

**THE ROLE OF FREE CIRCULATION IN
OPTIMUM NEWSPAPER MANAGEMENT**

(WITH SPECIAL REFERENCE TO MARATHI NEWSPAPERS
IN PUNE 2002 TO 2009)

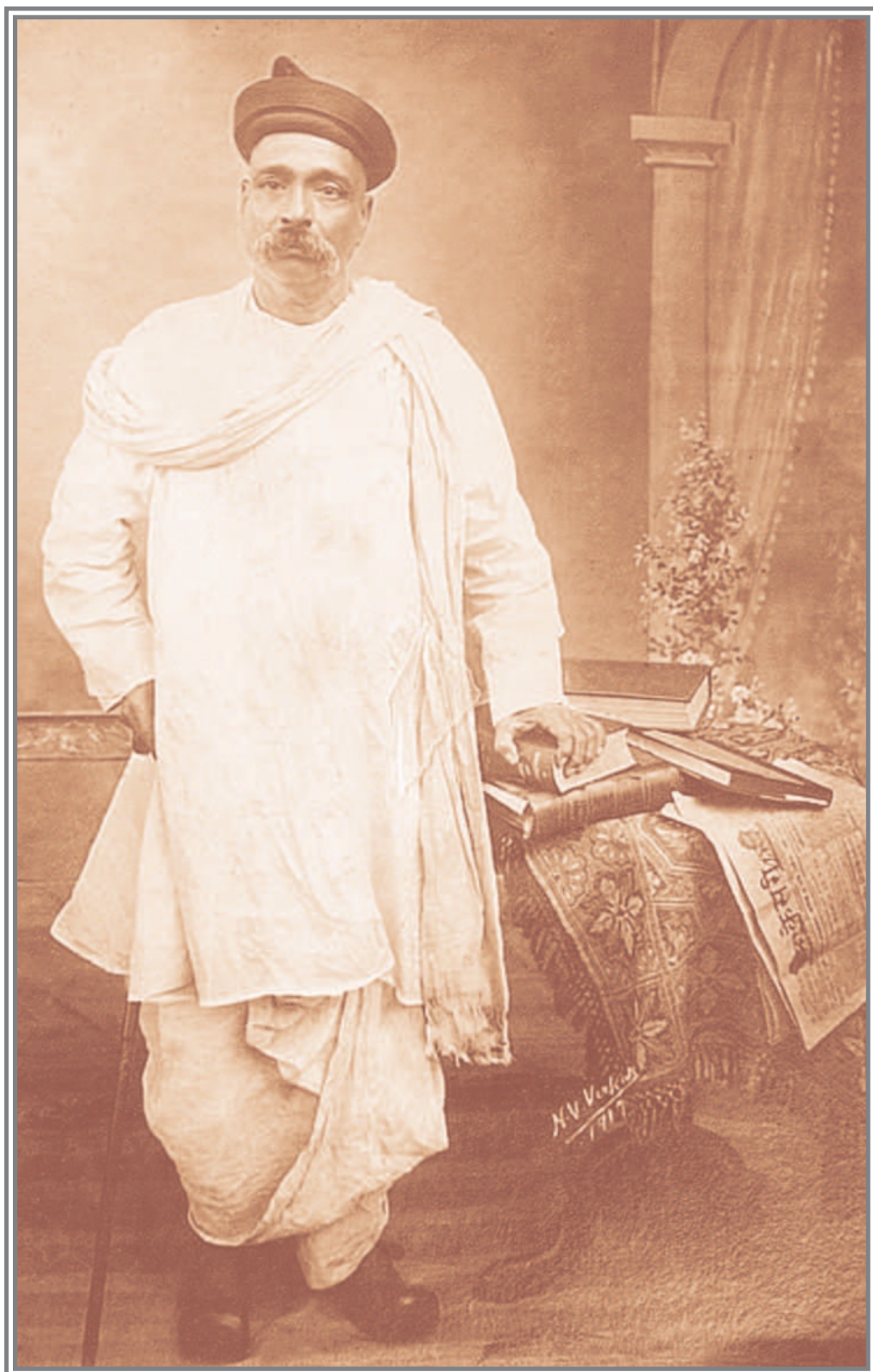
**A THESIS SUBMITTED TO
TILAK MAHARASHTRA VIDYAPEETH**
(DEEMED TO BE UNIVERSITY U/S/ 3 OF UGC ACT 1956)

FOR THE DEGREE OF
DOCTORAL OF PHILOSOPHY (PH.D.)

By
MRS. GEETALI HRISHIKESH MONE (TILAK)
(BCS., M.B.A., MASTER OF JOURNALISM.)

RESEARCH GUIDE
GURUVARYA DR. M. C. DIXIT
(M.A., M.COM., PH.D.)
DEAN - TILAK MAHARASHTRA VIDYAPEETH, PUNE

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वर्गणीचे दर.
साठिना अंगाळ, १
फुटकळ अकसत अर्धा आणा.
चर्मणे आल्या छेरीज अंक
रवाना केला नाणार नाही.

केसरी.

जाहिरातीचे दर.
सोळा ओळी किंवा त्याचे
ओढ एक रुपया.
दुसरे खेपेस निम्मे आकार पडेऊ.
व्यापारी लोकांचे सोईकरि-
ता अलहिदा ठराव करण्यांत
वेईल.

स्थिति नो रे दुष्प्या: क्षणमपि मदाधेक्षणसंखे गजश्रेणीनाथ त्वमिह अटिलायां वनमुवि ।
असौ कुंभिभ्रांत्या त्वरनखरविद्रावितमहा-गुरुप्रावग्रामः स्वपिति गिरिगर्भे हरिपतिः ॥

वर्ष १. पुणे:—मंगळवार तारीख ४ जानेवारी १८८१. अंक १,

आज मुंबई इलाख्यांत इतकी मराठी वर्तमानपत्रे नि-
घत असतां व या शहरांत ही तीन चारचालत असतां,
नव्या वर्तमानपत्राची काय जरूर आहे हा विचार
आमच्या वाचकांच्या सकृददर्शनी मनांत येणारा आहे.
यास्तव प्रथमतः या पत्राचा उद्देश लोकांस कळावे
अवश्य आहे.

वर्तमानपत्रांचा प्रघात पडल्यास आज वीसपंचवीस
वर्षे जरी होऊन गेली, व गेल्या दहापंधरा वर्षांत तर
त्यांच्यांत जरी पुष्कळ सुधारणा झाली, तरी अद्याप
वर्तमानपत्रकर्त्यांस आपणांवरची जबाबदारी पुरतेपणीं
कळू लागली आहे, किंवा लोकसुधारणेस आपल्या
परिश्रमांनी केवढे साहाय्य होणारे आहे याविषयी त्यां-
चा पक्का समज झाला आहे. असे सामान्यात पाहता
आढळणार नाही. दोन चार नामांकित वर्तमानपत्रां-
खेरीज बाकीच्यांची जर स्थिति पाहिली, तर वर्तमान-
पत्र छानजे जागोजागच्या बातम्या प्रसिद्ध करण्याचे
साधन याच्या पलीकडे बरील शब्दाचा अर्थ पत्रक-
र्त्यांच्या मनांत कर्षीही येत असेलसे वाटत नाही.
आलीकडे तर लहानसान गांवांतून सुद्धा वर्तमानपत्रे
निघू लागली आहेत. छापखाना घालणें व पत्र
काढणें हा एक व्यापारच बनल्याने ज्यास विशेष
विशेष संस्कार नाही अशा मंडळीच्या हावीच तरील
दोन अमेरिकेक साधने पडलेलीं गुरुधां आढळतात.
आतां येवढे खरे आहे की, कोणत्याही तऱ्हेने कां होईना,
बरील दोन साधनांची इडि ही एकदरदेखास श्रेयस्करच
आहे. निदानपरी लोकांत यापण्याचा प्रघात तरी
होण्यास बरील साधनांचा उपयोग आहे. पण याच
उद्योगांत वरच्या पेशां चांगली मंडळी पडली असतां
लोककल्याणाचा मार्ग ज्यास्त खुला होणार आहे हे
उघड आहे.

वर्तमानपत्रांचा मुख्यतः दोन प्रकारांनीं मोठा उप-

योग आहे. एक हा की, त्यांनीं आपलें काम निःपक्ष-
पातपणे व निर्भेदपणाने बजावेल असतां सरकारी
अधिकाऱ्यांवर मोठा दबदबा राहतो. रस्तोरस्ती रात्रीं
दिने लागलेले असल्याने व पोलिसांची गस्त सारखी
फिरत असल्याने जो उपयोग होत असतो, तोच ज्या
त्या जागी वर्तमानपत्रकळीची लेखणी सदोदित चालू
असल्याने होत असतो. सरकारी अधिकाऱ्यांनीं
आपापली कामे पोस्त रीतीने चालविली असता त्यांत-
प्रजेचे किती कल्याण असतें हें कोणास सांगावयास
नकोच. पण बरील चोखपणा राहण्यास त्यांचा सर्व
कारभार जेव्हा लोकांच्या नजरेसमोर बरचेवर येत
जाईल तेव्हा राहणार. सर्व गोष्टी सर्वांच्या समक्ष
होव असल्या छानजे अर्थातच लांचलुचपत वगैरे जे
अन्यायाचे प्रकार एरवी होण्याचा संभव असतो तो
पुष्कळ अंशी नाहीसा होतो. जुन्या एतदेशीय
संस्थानांतून बरील प्रकार किती चालत असे, व
अद्याप किती चालतो, हे छानभर लक्षांत आणलें
असतां पत्रकळीची गस्त लोकांस किती हितावह आहे
हें कोणाच्याही लक्षांत आल्या गांवांनून राहणार नाही.
विलायतेंत खुद महाराणी साहेबांपासून व मुख्य प्रधा-
नापासून तो अगदी छोट्या सरकारी कामगारापर्यंत
सर्वांच्या कारभाराकडे लोकांची नजर वर्तमानपत्रांच्या
द्वारे सारखी लागून राहिलेली असते, त्यामुळे कोण-
ता ही अन्याय प्रायः छपला जात नाही, व यामुळे
तेथील लोक पुरेपारीतल इतर राष्ट्रांतून सुखी आहेत
ही गोष्ट सर्व प्रसिद्धच आहे.

तर सरकारी अधिकारी आपापलीं कामे कोणको-
गत्या तऱ्हेने बजावतात याविषयी केवळ निःपक्षपात-
मुदीने व कोणाची भीड न बाळगतां मजकूर लिहि-
ण्याचा आमचा इरादा आहे. अमुक अमुक गोष्ट
आहे तेव्हा त्याच्या विरुद्ध कसे लिहावे, किंवा सरका-
राने अमुक अमुक गोष्ट केली तर तिजवर चर्चा केली.

RESUME

Name : **Mrs. Geetali Hrishikesh Mone-Tilak**

Qualifications :

- B.C.S. (Pune Univeristy)
- M.B.A. (Tilak Maharashtra Vidyapeeth)
- M.J. Print Media
(Tilak Maharashtra Vidyapeeth)
- Certificate - 2D & 3D Animation
- II Associates Masters Ikebana (Japan)
- Black Belt (Judo)

Address : 568, Narayan Peth, Tilak Wada,
Pune - 411 030.

Industrial Experience : **Manager**
Kesari-Mahratha Trust (7 years)

Academic Experience :

- Visiting lecturer for MJ (TMV)
- Examiner for MJ and MBA (TMV)
- Member of Board of Management (3 Years)
- Co-ordinator - NAAC Committee 2009
- Director - Sports Committee (TMV)
- Member of Executive Committee (TMV)
- Teacher - Judo and Ikebana



Social Responsibilities :

❖ Trustee

- Mahila Punarvasan Kendra
- Anath Hindu Mahilashram
- Kesari-Maharatha Trust
- Tilak Smarak Trust
- Tilak Purse Fund
- Lokmanya Trust (Sangli)
- Relief Fund - Kesari
- Indutai Tilak Kala Kendra
- Karmayogi Trust (Ahmednagar)
- Narveer Tanajee Malusare Primary School

❖ Executive Committee

- Pune Rose Society

❖ Vice President

- The Great Dane Club of India (West Zone)

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FREE CIRCULATION
IN
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MANAGEMENT**

**(WITH SPECIAL REFERENCE
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FOR THE YEAR 2002 TO 2009)**

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Tilak Maharashtra Vidyapeeth
Pune - 411 037.

Dr. M. C. Dixit
Research Guide
M.A., M.Com., Ph.D.

Date : 20th April 2011

CERTIFICATE

It is certified that the thesis entitled "**Role of free Circulation in Optimum Newspaper Management with special reference to Marathi newspapers in Pune 2002 to 2009**" submitted for the award of the degree of "Doctor of Philosophy" in Interdiscipline management & Journalism is a record of genuine and bonafide research carried out under my guidance and supervision, during the period from 30/11/2007 to 20/4/2011.

To the best of my knowledge, no part of the thesis has been submitted for any degree or has been published.

All the references and help taken from various sources in preparing this thesis have been duly acknowledged by her.

The thesis has been duly completed and is upto the standard both in respect of its contents and literacy presentation being referred to the examiners.

(M. C. Dixit)
Research Guide

PREFACE

Chapter 1

Chapter - 1

PREFACE

It gives me immense pleasure to present my Ph.D. Research Work (Thesis) consisting -

'THE ROLE OF FREE CIRCULATION IN OPTIMUM NEWSPAPER MANAGEMENT.'

[With special reference to Marathi newspapers in Pune for the year 2002 to 2009] to the authorities of Tilak Maharashtra University - Deemed to be University under section 3 of U. G. C. act under faculty of Modern Sciences and Professional Skills.

Being a student of journalism and management, I was interested in studying about use of the management theories and practices in newspaper industry.

For the last seven years I have been carrying out the responsibility as an Executive and now Manager for Kesari-Mahratta Trust.

The trust has been publishing Daily 'Kesari' for 130 years. One can say that, 'Kesari' is a national wealth because for 100 years all the editors of Kesari sacrificed their lives for independence and suffered imprisonment.

Kesari was started as a views paper by great patriot Lokmanya Bal Gangadhar Tilak and used Kesari and Mahratta as a weapon to fight against injustice and gain 'Swaraj' in all respects like political, social, economical, cultural and religion and to mould the public opinion for 'Suraaj' and betterment of human being.

All the editors of Kesari used freedom of press with aggressive writings but people working at the back stage that is the management team worked hard for survival of this paper and to restore this national wealth.

They adopted all technological and professional management strategies without disturbing Lokmanya Tilaks' policies with limited income resources as a trust and succeeded in 'Kesari's survival.

As mentioned by honorable social worker Shri. Mohan Dharia - Existence of Kesari is a miracle in the history of marathi newspaper.

For the last few years I could observe cutthroat competition in newspaper industry and could sense the changes around the newspaper industry.

I have tried to implement my theoretical knowledge, but my father Dr. Deepak J. Tilak - Trustee-Editor of Kesari-Mahratta Trust always asked me to wait and watch. The main obstacle was the financial limitations of the Trust.

I learned the principle of maximum utilisation with minimum efforts in this period.

This period of globalization and information technology, brought many changes in newspaper industry. Marathi newspapers were struggling to get maximum circulation for survival and profit. This was the mile stone in the history of Marathi newspaper.

My father Dr. Deepak J. Tilak asked me to gather statistical information to stabilize management policy for Kesari.

This was the inspiration for me to study Marathi newspapers in Pune and their strategy towards free newspaper.



Late Jayantrao Tilak



Late Indutai Tilak



Late Mrs. Gouri Tilak

I am grateful to my guide Dr. M. C. Dixit with whom I could discuss the trends, strategies scientifically. Dr. Dixit was the research guide to my father, to me he is *Gurunan Guru*.

I am thankful to my father Dr. Deepak J. Tilak and my colleagues working in Kesari-Maharatha Trust with whom I could exchange my views.

Being born in Lokmanya Tilak's family is a God's gift for me. I am always in awe of my great great grand father and grand father. I am proud to be born in this family where great, fearless personalities struggled for freedom and betterment of a mankind. I am also proud of my father who saw to it that he followed in the footsteps of his father and great grandfather. He always encouraged and inspired me in many ways. But to practice his ideology and thoughts in current scenario is a challenge for me. My grandfather Late Jayantrao Tilak and grandmother Late Indutai Tilak and mother Late Gouri D. Tilak worked for Kesari and Mahratta Trust and various other social cultural institutes. They are idols for me for my future progress.

I thank all the members of Kesari, my family and friends, my Gurus for the inspiration and help they extended to me to complete my thesis.

॥ श्रीशाय ज्ञानत्माये ॥

Mrs. Geetali Hrishikesh Mone (Tilak)

INTRODUCTION

Chapter 2

Chapter - 2

INTRODUCTION

As marketing policies for newspaper media has reached optimum circulation strategies. Production cost of raw material has already crossed the sale prices. The Audit Bureau of Circulation which is the only autonomous body to certify the circulation have changed their conservative policy for commission and marketing scheme costs, and have restricted it only to the cost of 'raddi' or scrap.

My thesis on the 'Role of Free Circulation in Optimum Newspaper Management' is ready for submission. Globalization and information technology and more specifying satellite television channels with free flow of information and entertainment restricted expansion of newspaper circulation. In western countries newspapers reacted by starting free newspapers. In order to grab the market. But in India, few years before free circulation was a nightmare. But in the last few years Indian newspapers, as a matter of strategy, influenced by compulsion of Readers, Vendors & ABC rules, restricted their per copy price or reduced their per copy price to Rs.1 by increasing Vendor commission, who in return would attract readers or push readers to purchase their newspaper and deliver the newspaper door to door. With such reduced price to purchase, a newspaper can be profitable even if you sell it in 'raddi' or as a scrap or waste paper.

For the first time Times of India reduced its cost for cover price for Delhi edition from Rs. 2 to Rs.1 in order to increase its circulation to compete Hindustan Times in Delhi. The cost for such aggressive marketing was huge and it created a wave between newspaper industry in India.

Every Newspaper Management started thinking about the loss in circulation, revenue and alternatives measures to such aggressive marketing cost.

The scope of this type of marketing was not limited to qualitative changes but financial stability which forced all the newspapers to find alternative income sources to cope up with the race. Uptill now 40% of income was from sale of copies. Whereas the new marketing philosophy and financial policy do not consider circulation sale, but depends on advertisement income only.

In newspaper economics there is vicious circle i.e. circulation - Advertisement - revenue - additional qualitative improvement - additional circulation - additional advertisement revenue.

This traditional vicious circle got additional input of forced circulation without revenue. It was a blow to all the medium & small newspapers. The volume of capital expenditure required was at a large scale and medium and small newspaper could not survive or defend themselves in this financial tug of war.

There were various alternatives before all the newspaper unit.

Reducing Production Cost

- a) News print cost - which is 60% of the total expenditure, newspaper management instead of reducing number of pages, but by reducing width, length and thickness of newspaper brought down newsprint cost.
- b) By introducing latest technology and taking advantage of information technology management was successful to reduce production cost.

- c) Colorful attractive layouts helped to increase circulation.
- d) Tie up with contractual feature agencies at nominal cost helped newspapers to get specialised articles at nominal cost.
- e) Increasing local coverage to appeal individuals for social, *pradeshik* and local importance or local conflicts helped them to prepare psychology of readers for local interests..
- d) A tieup with national news services. Expanded scope of editorial contents at low cost.
- f) To start zonal editions to cater to local interests and to lower advertisement alternatives for small traders.
- g) To have political, local, cast, crises, language or specialization patronage.
- h) To use modern communication techniques.

All these policies helped the newspaper industry to increase their financial stability, increase in circulation and to survive and fight technological global wave.

Today all the small & Medium newspaper units are well equipped with latest Printing Technology like Offset, Colour Printing, DTP, Scanning, Internet Accessibility, Computerised Accounts and Administration, Digital Photography, etc. these changes have reduced the production cost of a newspaper unit and have helped to fight the giants on local level. With low cost, personal approach, advertisements, paid news, govt. advertisements and yellow journalism, newspapers managed to survive.

During my studies for the last 8 years, I have noticed large scale financial war as well as medium and small scale newspaper units who fought and struggled to survive. The new trend of non dependency on

circulation revenue brought total change in newspaper management. Many a time I tried aggressive marketing but was restricted of economical barriers. Development of qualitative product, technological changes were over-come but the only aim remained was to survive in long run.

Among the English language newspaper sector in Maharashtra, DNA was the first one to enter in the competition and to introduce free newspaper with 150 crores of publicity budget and 24 pages. They introduced various market mix schemes in Mumbai. Number of editorial staff at top level were employed (from first line newspapers by DNA.). It was a great attraction for a student like me. After investing more than Rs. 200 crores, DNA could establish its circulation level from 2 to 3 lacs in Mumbai and then in Pune. With huge investment & professional management they could achieve their expected sale, but couldn't achieve number one position on city level.

They succeeded in achieving balance between production cost and revenue. But this cost them tremendous investment and could not get some face as a newspaper, which is the brand of every newspaper. Moulding public opinion is the basic aim of a newspaper to strengthen fourth pillar of democracy. But DNA could establish them as a medium for information like internet.

The input and output analysis of newspaper management has to be done in the light of freedom of press or fourth pillar of democracy. Newspapers have a vital role to mobilize public opinion as well as democracy. It cannot only be a business proposition. Marketing strategies must look at these basic objectives for the newspaper or even for other mass media. It does affect in long run, for which there is no ethical law. The only law that exists is press council which has got its own limitations. However when you think of ultimate long

term result, publicity alone does not work for any length of time. But the ultimate truth or good for all or 'सर्वार्थे हित, समान हितत्व' wins all the publicity campaigns.

Recent issues like 16/11 extremist attack on Mumbai or various sting operations opened avenues for media to prove their original objective as free information flow made Central Home Minister, Chief Minister, Deputy Chief Minister to resign.

Similarly during 'Spectrum' and 'Adarsha' scandal/controversy not only political leaders but administration also had to pay their price. This could happen only because of this fourth pillar.

When I started studying about free newspaper industry the main question before me was, what about the basic objective of this mass media? But in various struggles and fights against bad governance, corruption, equality and betterment of the common man, I was convinced to continue my studies, as the newspapers related to professional marketing strategies, reacts when it hurts the common objective. Therefore whether paid, forced or popular version of a newspaper or media, they do resist conflicts, nationalism, democracy and equality. In the history of newspaper, **Young India**, started by Mahatma Gandhi had stopped publishing the newspaper, after Gandhiji's death because they were not accepting advertisements and could not survive without strong financial support or patronage.

The idea of free newspaper was new to Marathi newspaper industry. There were very few incidents. For the first time newspaper like 'Sandhyanand' with its popular format started selling at Rs.1 with 50 paise as trade terms or commission. It never had sufficient advertisement revenue. But it continued with large circulation for quite a long time. And became largest circulated newspaper in many market areas. Because of its popular style of Journalism readers never look

at it as a serious effort, which resulted in failure of advertisement revenue. The question still remains from where they got the news print or raw material at such cheaper rates and sustained viable without advertisement and circulation revenue.

I have studied various free newspaper in United Kingdom. They are restricted to some area, who deal with local issues and balance the expenditure and income ends with their cheaper advertisement rates. The ratio of advertisements to news is 70% to 30% and all the news items covered are restricted only to local areas which can be described as gossip in small town.

On the similar line two newspaper namely Bibwewadi Parisar and Sinhgad Express in Pune with 80% advertisement and 20% news are published with largest circulation in particular area, with profit. They are distributed once a week without latest news.

These newspapers organize their own distribution networking as well as advertisement representatives. Even printing press were hired, and this helped them to lower the overheads and increase profits.

As the newspapers increased their advertisement rates in order to copeup with circulation losses. It became difficult for the local traders to advertise in their area. Local free papers were the only alternative left for them and this helped local free newspapers to get sufficient revenue.

In Recent years, three more Marathi newspaper giants entered Pune market, Lokmat, Pudhari and Maharashtra Times. First two lowered their market price by 50% that is Rs.1 and promised 50 paise commission and dumped the paper in the market without recovery for years together with a loss of crores of rupees every month. They did get some share from other market leaders but could not get response

in heart of the City. On 2nd January 2011, Maharashtra Times of Times of India group launched the newspaper with subscription of Rs.11 for four months with systematic marketing strategies, and achieved 3.5 lacs subscriptions. This is a cut throat competition to all the Marathi newspaper in Pune, as they share advertisement revenue, with help of Times of India with largest circulated English daily in Pune. Because of their proven standard in Mumbai, Maharashtra Times may get big share of Marathi readers in Pune City and around Pune. For the rest of the months readers will get standard newspaper, as well as get profit by selling the free newspaper in scrap.

In this contest I have observed marketing strategies of Marathi newspapers i.e. Sakal, Kesari, Lokmat, Prabhat, Punya Nagari published from Pune. I have studied costing, circulation figures, advertisement rates and have done comparative study of their circulation figures and viability. This led me to a question, whether Marathi newspapers are leading towards free distribution. I have formulated and tested the hypothesis in connection with this problem. With help of comparative tables and information from Vendors about market mix.

***THEORETICAL FRAMEWORK
OF THE THESIS***

Chapter 3

Chapter - 3

Theoretical Framework of the Thesis

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Chapter - 3

THEORETICAL FRAMEWORK OF THE THESIS

1) Managerial Economics of Newspaper Management (NM)

Managerial Economics is concerned with application of micro and macro economics to problems in business management. These problems have many dimensions like scientific analysis, statistics, econometrics, managerial accounting, organizational behaviour and management of resources - manpower, machine, method, money and time. To these other branches are added that of management science and art viz event management and crisis management. This multi-disciplinary approach to managerial decision making and problem solving is the need of the hour - absolute requirement of modern times. The fundamental problem to which managerial economics addresses is the problem of rational resource allocation and mobilisation in the various departments of business organization viz sales, purchase, marketing, production, personnel.

Decision making for these areas require a rational and planned approach supported by a foresight, and dynamic changes in the macro environment around business as a 'micro unit'. Real business like experiences are many and complex and a business manager has to continue to take business decisions for survival and expansion in competitive, ever changing and uncertain atmosphere adding to 'risk' in business.

The science of managerial economics of business is fundamentally concerned with the 'art' of 'economizing' i.e. 'organized' and 'spontaneous' decision making - choosing the 'best' of several rational choices - minimizing costs and maximizing returns on investment of money and manpower. When all the concerned business decisions are properly communicated and co-ordinated, the expected results materialise. A successful business manager has to master the basic concepts and principles of logic of managerial economics. A discriminatory use of principles and tools of traditional and modern managerial economics is necessary for rational resource management in the case of all business organizations and much more in the case of management of an organization running newspaper business.

2) Characteristics of a Micro Unit in Newspaper Industry

By the end of 20th century and during the first decade of 21st century problems in newspaper management have multiplied and the period has been placing a growing premium upon basic factors of a 'micro' newspaper business unit. The problem of survival and expansion has become more complex in publishing and circulating newspaper in competitive market conditions. Journalism in the context of 'views' paper vis-a-vis the 'news' paper invariably means that the 'editorial' side of publishing subjected to the limited concept of 'editorial department'. This invariably led to an approach to newspaper management, which did not pay much needed attention to the 'business' aspects of publishing a newspaper.

However, both the 'management' of a newspaper unit and the 'public' representing readership show view newspaper business as a 'whole'.

The editorial department is not sufficient unto itself, without paying regard to other technical aspects of newspaper management. Similarly, advertising department cannot be conducted without regard for its revenue, circulation and 'quality' of newspaper as a business product manufactured by the production department. This implies that there are no separated or 'isolated' watertight compartments which are segregated in the schemes and policies of a newspaper organization and managerial decision working in its context.

Analysis and appraisal of functional problems in newspaper management should be done in the context of daily 'news' paper other than editorial. It should also consider the most important characteristic of working of a daily newspaper and their 'product' whose durability and selling point last for an hour after the newspaper is read. In other words newspaper, as a commercial product for a day becomes a waste paper to be thrown in a dustbin or to be sold as waste paper (Raddi) as a source of income (a part of the amount of subscription) to be recovered in future. As a result managerial decisions relating to any specific department. (e.g. decision relating advertisement rates) should be taken in the light of both the positive and negative results of the decision.

3) Important 'Micro' Factors Influencing Managerial Decisions in a Newspaper Unit

Newspaper publishing is a **manufacturing process**. The basic raw material is - **news**_(including editorial opinion indicating newspaper ideology and newsprint). Features of newspaper creating 'image' of newspaper in public mind and advertising.

The news is gathered and process by editorial department. Features determine the nature of readership and build or hold circulation. Advertisements displayed and classified are collected and serviced by advertising department. Actual production is planned and completed by mechanical department and printed newspaper is the 'furnished product'. Distribution or marketing of a newspaper is handled by the circulation department.

