whether deadline can be employed as an efficiency indicator for the production, distribution and advertising operations of a media house? How it can be so employed?

P.C.2.11. Whether public interest served by your product has any impact on product performance?

P.C.2.12. What preferences of the audience are catered by your product?

Tick appropriate choices.

a. Interpretation of events, trends and issues in content.
b. Back ground to spot news.
c. Programme/column of wide diversity.
d. Information objectivity
e. Balance in coverage.
f. Exclusive stories.
g. Colourful and gorgeous presentation.
h. Pleasant human interest stories.
i. Exciting visuals and amorous narrations.

P.C.2.13. Is interactivity (it is more than the feedback) ensured in your communicatin package? If so, how it manifests in the package?

P.C.2.14. Do you think that product schedule, distribution routine and proper network building can create performance edge over other competitors? If so, how it happens?

P.C.2.15. Do you really require fresh ideas and creative contribution in product from time to time? If so, how do you ensure the steady flow of the same?

P.C.2.16. Display of media products has undergone a sea change. If your product has tried to take advantage of better display, narrate the same. Has it enhanced the product image?
P.C.2.17. With computerisation and gradual digitalisation, down-sizing and multi-tasking of professionals are becoming very common. What impact would be felt in media product quality for the same and why?

P.C.2.18. What are the factors that ensure good performance of the media product amidst changes the industry faces? Please write as many factors as you think can affect variation in media performance.

a.
b.
c.
d.
e.
f.
g.
h.
i.
j.
k.
l.

Signature
APPENDIX-III

Marketing Chief's Questionnaire

Respondent No........................................Media Organisation .............

Name...............................................................M/F..........................

Age........................................................................

Designation................................................................

Qualification..........................................................

Whom to report (Name and Designation).................................

Duty

Part - A (Conduct)

P.B.3.1. Media product marketing success depends on many factors. Which of the factors mentioned below have impact on marketing success or failure. In case you have some other factors for the same, mention. Otherwise tick the relevant choices.

a. Detailed reconnaissance about the market before the product is actually put to the market and continuous interception of market fluctuations.

b. Ensuring favourable display for the media product so that customer has ease in identifying the same. It means creating competitive advantage in the market place.

c. Understanding customer, customising product and creating competent distribution and exhibition outlets.

d. Considering subscriber promotion (listener/viewer/reader/reader etc.) and ad. promotion as an integrated function and internalising the same in the marketing structure.

e. Promoting the product effectively for the strong points on a continuous basis.
f. Finding out holes in the market continuously and filling up the same through efficient distribution and coverage network.

g. Taking the scope of higher market power through financial, political and organisational clout to control the distribution and ad. collection.

P.B.3.2. Tick the right choice with regard to the pricing decision adhered to by your organisation.

a. Prices are set solely based on market forces (demand-oriented pricing).
b. Prices are set based on amount of pure profit desired in return (target return pricing).
c. Prices are based on those charged by the competitors (competition oriented pricing).
d. Prices are based on whatever the industry as a whole is charging (industry norm pricing).
e. (Write if any other pricing policy is followed.)

P.B.3.3. Tick the right choice with regard to the space/time selling norm of your organisation.

a. Joint ad. regime utilising existence of many media products of the company.
b. Keeping higher ad. rate for the flagship and flanking this with low ad. rates for other products.
c. Providing heavy discount on ad. rates and placing new products in `steal` category for few months.
d. Keeping ad. rate such that other competitors are bound to bring down their rates and bleed.
e. Offering heavy free space/time in case client purchases ad. space/time on company’s condition.
f. (Any other)
P.B.3.4. Please narrate what say the marketing department has in the programme/content selection and production.

P.B.3.5. What ad.-other content proportion is adhered to in your product? In case of heavy ad. pressure, is their any norm for accommodating the same in the place of other content?

P.B.3.6. Whether space/time selling earning is influenced by external factors? If so, please narrate the factors which influenced ad. performance of your product from time to time.

P.B.3.7. Is there any change undergone in customer market share in last few years? If so, what is your opinion about the reasons for such change?

P.B.3.8. Are you in favour of better technology for success of marketing functions? If so, why you think so?

Part – B (Performance)

P.C.3.1. Whether you practice space/time sales budgetting and deadline conforming? If yes, how you assess the same?

P.C.3.2. What are the distribution bottlenecks faced by you? How often you have to face the same (mention the effect too)?

P.C.3.3. In case your company has few media products cutting across the traditional media types (having newspaper in commodity form as well as online, FM channel, TV software production unit etc. for example), do the same offer better marketing power? If so, how you have utilized the same in distribution and ad. marketing?

P.C.3.4. Ultimately media performance reflects in entrenching of the media product in users’ mind and collective psyche. While circulation/rating/visit to web site over a period of time broadly indicates the performance or balance sheet reflects the financial equivalence of performance, these are not enough to clearly indicate the complex phenomenon. To you, what are the other variables that provide you the scope of assessing media performance in more details?
P.C.3.5. Emergence of improved media technologies has added new dimension to the satisfaction expectation of customers. While audience demand more worth paying media products, advertisers want clear result to their ad. spending. In such a situation can you think of a factor that would be able to make media products more responsive to these demands?

P.C.3.6. The trend of customisation (making media product more tailor made for specific segment of customers), more customer power for product as well as content selection, better customer independence for format selection and use made possible by improved media technologies are gradually changing the media. In such situation, what performance yardstick may be applied in assessing success?

a.

b.

c.

d.

e.

