3.1 INTRODUCTION

Newspaper is the mirror of society. Newspaper captures day to day life of a community and its citizens. (Somnath Das, 2009), Newspapers are publications that come out at regular intervals, usually daily and provide news and information to the Readers (Angela Barley, 2012). While Mark Twain defined A Newspaper as not just for reporting the news as it is, but to make people mad enough to do something about it. (Tom Duncan, 2007), has classified Media into four categories wise: Print media, Broadcast Media, Out of Home Media and Interactive Media. These media reach a large and diverse audience. Newspapers being a part of Print media is a mass form of media. Newspaper is the oldest media and still is a major medium, especially for carrying local news and advertising.

(Economic Survey, 2012) has described the Indian Media and Entertainment services industry which comprises visual entertainment services (broadcasting and cable television, films) printing (Newspapers, books, periodicals), and audio entertainment services (Radio, music). In addition, internet services also deliver such content through networks. The rapid convergence of networks, devices, and content is expected to dramatically alter the dynamics of the Indian media and entertainment industry. According to the World Association of Newspapers and News Publishers (WAN-IFRA) annual update of World Press Trends, 2012, in a world with a population of approximately 7 billion, more than 2.5 billion people read their daily Newspapers in print, 500 million read daily Newspapers in both print and online, and 100 million accessed online daily Newspapers only.
3.2 ROLE OF NEWSPAPERS

(John, 2013) has defined the role of Newspaper as one of the initial communication tools of the society. Newspapers have been the most usual and a generally received medium to be used in conveying the Local, Regional, International and National news to Readers. Ever since the beginning of the society, the Newspapers were published to convey the latest happening in different parts worldwide. (Philip Meyer, 2009) stated that Editorial, Advertisement and Circulation these are three pillar of Newspaper business triangle. They are interlinked and interconnected. The poor performance of the one will impact on other two and vice versa. While (Jim Willis, 1988) elaborated as the mission of news, advertising and circulation departments is to provide a quality Newspaper to the breadth and depth of Newspapers’ geographic and demographic market, basically the local market compared to televisions national coverage. (Philip Meyer, 2009), further added that Editorial team creates the personalized contents, Circulation team has become aggressive in finding out right and responsive target Readers and with this all the advertising team is aggressive to get the most of the share of advertiser pocket.

(Angela Barley, 2012) in an article on www.ehow.com mentioned the functions of Newspaper as to Inform, to Advise, to Share and to Entertain. According to this researcher, informing is the primary functions of a Newspapers, usually Newspapers inform to its Readers about daily happenings from the local area, on a nationwide basis and international Level. Newspapers also offer advice, guidance and opinion to shape people’s view on certain subjects or matter. Newspapers often have editorial or opinion pieces which attempt to interpret events and offer new angles and implications about their occurrence. Newspapers practically assist Readers with their
daily lives by publishing a wealth of useful information of a practical nature that helps people go about their daily business. By publishing crosswords, games and puzzles and Bollywood News, Newspaper entertain the Readers. *(John, 2013)*, added some more functions of Newspaper as corporate Promoting the Goods and Services to the masses. It even informs about job vacancies and admission in school or colleges. *(Shannon E. Martin, David A. Copeland, 2003)*, mentioned another role of Newspaper as Watchdog which means Newspapers have been known as a strong weapon in the hands of society to have an eye on government activities and serve as a tool to raise voice against the Government.

### 3.3 GLOBAL PERSPECTIVE

*World Press Trends Report 2012* has noted that many Global players in Newspaper industry have reached maturity level. Despite it Newspaper reader levels remain high. Highest Readership was recorded by Western Europe and North America region. Free Newspapers crossing 36 million circulation continues to be a major factor in many markets. With a circulation growth by 16% over five years. Asia now accounts for a third of global circulation. While those in Western Europe and North America have declined by 17% during the same period. Newspaper circulation fell 3.4% in Europe, 3.3% in Latin America, and 4.3% in North America. Reverse to that it grew 3.5% in Asia year-on-year, and 4.8% in the Middle East and North Africa. Circulation in Australasia was observed to be stable. Scandinavian, along with Switzerland and Austria, continue to have the highest Readership of Newspapers per capita, with South Korea and Hong Kong rising to top 10 positions.
The report, published recently under the title ‘The Future of the North American Newspaper Industry’, predicts that by the year 2020, circulation of daily Newspapers will have gnarled almost by 26 percent, and circulations of Sunday’s Newspapers will have been deteriorated by about 40 percent. Industry is likely to be a third smaller in revenue and about half the size it currently is, in terms of volume of materials consumed. Newspaper is facing generational problem. It was observed that in 2005 only 20% of younger Americans were reading Newspaper daily against 70% of older Americans. (Michael, 2005). This situation is not only limited to United States, or even English-speaking markets but Newspapers in Switzerland and the Netherlands also have lost 50% of their classified advertising to the internet. (The Economist, 2006.) At its annual convention slated for May, 2009, in Barcelona, Spain, the World Association of Newspapers has titled the convention as "Newspapers Focus on Print & Advertising Revenues in Difficult Times.” (Paris, France: World Association of Newspapers. February 2009)