Local newspapers have local interest and they are published in specific local language attracting the local readers. The primary motive of a local newspaper unit is to create an attraction by organizing local readership and thereby earn maximum profits. This is how local 'monopolies' are created. When specific public interests are satisfied it is unlikely that business operations for survival and development (with a reasonable profit margin) are disturbed by instability. This fact help in enjoying the benefits of local monopoly in competitive conditions. However occasional downfalls can be managed by adopting the following managerial decisions as the need of the hour :

- a) evolution of innovative business methods.
- b) maximizing operating economies
- c) changing the nature of frequency of issue of newspaper (e.g. size of a regular newspaper can be increased by additional supplements on current social issues).
- d) efforts to increase revenue through advertisements and adjusting advertising rates.
- e) stabilization of circulation.
- f) revised copy pricing.

- g) sales promotion measures like aggressive marketing by improving transportation or distribution network.
- h) more long term investment in infrastructure and modern technology.
- i) stepping up the scale of mechanical production.
- j) win over 'weak' papers.

4) Advertising and Circulation - The ABC's of Newspaper Economics

From the point of view of marketing a newspaper has two important selling points viz space offered to advertisers, by the newspaper and circulation. Space for advertising should be marketed and sold in such a volume and at such a price that break-even is to be reached in early stages of production. Revenue from advertising is helpful in redemption of debt by increasing scale of production and providing a replacement of old machines by new ones and thereby solve the problem of obsolescence. This is required to adopt modern sophisticated technology leading to product innovation. As a result there are no seasonal ups and downs. Stability and development objectives can be achieved simultaneously.

5) Advertising and circulation are highly interdependent

Both should not get sacrificed to the pressures of rising prices (implying raising costs of manufacturing). Newspaper's circulation is not sufficient to support a newspaper unit. Conversely a newspaper unit cannot get adequate revenue from advertising unless circulation of a

newspaper is extensive. Extensive circulation also enables a newspaper unit to keep its 'freedom' intact, without fear or favour outside financial and other business pressures. A newspaper with sound financial footing can render its full measure of community service. It is supported by sound financial backing, to adopt a managerial policy which enhances rather than detracts from the 'news' and 'editorial functions' of newspaper managements. This tact spells opportunities for the newspaper organization and these opportunities should be explored and exploited by business managers in charge of managerial decision making.

Circulation is the blood of a newspaper. It is an index of the influence of a newspaper. (newspaper's image in public mind and its value.) Survival and expansion of a newspaper unit depends upon to a great extent on the revenue from advertisements which may be little or nil. Marketing department looking after sales and distribution of newspaper looks after the vital problem of circulation. Unit price of newspaper, (in both the inflationary and depression situations) is low, affordable to a customer - (reader who is the chief beneficiary) price adjustments are not made.

However, higher trend in price change may be warranted to offset to some extent loss of revenue from advertising or increased publishing costs. There has been standardization of newspaper prices for all the competing newspapers. It is based on the principle that in setting up an operating budget the copy price should be fixed to bring what the product is 'reasonably' worth and to cover certain part of production cost and pay for the newsprint and circulation cost leaving the income from advertising to cover all other costs and provide reasonable profit.

Factors which determine newspaper circulation are - economic, social, geographic, and mechanical policy (concerned with printing technology and promotional). They determine the size and characteristics of market for newspaper e.g. population, satisfactory level of literacy with stable income, the level of business activity and social intercourse. A newspaper should be able to count upon a steady and sizeable group of readers who include patronizing advertisers too. A newspaper can adopt an ideology independently and have long record of public service and can keep public opinion on its side - creating consumer loyalty.

Large circulation of a newspaper is the result of construction of road linkages, modern sources of transport and greatly extended home delivery of a newspaper at the readers door. Coverage of a large territory on the day of publication of a newspaper earns economies of scale and reduces cost per unit of the newspaper. Promotional efforts for newspaper such as aggressive advertising by utilizing modern media of commercialization are contrived because there is no such thing as 'natural' increase in circulation. Circulation network must be built and cultivated faithfully by follow up and feedback. High circulation is the result of improved 'image' of a newspaper as a sales unit. The purpose and ideology of a newspaper also go a long way in improving circulation.

Extent of circulation is measured by the number of readers and publication. It is like radio and TV audience. There are many kinds of circulation at the different stages of expansion of a newspaper unit. One or several types of circulation exist. **Gross circulation** is indicated by the number of copies distributed on a given day. Regardless of returns from dealers, advertisers, exchange copies, free copies and copies for

office use. **Net circulation** is indicated by the number of copies 'sold'- including all editions. Net circulation indicates the 'hold' of a newspaper organization on the newspaper 'market' indicated by the extent of readership. **Forced circulation** is the result of sales promotional efforts of the news paper organization, extreme and sensational editorial policies, the dress display and getup of the copy and use of premiums. Forced circulation implies increases in costs and it is unstable and uncertain for the publisher and advertisers. Whatever may be the nature of circulation the fundamental rule is that circulation must be 'effective' for the advertisers. Circulation should not be slow or uncertain. It should be measurable in concrete terms in 'numbers' of copies **actually** sold in the market. Net paid circulation is most important for a newspaper organization. Postal regulation and the extent of waste are important and relevant while determining the 'cost' of circulation. The nature and extent of circulation must satisfy the needs and expectations of readers and advertisers. Steadiness is the most important quality of a good or optimum circulation.

6) Newspaper Unit as a Commercial Proposition

Commercial economies (advantages) of a large scale newspaper unit arise from the status of large sized unit. The commercial economies arise in the areas of purchases of material and sale of goods. Because of the bargaining advantage credit in the market enabling the unit to dictate the terms of purchase and sale - in the large circulation. Large unit receives preferential treatment in getting concessions and discounts, in railway and roadway transport, cheap credit from banks, prompt delivery. This increases profit potential for large unit which gets the advantage of latest technology (IT) research and experiments

and aggressive advertising to increase the sales volume (Circulation of the newspaper). There is larger choice in purchases and selling costs can be reduced. Adventurous schemes of marketing for sales promotion can be undertaken. Financial and risk bearing economies can be enjoyed to the maximum limit. Economies of information increase competitive strength of a large scale unit.

The following managerial economies are enjoyed by a large scale newspaper unit.

- a) Creation of special departments for functional specialization.
- b) Proper delegation of authority.
- c) Reduction in managerial expenses.
- d) Size of establishment can be reduced by integration of units.
- e) Economy in the use of manpower.
- f) Managerial decision making is quick and accurate leading to reduction of risk.
- g) Vertical and horizontal division of labour reduces labour cost.
- h) Material costs are reduced by the use of advanced technology.

7) Business Unit in a Capitalist Economy and Socialist Economy

In a capitalist economy a business unit operates under the conditions of monopolistic competition. Prices of commodities and factors of production are determined by the forces of total demand and total supply. All the managerial decisions viz. what to produce, how to

produce and how to sell the product are solved through the functioning of price-mechanism. The influence of price mechanism is characteristics of capitalism. Price mechanism is an impersonal system, and automatic without central direction and control.

Likewise in a socialist economy the managerial decisions in respect of resources allocation are determined by impersonal price mechanism. However, 'free' price mechanism is disturbed by 'assigned' prices by the State, which is the Central planning authority. The 'free' price mechanism may play a secondary role when the state dictates prices and controls prices for regulating production, consumption and distribution.

In the case of a mixed economy like India, managerial decisions pertaining to production and marketing are taken by studying and a constant follow-up of changes in government policy looking after social welfare and not necessarily according to profit of an individual and of a particular business unit. Micro policies of a business unit, for production and marketing thus are taken against the background of macro (aggregate or total) events in the Indian economy having characteristics of a capitalist and social economy.

Economies of scale, returns and costs and management decisions for break-even (optimum) position for survival and growth under conditions of monopolistic competition.

According to the views of the economists today, the subject-matter of Economics includes price theory (or micro-economics), **income and employment theory** (macro-economics) and **growth theory**. Thus broadly speaking, Economics may be described as a study of the economic system under which men work and live. It deals with decisions

regarding the commodities to be produced and services to be rendered in the economy, how to produce them most economically, distribute them properly and to provide for the growth of the economy.

8) Inter-dependence of Macro and Micro Economics and Need for Integrating them in Managerial Economics

Neither of the two approaches outlined above is adequate to help us in analyzing the working of the economic system and business unit therein. It is very essential to integrate the two approaches if we wish to get correct solutions of our main economic problems. Take a period of unprecedented prosperity in an economy. Even in such boom conditions, it is not uncommon to come across examples of individual industries which may be requiring for more investment or may be more dead than alive. Likewise, in a period of deep depression, there may yet be some individual industries which may be enjoying great prosperity. Now to apply the macro approach to such individual industries would obviously be wrong; and it would be equally wrong to apply the micro analysis of these industries to the economic system as whole.

What is needed is a proper integration of the macro and micro approach to such problems. In fact, there are few macro problems which have no micro elements involved and few micro problems that are without micro aspects. It is, therefore, apt to mesh the two approaches both in analyzing the economic problems and in prescribing policy measures for tackling them. Ignoring one and concentrating attention on the other alone may often lead not only to inadequate or wrong explanation but also to inappropriate or even disastrous remedial measures.

9) Monopolistic Competition and Optimum Resource Allocation

The forces of competition and monopoly advantage enjoyed by a few large business enjoying risk bearing economies of scale run counter to managerial economies. When the size of a business unit and scale of production increase management becomes more complicated and costly. To achieve technical economies more investment of capital is necessary. When there is conflict between technical economies and risk-bearing (spreading) economies increase in production may be economical or opposite.

The situation of monopolistic competition is that of oligopoly i.e. competition among a few monopolists who do not produce identical goods. However, the products of monopolistic firms are not totally different from each other. e.g. newspapers of monopoly printing firm are similar with little difference in layout, advertisements, features etc. There are also little physical differences in design and workmanship. Imaginary differences are created by product differentiation for engaging the attention of customers (subscribers in case of a newspaper) and there are attempts to increase circulation by incentive offers like free copy along with the regular copy whose price is reduced and vendor commission is increased and cost of a newspaper is kept to the minimum so it projects the cost of a scrap or garbage (cost of the newsprint only.) Monopolists competing with each other can also follow an independent price policy in order to increase their market share of circulation. Loss in lowering the price is compensated by gain in sales (circulation) as against the rival firms. However competition is no longer only on price basis. A firm can set its output (circulation) independently depending on the response of the cus-

toomer. This can be done after achieving the break-even stage at which normal profits are earned - as a part of the cost.

The firm can be said to be in equilibrium (break-even) position when it is maximizing its profits when

Marginal Revenue (MR) = Marginal Cost (MC) in the short run.

and

Average Revenue (AR) = Average Cost (AC) in the long run.

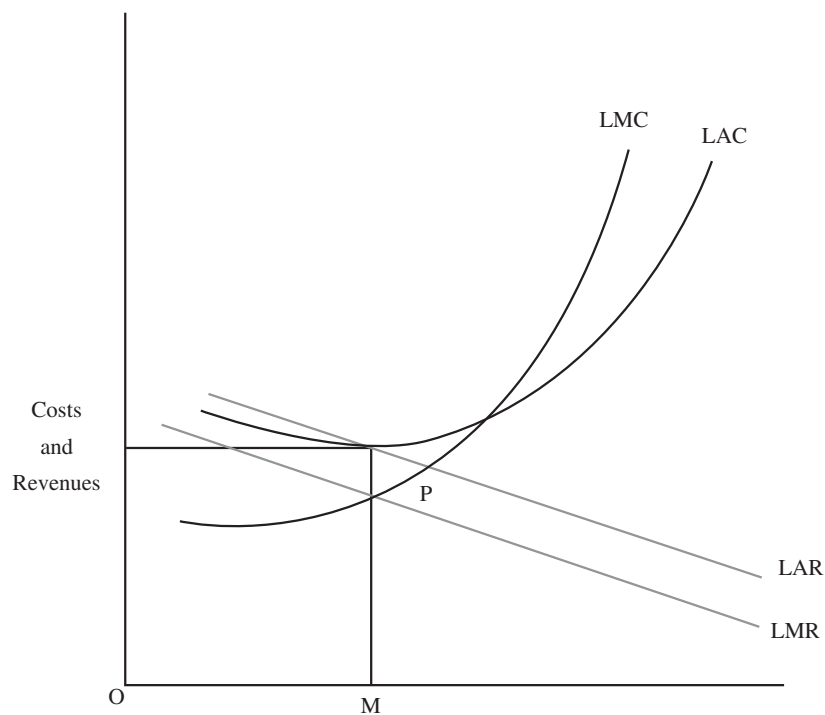
10) Equilibrium position and economic dynamics

Equilibrium is the stage of break-even achieved at a point of time with respect to scale of production at which profits are normal and MR (marginal revenue) and MC (marginal cost) are equal at a particular optimum scale of production. **Economic dynamics is the realistic approach to optimum research utilisation.**

This is because equilibrium once attained at a particular point of time is not relevant for the next moment or day and new managerial policies are to be tried and implemented to attain a new equilibrium position in dynamic situations.

Equilibrium analysis is a static analysis based on the assumption of 'certain parameters' remaining the same. However the various factors (social, political and economic) affecting managerial decisions do not remain the same at different points of time. Process of change is not just an analysis of equilibrium position. Equilibrium analysis cannot assume that resources, population, technology, investment consumers likes and dislikes (buying motives) and competitions remains constant all the times. In reality everything is changing and moving. In

economic dynamics we take into account all the changes, lags, sequences, cumulative magnitudes and expectations. Static state is a fiction. Dynamic is reality. Static equilibrium is like a ball rolling at a constant speed. It is like a forest which is assumed unchangeable. (However in a forest, trees, sprout, grow and die and structure of forest constantly changes.) Developing economy (Capitalist or socialist) is like a forest. It is a functioning economy. Against the background of this dynamically functioning economy a business unit takes managerial decision for survival and growth.



At point P
 $\angle AR = \angle AC$
 $\angle MR + \angle MC$

OM is the output and PM is the price of the product.

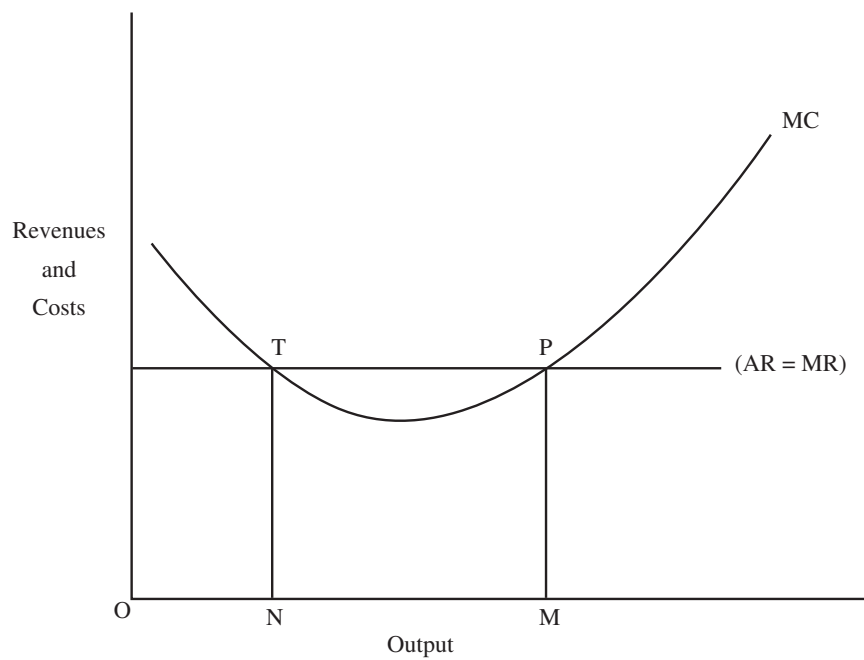
When market is characterized by 'oligo' meaning 'few' and 'poly' means seller, output and sale, sale of newspaper can be increased (without reducing normal profits as part of costs) by increasing selling cost as a result of wide publicity. Thus output which fields maximum return can final optimum resource allocation. The price per unit which is fixed in oligopoly with product differentiation is indeterminate is need not changed.

11) Relevance of the Analysis of Micro-Economics and Macro Economics for Managerial Decision in a Newspaper Unit

Only micro-economics or macro-economic approach is suitable for analyzing problems of a newspaper unit and taking managerial decisions for its survival and expansion. Both microlevel and macro-level decisions for resource allocation for maximizing profits by minimising costs are interdependent and complementary. A business unit has to survive and expand is a particular economic system characterized by a mixture of competition and monopoly. Business units have to operate in periods of boom and depression. Some units are successful in achieving just an equilibrium position. (break-even) while others become prosperous. This is because they are successful in integrating micro-policies with macro-situations of employment and income. Macro problems have micro-elements and micro-problems are outcome of macro-situation with reference to economic, political and social factors.

Production possibility curve

Employment, allocation of resources by changing the scale of production and scale decide the nature of production possibility curve in case of a newspaper unit production and circulation of a newspaper determine costs and revenues (management cost and average cost and average revenue and average cost.) Managerial decisions are necessary for optimum utilisation of resources.



ON - Output indicates under utilisation. Output beyond the point M indicates over utilisation and more deterioration of resources. NM output is the optimum output indicating a balanced position or equilibrium for optimum profit - as a result of optimum utilisation of resources (neither idle resources nor over utilisation of resources.) All the equilibrium position profits are normal.

When a newspaper unit operates in a capitalist economy characterized by monopoly and competition its policies are governed by price-mechanism.

Price mechanism - (levels of prices and their fluctuations) determines the direction and level of economic activities and their profitability. Pricing policy is determined by the forces of demand and supply. Manager of a newspaper unit has to take into consideration what other units are doing when price of a unit goes up buyers reduce their demand but the sellers offer to sell more by introducing various incentives (e.g. free supplementary along with the regular copy of a newspaper.) which have important implications for revenues and costs. Thus price fluctuations affect buying and selling decisions. In this fluctuating situation a newspaper unit reaches a break-even point - equilibrium between demand and supply for survival in the short run and development in the long run.

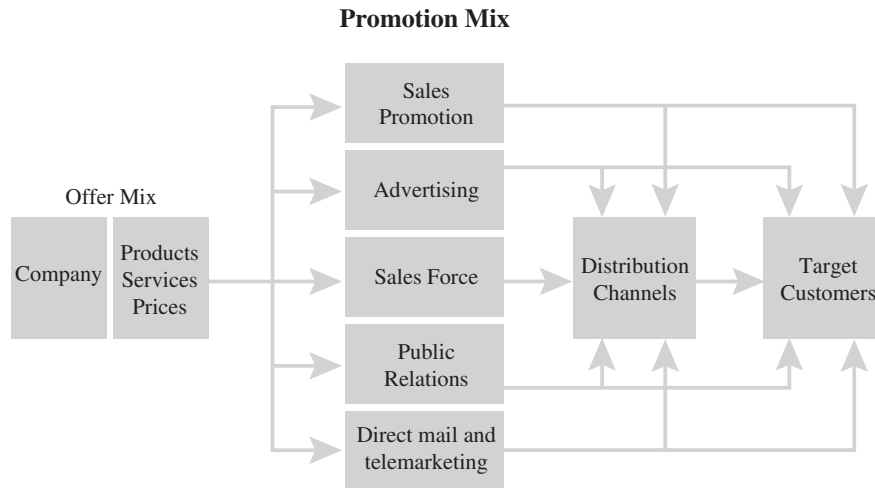
12) Managerial Decision of 'product mix' and 'marketing mix'

Product-mix and 'marketing mix' are important managerial decisions.

As shown in the following charts -

The four of Ps of the Marketing Mix





Marketing Mix is the set of marketing tools that the firm uses to pursue its marketing objectives in the target market.

There are literally dozens of marketing mix tools. McCarthy popularized a four factor classification of these tools called the *four Ps* : product, price, place (i.e. distribution) and promotion. The particular marketing variables under each *P* are shown in figure. Marketing mix decisions must be made for both distribution channels and final consumers. Figure shows the company preparing an *offer mix* of products, services and prices and utilizing a *promotion mix* of sales promotion, advertising, sales force, public relations, direct mail and telemarketing to reach the distribution channels and the target customers.

Not all marketing mix variables can be adjusted in the short run. Typically the firm can change its price, sales force size and advertis-

ing expenditures in the short run. It can develop new products and modify its distribution channels only in the long run. Thus the firm typically makes fewer period-to-period marketing mix changes in the short run than the number of marketing mix variables might suggest.

These are the efforts made for winning the market through market oriented strategic planning. It is a kind of bidding which has impact on company's profit in the range of 16% to 81% on the marketing programme. It is a method of promotional pricing. It is a kind of cash rebate (reward) supplement offered on the main copy of newspaper to encourage the purchase of the main copy of the newspaper along with a free supplementary literature. It is not a direct cash-rebate on the price of the main copy of the newspaper which is neither increased nor reduced. It is a kind of incentive as a result of which a customer is inclined to purchase the main newspaper for the free gift which he receives alongwith the main product. Product-mix and marketing-mix are the complementary marketing programmes for increasing circulation is a wider market against the competitors. This would enable the production and marketing organisation to stabilize profits in the long run. Free supplementary material distributed along with the main product may also be a source of income earned through advertising on a large scale and thereby inducing advertisers to subscribe their advertisements to the main newspaper. Shopping-weary customers can be attracted to newspaper distribution stalls for purchasing the main copy because the free-supplements form an important part of the income from waste paper (raddi) sale in future. A refined product-quality can be built thereby improving product-image through advertising implying future gain. Such marketing strategies can be followed by other competitors for increasing their

market share - to that extent are adverse effect on profitability may be created in the long run.

Customer Oriented

****** As per Prof. Choudhari and Gokhale - This marketing strategy is known as product-line or line-trimming. When product organization observes non performance or lower-demand for its brand. This may happen because better offerings are made by the nearest competitor or when current technological upgradations are not adopted by the organization. Therefore new product mix or marketing-mix policy is adopted by taking into consideration customers changing views, likes, dislikes, tastes habits and performance of the target segments.

Limitations to this marketing strategy may be created by scarcity of input raw materials and inadequate and improper support by marketing channel members. However when there is immense pressure to grow market share and profit marketers must find out measures to sustain the impact of adverse circumstances. Business can always flourish by serving new products in the existing markets and in untapped market segments. A new market penetration must be attempted for survival and expansion.

Business Analysis (Sales Promotion, Marketing Strategy development, Concept Testing, Screening of idea.)

Large sized leading companies (newspapers) have systems of rating and screening ideas. The marketing strategy (consisting of marketing mix and product mix-product modification or product differentiation) are based on.

****** Ref - Marketing Management by Prof. C. C. Chaudhari and Nilesh Gokhale, Nirali Prakashan. Page - 1-25.

- (1) market estimates - (circulation)
- (2) Product price - (which may or may not be changed)
- (3) Costs w.r.t. new supplementary product developer.
- (4) Costs and returns (short run and long run.)

Target markets are determined and product is positioned in the context of new marketing strategy marketing budgets are prepared with reference to product price, distribution. Long run sales are estimated in the context of profit goals. Supported by analysis of price elasticity and break-even analysis. Risk measurement is also done with reference to counter marketing strategies of competitors and its effects demand, consumption pattern and marketing channels for distribution.

HISTORY OF NEWSPAPERS

Chapter 4

Chapter - 4
**History of Development of Kesari
& Other Marathi Newspapers
And
Changes in Technology & Marketing of Newspaper**

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Darpan was a bilingual newspaper

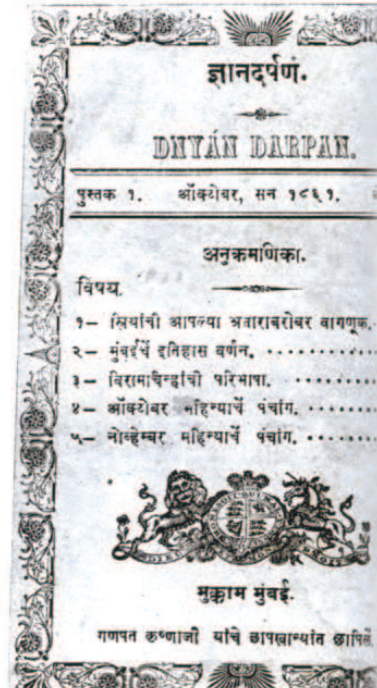
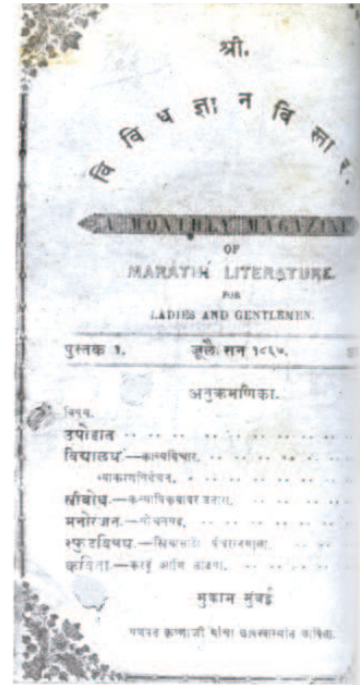
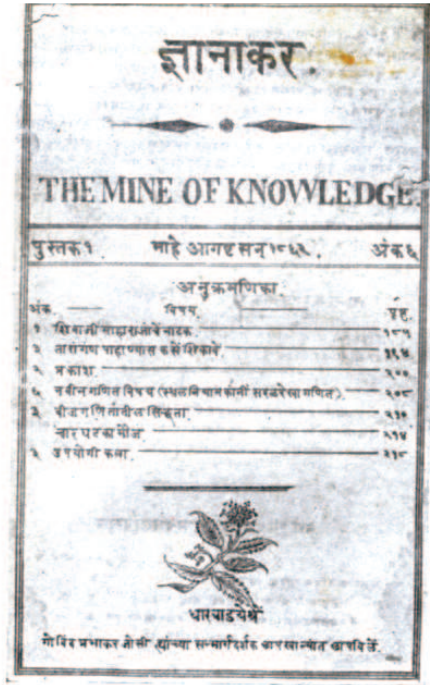
Chapter - 4

HISTORY OF DEVELOPMENT OF KESARI AND OTHER MARATHI NEWSPAPER AND CHANGES IN TECHNOLOGY AND MARKETING OF NEWSPAPER

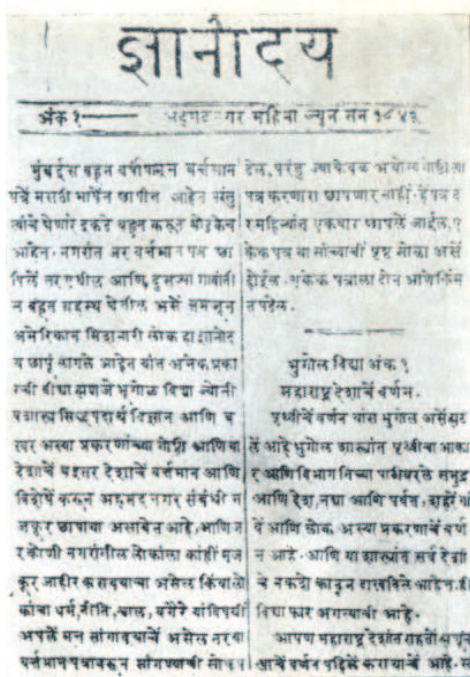
1) History

The first Marathi fortnightly newspaper 'Darpan' was started by Balshastri Jambhekar on 6th January 1832. On 27th April 1832 'Darpan' became weekly, which was having 8 pages and the size was 19"x11.5" and 3 months' subscription was Rs.6. The said paper was bilingual that is in English and Marathi, which helped scholars to get knowledge in both languages. The main objective was welfare of common man and to educate people with western knowledge and to create public opinion for development of society and region. But it was closed on 26 June 1840. Before 'Darpan' was published on 9th July 1828 there was a note in Bombay Gazette*.