Signature
## APPENDIX – IV

### OBSERVATION SCHEDULE

(For objectives two and three)

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<th>B. Performance In Media Organisation Observation Area.</th>
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<td>1. Execution of communication package and operational decision making for the same.</td>
</tr>
<tr>
<td>2. Strategy of audience measurement and competencies for the same.</td>
<td>2. Application of audience measurement in content creation, production and distribution tasks.</td>
</tr>
<tr>
<td>4. Strategy for technology utilisation and task linkage.</td>
<td>4. Status of technology application and task integration in operation.</td>
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<td>5. Pricing decision making mechanism and strategising distribution.</td>
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</tr>
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## INTERVIEW SCHEDULE
*(For objectives two and three)*

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<th>B. Performance In Media Organisation</th>
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<td><strong>Discussion Topics</strong></td>
<td><strong>Discussion Topics</strong></td>
</tr>
<tr>
<td>1. Implication of product portfolio strategy.</td>
<td>1. How products influence and support mutually in distribution, advertising and other spheres.</td>
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<tr>
<td>2. Reason of adopting communication package policy and its implication.</td>
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<td>3. Logic for taking BSO service.</td>
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<td>9. Relative advantage of various economic performance measures for understanding health of the MO.</td>
</tr>
</tbody>
</table>
APPENDIX -VI

BRIEF INTRODUCTION OF CALCUTTA OPERATING M0s

1. Ananda Bazar Patrika Limited

Ownership: Major shares are with Shri Aveek Sarkar and his family. Mrs. Shobha Subramanium is the Managing Director. Sunil Krishna Mitra and Subrata Bagchi are among other directors. Besides interest in newspaper, TV production and book publishing, there are other media interests. Its sister concern is Anada Publishers Pvt. Ltd. Presently ABP Ltd. Has 8 media products.

A. Ananda Bazar Patrika: Largest circulated one edition Indian daily for more than two decades and the largest circulated Bengali daily.

Year: Converted into a daily in 1922.

Present Editor: Aveek Sarkar.

Circulation: 6,92,359 (July Dec. '99)

Background and current position:

Coverage, style and popular features over few decades have brought the newspaper to number one position.

It started publishing as a regular daily from 7th September 1922 under the leadership of Suresh Chandra Mazumder, Prafulla Kumar Sarkar and Mrinalkanti Ghosh. Earlier in 1878, Hemanta Kumar Ghosh, Sisir Kumar Ghosh and Motilal Ghosh published Andanda Bazar Patrika. In April 1878, after the turning of the Amrit Bazar Patrika into an English one from a bilingual one consequent upon the passing of Vernacular Press Act (to punish Indian language newspapers for their pro-people and
anti oppressive British rule news and opinion). Due to change of editor, its publication was suspended twice.

From June 1, 1923 it began to appear as a morning daily. Prafulla Kumar Sarkar was the first editor of the newspaper. He gradually turned the paper into a forum for struggle against imperialism. It espoused the cause of non-violence and non-cooperation propagated by Mahatma Gandhi. It was so revolutionary during that period that it did not accept wine, cigarette, foreign cloth or horse racing advertisements then. Almost up to 1947, the newspaper rode against the popular opinion of Bengalees which was against non violence. It created a parallel yet opposite opinion. Such 'chaismas' are very rare in the industry worldwide. However, during that period, when newspapering in Bengali had to face stringent financial troubles often, reporting scandals such as the case of Bhawal hermit, Naliniranjan and Beena Sarkar, murder of the king of Pankur provided succour to the newspaper.

From 1944 to 1959 the newspaper remained too conservative to cover the refugee problem, the 1952 movement for food, the 1953 resistance movement against the hike of tram fare in all details. However, under editorship of Chapalakanta Bhattacharyya, it had been busy in issues of national reconstruction.

In 1959, Asoke Kumar Sarkar took over as editor and Santosh Kumar Ghosh joined as news editor. For next one decade the newspaper started its modernisation in language, typography, technology etc. It brought together best talents of Bengali literature and journalism under one roof.

So much investment on news had never been seen earlier in Calcutta media industry. By 1970s, Anada Bazar Patrika, as the first Indian newspaper crossed the 50,000 mark in circulation. It started sending off telegraphic reports by reporters every hour and sending the newspaper by aeroplane everyday. The coverage of the
Liberation War of Bangladesh, the role of the newspaper during emergency (1975-1977) etc. showed that the daily was changing at a very rapid pace. In newswriting, this newspaper has eschewed so called informational objectivity. From the end of 1980s, the strength of feature in the success of newspaper in facing the TV boom became apparent through its stress on feature coverage.

B. The Telegraph: Now the number 1 English daily published from Calcutta.

Year of establishment: 1982

Editor in Chief: Aveek Sarkar.

Circulation: 2,49,324 (July – Dec. '99)

Background and current position:

After trying to break the Statesman monopoly with Hindusthan Standard (it staggered till 1974 in Calcutta), the ABP house started the Telegraph in 1982 with the same purpose. Its editor, M.J.Akbar created a media mix targeting mainly the young generation which was ready to accept an English daily that writes the English of their generation and accommodated all subjects that they preferred. The Telegraph, with exclusive coverage and appearing as accommodating more items in first page started to create sensation not only in Bengal but in many other states. Many English dailies started following the Telegraph style. By 1997, it established its number one position among Calcutta English dailies. It tries to be balanced and neutral in its coverage. By 2000, it has started Guwahati edition from Guwahati city.

C. Desh: The most preferred, prestigious Bengali literary magazine for the high and middle class Bengalees. This magazine is a pride of the Bengalees.

Year of establishment: 1933.
Editor: Aveek Sarkar.

Its topics range from economic, environmental, social, political, scientific to literature with literature remaining at the centre stage.

D. Sananda: This women's magazine was launched to tap the women readership in Bengali language.

Year of establishment: 1986.

Editor: Aparna Sen.

This magazine was started after elaborate brand positioning. Initially launched as monthly containing writings on psychological problems, behaviour pattern, household matters, interior decoration, body fitness etc. pertaining to women. It has become a weekly.

E. Anandamela: Bengali children's weekly.

Year of establishment: 1975.