(Paolo Hooke, 2012), noted an interview of Dr. Rasmus Nielsen, Research Fellow at the Reuters Institute for the Study of Journalism at the University of Oxford and co-editor of The Changing Business of Journalism, that the Economics of Newspaper Publication in the U.S. and U.K have changed due to the rise of online news and new multiple sources of news and information. It means that younger generation is growing up with a thought that news is free. Among younger Digital part of Newspaper has been a substitute to the printed product for Newspapers. So it’s not that people don’t read Newspapers any more, People still read Newspaper but today the development of technology has eased them to read it online.
3.4 INDIAN NEWSPAPERS

Before the beginning of the Newspaper, there were two major kinds of periodical news publications: the handwritten news sheet, and single item news publications (Anthony Smith, 1979). (Sankdher, 1984), has briefed about Indian Print Media and mentioned that James Augustus Hickey is considered as the "Father of Indian press" as he started the first Indian Newspaper from Calcutta, the Calcutta General Advertise or the Bengal Gazette in January, 1780. (Mrs. Geetali Mone, 2009), described as Newspaper is the outcome of the efforts of great men and social worker, Philosopher. Newspapers were started to educate the people against the slavery of imperialism, social and economic crises. Newspapers were used as a weapon by these people to fight the established systems and educate the masses for freedom which includes Political, Social and Economic freedom for betterment of common people.

Researcher also mentioned that after Independence, Newspapers slowly converted from views paper to Newspaper. Their objectives were transferred to equality, Democracy, development and betterment of mankind. Newspapers became fourth pillar of Democracy. In order to grab the power of fourth estate and as a weapon of mass media, various industrialists and political leaders started Newspapers as a business proposition. After this, profit became the main objective of Newspapers. Today Newspapers have become consumer's product to meet the market demand and satisfy the customers. But in today’s Market condition, Newspapers in most developed countries struggle to maintain profits and compete with the other developing media such as Television and Internet mentioned (Larkin, John, Sabharwal, Binny, 2006).
3.4.1 Types of Media

In this Research the researcher has studied the other forms of media to analyse their impact on Newspaper. Study has reviewed various literature covering National and International authors.

Various media’s are divided as Paid Media, Owned Media, Earned Media, Sold Media and Hijack Media. Advertisers pay for **Paid Media** which include traditional advertising and similar vehicles such as TV, Newspaper, Out of Home media. The second category is known as **Owned Media**, owned by the company that uses them for marketing purposes (such as catalogs, Web sites, retail stores). **Earned Media** are those media which induce consumers to promote the company at no cost to company when the quality or uniqueness of a company’s products and content appeals them. **Sold Media** are those media where Owner of one media markets its space to another Marketer. In some cases, one marketer’s owned media become another marketer’s paid media. Technological changes have provided both, opportunity and challenge. In order to apply pressure on the business, company campaign becomes hostage to consumers, who make negative allegations about a brand or product. Such media is known as **Hijack Media**. The consumer with negative Brand Image host the campaign and malign the organisation image in the market. *(David Edelman and Brian Salsberg, 2010)*
3.4.2 Cost Structure of Newspapers

Mrs. Geetali Tilak 2009 has noted the major cost attributed to Newspaper Industry. The cost includes Newsprint, Production, Salary and Interest. The ratio of these cost was recorded as 6:1:2:1. For last 15 years there is a huge difference in newsprint cost as it correlates with fuel prizes. In response to it Newspaper cover has remained stagnant. Newspaper management tried to control the newsprint cost by reducing height, width and weight or gramage of the Newspaper. Which has saved 28% in newsprint cost. Another researcher has supported the view and stated that Newspaper industry requires significant start-up cost which includes buildings, presses, establishing distribution channels and large editorial staff to develop original contents on a daily basis. It is crucial to recover these high fixed costs by Building brand value and maintaining a large circulation volume. (Geetika Sharma, 2012).