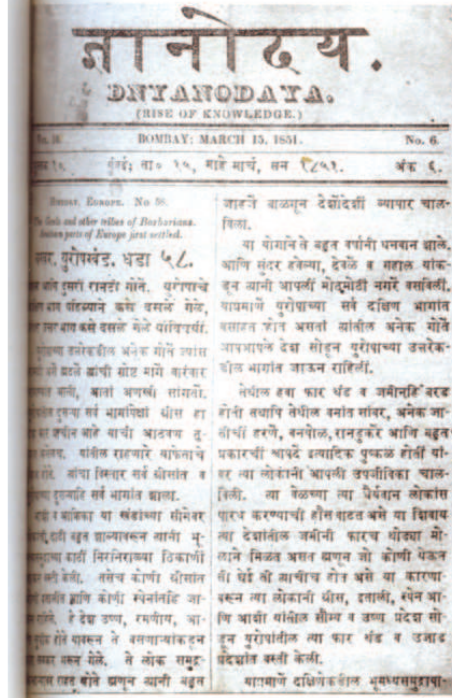
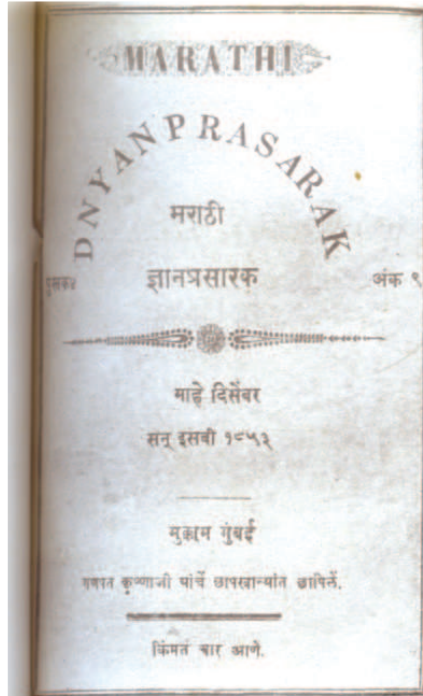
* regarding publication notice of a newspaper 'Mumbapur Vartman' But there is no other information of this newspaper (Reference - History of Marathi newspaper - R. K. Lele)



Few periodicals in Marathi



First few Marathi newspapers



Few Marathi Periodicals



'Bahishkrut Bharat' - Dr. Babasaheb Ambedkar's letter

A Weekly Political and Commercial Paper, Open to all Parties, but influenced by None.

No. [XLVII]

India's first Newspapers 'Calcutta General Advertiser' or the 'HICKY'S' BENGAL GAZETTE

After 'Darpan' various newspapers like 'Mumbai Akhbhar' (1840), 'Prabhakar', 'Gyandarshan' were published. **Even in those days, there was competition on competitive pricing per copy 'Vartman Dipika' brought their price down to Rs. 5 per year. Where Prabhakar was sold at Rs.12 per year.**

First Marathi daily 'Dyanprakash' was started on 12 Feb. 1849, which lasted long for next 100 years. Dyanprakash first time spoke about the freedom of press and contained few new things like Temperature, Market rates, Govt. notifications, Panchang, Features, Wanted, News, Discussions, Crime news, Court news, State news & International news. In short Dyanprakash was the format of modern Journalism.

On 2nd Jan 1881, 'Mahratta' in English and on 4th Jan 1881 'Kesari' were founded. Kesari & Mahratta were founded as a mean to educate people against the slavery of British Rule. Lokmanya Tilak used them as a weapon to fight against British imperialism.

In short all the Marathi newspapers started during second half of nineteenth century and had specific views to educate the masses and newspaper was a business proposition. It was a vocation with specific objective which was to educate people with certain political, social or economical views.

After the study of history of Marathi newspapers, It can be divided in three major parts they are :

i) Views Paper : Marathi newspapers were founded by great men like Jambhekar, Tilak, Chiplunkar, Agarkar, Namjoshi, Dr. Ambedkar and others as a mean to educate the people against the slavery of imperialism, social and economic crises. They used the newspapers as a weapon to fight the established systems and educate the masses

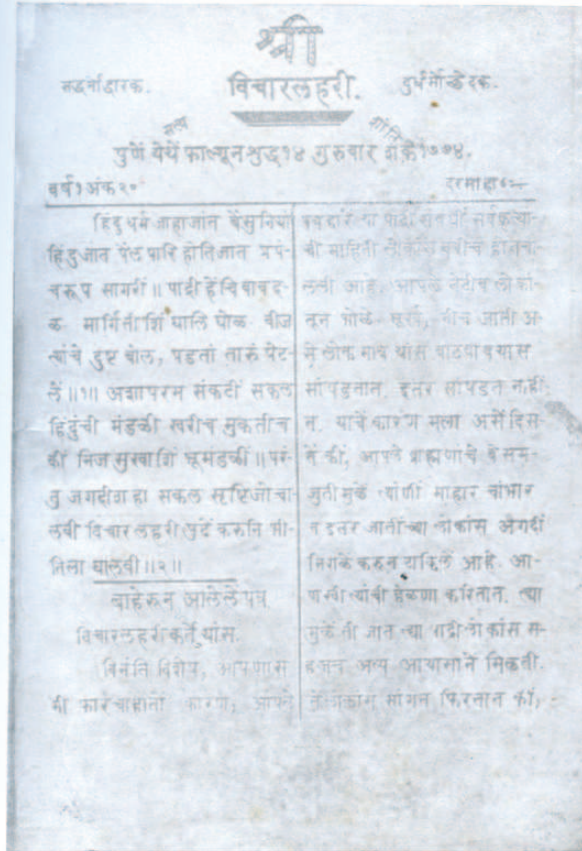


प. वा.
कृष्णशास्त्री चिपळूणकर
(सं. 'विचारलहरी')



प. वा. लोकहितवादी रा. व. गो. ह. देशमुख
(सं. 'ज्ञानप्रकाश')

'विचारलहरी' पाक्षिक पुणे ... स्थापना सन १८५१



Pioneer Editors - Krishnashastri Chiplunkar and R. B. G. H. Deshmukh

THE

DECCAN STAR.

POONA:—SUNDAY, JANUARY 2, 1881.

OURSELF.

[illegible]

many, the time has come, we are sure, yet when we can do without a ceremony. We, therefore, embrace this opportunity of holding a good dinner for our readers by stating in brief what the Policy of the Moderates will be. It has by this time been too well known to our "loyal agents" at our hands that the duties of an Indian Journal are twofold. One true and primary duty will be to interpret and justify and contrast and advocate what may be said to be the second part of our real work. Having this defined what our duty will be, we now proceed to discuss what will fall within the scope of interpreting and justifying and contrasting as well as that of advocating. The pages of History are full of evidence to show that once our eyes are not likely to know exactly what it wants and wishes of the ruled area, they are not expected to be its last resort, however low-spirited their most mean might be. It may, therefore, be concluded that a foreign rule is always an impossibility and that foreigners to rule are not only not, but cannot be so to make the yoke as little pressing as possible; it will then be our first aim to point out to our rulers in a clear and up-to-date manner how best they can manage to make the yoke press so little as possible. To make this more intelligible we shall have strong together the multifarious evils that we have been subject to, so that the loss of our working day at once be clear and distinct. The blinnings of the British Ruler to India were as many flagrant evils about the corner of the Thames. Hence that he was expected to have said "It would be more desirable that should be expelled from the country altogether, than that the result of our administration be such as to attract the whole people." Such writings in good time produced a healthy effect on the minds of the Government and an act was afterwards passed which is called as "An Act for the better Government of India." But the ruling of this act has not been satisfactory, and we are yet labouring under the pressure of a great number of evils which came from the English ruler's wrong. The first, and this has been found upon us is the Government system, which, in the hands of our own officials of Lord Dalhousie has led upon us in a bad manner, namely selfishness; and the result of this system has been that exploitation has been begun. The great evil is more in the fact of heavy taxation that has been levied on the people of India. The third evil is the destruction of our municipal institutions which had, according to Mr. Dalhousie, "promoted the people of India through all their necessities and continued in a high degree to their pleasure and to the satisfaction of the Government."

ment of a great portion of freedom and independence." The reform of our ancient traditional managerial institutions does not stop here. The national Government is based upon us as municipal legislators; which have broken the back of all railways until the land of destruction is seen in all towns and cities, my villages. Twenty evil is the grinding taxation and excessive drain upon our resources in the form of a costly machinery of Government, Her charges be, &c. The next is turn at the systematic destruction of the native Aristocracy who always furnished consumers for the articles of commerce, who stimulated the production of labourers, who were the patrons of arts and manufactures, and lastly the promoters of agricultural improvement. Next is the same category of crime comes the caste system of English Law, which has most satisfactorily checked the growth of Native Industry. Lastly comes the destruction or absorption of Native States. These and many more of the kind have been the evils we have been heir to, and it will be the common endeavour of the Mohawks to improve upon "in mind of the benign British Rulers the necessity of eradicating those evils, which they from their stand-point are not but which have opened disastrous throughout the length and breadth of this valuable dependency and cast a shadow on the benign rule of Britain. In doing this duty of interpreting what the native community require on these points and petitioning the rulers on behalf of the natives of India, the Policy of the Mohawks will be that of an unbiased, independent, frank and unswerving honesty, without giving way to despondency if any petitions are not heard, and while in the least fearing the abandonment of the famous motto of Anglo-Indian Policy, "We will refer to Native States as going with drops to fix the misanthropic of such State. History will know where we stand and why that the dignity of a Native State cannot be from the moment the British ruler in close contact with it is far from being destroyed that the difference between the beneficent influence the Politicians are opposed to consider—Our countrymen therefore, will always be anxious at obtaining the Indian Princes from the mischief of interference from the part of the Politicians and amongst the lovers of the public good. These principles of our policy with regard to Native States have been founded on the experience of many generations, and the Duke of Wellington, Sir Thomas Munro, Sir John Malcolm, of his generation, &c. We believe we have followed our policy of sufficient length so as to mislead no body. But before we conclude we have to say, "The reader will notice in parenthesis."

for freedom i.e. political, social and economical freedom for betterment of common people.

ii) News Paper : After Independence newspapers slowly converted themselves from viewspaper to newspaper. Their objectives were transferred to equality, Democracy, development and betterment of mankind. Newspapers became fourth pillar of Democracy.

iii) Newspaper as business proposition : 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. As a business proposition and with heavy investment the main objective of newspaper shifted to profits. Today newspapers have become consumer's product to meet the market demand and satisfy the customers.

Newspaper, in the past were views papers after Independence became newspapers to serve the needs of customer.

2) Brief History of Kesari & Mahratta Trust

KESARI : National Wealth -

130 Years of Great Pride (1881-2011)

'Kesari' newspaper started by Lokmanya Tilak, will be completing a hundred and thirty years of its journey on the 4th of January 2011. This is indeed phenomenal in the history of vernacular journalism in India as it is the one and only newspaper in vernacular languages that is being published by a Trust for the last 130 years. This journey of 'Kesari', difficult and committed as it has been, needs a special mention in the history of Indian journalism. This is not merely an account of the work done by a Marathi newspaper. It is a historical record of

वर्गणीचे दूर,
सहिला अगळ,
फुरकळ अकसत जर्ण आण.
वर्गणी आल्या खेरीज अंक
रवाना केला नाणार नाही.

केसरी.

आहिरातीचे दूर.
सोळा ओळी किंवा रयाचे
ओम एक कपवा
दुसरे खेपेस निम्मे आकार पडेक.
व्यापारी लोकांचे सोयकारि-
ता अलहिदा दराव करण्यांत
येईक.

स्थिति नो रे दृष्याः क्षणमपि मदाधिक्षणसंख्ये गतश्रेणीनाथ त्वमिह जटिलायां वनमुवि ।
असौ कुम्भिधात्या स्वरनखरविद्रावितमहा-गुरुघ्रावघामः स्वपिनि गिरिगर्भे हृत्पतिः ॥

वर्ष १. पुणे:—मंगळवार तारीख ४ जानेवारी १८८१. अंक १,

आज मुंबई इलाख्यांत इतकी मराठी वर्तमानपत्रे नि-
घत असतां व या शहरांत ही तीन चार चालत असतां,
नव्या वर्तमानपत्राची काय जरूर आहे हा विचार
आमच्या वाचकांच्या सकृदशींनीं मनांत येणारा आहे.
यास्तव प्रथमतः या पत्राचा उद्देश लोकांस कळाविणे
अवश्य आहे.

वर्तमानपत्रांचा प्रघात पडल्यास आज वीसपंचवीस
वर्षे जरी होऊन गेली, व गेल्या दहापेघरा वर्षांत तर
त्यांच्यांत जरी पुष्कळ सुधारणा झाली, तरी अद्याप
वर्तमानपत्रकर्त्यांस आपणांवरची जबाबदारी पुरतेपणीं
कळू लागली आहे, किंवा लोकसुधारणेस आपल्या
परिभ्रमानी केवढे साहाय्य होणारे आहे याविषयी त्यां-
चा पक्का समज झाला आहे. असे सामान्यात पाहतां
आढळणार नाही. दोन चार नामांकित वर्तमानपत्रां-
खेरीज बाकीच्यांची जर स्थिति पाहिली, तर वर्तमान-
पत्र झणजे जागोजागच्या बातम्या प्रसिद्ध करण्याचे
साधन याच्या पलीकडे वरील शब्दाचा अर्थ पत्रक-
र्त्यांच्या मनांत कधीही येत असलेसे वाटत नाही.
आलीकडे तर लहानसान गांवांतून सुद्धा वर्तमानपत्रे
मिळू लागली आहेत. छापखाना घालणे व पत्र
काढणे हा एक व्यापारच बनल्याने ज्यास वियेचा
विशेष संस्कार नाही जशा मंडळीच्या हातींय तरील
दोन अवैलिक साधने पडलेलीं बहुधा आढळतात.
आतां येवढे खरे आहे की, कोणत्याही तऱ्हेने का होईना,
वरील दोन साधनांची बुद्धि ही एकदर देशास श्रेयस्करच
आहे. निदान पत्रांनीं लोकांत वाचण्याचा प्रघात तरी
होण्यास वरील साधनांचा उपयोग आहे. पण याच
उद्योगांत घरच्या पेक्षा चांगली मंडळी पडली असतां
लोककल्याणाचा मार्ग ज्यास खुला होणार आहे हे
उघड आहे.

वर्तमानपत्रांचा मुख्यतः दोन प्रकारांनीं मोठा उप-

योग आहे. एक हा की, त्यांनीं आपले काम निःपक्ष-
पातपणे व निर्भ्रंशपणाने बजाविले असतां सरकारी
अधिकाऱ्यांवर मोठा दबदबा राहतो. रस्तोरस्तीं राखी
दिवे लागलेले असल्याने व पोलिसांची गस्त सारखी
फिरत असल्याने जो उपयोग होत असतो, तोच ज्या
त्या जागीं वर्तमानपत्रकळींची लेखणी सदादित चालू
असल्याने होत असतो. सरकारी अधिकाऱ्यांनीं
आपापली कामे चोख रीतीने चालविली असता खात-
पत्रेच किती कल्याण असते हे कोणास सांगायला
नकोच. पण वरील चोखपणा राहण्यास त्यांचा सर्व
कारभार जेव्हा लोकांच्या नजरेसमोर वरचेवर येत
जाईल तेव्हा राहणार. सर्व गोष्टी सर्वांच्या समक्ष
होत असल्या झणजे अर्थातच लांचलुचपत वगैरे जे
अन्यायाचे प्रकार एरवी होण्याचा संभव असतो तो
पुष्कळ अर्बा नाहीसा होतो. जुन्या एतदेशीय
संस्थानांतून वरील प्रकार किती चालत असे, व
अद्याप किती चालतो, हे झणभर लक्षांत आणले
असतां पत्रकर्त्यांची गस्त लोकांस किती हितावह आहे
हे कोणाच्याही लक्षांत आल्या वांचून राहणार नाही.
विलायतेंत खुद्द महाराणी सहिबांपासून व मुख्य प्रधा-
नापासून तो अगदी छोट्या सरकारी कामगारापर्यंत
सर्वांच्या कारभाराकडे लोकांची नजर वर्तमानपत्रांच्या
द्वारे सारखी लागून राहिलेली असते. त्यामुळे कोण-
ता ही अन्याय प्रायः छपला जात नाही, व यामुळे
तेथील लोक युरोपांतील इतर राष्ट्रांतून सुखी आहेत
ही गोष्ट सर्व प्रसिद्धच आहे.

तर सरकारी अधिकारी आपापलीं कामे कोणको-
णत्या तऱ्हेने बजावतात याविषयी केवळ निःपक्षपात-
नुद्दीने व कोणाची भीड न वाळवतां मनकुर लिहि-
ण्याचा आमचा इरादा आहे. अमुक अमुक गोष्ट
आहे तेव्हा त्याच्या विरुद्ध कसे लिहांव, किंवा सरका-
राने अमुक अमुक गोष्ट केली तर तिनवर चर्चा केली.

130 years, of the political, economic, social and cultural revival of the whole nation. Lokmanya's 'Kesari' has been a witness to not less than three centuries of history. 'Kesari' has pursued this course with the aim of 'Swaraj' (Self-government) in the pre-independence period and 'Suraj' (good-governance) in the post-independence period. There is no aspect of the people's life in Maharashtra that has not been influenced by 'Kesari' in its own way. It has made a strong impact in the field of politics, social issues, literature, philosophy, sports, science, entertainment, education, agriculture, industry and so on.

'Kesari's work has not been restricted to the limits of Maharashtra alone. In Lokmanya Tilak's freedom movement, it was a weapon, used for bringing about awakening among the masses. The 'Mahratta', the 'Kesari's elder sibling, conveyed in English the ideas and thoughts of Lokmanya and other writers to the far corners of the nation. Thus, 'Kesari' remained on the forefront in the great mass movement raised against the British. 'Kesari', in fact, became a symbol of the freedom movement. For some time 'Kesari' was published in Hindi and Gujarathi as well. It came to be viewed as the newspaper with a fighting spirit, the newspaper that raised its voice against injustice, facing dauntlessly the calamities brought on due to the wrath of the imperialists and still voicing its opinions boldly and independently. This tough and dedicated work generated love and pride for the Kesari in the minds of the people. Even after independence, 'Kesari' has made remarkable contribution to many mass movement and also to the work of building Modern India. All this has accorded unique glory to this journey of 130 years.



आ छात्र्यांनो ! करा गर्जना इमं दुस्तु या जयनाथ पूष्विवर !
मानवतेवर प्रेम करा पण—तुटून पडा जा मदमचावर ॥

संपादक : ज. श्री. टिळक

सहायिका : सौ. इंदुताई टिळक

सह्याद्री बाल-विभाग

जानेवारी १९७६

जादूचा खाऊ

बालमित्रांनो, नव्या वर्षाच्या सुरुवातीला हा सव्वादीच अंक तुमच्या हाती पडेल. नव्या वर्षी तुमच्यासाठी कांही तरी नवीन घावे असं आमच्या मनात होतं. तुम्हालाहि नित्य नवीन हवेच असतं नाही का ? मग एखा वरं या अंकात तुम्हाला काय काय नवीन माहिती मिळते ती.

आम्हाला विश्वास वाटतो, हा अंक तुम्हाला खूप खूप आवडेल. पण मित्रांनो, तुम्ही तर आपली आवडनायड कांहीच कळवीत नाही. का वाचतांना ही गोष्ट तुमच्या लक्षांतच येत नाही ?

मित्रांनो, वाचण्याचं सुद्धा एक शास्त्र आहे. वाचन ही क्षणभराची करमणूक खरी, पण त्यातून आपल्याला मिळणाऱं ज्ञान वर्षानुवर्ष आपल्याबरोबर एखाद्या मित्रासारखं सोबतीला राहिलं पाहिजे.

कधी कधी या ज्ञानाची तुमची स्थिती सुद्धा आपल्याला आनंद प्राप्त करून देते. तर कधी या ज्ञानाचा अन्यत्र उपयोग होतो.

यासाठी एक करायचं, आपल्या स्मरणशक्तीच्या टिपणवहीत आवडलेल्या मोठींचं, उपयुक्त माहितीचं सतत टिपण करीत रहायचं, रिकाम्या पेळी या टिपणवहीतलं जें जें स्मरेल तें आठवायचं आणि चांगलं लक्षांत ठेवायचं असेल, तर काय करायचं माहीत आहे ?

“ जे जे आपणासी ठावें तें तें दुसऱ्यासी सांगावें. ”

आपल्या भावंडांना, मित्रांना आम्ही तुम्हाला या बाल-सव्वादीनधून जें जें देतो तें घायचं. आपला खाऊ कोणाला दिला म्हणजे संपतो नाही का ? पण हा ज्ञानाचा खाऊ म्हणजे जादूगाराच्या पोतडीसारखा आहे. कोणालाहि कितीहि धा, संपायचा म्हणून नाही. उलट दुसऱ्यांना देऊन तो आपल्या स्मरणवर्तीत कायमचा रहातो म्हणजेच वाढतो.

अरे, पण हा खाऊ तुम्हाला कडू-गोड कसा वाटतो तें तुम्ही कळविण्याशिवाय आम्हांला कसे कळावें. तर यापुढे तें कळवायचं आणि शिवाय हा खाऊ तुम्ही कोणाकोणाला दिलात तेंहि कळवायला विसरायचं नाही.

— संपादक

3) Image and Objectives of 'KESARI'

The author of 'Nibandhamala', Vishnushastri Chiplunkar, Lokmanya Bal Gangadhar Tilak and Gopal Ganesh Agarkar along with Mahadeo Ballal Namjoshi, Vaman S. Apte and Ganesh K. Garde, started the newspaper - 'The Mahratta' on Sunday, January 2, 1881 in English and the 'Kesari' on January 4, 1881 in Marathi with specific objectives in mind.

These Objectives have been stated in the first issue of the 'Kesari'.

" ----- opening a press and starting a newspaper became a business. It is generally observed that these two valuable instruments have fallen in the hands of those who have not received adequate education. "

" ----- a newspaper is useful in two ways. Firstly, if the newspapers carry out their duty impartially and dauntlessly, government officials are filled with awe. The purpose that is served, in the night, by lighting the street lamps or by the continuous patrolling of the police, is the purpose that is served by the incessant penmanship of journalists."

Pursuant to these objectives the 'Kesari' has been discharging its duty as a patrolman for the last 130 years.

For the initial six years, Lokmanya Tilak was the editor of the 'Mahratta' while Gopal Ganesh Agarkar was the editor of the 'Kesari'. Lokmanya Tilak took charge as the editor of the 'Kesari' on 25th October 1887. The articles of both Tilak and Agarkar got published in both the newspapers. Ideological differences between the two can also be seen in them. However, since 14th September 1891, Tilak became the legal owner of both the newspapers and 'Kesari' acquired



The first periodical Magazine in Marathi

its independent identity. 'Kesari' became one with the personality of Lokmanya Tilak. To quote Sahitya Samrat N. C. Kelkar, "It is impossible to consider the 'Kesari' exclusive of Lokmanya Tilak and Tilak apart from the 'Kesari'".

Lokmanya Tilak made use of 'Kesari' for bringing about political consciousness among the masses for the purpose of the freedom struggle, for giving a new direction to their thinking and for boosting the different agitations and programmes initiated by him. The four-point programme of '**Swaraj, Swadeshi, Boycott and National Education**' that Tilak offered to the Congress and to the whole nation, was strongly upheld by 'Kesari'. This very same four-point programme continued to be the policy-principle of the 'Kesari' even after achieving independence.

'Swa' in 'Swaraj' means our own people. Thus, by 'Swaraj' Tilak expected the rule of the people, that is, democracy. 'Swadeshi' meant the growth of indigenous industry, agriculture and commerce by which the money generated in the country would remain in the country and would be utilized for our own country. 'Boycott' was meant to be a mass movement which signified boycotting everything that was contrary to the interests of the country. Lastly, 'National education' was the education that would arouse patriotism among students and would also provide them training in business, commerce and research that would lead to the progress of the country. By education, Tilak expected modern education imparted along with the education of ancient Indian knowledge and Culture.

'Kesari' has pursued this four-point programme for the last 130 years. During this course it has written forthrightly on politics, democracy, agriculture, industry, commerce, social issues such as inequality in



Kesari's avowed journey of 130 years

all its forms, the education system and so on. This is the basic objective of 'Kesari', visualized by Lokmanya Tilak originally.

4) Cases on KESARI a Difficult War Fare

As a result of its fearless and impartial writings Kesari had to face many court cases. Kesari suffered the rage of the British Rulers in the pre-independence days and also of the power intoxicated rulers after independence. Many times Kesari had to furnish sureties and the editors had to suffer imprisonment. Kesari inherited the spirit of sacrifice for the interest of the nation.

Lokmanya Tilak and Kesari were prosecuted many times, however two amongst them are of great importance on a charge of seditions first in 1897 and the second in 1908. The British bureaucrats were really angered by the articles which criticised the repression let loose in Pune and many other towns of Maharashtra during the 1897 Plague epidemic. The 'Suspension of Land Revenue' campaign started by Kesari also incurred the wrath, of the British rulers. The murder of Rand at Ganeshkhind in Pune ultimately unhinged the mind of the Government and they at last launched prosecution against Lokmanya. This is the first prosecution of sedition. This resulted in 18 months rigorous imprisonment for Lokmanya.

The second prosecution on the charge of sedition was in the year 1908. This has got a background of the partition of Bengal Region mooted by the then Governor General 'Lord Curzon'. Following the bomb blast at Muzaffarpur, an engine of repression was let loose in Bengal. Nobody could hear except arrests, conspiracy and murders there.

In this very critical situation Lokmanya Tilak reviewed the development concerning Bengal in four famous articles in Kesari captioned as -

- 1) 'Misfortune of the Nation
- 2) 'Double warning'
- 3) 'What the bomb blast really means'
- 4) 'These Remedies Not Durable'

Sedition charge of second prosecution was based on the first and fourth article as above. Naturally, as expected Lokmanya was convicted and sentenced to six years imprisonment. He was, then sent to Mandalay prison in Myanmar (Burma).

Difficulties like these, however, could not discourage the spirit of Lokmanya and his Kesari. On the contrary in such a delicate situation he said, "Even if the sky collapses on me, I shall stand firmly thereon. " With this vigour Kesari was continued.

After conviction by Jury in the second sedition charge, Lokmanya in his roaring voice, challenged the jurymen as "In spite of the verdict of Jury, I maintain, I am innocent. There are higher powers that rule the destiny of things and it may be the will of Providence that the cause I represent is to prosper more by my sufferings' than my remaining free."

5) KESARI'S March With The Time - New Experiments

During the Lokmanya's life-time 'Kesari' had been a weekly that was published every Tuesday. Late N. C. Kelkar made it a bi-weekly since 3rd August 1929, and it was published every Tuesday and Friday.

From 2nd January 1951 it became a tri-weekly that would get published every Tuesday, Friday and Sunday. This was an attempt to keep pace with the changing time.

Late N. C. Kelkar had said in the special issue published on the occasion of the Diamond Jubilee of 'Kesari', 'Readers' psychology at Lokmanya Tilak's time changed during my time and their psychology even at my time has not remained the same today. It will go on changing in the future as well. The editors of the 'Kesari', therefore, will have to keep on experimenting, which, I am sure, they will."

Late N. C. Kelkar had not thought of making 'Kesari' a daily. However, he was fully aware that 'Kesari's editors would require to take into consideration the readers' changing inclination and keep experimenting which is an on going process.

6) 'KESARI' Becomes a Daily

Transformation of 'Kesari' from a bi-weekly to a tri-weekly and later to a daily, during the editorship of Shri. Jayantrao Tilak was a leap taken along the same line of thinking. While getting transformed into a daily, on 8th October 1962, on the auspicious day of Dashahara, the tri-weekly 'Kesari' had said, "It is (also) true that this is a good occasion to embark upon new challenges for those - be they persons or institutions - who continuously aspire to visualize new horizons of gallantry during the course of their life. Today 'Kesari' has advanced further in its course of publishing. In a sense this is the progress of characters or letters (*akshare*). The letters that created, in very adverse circumstances, self-realisation among Indians, explained to them 'Swaraj', their birthright and enabled them to oppose injustice;

the words that fought ceaselessly with the foreign rule, are approaching people in a new form appropriate for the modern times.

Today everybody is curious to know what is happening around. In the near future people are going to welcome the latest news even twice or thrice during the day. Time and tide wait for no man. It is a natural law, ruthless though it is that the one who stops is perished. That is the reason why we do not require voluminous growth of an ant-hill. We would be delighted in watching the everchanging fresh look of 'Kesari'. The 'Kesari's motto of "speaking fearlessly and forthrightly" was strictly followed even for daily 'Kesari'.

After giving a new look to the Sunday edition, the 'Kesari' had said, "Change is the law of nature and it is presumably towards intellectual development and progress. Man has to change according to times. Otherwise development will stunt the growth.

The main function of newspapers is to increase knowledge of the masses. In order to achieve this they must keep on developing. If human life is compared to the rose flower, it can be said that the flower will be called complete only when all its petals blossom. In order that the flower of the human life blossoms newspapers manure of knowledge". (14th May 1967).

Changing in accordance with time has become 'Kesari's permanent feature. The credit for bringing in variety into a daily - by introducing special supplements on Thursdays and Sundays, the monthly special publication for children, the 'Chhawa' and the special daily supplements on Agriculture, Science, Investment, Women's issues, Education, Youth, Sports, Entertainment - goes to 'Kesari' only. The 'Kesari' was quick in picking up technological changes also. 'Kesari'

has been one of the pioneers in adopting the latest techniques such as photo-composing, off-set, Coloured printing, DTP etc. Taking into consideration the need arising out of a number of TV channels it has also introduced the digital edition of the 'Kesari Bulletin' for half an hour on the Cable TV.

Change without impairing the basic aim and objective has been the secret of 'Kesari's remarkable journey of 130 years.