Editor: Debasish Bandopadhyay

This is very popular for various informative news articles and literature. The educational guidance section is very useful. The magazine has eroded much circulation of Suktara and Sandesh, two old popular children's magazines.

F. Anandalok: A Bengali film magazine.

Year of establishment: 1985.

Editor: Rituparno Ghosh
This fortnightly magazine became popular due to extensive written and pictorial coverage of the film and other entertainment industries. However the popularity of the magazine has gone down over last few years.


Year of Establishment : 1980

Editor : Tony Joseph.

Presently this magazine is among the most circulated business magazines. It is now operated from Delhi and Mumbai editorial offices. It is printed at Ananda Offset Pvt.Ltd., a sister concern.

H. Probasi Ananda Bazar : This publication targets Bengalees residing abroad. This is very popular among them.

2. Aajkal Publishers Ltd.

Ownership : Ownership of this group is spread among few share holders, AKG group having major investment. Main interest of the group are export-import and food product business. Shri Ashok Dasgupta is a prominent share holder and editor of Aajkal.

A. Aajkal : a Bengali morning daily.

Year of establishment : 1981

Chief editor and Publisher : Protap Kumar Roy.

Editor : Ashok Dasgupta

Circulation : 1,60,542 (July- Dec. 99)
Background and current position:

Aajkal arose on the lap of transformation of newspaper segment, capitalising on the deteriorating position of Jugantar and countering the anti-Left Front stance of the Anada Bazar Patrika. It adopted a catchy and informal style of journalism. Generally it tries to balance in news. View wise the paper openly supports the leftist Government normally.

Introducing photo type setting and offset from the beginning, Aajkal tried to create broader audience appeal. With young staff, emphasis on local news, much stress on sports, Aajkal caught fancy of a cross section of audience. However, among Bengali dailies presently it is relegated to fourth position (circulation wise).

B. Sandhya Aajkal : Bengali evening daily.


Editor : Ashok Dasgupta.

Circulation : 21,927 (July – dec. 1999)

Background and current position:

This eveninger caters to the home going employees with the latest brief coverage of local news generally.

C. Khela : A Bengali sports fortnightly.

Year of establishment : 1982

Editor : Dhiman Dutta.
**Background and present policy:**

It was started to fill up the vacuum in the segment of sports magazines in Bengali after stoppage of publication of Khelar Asar. During the period 1997 - 1998 the magazine increased its circulation courtesy to reporting intra factional rivalry in Calcutta sports bodies besides normal sports coverage.

D. Aajkal Sustha : A monthly popular health magazine priced at Rs. 12.00

Established : 1998

Editor : Ashok Dasgupta.

Associate Editor : Dr. Pallab Basu Mallik.

E. Safar : A Bengali travel monthly magazine.

Established : 2000

Editor : Ashok Dasgupta.

3. **ABP & Jugantar Ltd.**

**Ownership** : Publications of this group were mainly owned by the Ghosh family of Calcutta which gave some MPs and MLAs to Congress Party. Publications

A. Amrita Bazar Patrika : This now defunct English daily had a glorious past.

Year of establishment : 1868

Circulation : ABC, Jan-June 94-59691 (Currently not being published)
**Back Ground and current policy:**

The Amrita Bazar Patrika, currently under suspension due to various problems, has been in the forefront of Indian newspapers' struggle against the repressive policies of the British administration. The paper became the mouthpiece of the Congress Party during the freedom struggle and continued to be pro-Congress throughout its existence. The paper was enriched under succession of such able editors as Sisir Kumar Ghosh, Motilal Ghosh, Gopallal Ghosh and Tushar Kanti Ghosh. The paper, started as a Bengali weekly, became English daily in Feb., 1891.

**ROLE IN FREEDOM MOVEMENT:**

Amrita Bazar Patrika, started as an Anglo-vernacular weekly in March 1868 by Sisir Kr. Ghosh and his brother was the prime target of Vernacular Press Act for its sharply criticising write-ups against the Govt. policies. But Sisir Kr. Ghosh preempted the move by turning the paper overnight into an English one. Sisir Kr. Ghosh was able to captivate the minds of a large section of the educated people of Bengal by making Patrika an organ of the middle class struggle against the British.

Amrita Bazar Patrika also rose as a people’s organ on occasions like Indigo revolt, partition of Bengal, Bengal famine 1943, the Rowlatt Bill Movement, Jallianwala Bagh massacre, Civil Disobedience movement, Quit India Movement, the formation of Indian National Army and the great Calcutta killings. The paper carried no editorial for 50 days, from Oct. 14 to Dec. 12, 1943 protesting against the famine policy of the Government.

The official Secrets Act, 1989 was also introduced to control Amrita Bazar Patrika which criticised the Govt. policy about Kashmir issue by revealing various official documents.
B. Jugantar: Now this Bengali daily has ceased publication.

Year of establishment: 1937

Circulation: Currently not being published.

**Background and policy:**

The paper launched during freedom movement played an important role to serve the nation and to mobilise public opinion against the imperialism. The paper emerged as a popular daily under the editorship of the second editor of the paper, Shri Vivekananda Mukhopadhyay whose editorials were in great demand. Although the paper supported the Congress during freedom struggle, later on it turned somewhat anti-Congress during the post independence period for some time, probably to promote the publishing house’s neutral image as its flagship publication (Amrita Bazar Patrika) was all along a pro-Congress publication and its owners continued to be in active politics holding posts in Congress. The paper had to suspend its publication twice due to trade union and management related problems. Presentaly, its publication is stopped from 1996.


Ownership: Publications of this group are owned by the Bartaman Printers and Publishers Pvt. Ltd., major share-holder and editor-in-Chief being Shri Barun Sengupta. Other partners are; Shri Subha Dutta and Sudamani Investment Pvt. Ltd.