3.5 OTHER FORMS OF MEDIA

(Paranjoy Thakurta 2012), many alternatives to Newspapers like Magazines, Radio, TV, Internet and etc. have emerged. The growth of television channels has been rapid. In 1991, there was one public broadcaster, Doordarshan. Currently over 600 TV channels are operated in India and concentrate only on four ‘C’’s – Crime, Cricket, Cinema and Celebrities. The number of FM Radio stations has risen and will go up further – from over 250 now to around 1,200 in five years. There is no estimate of Internet news websites catering to Indian users. Wireless communication a new communication technology which is changing the look of content as well as the delivery systems. (George & Michael, 2003), added to this and mentioned that advertisers are turning towards these media because these forms are becoming the first choice of the consumer to obtain News. Hence it is resulting in decline in circulation of many Newspapers. The Newspaper industry is facing major challenges.
Newspaper must be interesting to Readers by targeting specific group and expanding services to increase circulation and Readership and continue to attract advertising revenue.

Apart from these all media there is another type of media emerging in 21st century popularly known as social media, *Finóla Kerrigan & Gary (2010)*. Social media provides a new challenge to the news industry and poses substantial enduring problems. Researcher further added that Readership of Newspapers is declining among younger generations, and social media is revolutionizing Newspaper production and distribution. Web 2.0 allows users, as individuals or social networks, to produce and distribute news items on the basis of their observations or opinions. Computer-based selection and management systems support collective work processes to gather the information that is spread across the whole network. Further researcher suggested that to survive in this market, the Newspaper must engage the Readers in their product development, and make content more personal and relevant to the Readers

Print, Radio and TV have unparalleled dominance over their respective messages as well as medium; but the changing attention spans of people and the growth of social networks, the very concept of the 'message' has changed drastically. No media house can sustain alone in today's competitive world without convergence. Media house can no longer ignore even 100 million Internet users along with 6000 million Cell Phones phone users (*Rohit Manchande, 2011*).
3.6 IMPACT OF RECESSION

Mr. Rao, chief executive of the Mumbai-based Diligent Media and Ravi Dhariwal, chief executive at India's biggest and richest media company, Bennett, Coleman & Co. (2010) noted that it was assumed in the West that India's Newspaper industry also went through a rough patch. There were difficult times for the print media sector. The industry was going through a bad phase. Circulation of daily fell by 0.8 per cent in 2009 and advertising revenue from Newspapers fell by 17 per cent. Newsprint prices had risen sharply and advertising revenue also dried up, ad volume dropped 45% in November, 2008 compared to the previous month. Depreciating value of rupee has exacerbated the rising cost of newsprint. In response to this, publishers were cutting paginations. The country's largest financial daily, The Economic Times, was down to 18 pages. Along with The Times of India, it also raised its cover price. Several papers abandoned their expansion plans. Mail Today, a new paper part-owned by the Daily Mail & General Trust, abandoned a planned 20-city roll-out. Business Standard had to shut down its Gujarati edition.

Pune Market was also impacted by this recession. Few of the organisations stopped their subscription plans and some of them stopped their Newspaper circulation in some part of the state. Few of the organisation were observed to be refunding the advice amount collected through subscription drive and closed the circulation in non-profitable area. (Primary Source)
3.7 CURRENT SCENARIO

(V Siva Raja, 2011), cited that today Newspapers are facing crucial situation with increasing cost burdens and decreasing revenues. The newsprint cost are on an increasing trend with newsprint industry coping with their own cost pressures and so are the other inputs like the inks, the plates, the chemicals and other materials. This is putting a huge cost pressure on the Newspapers due to which Newspapers are struggling for survival on a daily basis. On the other hand a serious fall was observed in revenues due to the increased sharing with the other media like the internet, television, broadcasting and many other sources whose percentage shares are increasing by the day. Earlier to this in 1988 a researcher Jim Willis had indicated that the industry which did not see the changes in management and marketing structure will be confronted to the demand to change. Publishers must realise that if they don’t wake up and response to the changing nature of their city’s news, consumers and advertisers, they may find their products have become dinosaurs in an electronic world populated by consumers and clients with need of immediacy, intimacy, specialised reporting, deep market penetration and target circulations. (Edelman and Salsberg, 2010), cited that marketers will be forced to change by the way consumers perceive and absorb marketing messages addition to this changes the marketers will have to allocate spending and organize operations. (OECD Report 2010), reported that News creation and distribution were affected by new technologies such as Radio and TV and by changing Readership habits long before the Internet emerged. However in recent years’ access to a wide number of online news sources, the decline of Newspaper Readership and advertising and classified revenues have considerably affected the Newspaper industry in most OECD (Organisation for
Economic Co-operation and Development) countries. (Tom Duncan 2007), had analysed the situation and had mentioned that to fight the Readership decline and competition from other media, many daily Newspapers have invested heavily in redesign, in the addition of special-topic sections, and in equipment that delivers better production values.