7) Thought Provoking Movement

The 'Kesari' is not just a newspaper. It is a thought provoking movement. The fly-wheel in a factory sets in motion smaller wheels in the factory. Similarly, Kesari has been a fly-wheel set in motion by Lokmanya Tilak and other institutions like Shuddha Panchang Samiti, Raigad Memorial, Vaktrutvottejak Sabha, Anath Hindu Mahilashram, Vasant Vyakhyanmala, Mahratta Chamber of Commerce, The Bank of Maharashtra, Maharashtra Mandal, Brihan Maharashtra Parishad, Tilak Smarak Mandir, Shri Shivaji Mandir, Poona Judo Association, The Rose Society, Tilak Hall, Vedshastrottejak Sabha, Tilak Purse Fund, Tilak Punyatithee Mandal, Tilak Maharashtra Vidyapeeth, Jungle Lovers Association, Veer Sawarkar Smarak, Lt. Col. Deodhar Trust, Mahila Punervasan Kendra, Pune Aitihisik Vastu Smritee etc. have grown and are prospering with the help of Kesari. **Kesari illustrates the classical description of the 'Multi-headed, multi-eyed and multi-legged Purusha'.**

Kesari is like a huge banyan tree. It grew flowers in the form of 'Swarajya', but its fruits in the form of 'Surajya' are yet to be tasted. Many institutions and movements germinated under the shelter of

this banyan tree, grew and prospered. Their sweet fruits have enabled the upliftment of the Bharatiya community life.

8) Reconstruction of Indian Life

Lokmanya Tilak launched Kesari for securing independence for the country. His wish was fulfilled, though not during his life-time. The kind of democracy which Lokmanya Tilak envisaged for the country, came into being with the setting up of the National Parliament. In the manifesto of his Democratic Swarajya Party, Lokmanya Tilak had emphasised the linguistic reconstitution of the provinces, minimum wages for land labourers and nationalisation of the railways and basic industries. All these objectives have been achieved. The total strike in Bombay following the arrest of Lokmanya Tilak, was the beginning of the labour movement in the country. Kesari has pleaded the case of the workers whenever it was justified. Swadeshi was one of the four-points of the programme advocated by Lokmanya. Emphasis on this principle gave an impetus to industrialization of the country. Kesari congratulated Mundhwa Paper Mills when it manufactured the first indigenous paper in Pune. The said article was printed on the newly manufactured indigenous paper itself. The first Cotton Mill in Pune emerged in the year 1893 when Kesari welcomed it through an Article headed by '*Punyateel Pahilee Chimani*'.

Kesari is always at the fore front and is always active in the field of sports. Kesari Karandak Football Trophy, Judo Association, Shivaji Mandir Health Club are prominent in this achievement.

The necessary capital required for industrialization of Maharashtra was collected by the Co-operating Movement advocated through Kesari and under the guidance of L. B. Bhopatkar, Dhananjayrao

Gadgil and D. V. Gokhale. The Co-operative Movement reached every nook and corner of Maharashtra and it has the lions share in the improvement of Rural Area. The present sugar factories in Maharashtra and their rich surroundings are the outcome of philosophy of co-operation preached by Dhananjayrao Gadgil. The services rendered by Tatyasaheb Kelkar to the field of literature have made an impact on the alterative devote meditation, Similarly the study of Karmayog in the Gita pleaded by Karandikar-Kelker has kept Maharashtra alive and alert. The last struggle for freedom of motherland was fought by the Goa Liberation Aid Committee organized by Jayantrao Tilak. Similarly the heritage of progressive and intellectual voracity debate was pushed on in Maharashtra by Kelkar, Dhananjayrao Gadgil on behalf of Kesari.

Boycott, one of the four pillars advocated by Lokmanya was ultimately transformed into Satyagraha and people used it as a weapon for counteracting injustice. The downtrodden nations, and those in slavery were awakened, winds of freedom blew in Africa. Bangladesh was rescued from the clutches of Pakistan's imperialism because of the Mantra '*Swaraj is my birthright and I shall have it*' sponsored by Lokmanya Tilak. Because of the thought-provoking base of national education provided by Lokmanya Tilak, education was spread, not only schools, colleges and Universities were established but now even the thought of complete Indianization of education is foremost. For many years Kesari was demanding separate University for Maharashtra. As a result, it was successful; and the Pune University and the Tilak Maharashtra Vidyapeeth were established.

Kesari has always fought against injustice - may it be in the Political field, social field, Government or educational fields. Kesari countered injustice according to its might and has helped in the rejuvenation and upliftment of Maharashtra. Many difficulties came across, enemies attacked, misunderstandings were spread, but Kesari was the winner because of holiness.

9) KESARI : National Heritage

Even After independence Kesari continued its mission from 'Surajya' to 'Swarajya' impartially. Kesari has become hundred and thirty years old, following the four pillars preached by Lokmanya Tilak. The political, social and economic history of last hundred and thirty years has been rightly collected in the pages of Kesari. Kesari might be the only Newspaper of which all the hundred and thirty issues have been carefully preserved. If it is found necessary to take stock of the history at every event, there is no other alternative to Kesari. With a view to preserving this valuable treasure the work of composing it on Compact Disc has been undertaken. Needless to say that it is an expensive task. However, from the democratic point of view it is necessary to keep this dedicated Newspaper alive.

In the present age of cut-throat competition in the business world the work of Kesari, run by Trustee Institution has continued with the love and affection of the people. It is a valuable treasure given by Lokmanya Tilak.

If it is to be told in the words of Lokmanya Tilak it can be said, "Kesari belongs to people. Neither have I brought it nor I am going to take it away. All patriots who are indeed anxious for the interest of the country, should keep it going."

१८३ १८४ १८५ १८६ १८७ १८८ १८९
४ ५ ६ ७ ८ ९ १०

Lokmanya Tilak created Tilak Type with the help of 'Monotype' English taking Marathi compound letters into consideration

लो. टिळक टाईपाची वर्णमाला.

(१९०४ मध्ये प्रथम केलेला फौंड)

स्वरांची अक्षरे.

9 2 3 4 5 6 7 8 9 10

ॐ ह्रीं क्लीं ॐ कं ङं

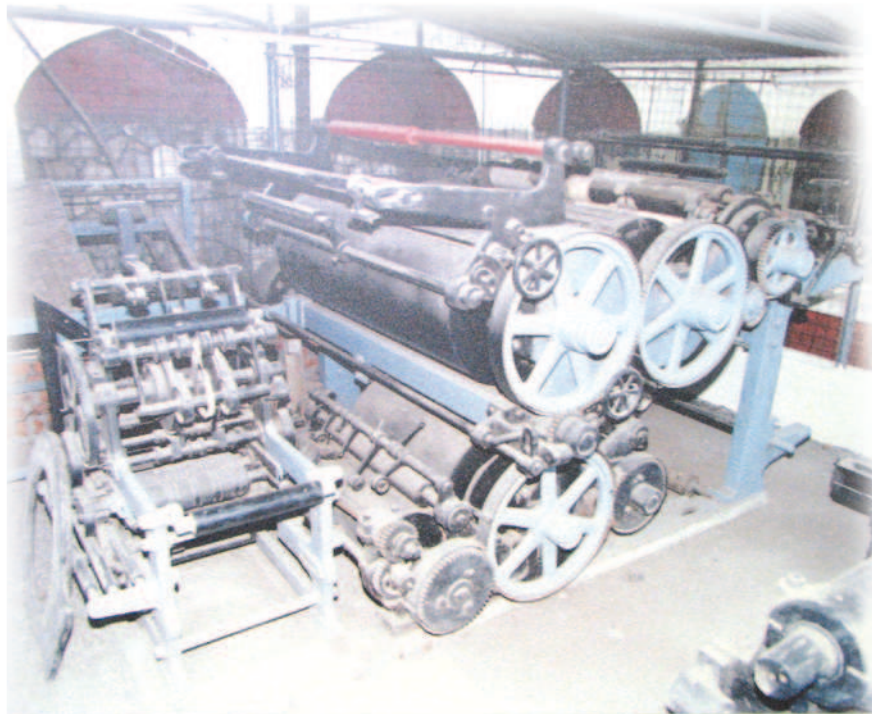
कान्याचीं अर्धी अक्षरें.

99 92 93 94 95 96 97 98 99 20 21 22 23 24

5 4 3 2 1 0 9 8 7 6 5 4 3 2 1 0

24 25 26 27 28 29 30 31 32 33 34

३ ४ ५ ६ ७ ८ ९ १० ११ १२



In 1916, Lokmanya Tilak got the first Rotary Machine from England for 'Kesari'

अकाली शहाणपण

ता घटनेत दुर्लक्षी करून घ्या-
मी सार्वजनिक निवडणुका
। केवळ मंदारभाषा निवाश्यांमधील वास्तव्य म केली ।
भाषांमधील अनेक विविधतांना हा निर्दिष्ट आहे ।

घटनेत असा प्रश्न केला आहे. अकाली दल जातीय-
वादी आहे की नाही हा प्रश्नच नाही. त्या पक्षाचा
घटनेवर आणि धर्मनिरपेक्षतेवर विश्वास आहे काय
आणि देशाचे ऐक्य आणि अखंडत्व टिकवायची
जबाबदारी आपली आहे असे त्या पक्षाला वाटते
काय, हे प्रश्न सार्वजनिक महत्त्वाचे आहेत.

तेव्हाहि जातीयवादीच!

ही दुरलक्षी करावची सूचना बुद्धिसिंगांची नाही.
त्यांनी फक्त अकाली दलाच्या नेतृत्वाच्या लक्षात ही
बाब आणून दिली आहे. वरील जगदेवसिंग यांनी बुद्धा-
सिंग, झेलसिंग, स्वर्णसिंग, मुद्दपाळसिंग धिस्लॉ
आदि नेते इंदिरा काँग्रेसमध्ये जल्पापूर्वी अकाली
दलातच होते, असे म्हटले आहे. याचाच अर्थ हा पक्ष
असा जातीयवादी असेल तर तेव्हाहि तो सेवकाच
जातीयवादी असला पाहिजे, असे त्यांना म्हणायचे
आहे. एक अर्थाने ते बरोबरच आहे. आज जेवढा तो
पक्ष जातीयवादी असू शकतो तेवढा तो तेव्हाहि होता.
ही गोष्ट अकाली दलाबद्दल म्हणता येईल, तीच
काही अशी भारतीय जनता पक्षाबद्दल किंवा शिबसेने-
सारख्या संघटनेबद्दलहि म्हणता येईल. बऱ्याच अंशी
सर्ते मुस्लिम लीगबद्दलहि म्हणता येईल. या मंडळींनी
किनाकारण आरडाओरडा करून त्याला वेगळे वळण
देण्यात काही अर्थ नाही. शिबसेनेला निवडणूक लढवू
दिली नाही, तर बाद राला यासारखी दमबाजीची
आभा बापरण्याने या भविष्यवादी फरक काहीच पड-
णार नाही. अशी दुरलक्षी कोटी गेली नाही तर त्यांच्या-
लाही अकाली दल अकालीच आहे हा महत्त्व

पक्षाच्या घटनेत तरी दुरलक्षी विशिष्ट कलममधील
करावची आवश्यकता निवडणूक आयोगानेच स्पष्ट
केली आहे. इयत्ता निवडणूक या निवडणूक आयो-
गाच्या देखरेखीखाली चालतात, कुठल्याहि पक्षाच्या
सरकारी नियंत्रणाखाली नव्हत. म्हणूनच राष्ट्रीय स्वयं-
सेवक संघाने जरी उघडा निवडणूक लढवायचे ठरवले
तर त्यांनाहि धर्मनिरपेक्षतेवर आपला विश्वास अस्-
त्याचे स्पष्ट करावे लागेल. आपल्या पक्षाकडून मूल-
भूत सिद्धांताविरुद्ध बर्तन सातत्याने होत असते. ती
तर आपली राजकीय प्रतिक्रिया आहे. कांश्चि पक्ष
तरी कुठे थारला अपवाद ठरतो? भिस्नोरामनयल्या
नेल्या निवडणुकांत निवडणुका आपल्या जाहीरनात्या-
द्वारे चुककाराच्या प्रत्यक्ष याच पक्षाने केला होता. पण
तरीहि तो प्रत्यक्षात स्वतःचा धर्मनिरपेक्ष म्हणवून घेत
असतो, हे विस्तरता याचवे नाही.

त्यांचा उत्तरपणा

अकाली दलाच्याच दुसऱ्या गटाचे प्रकाशसिंघ
बादल किंवा अन्य नेते यांनी घटना जाहीरपणे
जाळली आहे. हा असा आचरतपणाचा उद्योग थांबावा
यासाठी का होईना तसा दुरलक्षीची आवश्यकता आहे.
जगदेवसिंगांनी म्हटले आहे, की घटनेवर आपला
विश्वास नाही असे तरी आपण कुठे म्हटले आहे?
असेल, तसेहि असेल. पण प्रत्यक्षात म्हणजे निराळे
आणि कृती करणे त्यातून निराळे. जर भारतीय जनता
पक्ष, मंडळी कॉन्फरन्स आणि द्रविड मुन्नेत्र कळक्कम
धर्मनिरपेक्ष होऊ शकत असतील, तर अकाली दल
ही काही असत त्यांचा जवळ आहे हा महत्त्व

चुकीचा नाही. पण हे संबंधित पक्ष जर तसा ही
प्रकट करावला तयार असतील, तर त्यांच्या व
हा प्रश्नच निर्माण व्हायचे कारण नाही. 'महात्मा
रामराज्याची भाषा करत होते, म्हणून त्यांना 'प
वादी' म्हटले जात नाही' पण अकाली दल 'प
का मोलबाला' म्हणतो म्हणून मात्र आम्हाला 'प
वादी' म्हटले जाते, अशी जगदेवसिंगांनी संज्ञात
माणूस त्याच्या कर्तृत्वावरून आणि आचर-
तवरून ओळखला जात असतो. गोपीजीन्ना या
बादल संका निर्माण व्हावी अशी एकदाही स
नजरेसमोर आणता येईल काय? रामराज्या
न्याय होता, आम्हादीआबाद होती आणि त्याच
भार सत्तावर आघारलेला होता. एवढ्या संदा
कुणी रामराज्याचा उल्लेख केला तर तो जाती
असेल, तर मग या देशातले सर्व पक्ष भात
होभावर बसले असल्याचे म्हणावे लागेल.
दलाचा मान गटाचे नेते आणि इंदिरा गांधींचा
प्रकरणात हात असल्याच्या आरोपावरून
भागलपूरच्या तुरुंगात असलेले सिवानशिरि
यांनी तर घटनेवर आपला विश्वास आहे, पण
चाच आपल्यावर विश्वास नसल्याचे मत का
आहे. उघडा पंजाबात मुडदेफरास म्हणून काय
अतिरेकीहि घटनेवर आपला विश्वास अ
संगून तिच्यासाठीच आपण रक्त सांठित अ
दावा करायला पुढे आले तर त्यावर योद्धाच
ठेवाय? मान किंवा जगदेवसिंग हे त्याच
बाबतच असतील तर त्यांनी तसे कुशल
घटनेवर आज आपला विश्वास व्यक्त कर
त्याविरुद्ध बर्तन करणाऱ्यांना निमदीत पक्ष
होते असे रामराजी ही दुरलक्षी आम्हाला

10) Brief History of Technology -

For the Last 179 years Marathi newspaper along with other newspapers went through technological change which affected newspaper production and production cost of a newspaper.

Printing Technology started with blocks, type and ink. Similarly Marathi newspapers were printed with lead type and sheet feed machines which required skilled labour on large scale. In due time block printing for photographs with chemical etching was introduced. It was time taking hectic work.

Marathi language or devnagri script have joint alphabets. They restricted printing in devnagri script.

Lokmanya Bal Gangadhar Tilak prepared his own font and asked monotype to prepare punches accordingly. This type is known as '**Tilak Type**'.

In later stages mechanical compose came into existence by MonoType and LinoType which helped the newspapers to cut down labour cost.

Similarly Rotary printing came into existence for high speed printing.

At the end of twentieth century Web Offset technology was introduced with photo compose. This technology helped newspapers for qualitative printing.

The photo compose Technology was replaced by D.T.P., Color Offset Printing, Scanning. Kesari which did pioneering in new experiments prepared Devnagri font for DTP. I must mention here that my father-Dr. Deepak J. Tilak was the force behind it. This helped newspapers to curtail labour cost, improve quality printing.

11) Information Technology -

Information Technology brought major changes in newspaper Industry. Information Technology made the world go faster and closer. Information and communication became easier. Digitization, Scanning, Internet, Mobile Communication helped the newspapers to collect faster and latest news as well as it created various challenges before newspapers. Importance of bare news became less important and news between the line got importance.

Globalization created challenges before Marathi and other language newspapers. The importance of English language and source of information flow through English created future readership challenges before marathi newspapers.

- 1) Change in readership
- 2) Changes in Layouts
- 3) Colorful, Pictorial news features
- 4) Informative, easy communication analytic as well as entertaining news contents
- 5) New distribution or Marketing Policies
- 6) Flexible marketing and editorial strategies to cope with social, cultural and economic changes.
- 7) To create new readership avenues.

In short new technology and information technology have helped newspapers to improve quality as well as fast communication. However, globalized technology has created numerous challenges before newspaper and specifically Marathi or other language newspapers.

12) Recent Past -

After 1980 technological changes and computerization brought down 'the production costs for newspapers. Big newspaper companies started various editions to grab market share.

- 1) **Sakal-Pune** Started printing Mumbai, Kolhapur, Nasik, Aurangabad, Nagpur and Solapur.
- 2) **Lokmat-Nagpur** started editions from Akola, Aurangabad, Mumbai, Nasik, Solapur, Sangli & Nasik.
- 3) **Kesari-Pune** started its editions from Solapur, Sangli, Ahmednagar & Chiplun.
- 4) **Tarun Bharat-Belgaum** started its editions from Sindhudurga, Ratnagiri, Goa, Kolhapur and Sangli.
- 5) **Loksatta-Mumbai** started its printing from Pune.
- 6) **Pudhari-Kolhapur** started its publication from Pune, Mumbai.
- 7) Maharashtra Times has just launched its edition from Pune.

At the same time small and medium size Marathi newspapers for survival and competition with big newspaper, developed their printing technology. They also developed professional management techniques and successfully retained their number one position in the market. e.g. Sanchar from Solapur, Akya - Satara, Gavkari - Nasik, Pudhari - Kolhapur, Sagar - Chiplun, Deshdoot - Akola.

This helped readers to subscribe better and qualitative product which helped marathi newspaper industry to get new subscribers and avenues for marketing.

13) History of the newspapers

In the post independence period states were created according to languages spoken in the country. Therefore local language of each state was given priority. Automatically newspapers in regional language were in great demand in local market. Hindi being the major language & English being the universal language, number of newspapers in both these languages got advantage for more circulation in the country.

Within Maharashtra with the population of Marathi language and though literacy ratio have not increased substantially, Marathi newspaper have expanded in Mumbai, Pune & Nagpur. The percentage of the sale of Marathi newspapers in these 3 cities is almost 60% of the total sale of Marathi newspapers.

Marathi journalism has made remarkable change in quantity of the newspaper. It is no more a political journalism. Though politicians & political news is a priority, many subjects such as cinema, national & international sports, business, education have a detail description, reviews in today's newspapers.

Changes have been made contentwise according to the target audience. Contents related to all classes in the society, all members of the family are included in the marathi newspapers. When readers get sufficient material which holds their interest then do not have much complaints over the editorial articles. Production of a newspaper is no more restricted to a regional cause or some mission, it is focused for upliftment of the masses. Due to the development of printing technology, marketing, manpower etc. required newspaper industry for larger investments. Therefore businessmen, politicians, to capture the

DIG DUR SHUN. दिग्दर्शन.

पुस्तक ३

वर्णजे

अंक १

मराठी भाषेंत सर्व विषयांच्या
संग्रह

जानुआरी सन् १८४२.

पौष शके. १७६२

मुंबईत गणपत छप्पाजी यांच्या छापखान्यांत
छापलें.

ता. २० माहे जून सन् १८४२.

'Digdurshun' a Marathi Periodical

fourth estate have invested in the newspaper industry. The need of a newspaper is no more for a national cause or for independence or for social welfare. In earlier days, sacrifice and social cause was the only investment, and it was not a profit making business either. But cost implications of Revenue and Expenditure or Viability are not taken into accounting & auditing in the short-run. However in the long run it cannot be neglected.

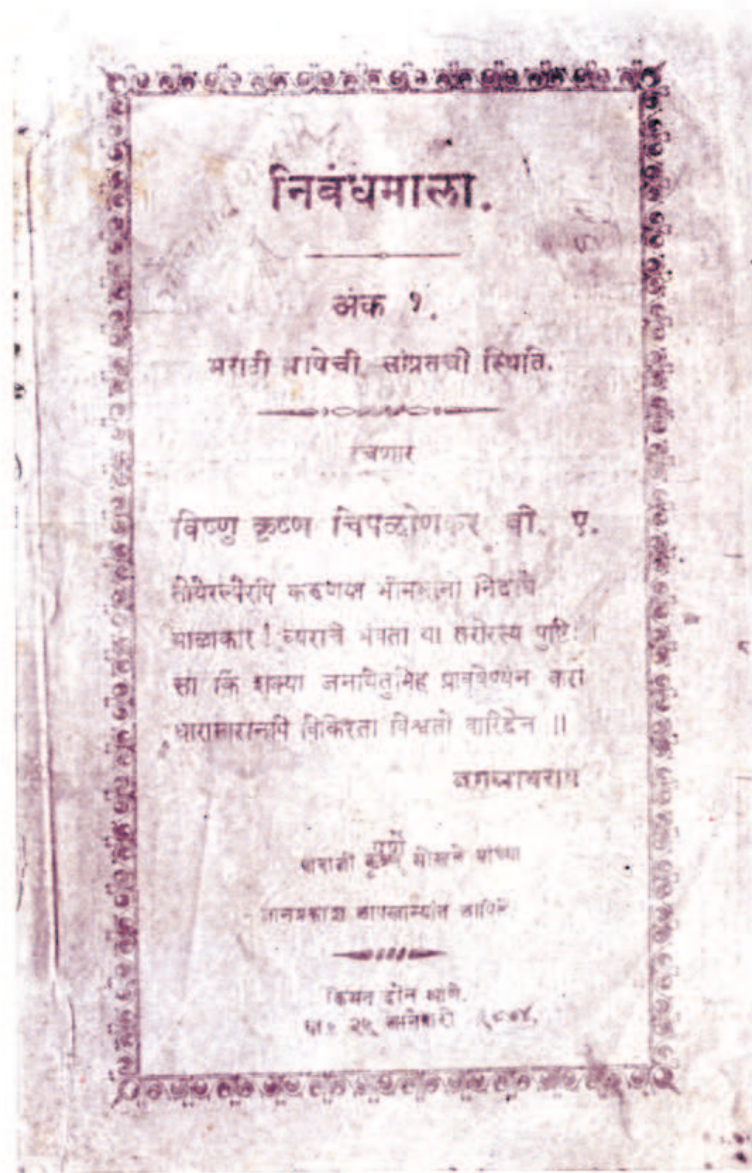
14) Trends in Marathi Newspapers Contents -

Though Darpan was the first marathi newspaper, Dyanprakash (1849) was the first marathi daily newspaper. The format they had adopted was - news & information but things like temperature, Market rates, Govt. notifications, panchang, features, wanted, court news crime news were included. It was the the customer related format.

Kesari, Mahratha, Kal, Sudharak, Mukanayak were started as views paper. In those days we could find two pages editorial discussing principles, politics and various conflicts. Editor view was important and varied information from foreign country, social and technological changes were reported in the newspaper.

Period of first century in history of marathi journalism was the period of revolution in political, social, economic, cultural and technological crystallization. British brought all divided parts and region under one roof. Because of British education system and communication system the flow of information initiated discussions about various conflicts.

Even the theory of Carle Marks was reported first time in India by



First issue of 'Nibandhmala' Magazine

Lokmanya B. G. Tilak. Economic calculation concept of wealth, effects of imports and exports, technological research were discussed. And marathi newspapers did their duty to make the common man aware of these changes in the west and within the country. Lokmanya Tilak used Kesari as weapon to educate and mould common man for Swaraj in all respect. Few editorials like *Punyatil Pahili Chimni*, *Hey Amche Guru Navet*, Sugar Industry and subjects about democracy, labour movement, cultural bounds, economics, education upliftment of backward class, freedom of women, religion are the some of the subjects.

As information flow was limited to print media every newspaper in marathi or in any other language tried to print International news. Various news agencies like Rauter came into existence. In India UNI and PTI news agencies were established. This helped newspapers to communicate International, National and State news in short time and cost.

For the first time my grandfather Shri Jayantrao Tilak introduced concept of sunday supplement in marathi journalism. My grandmother Indutai Tilak introduced magazine for children. Whereas my father Dr. Deepak J. Tilak introduced supplements on various subjects in marathi journalism.

All the marathi newspaper prepared a format for supplements which can satisfy all the members of family. This was the step towards customerization. Dr. N. B. Parulekar who was educated abroad started 'Daily Sakal' and introduced various customer oriented contents to attract middle class. That was starting point for transformation from views paper to newspaper.

The present format of Macdonalised newspaper is based on the above history.

Introduction of television media and satellite channels International, national news became less important.

During this period few evening newspapers were introduced to bridge the 24 hrs time gap. Labours and servicemen, readers were focused. Lack of distribution organization restricted the effort of evening newspapers.

In order to sustain readership newspapers concentrated on state, regional and local news. Contents shaped to local flavors and views on local conflicts. Surfacing of channels, language barrier and prime-time became difficult for television channels to cater and concentrate on all cities, towns and villages. Newspaper industry took advantage of these restrictions with help of multiple editions and reached interiors with local news.

Free flow of information technology will take few more years to reach common uneducated man. No one can predict future technology. Competition of local television channels and cable network have got limitations because of TataSky.

Newspaper industry will have to be flexible in the future.

***BRIEF CHARACTERISTIC OF NEWS-
PAPER AS A BUSINESS UNIT***

Chapter 5

Chapter - 5

Brief Characteristic of Newspaper as a Business Unit

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Chapter - 5

BRIEF CHARACTERISTIC OF NEWSPAPER AS A BUSINESS UNIT

Today the newspaper industry is no longer views paper but it has become purely a business proposition. It has to be managed by professional management along with skills & integrity.

Though all the newspapers were started with the objective of propagating views and educating the masses. Information they pass should be true and a profit motive newspaper has two more objectives service motive and social responsibility.

Newspaper is believed to be fourth pillar of democracy and must contribute towards social, political, economic freedom and fight against injustice and conflicts in order to maintain peace for betterment of country at micro level and mankind at macro level.

1) The Editorial Policy

Though news paper is treated as a consumer service product editorial policy have got important role to play.

Editorial policy should maintain ethical criteria and maintain honesty and integrity. It should not violate individual right of privacy as well as social responsibility. It should not create conflicts but should work as a mediator between conflict and peace. So authentic and accurate news information should be printed to establish credibility.

Credibility of a newspaper is one of the important criteria for success. Readers believe in printed matter which helps newspapers to attract advertisements. Only entertaining and sensational newspapers do not get advertisements as readers or customer of product do not believe the printed matter.

There is a quote from Mr. Steven Howard, Regional Director South Asia- Ref. Times- dated - 27-2-88.

"In this business, it is best to tell truth and build up your reputation which is what the most important in the long run and not short term hard sell strategies which could often be self defeating."

Here are few recent examples of newspaper editorial flavour of content

The difference in ethics and business view have become difficult to judge. Politicians who use media as a tool for of campaigning do not like the criticism or print scams against them.

On 6th Feb 2011 Deputy Chief Minister Shri. Ajit Pawar was angry as media tried to cover interruption of a farmer in public meeting.

Ajitdada Pawar stated - "Media should be closed down, and announced publicly that media persons should be thrown away."

A long discussion on media and freedom of press were conducted. It was an immature statement as a politician against freedom of press.

One has to consider the other side of popular media which concentrates on small issues and repeatedly campaign as if it is a major event.

In Mumbai blast, media concentrated on casual approach of Ministers towards serious issues and Central Home Minister, Chief Minister and deputy Chief Minister were forced to resign from the post.

Recently connecting Central Agricultural Minister Shri. Sharadrao Pawar, with price rise in onion price and within two months about decrease in onion price are the exactly opposite views on the same issues.

This way of campaign is shows the thin line between ideological and popular media.

Who instead of factual contents occasionally publishes conflicting views.

"The agrarian crises, increasing corporate control over farm production and trade and speculative trading lead to a raging inflation that is eroding the real incomes of people." - (Front line - 11 Feb. 2011)

There are few more examples of free flow information which creates panic in general public or common man like - Ganapati drinks milk or shortage of salt or onions in Delhi. In such chaotic situation media should use its role of social responsibility.