A. Bartaman: Second largest circulated Bengali daily having simultaneous from Siliguri too.

Year of establishment: 1984
Chief Editor : BARUN SENGUPTA

Circulation : 4,35,801 (July-December 1999)

**Background and current policy:**

The daily led by the veteran journalist Barun Sengupta has flourished within the last ten years remarkably and moved to the second position in the state after Ananda Bazar Patrika. The columns written by Shri Sengupta are gaining popularity for their strong criticism against the Left Front Government and its ministers.

B. Saptahik Bartaman : A Bengali literary and cultural weekly.

Year of establishment : 1988

Editor : Panna Lal Ghose.

Circulation : 83,124

**Background and current policy:**

The weekly magazine was primarily available free with daily Bartaman to capture the urban readership which was earlier satisfied with Ananda Bazar Patrika, the largest circulated Bengali daily. Gradually after gaining the popularity, it became a different publication with extensive coverage of news articles and often features. The magazine also follows the anti-leftist view of its parent newspaper Bartaman.

C. Sukhi Grihakon : A women’s monthly.

Establishment : 2000

Editor : Subha Dutta.
5. Protidin Prokashani Pvt. Ltd.

Ownership: The group is owned by a dominant figure in state sports organisations, Shri Swapan Sadhan (Tutu) Bose. He is having interest in shipping and iron steel scrap sectors.

A. Sambad Praptidin: Presently third largest circulated Bengali morning daily.

Year of establishment: 1992

Editor: Anjan Bose

Editor-in-chief: Swapan Sadhan Bose

Circulation: 2,58,117 (July-Dec. 1999)

Background and current policy:

Started in 1992, the paper with attractive get up aims at catering mainly to the urban and semi-urban readership capturing vacuum created by closure of Jugantar, one of the oldest dailies. Although the news coverage of this paper is balanced, occasionally there is a slight tilt towards the left. Till recently the paper used to support the dissident state Congress group led Smt. Mamata Banerjee. After formation of a separate sub-organisation by Smt. Banerjee, the paper has turned critical towards her.

B. Bikaler Protidin: Largest circulated evening Bengali tabloid.

Year of establishment: 1994

Editor: Anjan Bose

Editor-in-chief: Swapan Sadhan Bose.
Background and current policy:

The tabloid is an evening daily of Sambad Protidin group highlighting all the important news in concise form. The paper is becoming very popular for its news coverage.

The paper is maintaining a view with a slight tilt towards the Left.

6. **Media Asia Pvt. Ltd. & Asian Age (Eastern) India Publishers Ltd.**

   Publication : Asian Age

   Year of establishment : 1995

   Editor : M.J.Akbar.

   Resident Editor : Tikli Basu.

   Circulation : 50,000

Background and current policy:

Launched by a leading journalist, Shri M.J.Akbar, the paper’s Calcutta edition is published as per business arrangements with the franchisee owner Shri Vijay Mallia, a liquor baron. With more than 30 pages and detailed reporting of local, regional, national and international events the daily initially brought about cut throat competition among the English dailies published from Calcutta, which resulted in reduction of price by all the major English dailies. Coverage-wise the paper tries to be generally neutral and a critic of establishment. Few years back the newspaper has been turned in to a niche daily and started internet edition too.
### The Statesman Ltd.

<table>
<thead>
<tr>
<th>Publication</th>
<th>The Statesman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of establishment</td>
<td>1875</td>
</tr>
<tr>
<td>Editor-in-Chief</td>
<td>C.R. Irani</td>
</tr>
<tr>
<td>Circulation</td>
<td>1,84,206 (July-Dec 1999)</td>
</tr>
</tbody>
</table>

**Background and current policy:**

Robert Knight acquired ‘Friend of India’ (published from Sreerampore by Baptist Missionaries) after founding ‘The Statesman’ in 1875. The Statesman and The Friend of India were both published till 1877, the Statesman as a daily and the Friend of India was incorporated with the weekly overseas edition of the Statesman. For many years the daily was titled The Statesman and Friend Of India. Until 1947 and even for some time afterwards the paper was always controlled and edited by Englishmen. When the country attained Independence Andrew Yule, then a British owned company and a native, Onkarmal Jethia (his ownership shares being only1%) were running the paper. Later on, Tata Industrial house acquired the paper for about two years before the ownership started taking shape of a limited company. Amalendu Dasgupta has the distinction of being the first Indian (Bengalee) editor of the Statesman. Currently, even after losing some ground due to dominance of the Telegraph and the Asian Age, the Calcutta Statesman, unlike its Delhi edition, enjoys a large and committed readership not only in West Bengal but in neighbouring states as well.

**Role in Freedom Movement:**

Being a British paper, it was indirectly opposing the freedom movement. How
ever the Statesman played a highly positive and balanced role during the Great Calcutta killings in 1946.

Ownership: The Statesman Ltd. One of the share-holders is Mr. C.R. Irani, the Editor-in-Chief of the paper. The company also runs a subsidiary publication wing, Nachiketa Publications.

8. **Indian Express Newspaper (Bombay) Ltd.**


Year of establishment: 1991


Circulation: Negligible

**Background and current policy:**

Launched along with the Calcutta edition of Hindi daily Jansatta by the Goenka-Sonthalia-owned Indian Express Group, the paper is continuously running at a loss, least read by the corporate sector in the State.

B. Publication: Jansatta

Year of establishment: 1991

Resi. Editor: Shyam Sundar Acharya (1997)

Circulation: 14,611 (July-Dec 1999)
Background and current policy:

Has failed in countering the established dailies like Sanmarg which is maintaining its lead in the field with only a handful editorial staff and set-up facilities compared to the Express group. During last ten years it has succeeded only in relegating Dainik Vishwanittra to no. 3 position. It has also become popular with Hindi speaking intellectuals due to wide coverage of socio-cultural and literary events. Its Calcutta edition reproduces the whole edit-page from its Delhi edition. It is critical of left parties in local news coverage.