In contrast to all research mentioned above, a researcher Paranjoy Thakurta, (2012) disagreed with the statements and mentioned that India has the largest number of Newspapers/ publications in the world. India is the biggest and fastest-growing Newspaper market in the world, with 110 million copies it has overtaken China in paid-for daily circulation. The gloomy outlook is not universal. Though the global Newspaper industry is declining, the Indian Newspaper is still holding remarkable share in Media & Entertainment Industry. Newspaper still remains more popular than internet and broadcast media. Where the problems were faced by in North America and Europe Newspaper, some success stories were recorded of free daily Newspapers of Sweden's Metro International. (Drop Dead, 2005.) In addition to this (Larkin, John, Sabharwal & Binny, 2006), found some additional parameters behind such growth of Indian Newspaper. Fast Readership growth and unprecedented competition between established titles and upstarts eager to get in on the action. Increased standard of living, Increased Literacy rate and Rural Market, New Generation of Young Consumers, Spurting Economy are some of the main reason behind such growth. This can be supported by an INMA (International News Media Marketing Association) Awards (2010), announced at the eightieth annual INMA World Congress in New York, where India shined with top two winners in the competition came from Indian company: Bennett, Coleman & Company Ltd, including The Economic Times and The Times of India, who were first and second place recipients of the ‘Best of Show’
award respectively. While other winners from India in different categories include: Dainik Bhaskar, Dainik Jagran, Hindustan Times and Mid-Day Infomedia Ltd. This clearly indicates that the Indian Newspaper industry has been achieving a success over a period of time. This can be supported by the statement given by (George & Michael, 2003), as Newspapers are still primary advertising medium in terms of both ad revenue and number of advertisers. Newspapers are important as a local advertising medium for thousands of retail business and are often used by large national advertiser as well. For regular customer Newspapers have become primary source of information.

*Economic Survey 2010-11* reported that about 42 per cent of advertising money spent in the country derives from the print media. The penetration of internet services is also contributing to online news consumption in India. In the print media sector, foreign investment up to 100 per cent is allowed in the non-news, i.e. the specialty/technical/scientific sector of the print media. Whereas up to 26 per cent is allowed in the Indian entities publishing Newspapers and periodicals dealing with news and current affairs.

Various opinions recorded above are clearly indicating that though the Newspapers are Struggling to survive across the world, no such sign is observed in Indian context. Indian Newspapers still have long journey to sustain and grow in Indian Market.
The total circulation of Hindi publications reached 226.4 million and vernacular publications touched 147 million far greater than that of English publications, which stood at 64.4 million in 2013-14.

In 2013, circulation revenue growth was recorded as 8.1% per against 7.3% in 2012. New edition in local lanhuage were launced by National as well as Regional players that has expanded the reach in the local areas. Some examples include Times of India launched a Gujarati edition NavGujarat, The Hindu launched a Tamil edition; Samay and Dainik Bhaskar’s entry into Patna. DB Corp has also consolidated its presence in
MP with the launch of a 4th edition. HT Media also has separate editions for Gurgaon and Noida.

In 2014, the Indian print industry experienced a growth of 8.3 per cent from INR 243 billion in 2013 to INR263 billion in 2014. The industry has witnessed a noticeable uptrend in earnings, with one of the reasons being an increase in the circulation revenues of major players. The industry witnessed a 7.9 per cent rise in circulation revenue on the back of rising cover prices and subscriptions, aided by low media penetration, population growth and rising income and literacy levels.

The year 2012–13, has recorded the highest number of registration of Newspapers and periodicals as against in 2011-12. This has impacted on the growth of Circulation revenue. In the year 2012-13 total 7313 new editions were registered, English (696 editions) and Hindi (3,240 editions) which accounted 54 per cent. Total registered English Newspapers were 12,634 as on 31st March 2013. (http://rni.nic.in)
In 2014, the Indian print industry experienced a growth of 8.3 per cent from INR243 billion in 2013 to INR263 billion in 2014. The industry has witnessed a noticeable uptrend in earnings, with one of the reasons being an increase in the circulation revenues of major players (KPMG Report 2015)
3.7.1 English Newspapers

India being a Multilingual Nation the Indian Newspaper industry can be primarily segmented across two categories viz English Newspaper and Regional / Vernacular Newspaper. *(Sanjay Gupta, 2008).*

Increased level of income, change in lifestyle, increased rate of Literacy, have attracted the Readers towards English Newspapers. English has traditionally been the most profitable segment. Now, like an iceberg emerging from the deep *(Sumantha Rathore, 2013).* English Newspapers still has potential for growth in Indian Market.