2) Newspaper Marketing Strategy and Market Mix

Circulation and Advertising to a newspaper industry is what blood circulation is to a human body. These are the two main sources of income. But advertisement income depends on the circulation of a newspaper. Circulation is the force that makes advertisements pay.

So every newspaper plans its strategy to increase their circulation. They plan their product to meet demands of customer or readers.

Management plans 4 P.s of marketing which differentiate your product in market. i.e. product, price, place & promotion and to develop the brand name. This can be achieved only with help of editorial support .

In early days newspapers were started to propagate views. But if you look at it as a business proposition one has to plan style and contents of the newspaper as per demand. During last decade this was a great shock for marathi newspaper editors. Marketing department started dictating the style and contents of the newspaper. The editors who were groomed for their writing and views were replaced by young journalist.

Information, technology and globalisation forced the leaders in newspaper industry to change their marketing policy and search new avenues to increase circulation.

In first stage modern printing and computer technology was adopted along with editorial contents like various supplements international features, education, financial news etc. Most advertisers started using telemarketing, internet, sms..... as the media. Young readers dropped their subscriptions to paid newspapers. As they could access various information through internet.

This forced all the newspapers to change their trading terms. Even the rules of Audit Bureau of circulation were changed. Trading terms were changed to the extend of scrap value. All the promotional schemes were excluded from trade terms by A.B.C.

This was the march towards free newspaper. The only hurdle was distribution of copies. All the newspapers tried to distribute their copies through there own staff but hackers resisted it. It become impossible

for newspapers delivery door to door. In western countries the idea of free newspaper is already set. But it is limited or restricted to small area or township. Similarly there is no autonomous Bureau which can certify your free circulation for advertisers.

As newspapers dropped their circulation revenue, they become dependent on only source i. e. advertisement.

This resulted various strategies to increase the revenue.

- 1) Innovative advertisements like Full page on front page, Advertisement matter in printed contents, colour advertisements were introduced.
- 2) As advertising in newspaper become costly for normal traders split rates for various editions were introduced.
- 3) Various advertisement special supplements were introduced along with matter.
- 4) Paid matter concept prepaid in.
- 5) Various concession were introduced for fix days with specialized supplements like Wanted, Bazaar, Construction, Finance, Education.

3) Complexity of Newspaper Economics

To know the strategic changes in newspaper industry it is necessary to know the management accounting ratios in newspaper economy.

- 1) Newspaper is sold twice ie. cover price as well as advertisement space. That means newspaper have got two sources of income.

- 2) In general the ratio of income source for breakeven point of circulation revenue for advertisement revenue should be 40% to 60%. If advertisement revenue increase newspaper become a profitable unit.
- 3) Major raw material cost i.e. newsprint is 60% of the total expenditure. So any changes in newsprint price changes the profitability of a newspaper unit.
- 4) Till 1985 cover price of the newspaper used to correlate with newsprint cost.
- 5) For last 15 years there was big hike in newsprint cost as it correlates with fuel prizes. But newspaper cover price have remained stagnant.
- 6) Newspaper management tried to control the newsprint cost by reducing height, width and weight or gramage of the newspaper.

This has saved 28% in newsprint cost.
- 7) On expenditure side all other costs like production 10%, salary 20%, interest etc. 10% are only 40% compare to newsprint cost.
- 8) After spread of information technology and stagnancy in cover price revenue ratio of circulation to advertisement was shifted from 20% to 80% instead of 40% to 60%.

4) Internet strategy

Most publishers, advertisers, post their stories, PDF pages, advts. on the internet. Readers dropped their subscriptions to paid newspapers because they can get the same stories online.

- * Lower purchasing power and youngsters are attracted to free newspapers.
- * Electronic Media
- * Increase Circulation
- * Advertising Revenue
- * Increase in Leadership

5) Editorial & Advertising

Publications vary but, as a general rule, there is a wide gulf between advertising and editorial unless you understand this difference you risk upsetting the editorial staff, who are often sensitive about pressure from advertisers and the advertising department. If you fail to see the difference and move between the two gaps insensitively, you are likely to fail in your efforts to achieve editorial promotion.

Advertising is the most straight forward way of getting your message across, and the easiest. If you pay for space & time, you have absolute control and you can say what you like, provided the message is decent, legal, honest and thoughtful.

It offers heavy costs. Increase awareness of the products and increase sales gradually. Specific offers on products, inform your customers about your product or increase sales immediately.

Wants & Needs of Target Advt.

Your product must meet demands of 4 P's of marketing which differentiates your product in market -

Product, Price, Place & Promotion and consider the marketing requirements of brand management and development.

Media Plan

- * Customers & Markets
- * Relevant publications of product
- * Specific journalists

6) Product's Life Cycle

- * The 1st stage of a product's life, when the product is very new and only being bought by innovators or trend sellers, and still requires your considerable backing and investment, will carry a message of novelty of being leading edge and breaking new ground. The objective is to generate customer interest and stimulate desirability and to encourage pioneering purchase.
- * Wider consumer acceptance, new features and a range of price can be introduced.
- * Case stories, try to maintain the difference between your product and others, such as lower price, improved product features or extended warranty for as long as possible. Sales would stabilize as the market becomes saturated and you find competition increases as other firms enter the market.

- * Sales begin to fall. Fresh product, original product should not be forgotten as a demand of longevity. Revive the product at this stage, perhaps by repositioning or repackaging or otherwise remarketing it.

7) Newspaper Advertising

Newspaper advertising has rightly been called the foundation of all advertising. In earlier days newspaper had only news and new articles in it. But the growing competition and increasing number of pages made it necessary for increase its income and the growing popularity of newspaper attracted the advertisers. Until few years ago, newspaper continued to derive a greater revenue from subscriptions than from advertising. The ascendancy of advertising dates from the nineties when advertising revenue once for all passed that from circulation.

The triple role of the newspaper is gaining recognition as a purveyor of news as an interpreter and critic of men and affairs and as an advertising medium. This is a combination hardly available in any other medium, certainly not in the same degree. Women in particular have come to read the advertisements in the newspapers perhaps even more faithfully and more carefully than they do the news or even the society columns. All classes of readers have found it increasingly to their advantage to scan the advertising columns along with the straight news, feature and editorial matter. This is especially true of retail or local advertising and almost any sale or other special store event will serve as convincing proof of the effectiveness of intelligent well-planned newspaper advertising.

7-a) Advantages of Advertising

- 1) **Mass Appeal** : No other one medium is so widely, so continually, so voluntarily or so habitually accepted as the newspaper. It is at once visible tangible, convenient, economical and consequently effective.
- 2) **Concentration** : The very fact that the newspaper is so widely accepted makes it possible both to blanket the country and to concentrate advertising effort. Individual newspapers cater to different groups of the population. A general advertiser is thus enable to plan his advertising campaign effectively in terms of certain sections of the country an in terms of certain elements of the buying public as a specify target or objective.
- 3) **Flexibility** : The very nature of the newspaper makes for a flexibility and time lines of advertising procedure and planning that are hardly possible with any other medium except possibly the radio.
- 4) **Economy** : In its appeal, its circulation, its flexibility and its cost both to the advertiser and to the reader, the newspaper affords a medium which for economy of time, effort and money is unsurpassed by any other.
- 5) **News Tie-Up** : A particular advantage of the newspapers as an advertising medium is the internet relationship between its new and its advertising contents.
- 6) **Public Confidence** : The very bulk of newspaper sales is convincing proof of the public dependence upon and the Public confidence in the newspaper.

Newspaper advertising then, is both flexible and timely it affords either a concentrated or a general consumer objective, it is efficient and effective in terms of time, effort and money expended in advertising companies, and it offers an appeal through a mass medium which has as yet no serious rival.

7-b) Weak points of Advertising

The graphic limitations of the newspapers constitute another weakness as an advertising medium. Owing to the inferior quality of newsprint, the necessity of using relatively coarse screened cuts, and the difficulties of using color combinations at high press speeds, the newspaper has been unable to compete typographically with the better magazines on an even footing.

7-c) Advertisement Rates

The advertisement rates should be high enough to pay the publisher a reasonable profit in terms of his costs and his investments and the quality and quantity of the circulation. At the same time they should not be so high as to compel the potential advertiser to seek less expensive media.

In some cities when two papers are under the same management the practice has developed of selling space in both papers in combination. This might include a morning and an evening newspaper or a weekday and a sunday paper. This arrangement can be advantageous to both publisher and advertiser.

Few advertisers have their branches all over the state or country they prefer to give their advertisement at different editions of a newspaper at that time a newspaper gives them a package of discounted rate so it is beneficial to both publisher and advertiser.

Color printing has been a logical and inevitable out growth of newspaper production. Owing to physical and mechanical limitations, newspaper were considerably behind magazines in this respect. Advertisers have been somewhat slow to take advantage of the possibilities of colour owing chiefly to the higher rate, but even limited experience has shown that for certain kinds of advertising and occasions it has definite advantages in attracting the eye of the reader and enhancing the appearance of the advertisement. Advertising agency is again a good source of getting advertisements. Many advertisements are released only through agencies so they are given special discounts and different rates. Few percent of the advertisement rate is also give to the agency as the agency commission.

Advertising has been divided editions of advertisement, colours etc. in various units, including the page or fractions of a page, and the column inch, the square and the line. Even these units vary with the size of the format used by a given publication. Some newspaper space, too, is sold by the page or half or quarter page, but even in such cases the rate is generally quoted on the basis of a line.

As between individual newspapers, the advertising rate will vary according to :

- 1) The volume of circulation
- 2) The quality of the circulation
- 3) Competition

- 4) Production costs and
- 5) Prestige of the newspaper itself. As between advertiser the line rate quoted by most newspapers will vary according to
 - 1) Whether they are general or retail advertising.
 - 2) if the latter, whether they are large, regular users of space.
 - 3) The position of the advertising.
 - 4) The kind or classification of the advertising.
 - 5) Whether colour is used and
 - 6) The kind and amount of advertising or merchandising service given.

LITERARY WORK

सार्वजनिक कामासंबंधानें जी जी गोष्ट लोकांपुढें येते त्यावर निर्भीडपणें आणि स्वतंत्रपणें टीका करणें हे वर्तमानकर्त्याचें कर्तव्य आहे. हें कर्तव्य बजावीत असतां, वाईट गोष्टींचें आविष्करण करणें हेंच पुष्कळदां त्याच्या नशिबीं येतें हे खरें; पण तेवढ्यानें त्यास चांगल्या गोष्टी कळत नाहीत असें म्हणणें म्हणजे वैद्यास निरोगी मनुष्याची पारख करतां येत नाही असें म्हणण्यासारखें आहे.

के. ले. १३५८

सरकारच्या आवडीकरितां कांही आम्ही पत्रें काढलीं नाहीत. व सरकारवर कडक टीका केल्यानें त्यांचा रोष आमच्यावर झाला तर त्याची आम्हांस पर्वा नाही. सरकारच्या जुलमी राज्यपद्धतीवर जर कडक टीका करावयाची नाही व ती पद्धत परिणामी लोकांस व राज्यकर्त्यांस जाचेल असें निर्भीडपणें म्हणावयाचें नाही तर वर्तमानपत्र काढावें तरी कशाला?

के. ले. २-५४६

वर्तमानपत्रांचा खरा उपयोग अनियंत्रित राजसत्तेस आळा घालण्याकडे होत असतो.

के. १९१७-११-४-४

जेणेकरून समाजाचें व्यापार सुरळीत चालण्यास मदत होईल असें लोकमत जागृत करणें व जो कोणी ह्या कार्मीं व्यत्यय आणील त्याचे स्वरुपाविष्करण करून वेळींच बंदोबस्त करणें हे वर्तमानपत्राचें मुख्य कर्तव्य आहे.

के. १८९२-३०-२-३

केव्हांहि काय, जुलमी किंवा अनियंत्रित राजसत्तेस वर्तमानपत्राचे स्वातंत्र्य हें जाचणारच.

के. १९१७-११-४-४

वर्तमानपत्रकर्ता ही जागाच अशी आहे कीं, त्या जागेचें काम करीत असतांना आपण खाजगी स्वत्त्व विसरलेच पाहिजे.

आ. आ. २.१८०

गुळगुळीत कागदावर रंगीबेरंगी बुळबुळीत मजकूर छापून लोकांचे रंजन करणें हें कांही वर्तमानकर्त्यांचें मुख्य कर्तव्य नव्हे.

के. १९१७-११-४-३

लोकमताची जागृति करणें अथवा तें उत्पन्न करणें अशी जीं वर्तमानपत्रकारांची दोन मुख्य कामें आहेत तीं चांगल्या रीतीनें बजावण्यास निःस्पृह व कडक लेख लिहिणें अत्यंत जरूरीचें आहे.

के. १८९५-२१-२-४

"Digital technology can be a natural force drawing people into greater world harmony." *Douglas Rushkoff* believes that computers are creating a generation gap between the "Screenagers" and others.

Social scientist *Kevin Robbins* is not convinced that our lives will be meaningfully changed by the information revolution; rather, he believes the Information and Communication Technology (ICT) hype merely replaces the classical opiate of religion and modernist idea of progress.

Robbin quoting Hedegger - "reminds us that end of distance is not the creation of nearness, of intimacy, of community." We are content to live in a world of uniform distancelessness, that is, in an information space rather than a space of vivacity and experience.

Michael Tracey writes - Thus, while the internet helps connect many people and supplies much needed information it also represents a specific form of cultural violence. In 21st Century most of the world's population will still be silenced. Reality will still be that of the strongest and most powerful. The new communication technologies will further enhanced differences between poor and rich between gender and between the world and its narrow part defined as the West.

(Ref. Modern Journalism - S. P. Phadke)

Commercialization of the Press

Embedded in all democratic principle of the free market. In search of a media audience, the press has been driven by the profit issue and the need of make money. In this new age of communication, practice and business of journalism involves the pursuit of an advance. News outlets need to claim an audience share to attract advertisers.

In contrast to the steady rise of other media in many countries, print media have experienced a setback. Several recent developments have served to further decrease the members of young readers of print media.

(Ref. Media Ethics & Law : Nawal Prabhakar - Narendra Basu)

Jai Narayan Sharma -

The media surround us. Our everyday lives are saturated by radio, television, newspapers, books, internet, movies, recorded music, magazines and more. In the 21st Century, we navigate through a vast mass media environment unprecedented in human history.

"Revolutionary - Explosion - a new era in communication" this language surrounded the internet growth.

What do We See?

The 'Old' television networks are losing their share of the audience. New broadcast networks are springing up, along with dozens of cable channels and satellite options. The internet is changing even faster.

But if we focus only on change and growth, we are missing is the forest for the trees.

In the age when print media was the only source of widespread communication Mahatma Gandhi made maximum use of it for dissemination of his ideas, for organizing the movement he lead for educating the people, while at the same time building the nation.

Media in Modern India :

by Manoj Ranjan

Successful journalism is not necessarily good journalism, but good journalism needs to be a successful journalism.

The primary purpose of journalist is to communicate and journal, that does not sell is a journal, that fails of its primary purpose.

***OBJECTIVES AND
RESEARCH METHODOLOGY***

Chapter 6

Chapter - 6

Objectives & Research Methodology

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Chapter - 6

OBJECTIVES & RESEARCH METHODOLOGY

1) Objectives :

The main objective of the research is to have comparative analysis of major marathi newspapers published from PUNE and to arrive at certain fundamental conclusions regarding shift in income resource from circulation to advertisement in modern time of globalisation and information technology.

This research is primarily directed to evaluate main marathi newspaper units like Sakal, Kesari, Prabhat, Lokmat and free news papers like Sinhagad Samachar or Bibwewadi Parisar.

All of them have been operating and publishing their newspapers for a long time.

My research is limited to Pune based newspapers, Pune is second best growing city in Maharashtra and changing its characteristics in view of globalisation and information technology during 2002-2009

The objective of the thesis aims at analyzing the economics and marketing strategies of newspapers in Pune with special reference to Marathi newspapers in Pune at micro level and newspapers in India at Macro level.

The competition and changing purchasing Power of readers during last 8 years (though cost of the newsprint have increased subsequently) newspapers selling price has become stagnant.

Newspapers are sold twice as a cover price or per copy price as well as printed space is sold for advertisements.

In India cost of the newspapers have remained low because of the people's low purchasing power and with their aim to reach the masses.

Hard competition to introduce the newspaper, many newspapers have reduced their cover price and practically are sold free of cost with 30% commission to vendors.

There are few newspapers who have reduced their price for suburbs and are sold only at the distribution cost. This has led to increase in advertisement rates to fulfill the production costs. Whereas in metropolitan cities it has become difficult for a common businessman to advertise with high rates, their product for trade.

Consequently this situation resulted to split editions and few free newspapers who are distributed once a week in particular area, which caters traders in particular area at low advertisement cost but with large circulation.

There is a lot of variation between advertisement rates between cities and for particular area which is indirectly leading newspaper industry to free sale.

The study assesses the impact of the modifications in newspaper policy on their survival and development. The criteria which have been applied to select these units are -

- a) Two of them are big & two medium sized units in terms of their investment.

- b) The investment is in the range of Rs.10 crore to Rs. 200 crore
- c) The total circulation of each is 30,000 to 3,00,000 copies.
- d) The ownership and management are different i.e Ltd. Co., Private ownership or Trust.
- e) The period during which they have been operating is in the time span of years from 2002 to 2009.
- f) Each of them have their own editorial style and political have their own editorial style and political tradition & few of them are circulated free of cost areawise. Few of them are market oriented newspapers. Though the local content is common for all.
- g) All of them have made consistent efforts in devising new methods of management and have earned economies of scale in the various areas of management and have implemental schemes of expansion. The management have been susceptible to changes required to fit modern management pattern and in the various areas of technology.

The questionnaires to the Editor-Owner-Managers covered the following important areas of information.

- 1) Period of existence
- 2) Type of product (daily, weekly, or supplementary)
- 3) Price of the product
- 4) Geographical coverage
- 5) Number of employees & Reporters

- 6) Advertising Revenue
- 7) Total circulation & variations
- 8) Method of printing
- 9) Marketing and distribution
- 10) Break-up of cost elements
- 11) New plans for long term capital investment.
- 12) Nature of problems
 - a) Labour
 - b) Material
 - c) Finance
 - d) Competition and aggressive marketing
 - e) Freedom of expression
 - f) Self Sufficiency and autonomy

The primary information is obtained on the above points and its analysis has enabled us to objectively study the viability of a newspaper unit with reference to certain constraints and standard of efficiency of its management.

2) Assumption of the Viability analysis for a newspaper unit

The fundamental factors which have been taken into consideration for determining viability of a newspaper unit are:

- a) The major source of income-circulation and/or advertisements
- b) Circulation based on the sales performance and sales promotion measures to increase the advertisement quantum.
- c) The specific strategies like multiplication of production units, product diversification, product improvement and pricing strategies.
- d) Timings of increasing capital expenditure, the frequency of revision in the recurring revenue expenditure.
- e) Cost implication of changes in Government policy pertaining to imports and exports, pricing policy for newsprint, revision of pay scales etc.
- f) Adaptability in the management policy to changes in external surroundings like e.g. the keenness of competition from similar units operating in the market.

Assuming that some factors operating externally and influencing business potentialities are beyond the control of the management of a newspaper unit, the problem of viability appears to be that of bringing about suitable organisational and policy changes which are the demands of the changing times.

Most of the internal factors are interdependent. However, their co-relationships must be frequently considered in the light of the capacity of the business to survive and compete. e.g. the relationship between circulation and the income from advertisement is direct. It is presumed that the possibility of securing more advertisements is enhanced with greater circulation. It is also expected that income

from circulation is the major factor determining viability of a newspaper unit. Therefore strategies are developed to enhance circulation by sales promotion measures like change in the product design, distribution of papers free of charge, readership survey with a personal appeal and approach to potential readers.

It should be noted, however that income from advertisements supercedes any other source of income and especially income from wider circulation. This is to be viewed in the light of the peculiar economic advantages resulting from the adoption of modern technology. The modern printing technology reduced the cost of printing of a newspaper almost to the cost of a blank paper, given a viably large circulation. Under the circumstances even the sales promotion expenditure incurred appears to be significant against the possible advantage of increasing readership resulting from sales promotion measures. (aggressive marketing strategy)

3) Profile of a Modern Newspaper Unit

The profile of a newspaper in modern times has changed because of the following internal and external influences.

- a) News has changed its prominence levels from local, provincial, national to an international context. Large sized newspapers like Times of India, give prominence to news items at the international level whereas medium and small sized newspapers like Kesari, Prabhat, Sakal, Lokmat etc. give priority to state level or local news items.

- b) Various special features have been added to the usual sources of information and knowledge. eg. popular features like Cinema, News, Crossword, Puzzle, Sports Quiz, Comics, Share Market information which cover multidisciplinary knowledge. For these the usual newspaper has been supplemented by Sunday and Special Supplements like Healthcare, Property, etc. Similarly occasional or festival special supplements like Diwali, Ganapati, Independence Day or some famous personality's Birthday have also become popular and beneficial for both readers & advertisers.
- c) Earlier newspapers were published to present views of people, but with the changing trends more space is being allotted to fact-oriented and advertisements.
- d) New trends in journalism have been established e.g. Cheque journalism aims at money making through specially arranged (contrived) news and views items. Yellow journalism adopted a marketing strategy with intrusions into private lives, publicity to scandals and sensational exposure to weaknesses in the Government Administration. Though informative & investigative type of journalism is appropriate for the survival of newspaper and its unbiased characters.
- e) The external forces determining viability of a newspaper unit are the nature of the product, editorial style, contents and size of the product, level of literacy, popular demand, area of distribution and language all go to determine circulation, and advertisement patronage because these factors determine the qualitative and quantitative aspect of demand and earnings from economies of a scale in production and distribution.

Financial considerations are the ultimate factors governing editorial style and contents, the type of journalism, the type of patronage (i.e. whether from the people, or from the government. i.e. party in power, or from the advertisements) a newspaper unit can enjoy.

Qualitative changes like colour printing, more & more multifarious informative material, good layout, quality paper & printing, publication of supplement can be brought about only when financial viability is ensured through some kind of patronage.

The first aim of newspaper management should be survival. Even Lokmanya Tilak, when sent to imprisonment for his provocative articles, instead of selecting Khadilkar, he choose N. C. Kelkar and asked him to write within the framework created by the legal limitations and survive till his return.

Modern times demand that economic considerations are more important than pursuit of any lofty ideas and ideologies against internal and external resentments.

4) A newspaper Unit as a 'Commercial Proposition'

(The Character of its ownership and editorship)

Most of the newspapers in modern times are purely business propositions. As business propositions, they have been sponsored by big business interests and politicians affiliated with these interests. There are two categories of criteria for running a newspaper unit.

a) Non-economic Criteria :

The ethical criteria which insist on the observance of a code of ethics maintenance of honesty and integrity

b) Economic Criteria :

These criteria emphasize the need for commercialization (in order to make the unit survive, compete and be economically viable) whose important aspects are made of relationship between the publishing and capital ownership and the economic system of which the publisher owner is a part and which he is pledged to preserve.

c) Ethical Criteria (or assumptions) of Newspaper Management

1. A newspaper should not violate the individual's right of privacy.
2. Reporting should be ethical and accurate and upto a certain standards.
3. Newspapers should not make hero's of criminals by romantic accounts of gang activities.
4. Headlines should correctly reveal the facts and the tenor of the article.
5. News and photographs should not be falsified and distorted.
6. The press should seek knowledge rather than sensation.
7. The press should not overemphasize irrational statements of public officials and should not conceal truth.

d) Non-Ethical Economic Criteria

1. Newspaper standards are determined by circulation and advertiser's patronage.
2. The press should give the public what it wants and not what it needs.
3. Financial news is promotional (rather than information)
4. News values are after superficial and trivial.
5. Newspapers are not read in public affairs but follow the leadership of organized minorities.
6. Newspapers are interested primarily in day-to-day development and do not favour giving the reader a continuous and complete account of what is happening.
7. Newspapers are subservient to local political machines.
8. The press utilises its freedom as a license to exploit policies which make for circulation rather than for service.
9. The press is not sincere in its attack upon special privilege because it accepts subsidy.
10. The press cannot be impartial and a true advocate of public service so long as its owners are engaged or involved in other business. Thus the basic fault with the press lies with its ownership.
11. The attitude of editors is uncharitable because they fear criticism & retaliation.

12. a) A newspaper unit must be run as a profit-making unit.
- b) The owner-manager must make a suitable choice regarding
- i) editorial style and content
 - ii) technology
 - iii) patronage

The choice has to be made for profit-maximization in the short run and growth and expansion in the long run.

c) Financial considerations are supreme and they must get priority over other ideological considerations.

d) Suitable organisational changes must be brought about to suit the strategies for survival in competition and growth in the long term.

Journalism, which was fifty years ago a profession, a noble calling is now investment and industry. Running a newspaper unit is now purely a business proposition. Unless it is so, it cannot exist, survive and develop. While proclaiming their public service every day, the newspaper units, as business propositions, must serve business interests and should have political affiliation. Newspapers must, however, if they claim to belong to a profession, observe a code of ethics and maintain the honesty and integrity of a profession. If they do so there is no need of any criticism. Financial considerations are however supreme.

5) Research Methodology

The analysis and evaluation of the study attempts to make comparative analysis of inputs of new press cost, production cost and circulation details yearwise from 2002-2009.

The emphasis is laid on the analysis of Kesari in detail, the obvious reason being that primary data could be obtained without any reservation as I happened to be Manager and Trustee of Kesari Maharashtra Trust. Major hurdle was to get true information from other competing units.

Important and authentic information regarding newsprint cost, Circulation, No. of pages, Production cost, Commission to Vendor could be obtained by published data of Audit Bureau of Circulation (ABC) booklet, Newsprint traders, Vendors and Cost analysis of Kesari.

Some other information about editorial style, advertisement rates is gathered through questionnaires. All this information facilitate the objective of true analysis, which is necessary in research project.

All the newspapers selected are members of ABC except two which are circulated free of cost. But both these newspapers namely Bibwewadi Varta and Sinhagad Samachar provided sufficient information as they were printed in Kesari Press as a job work. One more free newspaper namely "The Circuiot" is being taken as a sample from a small town named Stockton-on Tees (United Kingdom).

All the six newspapers selected satisfy criteria for selection and all of them are selected for the purpose of comparative study.

Out of six newspapers Sakal and Lokmat are large scale newspapers.

Kesari and Prabhat are medium scale newspapers whereas Bibwewadi Vrutta and Sinhagad Samachar are free newspapers.

In addition to editorial and management questionnaire a separate questionnaire was prepared from Vendor to know various marketing policies adopted by the newspaper management which Contents -

- 1) Distribution Process
- 2) Commission passed on to vendors
- 3) Various Schemes of Product mix and market mix
- 4) Dumping of copies
- 5) Return of Copies
- 6) Reactions from readers
- 7) Market Surveys

It is to be noted that introduction in information technology and globalisation have affected the sales for or the newspapers. So in order to survive and to develop circulation newspapers and totally dependent on advertisement income. There is a rise in newsprint cost and other costs like other raw material, labour, transport, electricity. However Newspaper management in order to retain their circulation has shifted to advertisement income as a main source of income to make the newspaper unit viable.

Collection, Tabulation and Analysis of the Primary Data

(a) Questionnaire

For the purpose of collecting primary data three types of questionnaires were prepared.

- 1) Questionnaire for management wing.
- 2) Questionnaire for editorial wing.
- 3) Questionnaire for vendors

The Questionnaire covered the following points of information :

- 1) Nature of ownership
- 2) Years of existence
- 3) Circulation
- 4) Source of income from advertisement
- 5) Source of income from circulation
- 6) Type of editorial coverage and its relationship to editorial policy
- 7) Trade terms
- 8) Advertisements rates and their marketing mix
- 9) Newspaper cover price and split cover price.
- 10) Opinion on the types of journalism and on freedom of the press.
- 11) Measures taken to survive in competition. Like -
product diversification
product differentiation
technology
special marketing strategies (product mix and marketing mix)

Questions in these areas of information are asked for analyzing the nature of viability of a newspaper unit and its impact on the editorial and managerial policies which are relevant not only at the survival of their unit in competition but also at future expansion in order to maximise economies of scale in the various areas of management.

(b) Sampling

Criteria for selection of the newspaper units were -

The units selected in the purposive sample satisfy the following criteria :

- 1) They are large medium and free newspapers with an initial investment from Rs. 2 cores to Rs. 100 cores.
- 2) They are published in Marathi medium in Pune.
- 3) They attach importance to local coverage of news.
- 4) They are with a minimum breakeven circulation 50000.
- 5) They have steadily grown as daily newspapers with supplementary product diversification - (issue of free - supplement)
- 6) Changes in their ownership or management policies have been the result of their need to survive and expand for enjoying economies of scale to the maximum possible extent.
- 7) Generally the type of journalism they are using or the editorial style adopted has freedom of expression and in case of owners strangulating editors there has been changes in editorship from editors end under normal circumstances.