9. Bennett Coleman & Company Ltd.

A. Publication : Economic Times (Corporate English Daily)

Year of establishment : 1976

Editor : Basistha Basu (1997)

Circulation : 47,810 (July-Dec 1999)

Background and current policy:

No. 1 among the business & corporate dailies currently being brought out from the city. Very popular with the trade & industry circle and investors of upper middle class for its market coverage. It has increased political and general feature coverage during last two years.

B. Publication : Times of India (English Morning Daily)

Year of Calcutta entry : 2000

Resident Editor : Uttam Sengupta
Background and current policy:

Times of India has been started in Calcutta with the aim of eroding leadership for local dailies. With several pages in colour with special supplements for Calcutta readers it has already started taking away others readership. More coverage of business and IT along with several pages of sports news is its attraction. The price-page ratio is attractive. The offer of all India market to advertisers is its strong point.

10 Advance Sambad Media Ltd.

Publication: Sonar Bangla (Bengali Morning Daily)

Year of establishment: 1994

Editor: Pushan Dasgupta (1997)

Circulation: 35,000 (1997)

Background and current policy:

The paper was established six years ago by a tobacco company owner. It is patronised by Subhash Chakraborty, a senior West Bengal Minister and CPM leader. It reflects the opinion of the CPM faction headed by Shri Chakraborty. Balanced in news coverage with a slight tilt towards Left. Readershipwise it is gaining roots among rural readership.

11 CPI State Committee West Bengal

Publication: Kalantar (Bengali Morning Daily)

Year of establishment: 1967
Editor : Sunil Munshi (1997)

Circulation : Around 10 thousand

**Background and current policy :**

Established as a left party mouthpiece, the paper followed a die-hard Leftist (CPI) approach in its view and coverage of news. Publication was suspended for a few years during late ‘80s. The revival of paper has come with somewhat balanced presentation of news. Although get up has developed to the level of full fledged daily, circulation is limited within party cadres.

**12. Ganashakti Printers (P) Ltd.**

Publication : Ganashakti

Year of establishment : 1967

Editor : Anil Biswas (A senior CPM leader, Secretary of State Unit)

Circulation : 1,20,727 (July-Dec 1999)

**Background and current policy :**

Started as CPI (M) party organ in 1967, the paper was limited within party cadres and other leftist minded intellectuals till about eight years back. From 1990 onwards the paper seemed to be adopting a line of perestroika, opened up and became liberal towards coverage of others views and developments besides its political overtones. During 1995-96, it increased its pages and improved its get-up and included
sports, health, education and other popular features thereby gaining popularity among non-committed readers.

13. **Vishwamitra Karyalaya**

Publication : Danik Vishwamitra  
Year of establishment : 1917  
Editor : Prakash Ch. Agarwal  
Circulation : 70,000-(INS report ’95) published in 1997 (which seems highly inflated. Actual one is around 20,000)

**Background and current policy :**

Set up by Babu Mulchand Agrawal in the pre-independence era, the paper led the Hindi journalism from front with its editorial and articles supporting the swadeshi cause. After Independence, it continued gaining grounds and became the number one Hindi daily in West Bengal following the closing down of Lok Manya and Nav Bharat Times dailies. Currently relegated to no. 3 position circulation wise, after Sanmarg And Jansatta. The paper is limited to die-hard readers. It is patronised by the Birla family and flashes events pertaining to their companies, family and socio-cultural happenings. Has all along been pro establisment.

Readership : Rich & upper middle class Marwaris mainly.

14. **Sanmarg Pvt. Ltd.**

Publication : Sanmarg (Hindi Morning Daily)  
Year of establishment : 1948
Editor : Ram Awtar Gupta (1997)

Owner : Sanmarg Pvt. Ltd. A family company run by Shri Gupta and his in-laws, Khaitans.


**Background and current policy:**

The no. 1 Hindi daily of West Bengal and Eastern India, Sanmarg was founded for religious causes by Swami Karpatrij Maharraj under a trust-run co., Shri Krishna Sandesh (Pvt Ltd. During 1970s Shri Gupta, who used to be the manager, acquired the whole company, renamed it and turned the paper into a full-fledged commercial daily. It is balanced in news coverage, nationalistic in views and critical of any Government misdeed.

15 **Chhapte Chhapte Press**

Publication : Chhapte- Chhapte

Year of establishment : 1973

Editor & Owner : Shri Bishwambhar Newar

Circulation : Within 10,000; where as INS’ current report shows around 50,000 as per a CA. certificate.

**Background and current policy :**

Started as an eveninger in tabloid size, the paper has all along been pro-establishment. Till recently it was a four page offset daily with little original coverage. Since 1997 it is coming out with eight pages full of good photo and news coverage.
Shri Newar is known for his closeness to some senior central leaders of Congress and has been a member of the Press Council. He also holds several posts in various journalistic fora. Readershipwise, the paper has limited reach.

16. **Prudential Group of Companies**

- **Publication**: Newman’s Mahanagar Guardian (Eveninger Hindi Daily)
- **Year of establishment**: 1996
- **Editor**: Prakash Chandalia
- **Owner**: Prudential Group of Companies having interests in Cement, Shares, Chit fund and Banking sectors.
- **Circulation**: 20,000 (1997)

**Background and current policy**:

The paper was launched in 1997 as a full fledged 8-page commercial eveninger with an aim to convert it into a morning daily. It became popular in a couple of months due to current and quick coverage of events, feature pages and share market review at a negligible price. It provides balanced editorial.

17. **Punjabi Publishing Company**

- **Publication**: Desh Darpan (Punjabi Morning Daily)
- **Year of establishment**: 1939
- **Editor**: Shri Bachan Singh Saral
Background and current policy:

Founded by Sardar Niranjan Singh Talib, a leading freedom fighter and close associate of Netaji Subhas Chandra Bose (who accompanied Netaji during his historical escape from Calcutta up to Kabul and was arrested while returning back). Desh Darpan has all along been a nationalist, pro-Congress and liberal daily. Shri Saral assumed editorship of the daily in 1965 and is continuing till date ensuring a balanced coverage of news.