3.7.2 Pune Market

Pune - known as ‘Oxford’ of East - has high literacy rate and rich class of Readers who prefer to buy English Newspapers. Everyday more than 300000 copies of English Newspapers are circulated across the city. Times of India, Indian Express, Sakal Times and DNA are some of the well-established brand in commercial English Newspaper market. *(Primary Source)*

It is noted by *Mr. Olivier Fleurot, CEO Times of India, 2005* that The number of Newspapers and their circulation has declined the world over except in India and China. The Researcher has witnessed the growth of English Newspapers in past few years. Compared to Global market, the Indian Market is growing rapidly and there is no such sign of decline. Strong Marketing Strategies adopted by Indian Newspaper industry is one of the major reasons behind such growth of Indian Newspapers. Having realized this fact, this research has been undertaken with a specific focus on Marketing Strategies of English Newspapers and the Consumers’ response to these strategies with special reference to Pune.
3.8 CHANGES FACED BY THE MEDIA WORLD

Researcher Geetika Sharma (2012) has mentioned the changes the media is facing in her article “Indian Newspaper Industry” published on http://ezinearticles.com/

1. **New communication technologies** e.g. wireless communication, internet which are changing the look of content and the delivery systems.

2. **Increase in media alternatives.** For Newspapers, various alternatives like Magazines, Radio, TV, and Internet etc. have been emerged. New type of media popularly known as place based media have become public venues where brand messages can be displayed.

3. **Providing consumer research finding** has brought another change in media pattern. Where Newspaper organisations are providing the research on everyday happenings in the life of Readers.

4. **Media conglomerates and a convergence** is the fourth change faced by media industry. Many big players have started spreading their wings across the nation either by opening the new venture or acquiring or merging with another players.

Despite such concern one important growth area for Indian Newspaper publishers is rural area Readers are still untapped. Increasing income, Improving literacy rates, benefits from development schemes of the Government will definitely open up penetration opportunities for Indian publishers. (Geetika Sharma, 2012).

Newspapers have survived innumerable challenges from new and emerging media like Radio, Television, and Internet etc. And with their increasing popularity, Newspapers face declining Readership and market penetration. A growing number of Readers now skip the print version of Newspaper and instead read the online version
of the publication. Still Newspapers in India are flourishing and are considered as most effective medium of mass communication.  
(Smita Dwivedi 2011).

Readers’ time spent on reading has remain stagnant, while use of internet has increased approximately 20 minutes during last five years.  

3.9 CHARACTERISTICS OF INDIAN READERS

In terms of print media, the rise in literacy rates, significant population growth, resilience of the agrarian economy, the rise in incomes in smaller towns and the entry of big players in regional markets is likely to drive future expansion of regional circulation and Readership across India (KPMG Report, 2014). More Indians become literate, the first thing they read, once they can, is a Newspaper.  
(Paranjoy Guha Thakurta, 2012). The literacy rate of Indian Rural population is increasing and change in life style has attracted these Readers towards English Newspapers.

Readers are not sharing their Newspaper like before every house is having more than Newspaper to read. The Readers those are taking reading habits were observed to be sticking to local language instead of moving on to English.  
(R S Suriyanarayanan Business Director, LMG, 2013). ). Readers’ time spent on reading Newspaper has remain stagnant, while use of internet has increased approximately 20 minutes during last five years.  

There is possibly nothing worse than a Newspaper facing the lack of interest from its Readers. To differentiate themselves from competitors and to grab eyeballs, most Newspapers consistently innovate on design, infographics, supplements, features and other approaches. One such example is Hindustan Times’ ‘Page One Plus’. This is a
vertical perforated page appended on the front page, which gives the Readers an option to remove it and read it on the go. (*KPMG Report, 2014*)

Referring to consumer demand, ‘The charge is led by the tier II and tier III towns. The metros have carried India for the last decade; now smaller towns have taken on the demand baton.’ (*Varghese Chandy CGM, Malayala Manorama Group, 2013*).

In keeping with the movement of consumer markets, English dailies have been gradually pushing into smaller towns. The Times of India has entered Tamil Nadu and Kerala, whereas Hindustan Times is fortifying its presence outside Delhi and has launched an edition aimed at Bhopal and Indore. Meanwhile, The Hindu is strengthening its foothold in the North. (*Debu Mishra, Media Consultant, 2013*)

**Monica Nayyar Patnaik**, Managing, Director, Eastern Media, publisher of the Oriya daily, Sambad 2013, adds, “The regional press cannot survive by just being a pure language daily, it has to be future ready. Newspapers cannot ignore the Readers who are into English as well. We need a product that is colloquial in nature.” Today’s reader is not only dependent on Print media. Reader is connected to almost all the media available for him which includes TV, Radio, Digital and Websites. Newspapers today are supporting social causes and using their widespread reach to create awareness about these issues these issues are dealt in a whole new level, DNA’s latest campaign ‘Good is in our DNA’ looked to connect with good Samaritans and provide people a platform to share good activities that are happening. Consumers becoming accustomed to free content and shifting to digital media to extract content. (*Rajjat Barjatya Managing Director & Chief Executive Officer, Rajshri Entertainment Private Limited, KPMG Report, 2014*)