- 8) Generally they have been advocating a particular political ideology -implying considerable impact of political personality and party in power on their management. They therefore enjoy political support. However, none of them have lost their autonomy because of financial reasons. So far they have been surviving on their own financial strength from revenue from circulation and advertisements.

(c) Observations based on tabular analysis

On the whole circulation has been gradually increasing in all the cases.

The break-even stage is reached when the circulation is between 50,000 and 5 lakhs. However, the absolute number of circulation has nothing to do with the stage when break even is reached. Even if circulation is small when advertising patronage is satisfactory, break-even is reached at the earlier stage of small circulation. Still, however, circulation happens to be the main factor deciding viability of a newspaper unit. Apart from advertisements in the case of Bibwewadi of 4 pages almost 3 pages (more than 80% of the space) is occupied by advertisement.

***HYPOTHESIS AND THE STATEMENT
OF HYPOTHESIS***

Chapter 7

Chapter - 7

Hypothesis And The Statement of Hypothesis

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Chapter - 7

HYPOTHESIS AND THE STATEMENT OF HYPOTHESIS

1) Preliminary Remarks :

Information Technology and Globalization have created challenges before marathi or language newspapers. Free and easy accesses to information and trend towards english language became challenge to expand its circulation or readership for regional language newspapers.

Information Technology and globalization brought many positive advantages for newspaper industry like

- 1) Free access to world news
- 2) Fast news inputs
- 3) Availability of photographs
- 4) Availability of Statistical Data
- 5) Transfer of pages from one place to another at numerical cost.
- 6) Attractive layouts, scanning of colour photographs.
- 7) Improvement in quality and contents.

Whereas few challenges like -

- 1) Late communication to their readers in print form.

- 2) Transformation of youth from regional language to english language.
- 3) Restriction of limitations on circulation.

To face these challenges marathi and regional language newspaper units took various steps, like-

- 1) Modernization of news room and production
- 2) To tap various news sources for revenue.
- 3) Information with attractive layouts and entertainments.
- 4) To find new areas for circulation.
- 5) New editions for speedy circulation.
- 6) Aggressive marketing and forced circulation through market mix.
- 7) Reduction in production cost by automation.
- 8) Ways to generate Advertisement income and other sources.
- 9) As the rates of advertisement are increased for customers, newspapers introduced split advertisement rates for different areas.
- 10) Reduction in newspaper cost.
- 11) Newspapers tried to balance viability of newspaper unit

In the preindependent period, Marathi Newspapers were started to propagate particular views. The owners or publishers faced hardships for the survival. Number of newspapers were closed down because of financial constraints or after the death of an editor. Newspapers started by Gopal Ganesh Agarkar, Dr. Babasaheb Ambedkar, Karve,

Paranjpe, Mahatma Gandhi, Namjoshi were shut down within short period of time. There was no professional approach. All these thinkers communicated their ideologies to common man to mould their opinion, motivate them for freedom in all aspects of life for the benefit of nation and mankind. While studying the 130 years history of "kesari" I found out that for the first few years losses made by publication were balanced by law classes.

Though marathi newspapers were started to educate the masses, it was a business proposition or it involved expenditure and trading.

Business is a typical economic activity with an objective of earning returns. Marathi newspapers which in the past were views paper and not with a view to get profits. Still it is a service industry. And one has to manage it with economical viability.

Newspapers cannot simply aim at profit maximization. They must operate in public interest must adopt policies of social and national interest. Being a mass media or communication tool they must accept a code of ethics and must contribute towards social upliftment, democracy, freedom and justice.

Newspaper is believed to be the four estate of democracy. Which gives the power of expression. But at the same time one must look at its economic viability. As profit is an index of efficiency .

The role of press in democracy is to guard the interest of common man as a guardian of democracy.

Therefore the nature of newspaper industry is different than that of others-

- 1) Qualitatively and quantitatively a newspaper industry is different from other industries.

- 2) There is a direct correlation between freedom of expression and circulation of a newspaper.
- 3) Newspaper is sold twice i.e. by way of circulation and by way of advertisement space.
- 4) In long run credibility of newspaper does count.
- 5) It is perishable good which do not get any value after few hours.
- 6) There is a vicious circle without circulation, a newspaper unit can not get advertisement income and without advertisement income it cannot get profit which you can use for better quality which ultimately results to increase circulation.

So it is necessary to have professional management to run this business.

2) Formulation and testing of hypothesis

Marketing policies of newspaper units in modern times aim of planning optimum circulation strategies so that equilibrium position is attained at the point of $(MR = MC)$ (Marginal Cost are equal to marginal revenues) in the short run and $AR = AC$ (Average costs are equal to average revenue) in the long run. At this point of equilibrium normal profits. (as part of costs) can be earned. The Audit Bureau of circulation certifying circulation has changed its conservative policy for commission and have added scheme costs and have restricted them only to cost of waste paper (Raddi or scrap). Whereas the production costs of raw material have already costs the sale-prices.

Previously free-circulation in optimum newspaper management was a dream (night-mare). However, during the last few years Indian newspapers, as a matter of policy influenced by the compulsion of Vendors and ABC, have restricted their per copy price or reduced the price of their newspaper to Rs. 1 by increasing Vendor commission for pushing readers to purchase their newspaper. This marketing strategy has proved profitable even if the product is sold as a scrap. These marketing strategies have been adopted by leading newspapers like Times of India. Though the cost of this aggressive marketing was huge, circulation- revenue- loss was the main consideration and alternatives to traditional marketing strategies were to be accordingly chosen. The elements of aggressive marketing strategy were - to find out alternative sources of income and introduce qualitative changes (a kind of product differentiation) for financial stability in the long-run. Thus there was a change in emphasis. Uptil now 40% of income depended on sale of copies, but the new marketing philosophy or Trendier strategies transformed financial policy such that apart from income from circulation sale a newspaper unit has to depend on advertisement income only for survival and expansion. This implied that newspaper managerial economics (modern newspaper management) realised the existence and impact of a virtuous circle-viz-large circulation advertisement- additional qualitative improvement - additional circulation- additional revenue. This non-traditional virtuous circle gets additional input of forced circulation without revenue in the initial stages but is instrumental in getting various economics of scale in the long run thereby making average revenue cross the average costs creating a profit margin. This marketing strategy may be considered as a blow by medium and small newspapers. They may not adopt this strategy in view of the volume of capital to be invest-

ed on a large without immediate revenue. Under the circumstances they have to make planned efforts to reduce costs of production through

- (a) Reduction in newsprint cost. - because newsprint cost forms 60% of total expenditure which can be reduced by reducing number of pages and by reduction in width, length and thickness of newspapers.
- (b) Use of latest information technology for getting technical economies of scale
- (c) Colorful attractive layouts.
- (d) Tie-up with contractual feature agencies
- (e) Increasing local coverage by appealing individual customers by canvassing campaign.
- (f) Tie-ups for national news.
- (g) Starting zonal editions for catering local interests of advertisers.
- (h) Getting specialization patronage through practical, local, caste, language and crisis appeal.
- (i) Use of modern communication techniques.

The objective of all these measures or strategies is to attain financial stability by increasing circulation and survive in the background of global wave.

Today all the newspaper units (small, medium and large sized) are well equipped with latest printing technology (offset, colour printing, DTP, scanning, internet, accessibility, computerized accounts and

administration, digital photography etc.) As a result their competitive strength has increased. Use of latest technology has enabled them to reduce cost of production per unit of newspaper so that they can survive and grow against giant competitors. With lower costs of personnel, advertisements, paid news, government, advertisements, yellow, journalism etc.) newspapers can manage to survive by adopting aggressive product-mix and marketing-mix strategies.

3) Assumptions underlying the Hypothesis

- i) All the units in the sample have been making consistent and continuous efforts to increase circulation of the main newspaper.
- ii) The break-even stage is reached when the circulation is between 50,000 and 1 lac.
- iii) Break-even can be reached even when circulation is small but income from advertising is increasing.
- iv) Circulation is the chief factor deciding viability of a newspaper unit. In Pune free Newspaper Lists Bibwewadi parisar, Sinhagad parisar or Kothrud Mitra are distributed once in a week free of cost which contains 80% advertisements and 20% editorial matter. For last few years they have survived with profit.
- v) The benefit (economies of scale) derived from large circulation, if passed on to the customers in the form of a free copy along with the main newspaper, a newspaper unit can increase its profitability in the long run.

4) Statement of hypothesis

Development of a newspaper depends on the optimum circulation or readers. Advertisement revenue which is major source of income depends on the reach of media. In order to achieve this circulation or readership length in a modern competitive world not only print media but television and internet media need to expand its reach for survival.

- 1) Survival in competition
- 2) Expansion after survival
- 3) To achieve newspaper unit as viable business proposition
- 4) Restore credibility or its social responsibility as a fourth estate in democracy

To achieve these four stages management has to put into practice economic, organizational, resources, modernization, Manpower, technology and all such changes and strategies which can help them to survive. With there main motive of fourth estate of democracy.

To fulfill these commitments, it is almost essential to bring major changes in resource management. This resource management has four important dimensions viz. Manpower or personnel, technology, adoption of suitable journalism and marketing. In bringing about such a change, the management has to face several problems in the various areas of operation. Unless these problems are solved, neither survival nor expansion is possible.

These problems are -

- a) What kind of editorial style is to be adopted.

- b) What kind of patronage, the newspaper unit would prefer.
- c) What other income sources can be tapped.
- d) There is resentment to any radical change in the management style. Between external and internal resentment to change, management must cope first with the internal resentment creating internal management problems. Thus, while making an attempt to maximise economies of scale for strengthening the unit, the pragmatic solutions to the internal management problem is the key to survive and expand.

After going through all these views the ultimate aim crystallize as follows -

With high motives and ideologies to educate masses and moulding there opinion for Swaraj or betterment of human being a newspaper unit should run as a business proposition having sufficient adaptability or flexibility to change according to internal and external forces and ultimately determine viability survival and expansion through circulation. Information technology and globalization have forced newspapers to expand their circulation by every possible means of marketing strategies. Because of the competition cost of newsprint has increased subsequently, newspaper's cover price has become stagnant or have been reduced by 50% which is ultimately leading towards free newspaper for achieving maximum circulation.

This has changed the newspaper and its contents of information which is ultimately leading to dilute the basic objective as a fourth estate or social responsibility for betterment of human being.

***TABULAR PRESENTATION AND
ANALYSIS OF PRIMARY DATA***

Chapter 8

Chapter - 8

Tabular Presentation and Analysis of primary data

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Chapter - 8

TABULAR PRESENTATION AND ANALYSIS OF PRIMARY DATA

1) News Print :

Newsprint is major raw material required for a newspaper. It involves 50% to 60% cost of total expenditure excluding ink, chemical and plates.

Soon after Independence, newsprint was controlled by Government through Registrar of Newspaper Institute. RNI used to certify newspaper circulation and Newsprint quota. Which was divided between indigenous and foreign newsprint. In those days sudden growth of a newspaper was difficult as they could not get the newsprint. Even there was no choice about indigenous newspapers mills or quality. Small size newspapers used to sell their quota in black for growing newspapers.

Therefore news papers had to purchase all the new print quota by paying godown rents and bank interest for stock. Even they had to use this quota with the strategy of using white paper on front page and yellow paper for inside pages inorder to improve getup or look of a front page on the stall.

In 1979 the cost of newsprint was Rs. 1200 to Rs. 2000 (indigenous to imported) Per ton. Any change in fuel or excess demand from USA during election used to create price rise and shortage in newsprint supply. For this additional demand and inflation, management used to be alert and additional stock of newsprint with heavy cost of bank interest and Godown rent had to be paid for.

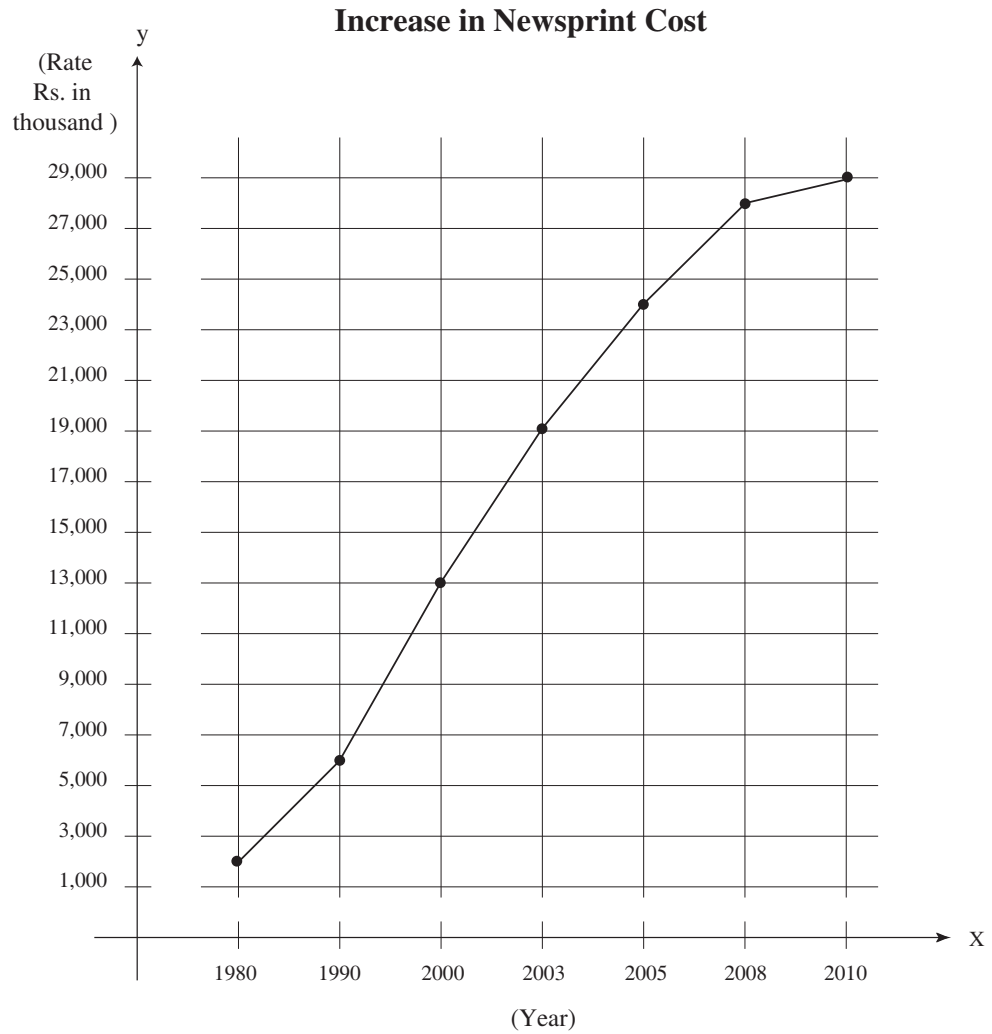
After Prime Minister Narsimha Rao Government, Dr. Manmohan Singh declared open economy, newspapers started getting newspaper as per their demand. But during this period newsprint prices went up, which did affect newspaper cover price and increase in production cost.

Table & Chart - 1

Newsprint prices per ton

	1981-1990	1991-2000	2001-2003	2004-2009
indigenous	1200	6000	17000	23000
to	to	to	to	to
imported	2000	8000	20000	27000

Chart - 2



As a consequence of increase in newsprint cost price per page rose from 0.02 paise to 0.28 paise per one page (Both sides).

Table & Chart - 3

Percentagewise increase in newsprint cost

1980	1990	2000 to 2003	2004 to 2008	2010
0%	50%	141%	191%	233%
16%	66%	166%	220%	275%

As the above table indicate newsprint cost went up from 141%-160% to 233% to 275% during the period from 1980 to 2010.

Increase in newsprint cost naturally increased the production cost of a newspaper

Table & Chart - 4

Newsprint Cost as per Pages

 Year Pages	2000	2002	2004	2006	2007	2010
2	.20	.21	.22	.24	.26	.28
4	.40	.42	.44	.48	.52	.56
8	.80	.84	.88	.96	1.04	1.12
10	1.00	1.06	1.10	1.20	1.30	1.40
12	1.20	1.26	1.32	1.44	1.56	1.68
16	1.60	1.68	1.76	1.92	2.08	2.24
24	2.40	1.52	2.64	2.88	3.12	3.36

Newsprint cost per page has increased from Rs. 00.20 to 00.28 during year 2000 to 2010. As the number of pages increases the cost grow to that extend

Analysis of circulation average terms and price of
every newspaper as per ABC record.

Table & Chart - 5

SAKAL - Pune

Year	Circulation	Average Trade term	Price in Rs.	
			daily	Sund
2002	3,36,124	35%	2.00	
2003	3,40,370	35%	2.00	2.50
2004	3,56,417	40%	2.50	2.50
2005	3,56,760	37%	2.50	2.50
2006	3,79,578	31%	2.50	3.00
2007	3,91,942	31%	3.00	3.00
2009	4,25,060	31%	3.00	3.00

Table & Chart - 6

LOKMAT - Pune

Year	Circulation	Average Trade term	Price in Rs.	
			daily	Sund
2002	1,22,174	32%	*2.00	2.00
2003	1,22,430	32%	*2.00	2.00
2004	1,24,695	32%	*2.00	2.00
2005	1,49,403	32%	*2.00	2.00
2006	1,55,985	32%	*2.00	2.00
2007	1,57,392	32%	*2.00	2.00
2009	2,16,611	32%	*2.00	2.00

* The price in rural area was Rs.1 with 50% trade terms.

But it is not mentioned in A.B.C. audited certificate.

Table & Chart - 7

KESARI - Pune

Year	Circulation	Average Trade term	Price in Rs.	
			daily	Sund
2002	42,928	32%	2.00	2.50
2003	42,591	32%	2.00	2.50
2004	41,095	32%	2.00	2.50
2005	39,073	32%	2.00	2.50
2006	39,206	35%	2.00	2.50
2007	39,805	35%	2.00	2.50
2009	41,452	35%	2.00	2.50

Few copies in rural area of solapur are sold at Rs.1
with 30% trade terms.

Table & Chart - 8

PRABHAT - Pune

Year	Circulation	Average Trade term	Price in Rs.	
			daily	Sund
2002	25,547	35%	1.50	2.00
2003	23,422	35%	1.00	2.00
2004	22,460	35%	1.00	2.00
2005	27,463	35%	1.00	2.00
2006	29,614	39%	1.00	2.00
2007	31,136	39%	1.00	2.00
2009	Figures are not available in ABC			

Table & Chart - 9

PUNYA NAGARI - Pune

Year	Circulation	Average Trade term	Price in Rs.	
			daily	Sund
2002				
2003	3,55,263	34%	1.00	1.50
2004	4,33,037	34%	1.00	1.50
2005	4,47,580	31%	1.00	1.50
2006	4,02,139	32%	1.00	1.50
2007	4,01,681	32%	2.00	2.00
2009	4,35,527	34%	2.00	2.00

*5 editions together. Average 6 pages when it was sold at Re.1 and page level was 6 to 10 pages with circulation of four to five lacs. In 2007 it was sold at Rs. 2.00 with actual 34% trade terms. Actual sales are dropped to 2 lacks per day.

Sinhagad Parisar and Bibwewadi Parisar or Kothrud Mitra

Average sale 20 to 25 thousand with 4 pages. All the copies printed are circulated free.

2010 they have added one more edition Chakan Parisar, once in a week and their distributor cost goes to Rs. 2.5 lacks per month.

Circulation Income and Expenditure charts of various newspaper taking into consideration
360 days average printing days with 52 Sunday issues.

Table & Chart -10

Sakal - Pune

Year	Circulation	Average Trade Term	Average pages	Cost per pg. in Paise	Rate per copy	Circulation Income in Lacs	Expenditure in Lacs	Profit & Loss in crores
2002	3,36,124	35	20	.20	2	1629	2420	-7.91
2003	3,40,374	35	20	.21	2	1650	2573	-9.23
2004	3,56,471	40	22	.22	2.5	1924	3105	-11.81
2005	3,56,760	37	22	.24	2.5	2022	3390	-13.68
2006	3,79,578	31	22	.24	2.5	2133	3607	-14.74
2007	3,91,942	31	24	.24	3.00	2961	4402	-14.41
2009	4,25,060	31	24	.26	3.00	3167	5141	-19.74

Table & Chart - 11**LOKMAT - Pune**

Year	Circulation	Average Trade Term	Average pages	Cost per pg. in Paise	Rate per copy	Circulation Income in Lacs	Expenditure in Lacs	Profit & Loss in crores
2002	1,22,174	32	20	.20	2	598	879	-281
2003	1,22,430	32	20	.21	2	599	925	-326
2004	1,24,695	32	20	.22	2	610	987	-377
2005	1,49,403	32	22	.24	2	731	1290	-559
2006	1,55,985	32	22	.24	2	763	1347	-584
2007	1,57,392	32	22	.26	2	770	1473	-703
2009	2,16,611	32	22	.28	2	1060	2183	-1123

Though sale rate is shown Rs. 2.00 per copy, it was sold at Re. 1 with 50% trade term till 2005.

With a negative circulation income source compared to newsprint cost

Table & Chart - 12**KESARI - Pune**

Year	Circulation	Average Trade Term	Average pages	Cost per pg. in Paise	Rate per copy	Circulation Income in Lacs	Expenditure in Lacs	Profit & Loss in crores
2002	42,928	32	10	.79	2	210	146	+64
2003	42,591	32	10	.20	2	208	153	+55
2004	41,095	32	10	.21	2	201	155	+46
2005	39,073	32	10	.22	2	191	155	+36
2006	39,206	35	10	.22	2	190	155	+35
2007	39,805	35	12	.25	2	193	214	-21
2009	41,452	35	12	.27	2	201	241	-40

* Cost per page is reduced by .01 paise compare to other newspapers as Kesari Changed their cutoff size
i.e. height from 560 m.m. to 508 m.m.

Table & Chart - 13**PRABHAT - Pune**

Year	Circulation	Average Trade Term	Average pages	Cost per pg. in Paise	Rate per copy	Circulation Income in Lacs	Expenditure in Lacs	Profit & Loss in crores
2002	25,597	35	10	.20	1.5	94	92	+2
2003	23,422	35	10	.21	1	62	88	-26
2004	22,460	35	10	.22	1	60	88	-28
2005	27,463	35	10	.24	1	73	118	-45
2006	29,614	39	10	.24	1	79	127	-48
2007	31,136	39	10	.26	1	83	145	-62
2009	---	---	---	---	---	---	---	---

(Revenue and expenditure in lacs) Prabhat sell their copies for Rs.1 in Nagar Dist with negative profitability.

Table & Chart - 14**PUNYA NAGARI - 5 Edition - Pune**

Year	Circulation	Average Trade Term	Average pages	Cost per pg. in Paise	Rate per copy	Circulation Income in Lacs	Expenditure in Lacs	Profit & Loss in crores
2002	---	---	---	---	1	844	1208	-364
2003	3,55,263	34	9	.21	1	1053	1543	-490
2004	4,33,037	34	9	.22	1	1111	1740	-629
2005	4,47,580	31	9	.24	1	984	1563	-579
2006	4,02,139	32	9	.24	1	1966	1879	+87
2007	4,01,681	32	10	.26	2	not available	na	na
2009	4,35,527	43	10	.28	2	2069	2195	-126

* Average trade terms are shown as per A. B. C. certification and which is actually not used in the market i.e. 50% when it was introduced. In most of the years there is a negative profitability.

Table & Chart - 15

Sinhagad Parisar and Bibwewadi Parisar

Free Newspaper

Year	Together Circulation	Cost per pg.	Weekly	Expenditure
2002	44,000	.20	104 days	9,15,200
2003	44,000	.21	104 days	9,60,960
2004	44,000	.22	104 days	10,06,720
2005	44,000	.24	104 days	10,98,240
2006	44,000	.24	104 days	10,98,240
2007	44,000	.26	104 days	11,89,760
2009	44,000	.28	104 days	12,81,280

(Rs. 2,50,000 distribution cost per month)

which has been constantly increasing.

After going through the various figures & statistics of newsprint expenditure and circulation revenue. It becomes necessary for everyone to study the complications of these trends in depth and newsprint management.

Newsprint which is the main raw material affects the viability of a newspapers unit. About a decade back newsprint expenditure was 60% of total expenditure. After going through the economics or costing analysis of a newspaper unit, **it was surprising that the percentage of newsprint expenditure went down by 8 to 10 % inspite of hike in newsprint prices.**

To face the hike in prices and stagnation in all the newspaper price management slowly tried to cut the consumption of newsprint without cutting number of pages.

**2) Steps taken by all the Newspaper units
to save newsprint :**

a) Reduction in grammage, i.e. thickness of the paper :

As I have mentioned earlier, there was no choice for newspapers but to purchase newsprint. It was licensed to raj and indigenous mills they used to produce newsprint with more thickness i. e. 52 to 53 grammage. It was not even and used to vary every six inches, length-wise as well as widthwise.

In 1982 to 86 all the newspapers shifted themselves from letterpress to offset technology. Offset technology helped them for better printing, photo compose and mainly it became possible for them to use newsprint with less grammage or thickness.

As newsprint became import free item, Newspapers started importing fine or thin newsprint up to 45 grammage. Even indigenous mills with new machinery started manufacturing newsprint with 45 gsm. This helped newspapers to get additional length or copies in same weight.

Which resulted to save newsprint cost up to 12%. That was the major advantage for all the newspapers.

b) Reduction in Width :

Standard size width of a newspaper (for two pages) used to be 33.5". Few newspapers like Times of India having double width machinery used to have 67" width reels.

As the newsprint prices started rising, Newspapers started demanding the 32" width newsprint. Few new mills introduced 32" width paper

and even big newspapers changed their policy to have 32" width. The reduction in width was continued, and Times of India came with an advertisement of their product with words : "It is easy to handle."

And all the newspapers started using newsprint with 30" width. Whereas few newspapers started using 28" width.

This helped all the newspapers to save expenditure on newsprint up to 9.5%. (3% for 1")

c) Height of a newspaper

Height of a newspaper depends on the cutoff size of a printing press. It cannot be changed over night. But looking at price rise in newsprint every management started thinking of it. Whenever they get chance to change the machine which is costly investment they thought of returns by saving newsprint cost which will be long term saving.

Whenever they change the machine, it went for 560 m.m. cutoff from traditional 579 cutoff which saved 3% of newsprint cost to pay back their investment.

Whereas smaller newspapers purchase machines with 545 m.m. cut-off which saved additional 4% of their newsprint cost.

Few newspaper purchased 508 m.m. cut of which helped them to reduce newsprint cost up to 7%.

In short journey from 579 to 508 m.m. saved the newsprint cost by 14%.

d) Handling of newsprint reels

As newsprint became a major expenditure, management of every newspaper started observing it with maximum efficiency.

Earlier days there was very less choice. As the main transport mode for newsprint was railway. From factory or dock to railway by truck and again from railway station to godown and godown to machine room costed damage to newsprint reels and this amounted to the tune of 3 to 4% of total expenditure.

After free economy management started taking care of handling and transportation of news reels, which are heavy as 340 kg. per reel.

Direct transport from Mill to godown by truck and smooth transport from godown to machine room can save at least 2% of newsprint cost.

e) Other Means for saving newsprint expenditure. As the fuel cost hike up transportation became costlier. Newspaper started to purchase the newsprint from nearest mills to save transportation cost and instead of 9 to 10 tons newsprint, newspaper started demanding 15 tons newsprint in one truck. So that transport cost is divided on more tonnage.

Similarly after free economy policy one can get the quantity as per their requirement. So management bought the stock of newsprint to last for one month and saved interest and storage charges.

Even there was the choice in newspaper quality. So management started using cheaper newsprint for non commercial pages and costly newsprint for front page and colour commercial pages. Now all the

newspapers have switched towards colour pages so this strategy have less impact.

The wastage of newsprint is to the tune of 10% as per ABC norms. With latest technology management tried to minimize the wastage in printing process.

