

Multiple Media Business Scenario: A Study of Newspaper Houses in India

The newspaper industry in India has sustained and in fact prospered in times when the print media all around the world, especially in the western countries, is suffering setbacks. In such hard times, when new media and electronic media are everybody's favorite, not all the newspapers in India have managed to survive. While the vernacular press has deepened its reach, the English press has seen decline, with the exception of The Times of India. Hence, a need arises to understand the business model in terms of how they have managed to thrive under such a competitive market. Also, an attempt needs to be made to explore their ownership pattern, branding, marketing and management techniques. This study aims to analyze and study the present print media scenario. For the purpose of the study, the top newspapers of the country in 2017 (according to ABC), in terms of circulation- i.e. Dainik Jagran, Dainik Bhaskar, Hindustan, The Times of India, Amar Ujala, Malayala Manorama, Eenadu, Rajasthan Patrika, Daily Thanthi and Mathrubhumi have been considered. In depth qualitative methods have been used to study the newspaper houses, their sister concerns/ subsidiaries and cross media ownership patterns, and how they have managed to create a niche for themselves in an ever increasing cut-throat competition, within the print, as well as from new media and electronic media.

Keywords: Newspaper, Digital Media, Cross- Ownership, Vernacular, Consolidation.

Introduction

According to ABC's latest report, Print media in India is alive and growing despite its decline in all the other markets around the world. The CAGR (Compound Annual Growth Rate) for the sector is pegged at 4.87%. There are many reasons which can be attributed to this thrive - absence of digital competition, diversification of products and services, increased literacy levels and robust economy. But, certainly, the most important reason has been the change in the integration of markets. Earlier the focus of media houses was on chain ownership which has now shifted to Cross- Media ownership. It is

1 defined as the ownership of multiple [media](#) businesses by a person or
 2 [corporation](#). These businesses can include broadcast and cable television, film,
 3 radio, newspaper, magazine, book publishing, music, video games, and various
 4 online entities.¹ The advantage of this kind of ownership is that financial,
 5 administrative and human resources can be centrally managed. Because this
 6 cost of production becomes low due to the best possible utilization of
 7 resources. There are other advantages too such as- single content multiple use,
 8 multiple touch points, easy launch of new products and increase in advertising.

9 There's an old saying 'Jack of all trades and King of None', that media
 10 houses of present times have altered for good. They now believe in 'Jack of all
 11 trades and King of one'. Thus, they manage to churn profits, year after year, in
 12 a digital world where internet is disrupting print media, forcing them into
 13 convergence. Hence, this study was conducted so as to find out the presence of
 14 newspaper houses in various mediums. For this purpose, the ABC (Audit
 15 Bureau of Circulation) report was utilized to find out the top dailies of India.
 16 Later information on these organizations, their diversification and products or
 17 services they offer was collected through website analysis. Then the data was
 18 arranged in tables and analyzed for further insights.

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 20 *Table 1.* Top 10 Publications as Certified by ABC for the Audit Period July-
 21 December 2016

Sr. No.	Title	Language	Average Qualifying Sales (Jul - Dec 2016)
1	Dainik Jagran	Hindi	3,921,267
2	Dainik Bhaskar	Hindi	3,813,271
3	The Times of India	English	3,184,727
4	Amar Ujala	Hindi	2,961,833
5	Hindustan	Hindi	2,611,261
6	Malayala Manorama	Malayalam	2,441,417
7	Eenadu	Telugu	1,866,661
8	Rajasthan Patrika	Hindi	1,840,917
9	Daily Thanthi	Tamil	1,710,621
10	Mathrubhumi	Malayalam	1,473,053

Source: Audit Bureau of Circulations Press Release

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¹https://en.wikipedia.org/wiki/Media_cross-ownership_in_the_United_States

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Theoretical Framework

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The Ansoff Matrix is a [strategic planning](#) tool that provides a framework to devise strategies for future growth.² Ansoff, in his 1957 paper gave four growth alternatives to succeed in market:

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- Market penetration- The organization tries to grow using its existing offerings (products and services) in existing markets.

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- Market development- The firm tries to expand into new markets (geographies, countries etc.) using its existing offerings.