Most Readers have now started using Cell Phones, tablets and computers to access news. The personal relationship that Readers of the past had with Newspapers is slowly being replaced by their relationships with their smartphones and social media. It is a battle for attention minutes as much as it is for media. (*KPMG Report, 2014*)
3.10 MARKETING STRATEGIES

Variety of local market conditions and internal organizational and operational factors will be influenced by the strategic choices pursued by individual Newspaper publishing companies. Strategies will be different from company to company, news, context, and analysis must be emphasize to strengthen in market. This is the core competence of these companies and also their competitive advantage. Newspapers publishing companies are in need to discover their competitive advantages, and choose an optimal configuration of services and activities. These current development are just a beginning of new era of Newspaper Industry. This will change the entire structure of traditional Newspaper Industry (Kranenburg, 2004)

1. Cost Leadership Strategy

The cost involved to produce a Newspaper contains Paper cost, Ink cost, printing cost and addition to this the administration is one of the huge expenses incurred by Newspaper organisation. Study observed that by implementing latest technology, having low cost strong Distribution network, achieving Production accuracy and developing Innovative concept the Newspaper organisation are reducing the cost and attract the Readers towards the particular Newspaper.

2. Differentiation Strategy

Differentiation is one of the key competitive strategies to achieve success. Researcher herein suggesting that the Newspapers are understanding the current market and Readers’ demand and responding accurately to such increased level demand. Covering different types of news in a different style, developing different design and layout, providing different types of promotional offers and Readers’ engagement activity are some of the strategies have differentiated the product from the competitors.
3. **Strategy Under Uncertainty**

To survive, publishing companies are forced to reconsider their strategy and product portfolio. A publisher’s ability to change its organizational structure and existing activities and businesses along the evolution of technology in the industry can be seen as a major source of failure or success.

These strategies can be useful to the Indian Newspaper Industry in order to grow in competitive market.

The following facts are the guidelines to Indian media for Surviving in Market.

**First lesson** is that Indian consumers are extremely fond of value for money proposition,

**Second lesson** is that localisation is the key to success in the Indian market,

**Third lesson** is that make your content younger cause two third of Indian population is already below 35 years of age, today's generation is also engaged in political, social issues.

**Fourth lesson** would be, being interactive because today's consumer is no longer want to be passive recipient of content. They want the conversation with media house.

In addition to this ([Mr. Glenn Halbrooks Media Expert, 2014](#)) mentioned some strategies adopted by New York Times which includes focus on the core asset and shed everything else, while huge Newspaper owner Gannett Company’s survival plan is much different than that of the New York Times Company. Gannett is buying non-Newspaper companies as a way to diversify itself into other forms of media. It owns dozens of TV stations and is investing more into TV.

([Matt Egol, Harry Hawkes, and Greg Springs 2010](#)), have mentioned various Marketing Strategies need to be adopted by Indian Newspaper as Build Deeper Relationships, Tap New Revenue Streams, Reinvent the Content Model, and Innovate with New Products and Pricing.
3.11 OPPORTUNITIES AND CHALLENGES

*(Tom Duncan, 2007)* Media companies are greatly dependent on outside sources for editorial and program content. Newspaper’s reporting staff produces only about 15% of Newspaper’s total content. The remaining comes from advertisers, business (in the form of press release), the community (schedules of events and letter to the editor), and news syndicates, and features syndicates (which provide such item as comics and crossword puzzles). The way media content is presented has also changed. There is a preference for visuals and for short stories. This trend is started, to a great extent, by USA Today. Its use of colour photos, pictorial graphics, and numerous short stories has greatly influenced the look of Newspapers.


1. **The corporatisation of the media**

   Today almost every Newspaper organisation has been corporatized. It is easily observed that every Newspaper in a country is belonged to big corporate house. Newspapers are determined by the ideology of particular corporates, by profit-making and in most instances, corporates would not want to disturb the ‘status quo’ or to rock the boat. When media is taken over by such houses, the end-game is deliberately clear: readers’ minds and thought-processes are determined in a particular way.

2. **The commercialisation of the media**

   Newspapers are getting away from its main objective of awakening the society by providing news. They are concentrating more on publishing various advertising and commercial pages. In several Newspapers five to seven pages are devoted to full-page advertisements. The advertisements varies from sales, discounts, announcements of brand new products and political branding. These advertisements certainly cost a pretty sum when one gives importance to such crass commercialization. Then the Newspaper loses its very heart and soul.
3. The co-option of the media

Corporatisation and commercialisation of the media have plenty to do with its co-option. Co-option essentially means losing ability to think and diverting from original motive of business. Newspapers are ensuring that the banner headlines are done to suit the wishes and the fancies of the advertisers. Paid media is controlling what to be and what not to be published in Newspapers.