Role in freedom Struggle:

Sardar Niranjan Singh Talib, a committed freedom fighter and close associate of Netaji used Desh Darpan as a penetrating weapon to counter the colonial policy of divide-and-rule through his sharp write-ups. Even after independence he built up a mass movement for demolition of a monument and succeeded in his aim when the administration succumbed to public pressure and demolished the monument raised by British rulers near Writers’ Buildings, Calcutta in memory of the ‘Black Whole Tragedy’.

18. Paribartan Publications

A. Publication: Dainik Pat Paribartan (a Bengali Evening Daily)

Year of establishment: 1998

Editor: Anupam Adhikary

Circulation: 8,000
Background and current policy:

The newspaper was started by Anupam Adhikary, a professional journalist turned owner-editor. The newspaper has departed from tabloid culture by incorporating articles and special features in its issues. It tries to be neutral.

B. Publication: Pat Paribartan Kazer Bazar (Bengali Employment Weekly)

Year of establishment: 1999

Editor: Anupam Adhikary

Background and current policy:

It entered the employment weekly market in 1999 where existing newspapers were present. It includes counselling columns and reaches market two days advance than other weeklies.

C. Publication: Safal Protijogi (Monthly Bengali Career Magazine)

Year of establishment: 2000

Editor: Anupam Adhikary


b. Bhraman (The Most Popular Bengali Travel Monthly)
20. **Dev Sahitya Kutir Pvt. Ltd.**


Editor: Probir Kumar Mazumder

b. Suktara (A Bengali Children’s Monthly)

Editor: Aran Chandra Mazumder

The company has allied business interest in book publishing and printing jobs.

21. **Individual Publication**

A. Danik Rooplekha

Year of establishment: 1954

Editor & Owner: B.L. Shah

Circulation: 5,000

**Background and current policy:**

Started as a monthly from Howrah town in '54, the paper was shifted to Calcutta as a weekly. Later it became a daily. The paper never had a clear cut policy as the ownership concentrated on patronising big business houses to gain advertising revenue. It suspended publication for few days for several times for last few years. In 1997 its workers took over the paper’s publication by forming a coordination committee. The publication is stopped for the time being.
B. Azad Hind (Urdu Daily)

Year of establishment : 1948

Editor & owner : Ahmed Sayeed Malihabadi

Circulation : 20,000

Background and current policy:

The daily was founded by Late Moulana Abdul Razzaq Malihabadi after India attained freedom. A close associate of Moulana Abul Kalam Azad, Moulana Malihabadi (father of the present editor & owner) earlier ran his paper by the name Rozana Hind which was established in 1929. Azad Hind, celebrating its Golden Jubilee in 1998, is being run & edited for about half a century by Shri A.S. Malihabadi who has been a senior member of several state & central Government committees, besides heading the WB Govt’s Press Accreditation Committee. His paper commands high degree of influence upon its readership. A nationalist daily since its inception it is basically against communalism and always preaches national unity and integrity.

C Akhbar-E-Masluiq (Urdu Daily)

Year of establishment : 1979

Editor & owner : M.W.Haque

Circulation : 17,000

Highly critical of Left, Communal in views

D. Aabshaar (Urdu Daily)

Year of establishment : 1987
Editor : Salik Lucknawi
Circulation : 15,000

**Back ground and current policy :**

The newspaper has all along been pro-Left. During 80s its publication was suspended for a couple of years. Coverage wise continues to be an open supporter of the Left parties.

E. Rozana Hind (Urdu Daily)

Year of establishment : 1929
Editor : Raisuddin Faridi
Circulation : 5,000

**Back ground and current policy :**

Established by Moulana Abdul Razzaq Malihabadi, also the founder of Azad Hind, the paper has always been nationalist. Moulana was a close associate of Abul Kalam Azad and also worked in Azad’s ‘Al-hilal’ newspaper. Rozana Hind contributed a lot in the freedom struggle through its editorials and other comments drafted by Late Malihabadi. It still plays a neutral & positive role.

F. Akkas (Urdu Daily)

Year of establishment : 1965
Editor : Karim Reza Monghayri
Circulation : 5,000
**Background and current policy:**

It has no clear-out policy. Currently coverage wise its an opportunistic daily.

G. Navi Prabhat (Punjabi Daily)

Year of establishment : 1952

Editor : Ranjit Singh Dharni

Circulation : 7,000

**Background and current policy:**

The paper was founded by Akali Dal Bengal activists with public donations in early 50s mainly to counter the effect of Desh Darpan, which was pro-Congress, and to mobilise public opinion in favour of formation of separate Punjab Province. Initially it came out with the name ‘Prabhat’ and was irregular. In 1957, the adjective ‘Navi’ was added to its name and it became a regular daily. The owner Shri Dharni is a relative of CPI (M) stalwart, Shri H.K.S. Surjeet. The paper is pro-Left and specially supports CPI (M) policies.

**CHINESE DAILIES**

The Chinese dailies are also published from Calcutta for the last several years. One of them being:

The Chinese Journal of India

Address : 75, Metcalf Street,

Calcutta – 700013
The other daily is “overseas Chinese Journal of India” published from China Town (Tangra), the eastern periphery of Calcutta. Both the editors are owners as well. Both the dailies are strictly community based publications and limit themselves only up to reporting and commenting on the developments relating to the Chinese settlers in and around Calcutta. Printed on flat machines after hand composing, their circulation is also limited within the community.

22. **Business Standard Limited.**

**Publication :** Business Standard (English Economic Daily)

**Year of establishment :** 1975

**Editor :** T.N. Ninan (1997)

**Circulation :** 9,759 (July-Dec 1999)

**Background and current policy :**

The paper was launched by ABP Ltd. at a time when there was no corporate daily coming out from Calcutta. Initially, the paper became a monopoly in the segment. After publication of The Financial Express in 1991 it remained number two in the segment in Eastern India. The paper was sold to Kotak Mahindra group of Companies by ABP Ltd. during 1996-97. It is being run as a subsidiary.