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- Product development- The Company tries to create new products and services targeted at its existing markets to achieve growth.

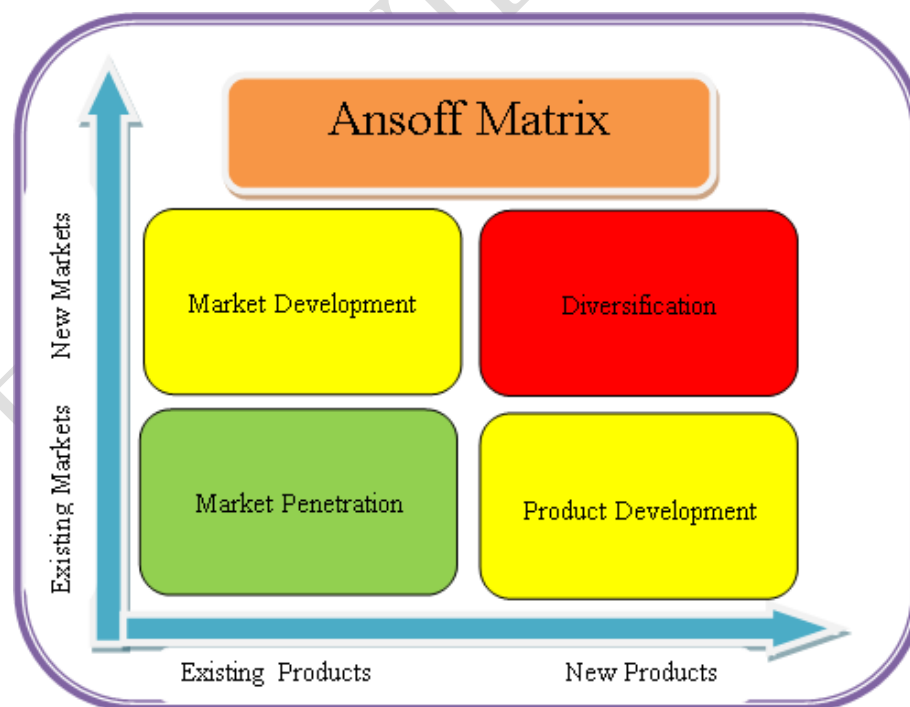
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- Diversification- The organization tries to grow its market share by introducing new offerings in new markets.

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² - https://en.wikipedia.org/wiki/Ansoff_Matrix

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Aim

The focus of the study is to understand changing dynamics of newspapers in light of their commercial viability. An attempt will be made to understand the ownership pattern, branding, marketing strategies and business model that they have implemented.

Objectives

- To study presence of newspapers in Electronic and New media (including Mobile and Social Media)
- To find presence of sister concerns of newspaper houses and the genres they have tread into.
- To study other territories, or ventures that newspaper houses have carried out.
- To study services and products offered by newspapers to people belonging to varied demography and geography.
- To evaluate marketing strategies employed by newspaper houses to run successful and profitable business.
- To study emerging trends that is taking place due to cross media ownership.

Research Methodology

For the purpose of the study, secondary data analysis was carried out by analyzing- research reports of Ernst & Young and FICCI- KPMG, website articles on cross media ownership, official websites of newspapers, research papers and also books on Media Business such as- Media Myths making sense of the debate over Media Ownership (Adam D. Thierer) and The Indian Media Business (Vanita Kohli Khandekar).

Data Interpretation and Analysis

The analysis of ownership information of newspaper houses is as follows:

Table 2.1. Presence in Print Media (Part 1)