4. The compromising of the media

The word ‘compromise’ is a highly nuanced one; “a compromise is a situation in which people accept something slightly different from what they really want, because of circumstances or because they are considering the wishes of the other people”. So a compromise essentially means that you have a possibility of making a decision but because of fear or / and favour, one would rather go with what the big boss wants. Currently Newspapers are observed compromising with News and Information.

5. The communalisation of the media

Today some Newspapers are published to attract special community. Some Newspapers are either concentrating on promoting one of the community or diluting the image of a particular community. There are very subtle and direct attacks on minorities. What is meticulously propagated is the well-being of the majority community. Communalisation through the media is able to orchestrate the divide between the majority and minority communities of the country.

Further (Anant Rangaswami, 2013) suggested some opportunities for Indian Newspaper is to learn from New York Times revenue pie, New York Times announced their Q4 result and stated that for the first time, NYTCo's revenues from circulation overtook the revenues from advertising. For the first time in history,
annual circulation revenues surpassed those from advertising. The demonstrated willingness of users here and around the world to pay for the high quality journalism for which The New York Times and the Company's other titles are renowned will be a key building block in the strategy for growth. Ensuring differentiation and high quality is the only route to increasing circulation revenue in an Indian context. In this research, researcher provided an opportunity of developing the quality of journalism and making Newspaper worthy to be sold at increased selling price. In addition to this Mathew, 2013 the Executive Editor of Malayala Manorama, added the challenges that the media industry in many countries have suffered from falling Readership and circulation, declining advertising revenues and the migration of news consumers to the New Media, which is still cashless.

Referring to challenges from other forms of media Pradhan Pitabas, Lecturer Department of Journalism and Mass Communication, Aligarh Muslim University, Aligarh 2012 noted that Print media in India had faced several new waves of electronic media revolutions. It survived against broadcast Radio, Television, Satellite and Cable Television, and the New Media popularly known as New Information and Communication Technologies. The evolution of each of these electronic media was perceived as a threat to the very existence of print media but none could replace it.
3.12 FUTURE GROWTH AND PREDICTION

As on 31 March 2014, the total number of registered publications stood at 99,660, out of which there were 13,350 dailies and 86,310 periodicals. *(FICCI-KPMG Indian Media and Entertainment Industry Report 2015)* *(Pandita & Ramesh, 2013).* More than 90% of people in India still do not have access to the Internet is one of the major reason behind the large scale circulation of print Newspapers. It is recorded that more than 330 million Newspapers are circulated daily in India. The publishing industry around the world has undergone a series of inevitable changes, and the scenario in India is no different. Though the Internet is being seen as a potential threat to the survival of the Newspapers industry, Newspaper will not die as long as there are users.

Newspaper circulation decline is one of the cause concerns the decline in overall revenue of Newspaper Industry. Advertiser have started spending less on conventional Newspapers, which is one of the major source of revenue.

Though the print industry is declining globally and moving towards Digitisation, the Indian print media industry is going strong and is expected to continue similarly.
The Indian print industry continued its journey at a steady rate in 2014 with most players strengthening their presence in the existing markets, and consolidating their existing operations. Newspapers continued to contribute a major portion in the total revenue generated by the print industry in India. *(FICCI-KPMG Indian Media and Entertainment Industry Report 2015)*

**Figure 3.7 : Print Media Language market Mix**
In 2014, the Indian print industry experienced a growth of 8.3 per cent from INR 243 billion in 2013 to INR 263 billion in 2014. The industry has witnessed a noticeable uptrend in earnings, with one of the reasons being an increase in the circulation revenues of major players. The industry witnessed a 7.9 per cent rise in circulation revenue on the back of rising cover prices and subscriptions, aided by low media penetration, population growth and rising income and literacy levels. This growth is largely coming from Tier II and Tier III cities with regional language editions outperforming the national editions and English dailies. This trend is expected to continue as most of the major publishers are working towards strengthening their presence in existing markets.