Business standard Ltd. has ventured into business TV channel business in 2000. The channel is named BSTV. It is producing business and economic programmes for other channels too.

23. **RPG Netcom Ltd.**

Owned by RPG group of Companies in 1998, the company’s major share is
held by Goenkas of Calcutta. RPG Net Com Ltd works as wholesale cable signal provider to local cable operators in Calcutta. It has hold over 90% of C &S house holds in Calcutta.

It carries RPG Cable Radio as a channel which reaches more than 7% of total households in Calcutta Metropolitan area. RPG cable Radio dishes out audio programmes along with visual advertisements.

RPG group owns the brand of HMV. Recently RPG owned Gramophone Company Ltd. has been renamed Saregama India Ltd.

Saregama India Ltd. manufactures audio and video cassettes and CDs. It has established a fully computerised customised CD production factory in Madras. It has plans to open CD kiosks all over the country.

RPG group is planning to emerge as a music major worldwide by opening wholly owned subsidiaries in US and United Kingdom.

24. **Broadcast Worldwide**

Broadcast worldwide is a Rupert Murdoch owned TV channel MO. Rati Kanta Basu is its Chief Executive officer. Broadcast Worldwide has started a Bengali satellite and cable channel named Tara in 2000 A.D.

Tara Bangala: a. Core management group.

CEO: Rati Kanta Basu.

Executive Director: Avijit Dasgupta

Amit Chakraborty.
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Buddhadev Guha.

Rituparno Ghosh


c. Channel placement in Calcutta: Hyper Band.

d. Audience: Categories of a and b in the Socio Economic classification grid.

e. Technology platform: All Digital.

f. Communication Package: Programmes for young men with seriousness and mature people with youthfullness.

Stress on non fiction programmes.

g. Advertising: Controlled from Mumbai.

Broadcast Worldwide has plans to start an interactive TV channel in Calcutta in 2001.

25. **Eenadu Television Ltd.**

ETV Bangla is the Bengali Channel started by Eenadu Television Ltd., a Ramoji Rao Film City group company.

b. Production Centre: Hyde Road in Calcutta

   Film City Hyderabad.

c. Earth Station: Hyderabad

d. Channel placement in Calcutta house holds: S Band

e. Audience: Socio Economic classification grid categories a and b.

f. Communication Package: Fictions,

   News and current affairs programmes

   Special rural coverage.

   Stress on culturally conditioned programmes.

g. Advertising: Elaborate set up in Calcutta.

26. Zee Networks Ltd.

Zee Networks Ltd. started its Bengali channel Alpha Bangla recently.


   b. Audience: Socio Economic Classification Grid a and b.

   Bangladesh Bengalees are also targetted as audience.

c. Year of establishment: 2000

d. Communication Package: Non serious fictional.

   Very less news.
Programmes targeting Bangladesh too.

Two films per on an average.

e. Advertising: Based on head office advertising set up.

Advertising wing in Calcutta.

Restriction in taking advertisement from firms having less than Rs. 10,000 export value.

f. Channel position in Calcutta: Hyper Band in RPG Net Com Area.

Prime position in SITI cable operation Zone

SITI Cable: Ownership: It was a fifty fifty venture of Zee and Star. Now Zee is the main stake holder.

Operations: A. SITI Cable works as whole sale cable signal provider to 10% of C & S house holds in Calcutta through its affiliate cable operators

B. SITI Cable Channel: A local cable TV Channel mainly dishing out films, news and entertainment programmes.
Year of entry in Calcutta : 1995

Audience reach : 10% of satellite and cable house holds

27. **Sonex Pvt. Ltd.**

Sonex Pvt. Ltd. is an old media organisation in Calcutta. It started operation as a programme production unit in the beginning of 1980s. It took scope of need of new programme of Doordarshan Kendra Calcutta. It started a local cable TV channel Calcutta Cable Channel Network (CCCN) three years back.

CCCN channel:

a. Ownership : Shyamal Sengupta and his family members.

b. Year of establishment : 1998

c. Channel Position : In Prime Band In Calcutta satellite and Cable house holds.

Five year contract of Prime Band carriage with RPG Net Com Ltd. ensures this position up to 2003.

d. Technology platform : Analog platform till now.

Multi Camera Operation.

On line editing.

Project on digitalisation of production and distribution continuing.
e. Communication Package: 60:40 ratio between own and other producers programmes.

News production by a private producer.

40% programmes are normally interactive in nature.

Programmes for subsegments within broad segment (women etc.).

Every day telecast of two films.

Educational TV programmes are regularly shown.

Programmes aimed at retailer and audience interaction and increase in retailers business.

Daily news reel based on local programmes.

f. Advertising: Handled by time n space sellers, an ad. agency created by the MO.

Prime time concept abolished.
Ad. rate increased by 150% over last 3 years.

g. Management: All the staff work under managing director directly.
## APPENDIX - VII