All these steps helped newspaper to reduce its newsprint cost

1)	Reduction in grammage	12%
2)	Reduction in width	9.5%
3)	Height of a newspaper	14.0%
4)	other savings	4.50%

		40.00%

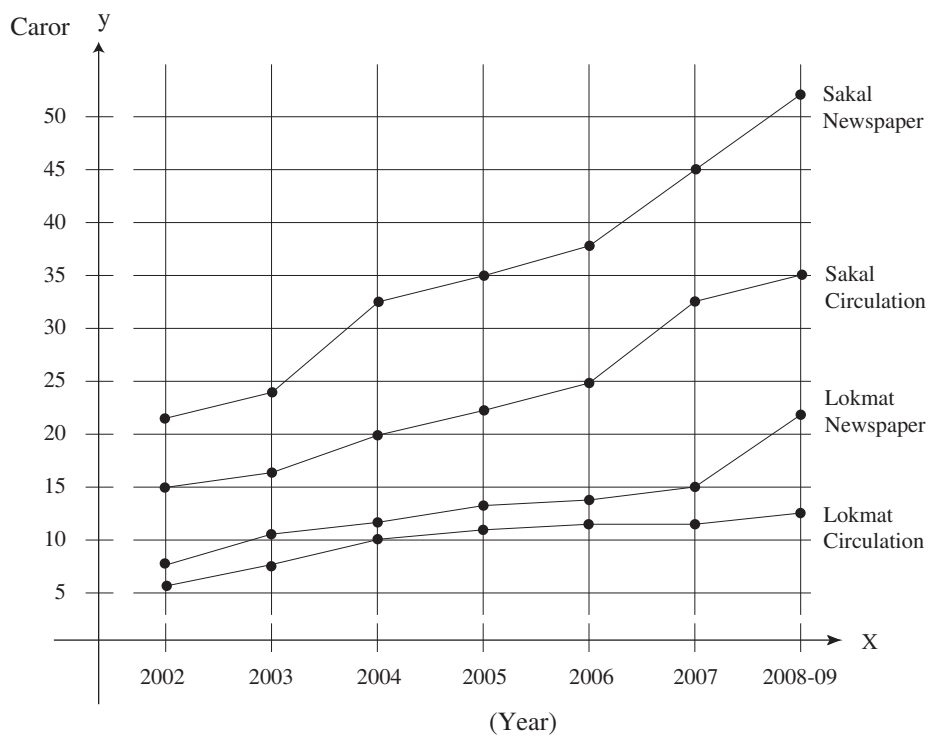
This 40% of reduction in newsprint expenditure have helped newspapers to survive inspite of increase in newsprint rates and to maintain per copy price.

If newspaper management is successful in taking economy measures in the various area of production, transport and product differentiation its capacity to survive in the short run. In the long run, break-even position (Average revenue = Average newsprint cost) can be achieved even in inflationary tend at macro level.

3) Increase in circulation revenue and newsprint expenditure

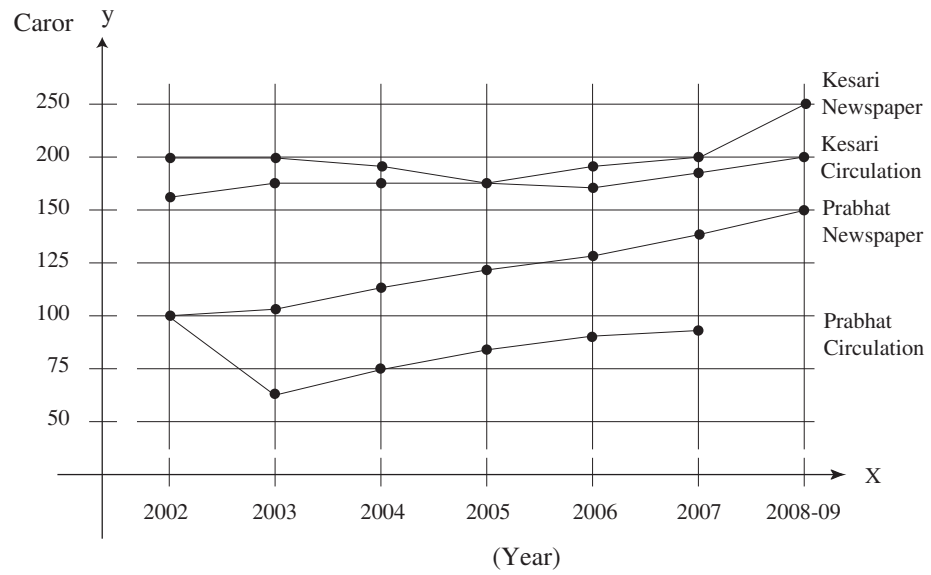
(Big size Sakal, Lokmat & Punya Nagari)

Table & Chart - 16



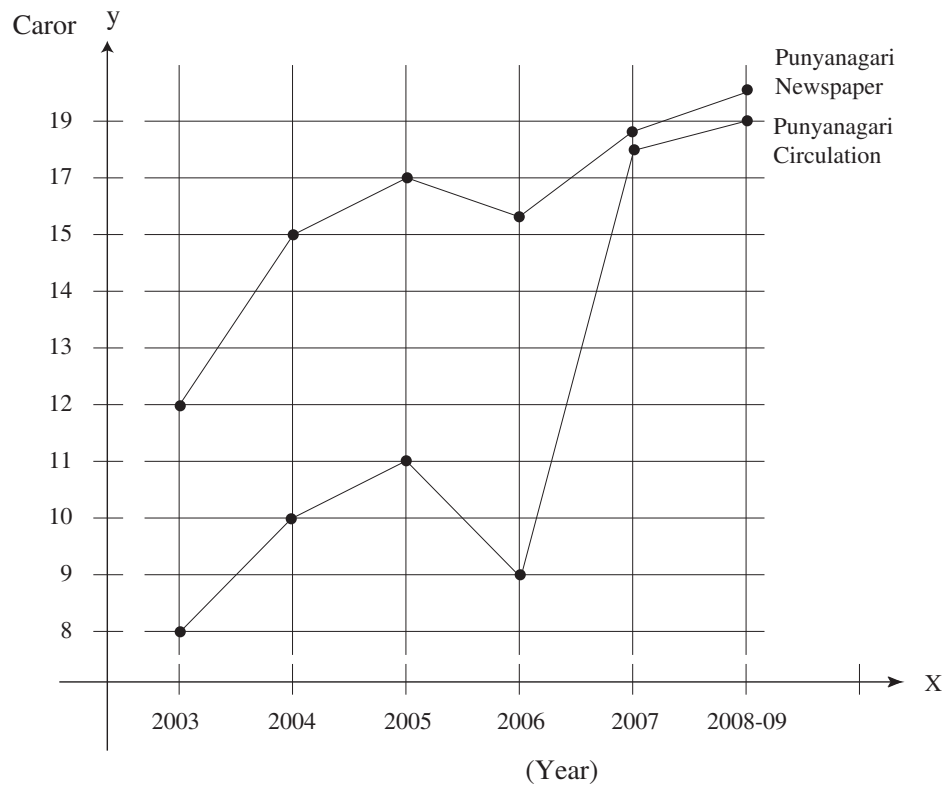
During the period from 2002 to 2009 circulation income of Sakal increased proportionately. Whereas circulation revenue and newsprint expenditure of Lokmat managed to keep lower.

Table and Chart - 17



In the case of Kesari and Prabhat circulation revenue showed relating upward trend.

Table & Chart - 18



In the case of Punya Nagari there was a sharp increase in circulation since year 2006 which was maintained till 2008-2009.

4) Production Marketing and Financial Status of newspapers

Sakal Pune

- 1) Market leader. 79 years background
- 2) Strong distribution network with monopolistic approach.
- 3) Maximum number of pages, supplements and quality production to cater to all members of family.
- 4) Strong political patronage.
- 5) Loyal readership for generations.
- 6) Increase in cover price with support of scrap value became profitable for readers as well as agents.

i.e. Cover price	Rs. 2.00	Price Rs. 3.00
trade term or commission 30%	.60	.90
- 7) Offers various schemes imitate after competitors schemes.

Lokmat - Pune

- 1) State level market leader with strong financial advertisement support.
- 2) More number of pages, supplements to cater common man.
- 3) Strong financial & political patronage.
- 4) Strong marketing with various market mix.
- 5) Quality printing.
- 6) Introduced with half price as introduction price.
- 7) Large scale dumping of newspaper copies.
- 8) Not profitable for agents without schemes.

Kesari - Pune

- 1) 130 years heritage with strong historical background.
- 2) Loyal readership.
- 3) Weak financial and political support.
- 4) Normal trade terms & no dumping.
- 5) Quality printing with minimum pages.
- 6) Policy of survival rather than aggressive marketing because of weak financial base.
- 7) Set loyal distribution network.
- 8) Stagnation in circulation.

Prabhat - Pune

- 1) Loyal readership in common man, partial literate.
- 2) Medium level financial patronage.
- 3) Set distribution net work
- 4) Few market mix schemes to limited area and with limited financial responsibility.
- 5) Stagnation in circulation

Punyanagri

- 1) Popular readership at cheap price.
- 2) Strong distribution network.
- 3) Faceless Journalistic approach.

- 4) Entertainment rather than serious newspaper.
- 5) Strong financial support.
- 6) Profitable for distributors at low investment.
- 7) Stall sale.

Bibwewadi & Sinhagad Parisar

- 1) Free newspaper in limited area.
- 2) Controlled circulation as per advertised revenue.
- 3) 80% advertisement to 20% editorial ratio.
- 4) No fresh news.
- 5) Only a business proposition.
- 6) Limited financial patronage

Questionnaire to editors or managers could answer 80% questions but couldn't answer financial questions as per the management policy of their newspaper.

Sakal

- 1) 79 years of continuous printing history.
- 2) Sakal - daily since inception additional by products like Saptahik Sakal (weekly) and Maharashtra Herald daily in English.
- 3) Price Rs.3 for daily Sakal.
- 4) Geographical area : Pune Sakal covers Pune, Satara, Ahmednagar districts.

- 5) Editorial employees 140 plus.
- 6) Advertisement revenue more than circulation revenue.
- 7) Total circulation as per A.B.C.
- 8) Method of Printing : Automatic offset with facility of all colour pages and automatic for Computer to plate printing.
- 9) Strong marketing & distribution.
- 10) Cost Break-up-unanswered.
- 11) Longterm sustain policy to keep leading position. Latest technology is adopted to keep with time.
- 12) Problems
 - a) Labour - no problem or stricks, percentage of migration in editorial staff is more.
 - b) Material - Easily accessible.
 - c) No comment.
 - d) Competition - One has to be alert as there is tough financial competition with reduction of price and various attractive schemes.
 - e) Freedom of expression - The concept of freedom of expression is too vague. And it is there within the managerial policy.
 - f) Sakal being a leader have viable base to face various small time marketing games.

Lokmat

- 1) Started printing in Pune edition in 2000.
- 2) Daily.

- 3) Rs.2.
- 4) Is published from many cities but for Pune edition we cater Pune, Satara and part of Ahmednagar.
- 5) Editorial staff 100 pluses.
- 6) As we are having combined rate card with various combinations it is difficult to get correct valuation for Pune edition.
- 7) We are new to this city. We have developed sufficient base with in short time.
- 8) Modern latest four colour offset machinery with automation.
- 9) With introduction price & various schemes we have reached interiors of the area.
- 10) With network in all over Maharashtra, cost element for editorial contents became lower is comparison to other newspapers.
- 11) In Maharashtra Lokmat have achieved number one position and we are trying to get that position in all big cities.
- 12) Corporate planning. We are not involved directly.

Nature of problems faced by Newspapers

- a) Labour - No strikes lot of migration in editorial personnel.
- b) Available
- c) We have strong financial face.
- d) Every where we have to fight with market leaders in that area.
- e) Within management policy.

- f) With number one position all over Maharashtra. We are self sufficient.

Kesari

- 1) 130 years heritage (4th Jan. 1881)
- 2) Daily Kesari and buy products like monthly Chawa, Annual Sahyadri, Maratha and Tilak Panchang.
- 3) Rs.2 daily, Rs. 2.50 on Sunday.
- 4) Pune, Satara, Ahmednagar, Solapur.
- 5) Editorial personnel 28.
- 6) 60% to circulation revenue.
- 7) Constant circulation of 41000 copies.
- 8) Automatic colour offset printing.
- 9) Set marketing system with few changes as per competition.
- 10) Can't say - circulation revenue is less than Advt. revenue.
- 11) To increase strong financial face to face competition and search new modes income generation.
- 12) Problems
 - a) labour - no strike. Just changing attitude in editorial staff.
 - b) Easy to get.
 - c) All bank finance.
 - d) Hard competition from all the newcomers with unethical marketing strategies.

- e) Lokmanya Tilak's four fold programme i.e. Swaraj, Swadeshi, boycott and national education in perspective of Modern India.
- f) Not yet.

Prabhat

- 1) Since 70 years.
- 2) Daily.
- 3) Rs. 2.
- 4) Pune, Satara, Solapur, Ahmednagar, Sangli, Kolhapur.
- 5) 30 Editorial staff.
- 6) Good advertisement revenue.
- 7) Slowly growing.
- 8) Offset with colour facility.
- 9) Set distribution machinery and few schemes for limited area.
- 10) Can't say.
- 11) Have installed new machinery to compete with other newspaper.
- 12) Problems
 - a) Labour - no.
 - b) Free market.
 - c) Own finance base.
 - d) Hard competition.

- e) Full freedom of expression.
- f) Self sufficient.

Punya Nagari

- 1) Started since 2002.
- 2) Daily.
- 3) Rs.1 & Rs. 2.
- 4) All over western Maharashtra.
- 5) 20 editorial staff and 10 editorial staff for each edition.
- 6) Medium revenue.
- 7) Popular format - 50. lot of variation as per news.
- 8) Offset colour.
- 9) Strong agents, network.
- 10) Not yet achieved.
- 11) Increase circulation & advertise revenue.
- 12) Problems
 - a) Labour - no problem.
 - b) Material - easy to get.
 - c) Finance - Own and bank.
 - d) Competition - different client compare to main newspapers i.e. partially literate readers.
 - e) Full freedom of expression within policy.
 - f) Self sufficiency.

Bibwewadi & Sinhagad Parisar

- 1) For last 9 years.
- 2) Twice in a week.
- 3) Free of cost.
- 4) Limited to Bibwewadi & Sinhagad road.
- 5) 4 Editorial Staff.
- 6) 80% advertisements.
- 7) Circulation of 22000 to 30000 copies per issue.
- 8) Offset.
- 9) Own distribution machinery.
- 10) Minimum 70% advertisement is break-up point.
- 11) Search additional outskirt areas of Pune.
- 12) Problems
 - a) labour - no problem.
 - b) Material available.
 - c) Financially viable.
 - d) No competition. free sale.
 - e) Freedom within management policy.
 - f) Self sufficient.

As all the newspapers selected for the study have got different circulation, pages, prices and marketing strategies to compare the data it became necessary to bring all the data to common parameter i.e. one lack copies. With this one can judge all of them together on one yard stick.

Table & Chart - 19

Name of Paper	Year	2002	2003	2004	2005	2006	2008	2009
Sakal	Circulation	4.84	4.84	5.39	5.66	5.61	5.50	7.45
	Revenue							
	Newspaper Expenditure	7.19	7.55	8.71	9.50	950	1123	12.09
	Difference	-2.35	-2.71	-3.32	-3.84	3.89	9.73	4.64
Lokmat	Circulation	489	499	489	489	489	489	4.89
	Newsp. exp.	719	7.55	791	863	863	9.35	1007
	Diff.	-230	-256	-302	-374	- 374	446	-518
Kesari	Circulation	4.89	488	489	488	484	484	484
	Newsp. exp.	340	359	377	396	395	537	581
	Diff.	+149	+129	+112	+ 92	+ 89	-53	-97
Prabhat	Circulation	367	264	267	265	337	266	-
	Newsp. exp.	359	375	391	429	542	465	-
	Diff.	+8	-111	-124	-164	-205	-199	-
Punyanagari	Circulation	-	237	243	248	244	489	475
	Newsp. exp.	-	340	356	388	388	467	503
	Diff.	-	-103	-113	-140	-144	+22	-289
Sinhgad & Bibvewadi Parisar		-	- 2.4	- 2.4	- 2.5	- 2.5	- 3.4	- 3.80
		-	2.4	- 2.4	- 2.5	- 2.5	- 3.4	- 3.80

After observing chart 19 one can observe major points like

- 1) Overall circulation income remains same. Some variation is seen because of variation in price or trade term.
- 2) Newsprint cost have increased continuously. Variation is seen because of average no of pages and steps taken by management to save newsprint consumption. .
- 3) January from 2002 to 2009 there is continuous loss or difference in newsprint expenditure and circulation income is increasing every year.

5) Advertisement Revenue

Due to stagnation in circulation cover price and increase in newsprint and other expenditure like electricity, transport, labour cost. the dependence on advertisement revenue have increased to the June of 20% of all the newspapers.

Here is a advt. circulation revenue calculated on base of Kesari's balance sheet with variation in number of pages and circulation, as expenditures are increased proportion of variation because of percentage of profit depends on other strategic factors of newspaper.

Table & Chart - 20

**Shows of Changes in Proportion of Circulation
to Advt. Revenue for all newspapers**

Year	2002	2003	2004	2005	2006	2007	2009
Circulation Revenues	40%	39%	38%	36%	35%	34%	32%
Advertise Revenues	60%	61%	62%	64%	65%	66%	68%

6) Publishers of the Circuit Free Newspaper in UK

While I was in UK I happen to read a free newspaper called "Circuit" which was distributed free. I met the owner of the newspaper and tried to find out their concept regarding free newspapers.

The Circuit is the only independent free newspaper in circulation within East Cleveland and the Tees Valley (UK). Produced by Active Media UK which is a family owned company run by Maria and Jeff Smith. The Circuit was launched in March 2002 in East Cleveland and in August 2005 in the Tees Valley. First it was a monthly publication and it grew into a fortnightly which has increased their distribution to over 67,000 households per fortnight.

Each edition of the Circuit covers local editorial content as well as interesting local topics for their readers, viz Retail, Leisure and Pleasure, Health and Lifestyle, Sports, Scene, Business News, Classified, Recruitment, Motors and Property.

It offers colorful, creative advertising service as they produced the Circuit upon a higher grade of paper than that of usual newspapers ensures that the advertising message will stand out to the reader.

The ratio of matter to advertisement is 20-30% to 70-80%. Addition to this they have a commercial press which generates additional income to maintain press and administration cost. They offer booklets, calenders, menus, banners etc.

Here are the tables for The Circuit newspaper.

Table & Chart - 21

Distribution volumes by postal area for the Stockton Tees Valley
Circuit, Letterbox Deliveries

TS15	Yarm	1,050
TS16	Eaglescliffe & Egglescliffe	1470
TS17 0&5	Ingleby Barwick	4,850
TS17 6, 7, 8	Thornbay	2,714
TS18 1,2 & 3	Stockton Town Centre & Portrack	986
TS18 4	Oxbridge, Grangfield	1,401
TS18 5	Hartburn	980
TS19 0	Bishopton, Elm Tree & Whitehouse Farm	1,511
TS19 7	Fairfield	2,623
TS19 8	Bishopgarth & Eastfields	1,040
TS19 9	Roseworth	400
TS20	Norton	2,200
TS22	Wynyard	800
TS23	Billingham	1,475
	Total	23,500

Table & Chart - 22

Distribution volumes by postal area for the Middlesbrough Tees
Valley Circuit, Letterbox Deliveries

TS1	Middlesbrough Central	6,110
TS3	North Ormesby / parkend	1,340
TS4	Marton Grove / Grove Hill / Easterride	2,110
TS5	Acklam / Linthrop / Brookfield	5,465
TS7 0	Nunthrope	2,410
TS7 8	Marton / Low Gill	4,330
TS8 9	Hemlington	800
TS8	Coulby Newham	1,875
	Total	24,400

Using Stockton and Middlesbrough Distribution 47,940

Using Stockton and East Cleveland Distribution 42,560

Using Middlesbrough and East Cleveland Distribution 43,500

Total Distribution series (all three Editions) 67,000

Table & Chart - 23

Distribution volumes by postal area for the Middlesbrough Tees
Valley Circuit, Letterbox Deliveries

TS14	Guisborough	5,950
TS10	Redcar	3,500
TS11 8	New Marske	805
TS11 6	Marske by the Sea	450
TS12 1	Saltburn	1,665
TS12 2	Skelton / Brotton	1,675
TS12 3	Lingdale	600
TS13	Loftus	515
TS6	Lazenby	300
Pick up points As per page 2 of publication	Boosbeck, Moorsholm, Liverton Mines, Loftus, Easington, Skinningrove, Carlin How, Brotton, Skelton, Redcar, Guisborough	3,600
	Total	19,060

Using Stockton and Middlesbrough Distribution 47,940

Using Stockton and East Cleveland Distribution 42,560

Using Middlesbrough and East Cleveland Distribution 43,500

Total Distribution series (all three Editions) 67,000

SURVEY AND STUDY FINDINGS

Chapter 9

Chapter - 9

SURVEY AND STUDY FINDINGS

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Chapter - 9

SURVEY AND STUDY FINDINGS

1) The profile of a modern newspaper -

In pre-independence period all the Marathi and regional language newspapers were initiated with the objective of propagating the views of certain political, social, economical and cultural thought and dismissed world news of development or conflicts in order to develop the masses.

In India very few people were educated and had access to the thought provoking information from other countries. Theories like Marks, Mill or Spencer's, information on industrial revolution and conflict were necessary to build Modern India.

All the newspapers contributed to the making of free and modern India which was their goal.

After independence all the newspaper slowly transformed their role as a fourth state of democracy. As newspaper was an only powerful media for mass communication. Newspapers tried to mould the opinions of the people, against various regional, political, social conflicts in the country. They maintained their credibility. And became a power center in democracy.

In order to grab the power of the fourth estate for development of their own industries many business and political tycoons entered in newspaper's vocation as a business proposition. Once you invest in

large scale industry, all types of business tactics, strategies and marketing mix were introduced.

Newspaper became a consumer's product which met the demand of the buyer, which changed Newspaper format with various entertaining or informative features along with news and views.

For first 80 to 100 years we can find number of editors who with some ideology and sacrifice worked or marched as a volunteer towards betterment of country and upliftment of common man and equality. Lokmanya Tilak was their idol and tried to sow the seeds of 'Suraaj' or 'Ramraj' with combination of ancient Indian and modern philosophy. They fought for freedom of expression and social responsibility & ethics for newspapers.

During 1980 technological changes in newspaper industry began. Photocompose, offset, colour printing, D.T.P., helped newspaper industry to quality printing, saving time in processing in labour cost and area required.

Normally professional editors and publishers took advantage of technology to change the contents and to improve the face of the newspaper and make it more attractive and colorful to compete with the Television channels, which is a powerful mass media.

Twentieth Century came with new concept of information technology, internet, mobiles, with easy access to all the information in the world. Earth became a village. This was a new challenge for all the newspapers. Young educated generation prefer internet to newspaper for first hand information.

All these changes created a new profile of a modern newspaper.

- * Modern newspaper became more attractive and colourful.
- * Started publishing small local editions alongwith its state or national level profile.
- * Adopted all the technological changes and with the help of information technology made its base broad with fast communication.
- * True professional approach as a business preposition for viability of newspaper unit.
- * Newspaper contents should be up to date, informative, analytic, educative, entertaining and thus reach upto the modern social life and views.
- * Should expand its reach in the interiors of
- * Should cater various fields of modern youth like social, finance, entertainment, innovations, sports, health, culture, art, education etc. and touch all angles of life.
- * Should reach the readers in low cost or free of charge.
- * Should be designed for easy communication by pictures, simple and attractive language.
- * Should keep on changing its pattern as per readership and market surveys.
- * Editorial team will content people with specialized knowledge.
- * Even regional language will be changed or few words will be replaced with global bibliography for technical words.

2) Free newspaper - Implications (A Case Study)

Until now newspaper economics were dependent on two sources of income that is circulation and advertisement revenue.

Circulation is the main important parameter to get advertisement revenue. Even this depends on the quality of your readership having purchasing power.

For the last 10 years newsprint prices have been rising continuously. Which is the main raw material for the newspaper. Newspaper cover prices use to correlate with newsprint prices. For last 7 years newspaper cover price have reached stagnation point. Where as the newsprint expenditure is covered up by advertisement revenue.

During these years reduction in cover price under the scheme of 'Innovative Price' changed the trade terms, market mix, schemes, dumping of newspaper copies, forced newspaper towards dependency on advertisement revenue. As the advertisement became costlier split editions, split advt. rates came into existence.

Survival of the fittest came into existence. Small and Medium newspapers are struggling for survival.

During this period concept of free newspaper like Sinhagad or Bibwewadi Parisar came into existence, Similarly popular newspaper like PUNYA NAGRI made a successful entry. But couldn't achieve credibility, social responsibility, readers patronage and normally a media to mould opinion, which are the basic object of the newspaper. But they were successful to obtain advertisement revenue with stagnancy of split advertisement rates and could get profit or returns on advertisement.

3) 'Maharashtra Times' Pune edition (A case study)

Maharashtra Times from Mumbai have launched Pune edition with concept of innovative price.

For first four months Maharashtra Times have offered 24 pages colourful newspaper for Rs. 11 for four month. It is heard that 3 lacs subscribers have paid the subscription.

Table & Chart 24

Maharashtra Times

Newsprint & Distribution Expenditure for Four Months

Circulation	Average No.of pages	Distribu- tion cost	Per Page	Newsprint expenditure	Per Day
3,00,000	24	Rs. 20 per month	.28 paise	10,08,000 x 120 days	1209 lacs
Expenditures for four months will be 14.49 crores					

So expenditure for first four months excluding editorial, marketing, production and administration as per table will be Rs. 14.49 crores. Whereas income will be 33 lacs which do not cover distribution expenditure.

Recently DNA have offered a scheme of Rs. 240 per year. Rs. 120 will be parted distribution. So within Rs. 240 readers can get raddi of Rs. 338 i.e. Rs. 78 profit and agents can get profit of Rs. 218 per year without delivering to customers.

केसरी.

विद्यमि नो रे दध्याः क्षणमपि मर्यादितमेव गन्तव्येऽतीनाथ त्वमिह खटिनायां वनमसि ।
अस्मै क्षुधितायां खननकरविद्राघिनमहा-गुरुप्रावयामः स्वपितृ गिरिगमं हविषिभिः ॥

[illegible]

सर्वमानवस्यैवा नुस्यतः दानं प्रकटितम् ।

Lokmanya Tilak used his words as weapon

4) Role of optimum circulation with two way effect satisfying ethical objective of educating readers and financial objective of viability

Role of optimum circulation of free newspaper in ethical & financial viability.

Ethical role

Indian constitution guarantees of free expression. Free expression is essential for democracy.

The famous quotation of Lokmanya Tilak - "Swaraj is my birth right" is not limited only about political freedom. But social and economical freedom also.

Media plays vital role in freedom of expression. It is the mirror image or parameter of various free information or views. This critical role endows the media a hidden power or media is called as fourth pillar of democracy.

In all the democratic countries freedom of press is honored and they get some special powers to express people's views or to criticize the wrong doing, bureaucracy or government in power or in society.

But sometime when this freedom is used irresponsibly it can threaten the society. This line between right or wrong is so thin that it becomes difficult to judge. Suppressing this freedom of press also can harm democracy or society. Foreign television channels, internet, sms, websites have created new challenges before all the nations and their laws and check machinery. This free flow of information without any ethical checks affects the mindset of young generation and have created threat to society. We are in the midst of the Information Era. It is difficult to predict future impact of this technology on new generation.

Whether it is through free newspapers, television channels, internet, mobiles and paid information it will affect the behaviour of mankind. For more than 160 years Marathi newspaper, media have played a vital and responsible role, to mould the opinion of people for betterment of society and mankind. In the current situation newspaper media is facing, do's and don'ts problem and struggling to balance their credibility or social responsibility with new free uncensored flow of information. In various surveys an international levels experts have found ten principles for code of conduct. In addition to this right of minorities, gender equality, religion, culture, idols, social cultural boundaries are many more things mannered.*

Elements regulated in legal form	Ten principles most often found in national code of ethics.
1) Press Freedom	Freedom of expression, speech, comment, criticism.
2) Freedom of Expression	Respect for privacy
3) Censorship	Professional secrecy
4) Privacy	Truthfulness, honesty, accuracy of information.
5) Right to reply	Correction of errors.
6) Access to Public information	Fair means in information collections.
7) Source Protection	Prohibition of discrimination on the basis of sex, social, class etc.
8) Libel/Defamation Slander	Prohibition to discrimination on the basis of sex, social, class etc
9) Discrimination	Prohibition to allow any outsider to have influence on the journalistic work.
10) Precondemnation and court proceedings	Prohibition to accept bribes or any other benefits.

*Ref. Media and ethics laws - by Naval Prabhakar and Narendra Basu.

The discussion about ethical self imposed boundaries, arises between this study of trend towards free or forced circulation. In order to attract young generation to compete with new media like internet newspapers may lose the credibility or their social responsibility towards democracy national integrity or role of betterment of mankind or Swaraj.

It is observed that many free newspapers are becoming faceless and providing rare information without any ethical policy.

India is already facing various conflicts. Nationalism is affecting in various conflicts of culture, caste, language, state, resources, social life, etc.