*Figure 3.8 : Print Media Revenue Contribution*

![Print Media Revenue Contribution](image)

While globally the adverse impact of digital media is evident, digital has not been able to make a significant dent in the India print market yet. Contrary to the situation in western countries, print and digital media are currently complementing each other in the Indian media space. The Indian print industry is still growing at a high single digit rate and is expected to grow at a CAGR of 8 per cent during 2014-19. Most of the growth in the sector is expected to come from Tier II, Tier III cities and rural markets.
The demographics have changed dynamically and increased income has surged purchasing power of tier II and tier III cities consumers. Significant population growth, expansion by players into new geographies and languages, high aspiration, resilience of the agrarian economy, rise in literacy rates and increasing demand for region-specific content, will drive future expansion of regional Newspapers’ circulation and Readership across India.
3.13 FACTORS DETERMINING THE GROWTH OF INDIAN NEWSPAPERS

India has the largest number of Newspapers/publications in the world. India is the biggest and fastest-growing Newspaper market in the world, with 110 million copies it has overtaken China in paid-for daily circulation. Though people are accessing news & Information electronically and entire generation of Indians starts accessing the Net, the Newspaper will not die a slow death in India like other country, Because as more Indians become literate, the first thing they will read, once they can, is a Newspaper. (Paranjoy Guha Thakurta, 2012)

Increased standard of living, Increased Literacy rate and rural market, new generation of young consumers, spurting economy are some of the main reason behind such growth. (Larkin, John, Sabharwal, Binny, May 2006).

While the global industry is shrinking Indian Newspaper Industry continues to hold promises for future growth. While American Newspapers have been struggling to survive the competition from growing internet advertising, Indian Newspapers experienced dramatic growth. (Geetika Sharma, 2012). Professor Peter Herford in an interview to Paolo Hooke in April 2012 acknowledges that India’s middle class will likely continue to read Newspapers so that they have things to discuss, an important sociological phenomenon.
3.14 RESEARCH GAP IDENTIFIED THROUGH LITERATURE REVIEW

Various Literatures under study have led to the identification of Newspaper survival as an emerging research area particularly in the context of English Newspapers in Pune. There are several studies highlighted the importance of Marketing Strategies in the context of Newspaper Survival (Paranjoy Guha Thakurta, 2012) and have mentioned the demographical factors influencing to such growth (Larkin, John, Sabharwal, Binny, May 2006). Newspapers being a part of service industry the Marketing Strategies are based on Product, Price, Place & Promotion (McCarthy 1960) and People, Physical Evidence and Process. (V Siva Raja, 2011), cited that today Newspapers are facing crucial situation with increasing cost burdens and decreasing revenues. The newsprint cost are on an increasing trend with newsprint industry coping with their own cost pressures and so are the other inputs like the inks, the plates, the chemicals and other materials. This is putting a huge cost pressure on the Newspapers due to which Newspapers are struggling for survival on a daily basis. In contrast to this, a researcher (Paranjoy Thakurta, 2012) disagreed with the statements and mentioned that India has the largest number of Newspapers/ publications in the world. India is now the fastest-growing and biggest Newspaper market in the world, having overtaken China in paid-for daily circulation with 110 million copies. The gloomy outlook is not universal. Though the global Newspaper industry is declining, the Indian Newspaper is still holding remarkable share in Media & Entertainment Industry. Newspaper still remains more popular than internet and broadcast media. Where the problems were faced by in North America and Europe Newspaper, some success stories were recorded of free daily Newspapers of Sweden’s Metro International. (Drop Dead, 2005.)
The literature review has revealed that there is a dearth of research evidence to empirically prove the relationships between the predictors (Service Quality, Brand Image, Distribution, Promotion and People) and dependent variable (Readers’ Satisfaction) in the context of Newspaper survival.

While above all the Articles, Interviews, Analysis, Surveys & Studies, etc. are answering the question of what has happened in Media & Entertainment industry in India with special reference to English Newspapers, the researcher has studied further what has happened as well as why & how it has happened, the factors contributing to the current & future scenario of Indian English Newspaper industry, what Marketing Strategies (i.e. Editorial, Advertising & Circulation) were being adopted and if changes needed to sustain in the technological market and consumer response (i.e. Readers & Distributors) towards English Newspapers with special reference to Pune city in India. Researcher was also keenly interested to study impact of other media (i.e. Televisions, Radio, Internet, Cell Phones, and Internet & Applications) on English Newspapers in Pune city. Thus, the research gap to be filled in this research was the empirical evidence for the significance of relationships between Marketing Strategies and Consumers and Distributors response leading to the growth of English Newspaper.
References:


7. Dr. Rasmus Nielsen. (2012). Research Fellow, in an interview to Paolo Hooke


25. Olivier Fleurot. (2009). CEO Times of India,


27. Paranjoy Guha Thakurta. (2012). Newspaper will Not Die in India, Business Today


29. Peter Herford. (2012). In an interview to Paolo Hooke in April


37. Shannon E. Martin, David A. Copeland, The Function of Newspapers in Society: A Global Perspective,


40. Sumantha Rathore, (2013). Interview to Afaqs.com


Surveys and Reports

1. Economic Survey, 2011-12

2. Economic Survey 2010-11

3. FICCI-KPMG Indian Media and Entertainment Industry Report 2014

4. OECD Report, 2010


6. The Economist, 2006