### SOCIO ECONOMIC CLASSIFICATION GRID*

<table>
<thead>
<tr>
<th>OCCUPATION</th>
<th>Illiterate</th>
<th>School upto 4 yrs/literate but no formal schooling</th>
<th>School 5-9 yrs.</th>
<th>HSC/SSC</th>
<th>Some college but not graduate</th>
<th>Grad/post-grad. gen.</th>
<th>Grad/post-grad. prof.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unskilled workers</td>
<td>E2</td>
<td>E2</td>
<td>E1</td>
<td>D</td>
<td>D</td>
<td>D</td>
<td>D</td>
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<tr>
<td>2. Skilled workers</td>
<td>E2</td>
<td>E1</td>
<td>D</td>
<td>C</td>
<td>C</td>
<td>B2</td>
<td>B2</td>
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<td>4. Shop owners</td>
<td>D</td>
<td>D</td>
<td>C</td>
<td>B2</td>
<td>B1</td>
<td>A2</td>
<td>A2</td>
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<tr>
<td>5. Businessman/Industrialists</td>
<td>No one</td>
<td>D</td>
<td>C</td>
<td>B2</td>
<td>B1</td>
<td>A2</td>
<td>A2</td>
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<td>8. Supervisory level</td>
<td>D</td>
<td>D</td>
<td>D</td>
<td>C</td>
<td>C</td>
<td>B2</td>
<td>B1</td>
</tr>
<tr>
<td>10. Officers/Executives-Senior</td>
<td>B1</td>
<td>B1</td>
<td>B1</td>
<td>B1</td>
<td>A2</td>
<td>A1</td>
<td>A1</td>
</tr>
</tbody>
</table>

APPENDIX – VIII

Calculation of Growth and Performance Measures *

1. Annual Growth of Revenue (expressed as percentage)

\[
\text{Latest Year's Revenue - Previous Year's Revenue} \\
\text{Previous Year's Revenue}
\]

2. Annual Growth of Operating Income (expressed as percentage)

\[
\text{Latest Year's Operating Income - Previous Year's Operating Income} \\
\text{Previous Year's Operating Income}
\]

3. Annual Growth of Assets (expressed as percentage)

\[
\text{Latest Year's Net Worth - Previous Year's Assets} \\
\text{Previous Year's Assets}
\]

4. Annual Growth of Net Worth (expressed as percentage)

\[
\text{Latest Year's Net Worth - Previous Year's Net Worth} \\
\text{Previous Year's Net Worth}
\]

* Taken from "Media Economics" (Pages 90 & 91) by Robert G. Picard. These growth and performance measures were discussed with COOs. MOs often employ these measures for calculating economic performance.
5. Liquidity Measures

A. Current Ratio

\[
\text{Current assets} \quad \text{Current Liabilities}
\]

B. Acid Test Ratio

\[
\text{Liquidity Assets} \quad \text{Current Liabilities}
\]

6. Profitability Measures

A. Return on Sales

\[
\text{Operating Income} \quad \text{Revenue}
\]

B. Return on Assets

\[
\frac{\text{Operating Income}}{\text{Total Assets}} \quad \text{or} \quad \frac{\text{Operating Income}}{\text{Fixed Assets}}
\]

C. Return on Equity (expressed as percentage)

\[
\frac{\text{Operating Income}}{\text{Net worth}}
\]

D. Price-Earnings Ratio

\[
\frac{\text{Market Price of a Share}}{\text{Earnings of the Share}}
\]
7. Financial Strength Measures

A. Operating Profit Margin (expressed as percentage)

\[
\text{Operating Profit Margin} = \frac{\text{Operating Income (Before Taxes and Interest Payments)}}{\text{Operating Revenue}}
\]

B. Cash Flow Margin (expressed as percentage)

\[
\text{Cash Flow Margin} = \frac{\text{Operating Income (Before Taxes and Interest Payments) + depreciation and amortization}}{\text{Operating Revenue}}
\]

C. Capitalization Ratio (expressed as percentage)

\[
\text{Capitalization Ratio} = \frac{\text{Preferred Stock or Long-Term Debt}}{\text{Common Stock or Common Stock}}
\]

D. Debt to Equity

\[
\text{Debt to Equity} = \frac{\text{Total Debt}}{\text{Total Equity}}
\]

*****
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABC</td>
<td>Audit Bureau of Circulation.</td>
</tr>
<tr>
<td>AM</td>
<td>Audience Measurement.</td>
</tr>
<tr>
<td>ARU</td>
<td>Audience Research Unit, AIR.</td>
</tr>
<tr>
<td>B</td>
<td>Bengali.</td>
</tr>
<tr>
<td>BSO</td>
<td>Boundary Spanning Organisation.</td>
</tr>
<tr>
<td>CA</td>
<td>Computer Aided.</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer.</td>
</tr>
<tr>
<td>CMG</td>
<td>Core Management Group.</td>
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<tr>
<td>CMS</td>
<td>Cost Management Strategy.</td>
</tr>
<tr>
<td>COO</td>
<td>Chief Operating Officer.</td>
</tr>
<tr>
<td>CP</td>
<td>Communication Package.</td>
</tr>
<tr>
<td>C&amp;S</td>
<td>Cable &amp; Satellite.</td>
</tr>
<tr>
<td>CTV</td>
<td>Cable TV channel.</td>
</tr>
<tr>
<td>DDKC</td>
<td>Door Darshan Kendra, Calcutta.</td>
</tr>
<tr>
<td>E</td>
<td>English.</td>
</tr>
<tr>
<td>FM</td>
<td>Frequency Modulation.</td>
</tr>
<tr>
<td>FN</td>
<td>Fortnightly.</td>
</tr>
<tr>
<td>H</td>
<td>Hindi.</td>
</tr>
<tr>
<td>INS</td>
<td>Indian Newspaper Society.</td>
</tr>
<tr>
<td>INTAM</td>
<td>Indian Television Audience Measurement.</td>
</tr>
<tr>
<td>M</td>
<td>Monthly.</td>
</tr>
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<td>MGT</td>
<td>Management.</td>
</tr>
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<td>MM</td>
<td>Media Market.</td>
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<td>MO</td>
<td>Media Organisation.</td>
</tr>
<tr>
<td>NC</td>
<td>Non-computerised.</td>
</tr>
<tr>
<td>NP</td>
<td>Newspaper.</td>
</tr>
</tbody>
</table>
NRS - National Readership Survey.
PQCS - Product Quality Control Strategy.
STV - Satellite TV Channel.
T - Traditional
TAM - Television Audience Measurement
TV - Television.
TVP - Television Programme Production.