This is the time when Print media should play vital role to cultivate future generation of our country in micro level and mankind in macro level.

b) Role of optimum circulation of free newspaper

as Financial object of viability

The concept of free or forced circulation came into existence after technological revolution. In 20th century it came into existence in West and followed by Indian newspapers. With exception of few small size local newspapers the policy was adopted by large size newspapers units. With help of technology large scale units got the advantage of marginalisation to reduceduplication of cost for free flow of information from one point to another and established number of editions in all over Maharashtra. This helped them to reach interiors of Maharashtra with few changes of local news or features.

All these multi edition newspapers collect the editorial contents on web space. And local editor selects the matter with one click or touch at keyboard or mouse. This does help newspaper chains to perform better at marginal cost as well as to get additional revenue of Advertisements.

But because of free and forced sale at reduced price circulation revenue have become stagnant or in some cases it helps just to balance the distribution expenditure.

"A free market brings with it a free press that supplies the diversity of opinion and access to information that a citizenry requires in order to act in a democratic responsible manner. John O' Neill (1992)

Where as Charles Moore (1997) then editor of the 'Daily Telegraph' described general elections- Newspapers must try to give their readers all the material they need to make that choice."

Without the freedom to choose, ethics becomes meaningless. But the concept of free or forced paper have changed this concept, as they don't sale the product but sale space to their readers for the viability of the newspaper unit.

As Colin Sparks (1996) argues - "Newspapers in Britain are first and foremost businesses. They do not exist to report news to act as watchdogs for the public, to be a check on the doings of government, to depend ordinary citizens against the abuses of power, to unearth scandals or do any other noble thing that are sometimes claimed for the press.

They exist to make money, Just as any business does. To the extent that they discharge any of their public functions, they do so in order to succeed as businesses."

All these views can explain the concept of paid news, paid campaigns, or sponsored articles.

McDonaldization is concerned with the efficient delivery of goods and services to the consumer ie. for newspapers have to make news readily accessible to readers. A brief scan of newspapers reveals greater emphasis on big (splash) headlines, humorous headlines, more sensational headlines along with shorter words, fewer words, short stories, bigger pictures, colour pictures etc. Newspapers offer readers news at glance or in brief. In order to attract more customers with minimum cost and maximum efficiency.

The McDonaldization theory emphasis on efficiency, calculability, predictability and control.

Newspapers in order to achieve viability have concentrated more on circulation figures and additional revenue from its only source ie. sale of space through Advertisement, paid campaigns and publicity.

c) Restrictions of Globalization or regional language newspaper

Globalization, Young Generation and Media

Later in the 20th century television media dominated young generation. This was the first opening and exposure to the world. Satellite television channels exposed foreign programs with less censorship and attraction of developed countries. Limitation of literacy made television media most popular among all the medias. Information, news, images, entertainment made media faster and more free than ever. Viewing surpasses listening and reading i.e. radio and television media around the world. Average daily use of television for children

is two to four hours. And this became a major source of information and education around the world. Which have caused serious concerns or change in the mindset of today's young generation. Various social and cultured problems around us are created by this free flow of information, Violence, eating disorders, sexual behavior, changes in priorities of life are the fruits of this uncensored exposé.

Though internet is more popular it has got its own limitations of literacy cost and authenticity. And developing country like India where 70% population is ill literate mostly depends on the television. But young generation is still getting attracted to words, Web, E-mails, chatrooms, facebook, down loading, computer games, software and music or pictures along with education and sports and spends majority of their valuable time for this.

Newspaper readership was affected by this new media and circulation started declining and lost advertisements for consumer good products. Many publications without government subsidies, political or Industrial Patronage were close down. Those that did survive had to raise their prices or the only way out was free distribution and concentrate on advertisement revenue.

Publications remained in the market with strong demand from youth who cater their specialized interests, comics, popular specialized supplements on computer, fashion, sports, science, business and music.

Readers were divided between educated youth and semi educated youth.

This created serious discussion regarding the short or long term effects of media toward young generation.

As per Naval Prabhakar and Narendra Basu -

Sociologist & researchers in different regions have observed some of the the following adverse effects -

- Growing influence of entertainment media upon youth their style and identity.
- Decreasing role of traditional sources of influence, family, school, community religion etc.
- Appeal of individualism or against collective or social achievements.
- Some confusion in values. Misguided sense of right or wrong.
- Blurred line between reality and advertisement or truth and success of selfish.
- Distortion between reality and expectation gap.
- New culture of glamour and celebrity.
- Creation of harmful or unrealistic stereotypes creaks intolerance.
- Emphasis on glamour, success and celebrity against education, creativity and culture.
- Tendency to think less for themselves and follow glamorous media set agendas.
- Young people do not discuss their problems with their parents or adults but follow the exportation on media for them.

This was a blow to newspapers and hence drop in circulation and their main objective to mould young generation with social and cultural ethics.

In order to attract young generation newspapers are coming up with new supplements like fashion, entertainment, rich social life, launching of new products, discarding old cultural festivals.

In 2001 UNICEF sponsored study tour for students on perception. The study showed young people in these cities felt the media do not portray youth realistically or sympathetically. Media shows exaggerated pictures of young people.

In Feb 1996 the guardian newspaper printed a two page article by the award winning reporter. He described the life and death of a girl prostitute on streets. It was sensitive and full of emotions. Next to it was a photograph of an anonymous 13 years old prostitute with her shirt open to her waist.

Thus the angle which criticized the author and condemned the picture as sensational and unnecessary.

These precautions should be taken by for print media. Young readers may lead them to unwanted business propagation viable. Inshort journalists or media planner should follow ethical norms and guidelines.

Restrictions of Globalization on regional language newspapers

After globalization and introduction of information technology, the educated young generation naturally turned towards English language. For free information and communication with all love for mothertounge, English became the world language.

In Europe English newspaper suffered a lot and lost their circulation in the interior towns and villages.

To some extent language newspapers helped to increase their circulation in interior of towns and villages.

In India because of number of regional languages, language newspapers had broader line limitations. In addition educated youth turned towards English newspapers or towards internet, web as a source of information.

This has restricted regional language newspapers to semi literate readers who are already more attracted towards television. This forced newspapers to bring down the cover price or freezing their prices in order to attract readers.

This also forced them to change their layouts, language and contents, as per the demand.

As literacy rate is growing slowly, regional language newspapers can survive in limited scope for few more years.

5) Circulation Coverage and Certification of ABC

Audit Bureau of Circulation (ABC)

While collecting primary data for research Audit Bureau of Circulation, circulation was the main and authentic source to depend. It is the autonomous body to get authentic paid circulation figures of all the member newspapers.

ABC have formed certain rules and regulation for accounting which helps to certify reliable circulation figures its, trade term and area-wise circulation to avoid malpractice. Period for certification is Jan to June and July to December, Certificate contains 6 month average paid circulation, previous period circulation, average minimum and maximum trade terms, (in past average number of pages) free copies and townwise analysis.

90 days credit for outside agents and 30 days credit for local agents is allowed. Any excess credit was subtracted from the certified figure to that extend. In Earlier day & maximum 40% trade term were allowed by ABC any schemes for marketing strategies used to subtract from as additional trade term. And circulation to that extend used to be subtracted.

The main aim of the auditor is raw material. They check circulation figures through audit of all the newsprint received and consumption and stocks in the godown. ABC have fixed few parameters for auditors to help them to certify whether circulation claimed is supported by the consumed and available newsprint stock. Weight for ten copies multiplied with present newsprint copies find out the total consumption required. They do consider length, width, grammage and percentage of trade terms. With normal checks and surprise checks.

In modern days marketing strategies forced ABC to change 40% trade term limit. As all the newspapers use there own marketing strategies and cost of marketing went higher than 40%.

After globalization and trade term limited is extended inclusive of all the market mix cost and only trade term criteria remained is that whether unit price earns income more than average scrap value of the newspaper or not for any week.

This helped big capitalistic newspapers to declare various attractive marketing offers. Which can force their newspaper sales to readers as only limitation for trade term remained is you get more circulation revenue than scrap or radii price.

For accuracy in figures the main aspect checked for is consumption of newsprint. Auditors get through consumption record and try to

tally the figure for newsprint used and stock remained in the godown. In addition to this every newspaper have to deposit all the money they receive in the bank and withdraw the amount for expenditure. Similarly details of big agents sale of scrap, ink purchased etc.

Various surprise checks are carried out by ABC. They check billing, machine room record, print order, newsprint consumption, Newsprint purchases and stocks, credit notes, agency ledger, printing schedule, distribution network etc.

6) Distribution Process

If one has to plan for marketing the newspaper, the first thing you have to know about is distribution network.

Every newspaper is having one or more publishing places. They have to print the newspaper and have to distribute them to various towns through Railway, Flight, State Transport, Private Cars, Rickshaws etc.

Newspaper is a typical product which has to reach local market before 3 to 4 am. and then to be distributed or deliver at door before 6.00 a.m.

All the outstation readers needs some part reserved for there local news. All this distribution becomes possible as there is established Agents network, who receives and sells your copy every day. For big size newspapers have there exclusive agents or employees in all main cities. But everything depends upon this agency network, who are generally paid 25% minimum commission. They always resist for introductory half price and newspapers has to give them full commission as if they are selling at normal price.

So only advertising and printing quality paper can not help you to increase your circulation. You have to guard the interest of the agents and give them additional benefits in order to promote your circulation.

Few newspapers tried to establish their own distribution network but failed as it becomes unmanageable to keep check on these employees and their behavior.

Only free newspapers were successful to establish their own machinery as they concentrate in limited area and there is no time limit for delivery of free copy.

So all the schemes of market mix are planned taking into consideration, distribution, agents or network and then aims to set customers.

Additional percentage in commission on increased circulation or gifts, return copies policy, slow recovery, paying exclusive amounts to few vendors to keep competitors product in second priority or even to the extend of purchasing competitors copies and replacing them by your product. This slow penetration help you to introduce your product to new customer. But for all these marketing games strong distribution network become essential.

Only advertisement, lower price, attractive schemes does not help to promote circulation.

There is a famous sentence of Sahitya Samrat Shri. N. C. Kelkar former editor of Kesari - "If you write with quality readers do purchase your newspaper.' This has become outdated. Now along with quality one needs strong marketing strategy & distribution network to promote your newspaper.

7) Logistic of Distribution (deployment of marketing channels)

To know the details of the distribution one has to know the logistic of distribution. There are different editions of the newspaper which have time scheduled for printing according to transportation time table and area to reach.

These editions cater particular areas around your publishing center within radius of 150 Km. where you can reach within three hours.

If you chose the mode like railway or state transport for longer distance, your printing schedule is restricted to railway or S.T. time table. In addition to this if various villages who do not have direct access has to be connected from various depots or big cities on way and these subparcels are again transferred to interior part by other modes like st, private vehicles or even on bicycles.

In metro cities there are various points for distribution. You have to provide transportation and distribution agents at these points Vendors pick up there copies paying cash from these points and distribute them door to door himself or by his subordinate.

As these points are hacked or bribed you have to keep vigilance on all these centers.

Normal trade terms are 30% in big cities and 25% in towns or villages.

But various market mix or lowering face price or schemes changes the trade terms in particular area. So all circulation managers have to remain alert to gauge the changes in the market. These vendors or subagents are the real source of information to get primary data, which helps you to plan your strategies.

To get this information it becomes necessary to visit these distribution points, agents and subagents. Through them one could get information about various schemes, and market mix.

Through A.B.C. certification it is very difficult to get details about attractive commissions, trade terms, copies sold and returned, dumping of copies, free distribution etc. for which separate questionnaire was created for agents, which contains trade terms and marketing strategies for various newspapers.

CONCLUSION

Chapter 10

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Conclusion

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Chapter - 10

CONCLUSION

After observing collected data from primary and secondary level like, history of newspaper, questionnaire, available ABC certification, market mix schemes, Newsprint prices, economics of newspaper as a business unit, foreign as well as local marathi newspapers, discussion with experienced personalities and my own experience in newspaper (Kesari), I have reached various conclusions which can support or expand the depth of my statement in hypothesis.

1) Brief Characteristic of Newspaper as Business Unit

Today the newspaper industry is no longer views paper but it has become purely a business proposition. It has to be managed by professional management along with skills & integrity.

All newspapers had started with the objective of propagating views and educating the masses. Information they pass should be true as with profit motive newspaper have two more objects as service motive and social responsibility.

Newspaper is believed to be fourth pillar of democracy and must contribute towards social, political, economic freedom and fight against injustice and conflicts in order to maintain peace for betterment of country at macro level and mankind at micro level.

2) The Editorial Policy

Though news paper is treated as a consumer service product editorial policy has an important role to play.

Editorial policy should maintain ethical criteria and maintain honesty and integrity. It should not violate individual right of privacy as well as social responsibility. It should not create conflicts but should work as a mediator between conflicts and peace. So authentic and accurate news information should be printed to establish credibility.

Credibility of a newspaper is one of the important criteria for success. Readers believe in printed matter which helps newspapers to attract advertisements. Only entertaining and sensationalisation do not fetch advertisements as readers or customer do not believe the printed matter.

According Mr. Steven Howard, Regional Director South Asia* "In this business, it is best to tell truth and build up your reputation which is the most important thing in the long run and not short term hard sell strategies which could often be self defeating." Apart from aggressive marketing maintaining image may also be instrumental in providing revenue to the newspaper.

3) Newspaper Marketing Strategy and Market Mix

Circulation and Advertising is blood circulation of a newspaper unit. These are the two main sources of income. But advertisement income depends on the circulation of a newspaper. Circulation is the force that makes advertiser pay.

*Ref. Times- dated - 27-2-88.

Therefore every newspaper plans its strategy to increase their circulation. They plan their product to meet demands of customer or readers. Management plans 4 P.s of marketing which differentiates a product in market. i.e. product, price, place & promotion and to develop the brand name. This can be achieved only with the help of editorial support .

In early days newspapers started propagating views. But if you look at it as a business proposition one has to plan style and contents of the newspaper as per demand. During the last decade this was a great shock to marathi newspaper editors. Marketing department started dictating the style and contents of the newspaper. The editors who were groomed for their writing and views were replaced by young journalist.

Information, technology and globalisation forced the leaders in newspaper industry to change their marketing policy and looked for new avenues to increase circulation.

In the first stage modern printing and computer technology was adopted along with editorial contents like various supplements with international features, education, financial news etc. Most advertisers started using telemarketing, internet, sms as the media. Young readers dropped their subscriptions to paid newspapers. They could have access to various information through internet.

This forced all the newspapers to change their trading terms. Even the rules of Audit Bureau of circulation were changed. Trading terms were changed to the extent of scrap value. All the promotional schemes were excluded from trade terms by A. B. C.

This was the march towards free newspaper. The only hurdle was distribution of copies. All the newspapers tried to distribute their copies through their own staff but hawkers resisted it. It became impossible for newspapers to provide door to door delivery. In western countries the idea of free newspaper is already set. But it is limited or restricted to small area or township. Similarly there is no autonomous Bureau which can certify free circulation for advertisers.

As newspapers circulation dropped their revenue also decreased. They were dependent on the only source i. e. advertisement.

This resulted into building various strategies to increase the revenue.

- 1) Innovative advertisements like Full page, on front page, Advertisement matter in printed contents, colour advertisements were introduced.
- 2) As advertising in newspaper became so costly that the normal traders got their rates split for various editions.
- 3) Various advertisement with special supplements were introduced along with matter.
- 4) Paid matter concept was introduced.
- 5) Various concessions were introduced for fix days with specialized supplements like Wanted, Bazaar, Construction, Finance and Education.

4) Complexity of Newspaper economics

To know the strategic changes in newspaper industry it is necessary to know the management accounting ratios in newspaper economy.

- 1) Newspaper is sold twice ie. with cover price as well as advertisement space. That means that newspaper has got two sources of income.
- 2) In general the ratio of income source for breakeven point of circulation revenue to advertisement revenue should be 40% to 60%. If advertisement revenue increases newspaper becomes a profitable unit.
- 3) Major raw material cost i.e. newsprint is which 60% of the total expenditure. So any changes in newsprint price changes the profitability of a newspaper unit.
- 4) Till 1985 cover price of the newspaper used to be correlated with newsprint cost.
- 5) For the last 15 years there was big hike in newsprint cost as it correlates with fuel prizes. But newspaper cover price has remained the same.
- 6) Newspaper management tried to control the newsprint cost by reducing height, width and weight or gramage of the newspaper.

This has affected saving 28% in newsprint cost.
- 7) On expenditure side all other costs like production 10%, salary 20%, interest etc. (10%) are only (40%) compared to newsprint cost.
- 8) After spread of information technology and stagnation in cover price revenue ratio of circulation to advertisement was shifted from 20% to 80% instead of 40% to 60%.

5) Newspaper as a Business Proposition

After studying the history of marathi newspapers and the progress achieved by the marathi newspaper industry, it is observed that the basic ideologistics approach of marathi newspapers to educate people and responsible role of fourth estate could be achieved only when newspaper economics is taken care of and it is run as a business proposal. All the newspapers based on only ideology without viability and managerial support were closed down in short time or after death of the founder or editor.

The prominent example in history of marathi newspaper is 'Muknayak' and 'Bahishkrut Bharat' founded and edited by Dr. Babasaheb Ambedkar or 'Sudharak' by G. G. Agarkar.

6) Optimum Circulation is the Essence of Newspaper Unit

Circulation of a newspaper unit is the necessary objective to attract advertisement revenue.

If newspaper is a product, without sale all the efforts are nullified. In comparison to other business, newspapers have a unique quality and that it is sold twice meaning as a product as well as the sale of space. But advertisement revenue depends on the readership length. This makes circulation a main motive of the industry in spite of its ideology.

7) Technological Challenges

Introduction of Television Media, Satellite Channels, Information Technology opened new avenues of free information flow on global level. These challenges created new competitor to newspaper indus-

try not only for retaining their own loyal readership but new generation preferred uncensored free information around the world at their convenient time. These changes also diverted newspaper advertisement revenue to television and web media.

Boundaries like national level newspapers, state level newspapers or regional language newspapers vanished. And all the newspapers faced an only challenge and that was to expand their circulation at any cost.

Newspapers who had large financial support could easily respond to these changes, but small newspapers had to struggle hard for survival.

For survival of newspaper unit all the newspaper adopted the stagnation in price and various market mix strategies like invitation price, gifts and dumping free copies. This helped them to retain market position but transformed their dependency on advertisement or other revenues.

8) Survival in Competition

Globalization and information technology forced newspaper industry to change their management strategies for survival.

Newspaper management could achieve this goal by changing their traditional approach of management.

In 1980 to 1985 newspapers changed their printing technology from letterpress and rotary to photocompose and offset printing. This was followed by DTP, Fax Machines, Scanner, Digital Photographs, Colour Printing.

All over the world information technology has helped newspapers for fast communication and to broaden the information base.

These changes helped management to reduce labour and communication cost and to make their product more attractive, informative and colourful.

As newsprint prices went up and newsprint being the main component of expenditure, Newspaper management reduced its height from 579mm to 545mm, width 33½" to 27 or 30", thickness or gramage and tried to reduce the newsprint cost by 40% to match the increasing newsprint cost.

In the same period taking advantage of free trade and industrial growth, newspaper increased their advertisement rates and on the other end in order to maintain its readership, management decided to stabilize the cover price.

All these strategic decisions helped newspaper to -

- * reduction in production and labour cost.
- * secure their circulation by stable cover price.
- * increase in advertisement revenue to balance its expenditure.
- * to survive in competition.

9) Expansion after survival

Free flow of information and competition of satellite television channels restricted growth of newspapers. Young, educated readers showed inclination towards internet or web information and television rather than 24 hours late substance in newspaper.

To face these restrictions newspaper management took various steps.

- * Freezing in newspaper cover price.
- * Big newspapers established their editions to reach internal market.
- * Marginalize theory of expenditure helped newspaper to perform better, increase in circulation and reduce production cost.
- * Various market mix schemes were introduced to attract readers.
- * Innovative price was introduced to get break through competitors market.
- * Split advertisement rate helped chain newspaper units to grab advertisement income of local market.
- * Newspapers contents were changed as per market surveys.
- * Various weekly supplements and combination of local news supplement with national and international news was introduced.

All these steps helped newspapers to expand and increase their circulation.

10) To Achieve Newspaper Unit as Viable Business Proposition

Newspaper circulation and additional footage in readership can be converted to income generation through advertisement. Stagnation or reduction in cover price and attractive market mix schemes reduced income source from circulation and increase in production cost. To

achieve viable or profitable business unit newspapers change their internal and external strategies.

- * As a business proposition newspapers adopted all the strategic changes as any consumer oriented product can do.
- * The ideological approach is changed to Macdonalized contents of product.
- * Newspapers as a business proposition have concentrated on more circulation and additional revenue from its only source i.e. sale of space through Advertisement, paid campaigns and publicity.
- * Newspapers have adopted customerised marketing policy at macro level putting customers or readers in the centre.
- * In order to organize logistic, door to door delivery of newspaper management planned various schemes or sustained income level or per copy agency commission of agents and vendors.

11) Restore Credibility or its Social Responsibility as a Fourth Estate

- * Newspaper industry was started with the object of business proposition.
- * As mass media newspaper plays an important role in freedom of expression.
- * Freedom of expression consist of Swaraj, Political, Economic, Cultural and Social.

- * Newspaper and media is treated as the fourth estate of democracy,
- * Newspapers reflect opinions of common man in general.
- * To achieve advertisement revenue, newspapers needed to create its credibility in the society.
- * Without credibility customers do not believe in the contents of advertisement.
- * To restore credibility newspapers have to follow ethics.
- * All irresponsible contents and fake news, loses credibility which ultimately ends to decrease in advertisement revenue.

12) Free Newspaper

Idea of free newspaper started in UK which was new to Indian newspaper industry.

- * Newspaper in India were sold at cheaper price. But up 1990 cover prices used to match newsprint cost of the newspapers.
- * Since globalization, television media and information technology, newspapers struggled to get additional circulation.
- * First step was to stabilize the price to Rs. 2.00. Then innovative price of Re. 1. Various sales promotion schemes to the readers as well as agents and dumping of newspaper copies were adopted. No accounting was done for these additional copies which forced agents or vendors to promote the sale of newspaper.

- * Relation of circulation revenue to newsprint cost no more remains.
- * If one calculates scrap value of a particular newspaper, it become more than cover price after commission.

One can observe that if you buy newspapers in wholesale market and directly sell in 'Raddi' or scrap shop, you can earn some money.

- * Now it has become an important question what is the correct sale or circulation of any newspaper.
- * ABC figures though shows the certified circulation figures, one cannot rely on these figures as printed copies but no one can certify number of copies that reaches the readers. These certified figures can indicate copies printed and not sold or delivery to the end user.

13) Some more conclusions are as under -

- a) Trade terms shown in the ABC certificate varies in actual practice. The copies sold are necessarily not sold but printed and distributed to the authenticity of ABC certificate is limited.
- b) It is seen that introduction price or reduction price for copies distributed, are sold in scrap and it becomes more profitable for any customer or agents.

Table & Chart 25

WholeSale Price to Scrap Value

	Sakal	Lokmat	Kesari	Prabhat	Punya Nagari	Maha- rashtra Times
1. Actual Price per week	21	12	15	14	14	.65
2. Wholesale Price	13.55	6.35	11.50	9.15	7	---
3. Scrap Value	7.07	4.76	2.45	4.75	2.00	5.40
4. Difference Between 2 & 3	6.48	1.59	9.05	4.40	5.00	-4.75
5. Price which was necessary as per newsprint cost	38	36	21	36	21	38.00

(Average of Feb 2011 First week)

Chart itself can explain that in order to sustain or achieve circulation target, newspaper are leading towards free sale.

To sustain increased expenditure newspaper management have adopted various methods -

Table & Chart 26

**Showing Newspaper Cost to Readers
and Distributors (per day)**

	Sakal	Lokmat	Kesari	Prabhat	Punya Nagari	Maha- rashtra Times
1. Newspaper Cost for Readers after scrap	2.13	1.03	1.79	1.32	1.71	.09
2. Newspaper Cost for Agent	1.93	.90	1.64	1.30	1.00	---
3. Cost to agents if sold in scrap	.92	.22	1.29	.62	.7	-.67

Conclusions -

From readers point cost analysis Sakal became costly newspaper whereas Lokmat is the cheapest. But Maharashtra Times very recently has come up with a scheme which is profitable, 67 paise per day from agents view, Sale in Sakal is more profitable than others.

And sale of Maharashtra Times is in scrap and replacing it with Lokmat can also earn profit.

Organisational Manpower Strategies

- * Reduction in number of labour
- * Contractual labour
- * Concentration of skilled labour

- * Market oriented policy
- * Reduction in production cost
- * Horizontal expansion with new editions

Economic & Resources Strategies

- * To search various income generation sources like paid seminars, exhibitions etc.
- * Taking advantage of free economy and industrial growth for increasing advertisement revenue.
- * To sale space commercially for campaign, publicity, paid news.
- * Introduction of publicity package during election.

Modernization and Technological Strategies :

- * Adoption of latest DTP, Offset and colour technology.
- * Computerization from production, administration and editorial department.
- * Use of internet and web to gather news.

Users Oriented Strategies :

- * Mcdonalised editorial policy
- * Changes in contents as per market surveys
- * Colourful pages

- * Usage of big photographs and extracts of news.
- * Headlines
- * Magazine supplements to cater needs of all members of family unit.

Specialized supplements like education, Woman interests, law, finance, human interests, children, films, forecast, market rate, crime, young generation, technology, agriculture, international trends, etc.

Accept global changes in marathi newspaper language, all these conclusions reach the role of free circulation in optimum newspaper management. As a business proposition sale and profit are the most important elements. By marketing towards free newspaper marathi newspapers can survive. Though globalization restricts regional language newspapers. Percentage of unliteracy or semi literacy will help regional newspapers for next two to three decades. But in this competition money power will empower

Idealism

Customer oriented newspapers or free flow of information will dilute the objective of fourth estate of social responsibility as money can purchase the space of campaign.

The Great Patriot and editor Lokmanya B. G. Tilak mentioned, "We don't print newspapers as per customer's liking, but for moulding their opinion for welfare of mankind.

or statement like -

'The aim of newspapers should not aim to print colourful, aimless news on glossy paper.'

Today's newspaper business is exactly opposite or antithesis of ideologies.

As Galbreth, the great economist in USA analyzed 40 years back, that today's the power of fourth estate is weakening. If there is any power in modern world, it is power of money. Anything can be achieved by paying price.

Free newspaper management sales space in newspaper. Today's newspaper industry no longer satisfies the ideology but demands new professional management. Newspaper is a business proposition which converts the power of mass media to profit. No one can predict what will be the future. Satellite and internet technology which has suddenly created new competitive media a world in itself in a short span of two decades. My study of newspaper management is limited to present situation and that to with the restriction to Marathi language newspapers in Pune.

In next few years newspapers will be distributed free of cost with modern look and ideas.

Small and medium newspapers will have to struggle but can survive because of their local taste and flavour, agitation on local issues and increasing rate of literacy.

But I have tried to touch various angles like globalization, television, internet and ethics of the media, I hope this will be one milestone in newspaper management for future managers.

SCOPE FOR FURTHER RESEARCH

Chapter 11

Chapter - 11

SCOPE FOR FURTHER RESEARCH

While studying newspaper management, strategies and complexity in newspaper industry, I have touched various aspects. like -

- 1) Newspaper economics
- 2) Effects of technology and information technology on newspaper media.
- 3) Importance of newspaper circulation
- 4) Distribution
- 5) Market mix
- 6) Newsprint management
- 7) Survival in competition
- 8) Expansion after survival
- 9) Newspaper unit as variable business proposition
- 10) Restoration of credibility or its social responsibility as fourth estate
- 11) Economics of Free newspapers
- 12) Organizational, Modernization, Strategies
- 13) Idealism and Business

Many of these aspects like -

- a) technological change and competition
- b) Ethical role of newspapers as a fourth estate
- c) Future of Small and Medium newspapers
- d) New challenges of internet and other Medias before print media
- e) Editorial changes in print media
- f) Future of regional language newspapers.
- g) Code of conduct and laws for mass media.

All these aspects needs further research with specialised approach.

The new technology and free uncensored flow of information will lead new challenges before all the mass media. It will become necessary for every media management to face the changes for survival.

Researchers should study these aspects in depth which can help the media to plan or create their path for survival.

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Chapter 12

Chapter - 12

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APPENDIX

- 1) Purchase of newsprint cost and rate per metric ton of various newspapers.**
- 2) Various pictorial advertisements about market mix**
- 3) I. N. S. - Indian Newspaper Society Booklet publishing various information about newspapers.**
- 4) A.B.C. Certificates and extracts of Marathi newspapers 2002 to 2009.**
- 5) Data received from various agents about Market Mix.**
- 6) Distribution cost and demands from agents.**
- 7) Data collected from Circuit for newspapers in UK.**
- 8) Specimen Questionnaire for management & editorial section of Marathi newspapers.**