Other Newspapers	Magazine and books
Newspaper- Dainik Jagran	
Nai Dunia (Hindi) Acquired in 2012 I- Next (Bilingual) Mid- Day (English) Acquired 2010 Mid Day Gujarati (Gujarati) Inquilab (Urdu) Punjabi Jagran (Punjabi) City Plus (English Weekly Tabloid)	Sakhi (Women Magazine) Khet Khalihan (Agriculture Magazine) Junior Jagran (Children Magazine) Jagran Yearbook Jagran Josh (Competition Magazine)
Newspaper- Dainik Bhaskar	
Divya Bhaskar (Gujarati) As Saurashtra Samachar in Bhavnagar & Sorath Bhaskar in Junagarh Divya Marathi (Marathi) DB Star (Compact Hindi) DB Post (Compact English) Daily News Analysis (English) Partnership with Zee promoted Diligent Media Corporation- Now terminated	Aha Zindagi (Family & Lifestyle Supplement) Bal Bhaskar (Children's Magazine) Young Bhaskar (Adolescent Magazine) Madhurima (Broadsheet Supplement for women) Navrang (Bollywood supplement) Yougle Bhaskar (Supplement on Career)
Newspaper- The Times of India	
The Economic Times (Finance) Maharashtra Times (Marathi) Vijaya Karnataka (Kannada) Acquired- 2006 Navbharat Times (Hindi) Ei Samay (Bengali) Mumbai Mirror (Compact Newspaper) Ahmedabad Mirror Bangalore Mirror Pune Mirror Nav Gujarat Samay Sandhya Times (Hindi Evening Newspaper)	ET Wealth (Finance Magazine) ZigWheels (Automobile Magazine) Acquired by Cardekho in 2015 Filmfare (Film Magazine) Femina (Women Fashion Magazine) Joint Venture

Table 2.1 shows presence of Dainik Jagran, Dainik Bhaskar and The Times of India in Print Media. **Dainik Jagran** is an Indian [Hindi](#) language daily newspaper. As of 2010, it was the 17th most read newspaper in the world with a readership of 5.59 crores. It has 37 editions and covers 11 states of India. **I-next** is compact daily in bilingual format for Youth and covers 12 prominent cities in 4 states. City Plus is an English News-Information-Entertainment paper with 31 editions and covers topics such as food, fashion, lifestyle etc. **Mid Day** is a morning daily [Indian compact newspaper](#) with

1 editions published in [Mumbai](#) and [Pune](#). It has applied print innovations like
 2 3D Impact Jacket to boost its circulations. **Mid-Day Gujarati** is a Gujarati
 3 Tabloid meant for Gujarati businessmen. **Inquilab** is India's No.1 Urdu
 4 Newspaper with 12 editions and is read by 7 Lakh readers. **Nai Dunia** is a
 5 leading Hindi daily in Madhya Pradesh and Chhattisgarh. **Sakhi** is a magazine
 6 targeted at women. Punjabi Jagran is the Punjabi language daily of Jagran.

7 **Dainik Bhaskar** Group has 6 newspapers with 66 editions. The group has
 8 a total readership of 1.26 crores in Urban India. It is the second [largest](#)
 9 [circulated daily newspaper](#) of India. It was started in [Bhopal](#) in 1958 and is
 10 now present in 14 states with editions in Hindi, English, Marathi and Gujarati.
 11 **Divya Bhaskar** is a [Gujarati](#) newspaper in [Gujarat](#) which is one of the highest
 12 circulation Gujarati dailies, with the most number of editions in Gujarat. It is
 13 published from [Ahmedabad](#), [Vadodara](#), [Surat](#), [Rajkot](#), [Jamnagar](#), [Mehsana](#),
 14 [Bhuj](#), [Bhavnagar](#) (as Saurashtra Samachar) and [Junagadh](#) (as Sorath Bhaskar).

15 **The Times of India** (TOI) is an English-language daily newspaper which
 16 is the [third -largest newspaper in India by circulation](#) and largest selling
 17 English-language daily in the world according to [Audit Bureau of Circulations](#)
 18 [\(India\)](#). It is the oldest English-language newspaper in India still in circulation,
 19 with its first edition published in 1838. **Economic Times** is the world's second-
 20 most widely read English-language [business newspaper](#) with a readership of
 21 over 800,000. **Maharashtra Times** is a [Marathi](#) newspaper based in [Mumbai](#).
 22 **Vijaya Karnataka** is a [Kannada newspaper](#) published from Karnataka. It was
 23 started by VPL group, headed by [Vijay Sankeshwar](#) in October 2000. The
 24 newspaper along with sister publications (Vijay Times) was purchased by the
 25 [Bennett, Coleman & Co. Ltd.](#) in 2006. **Navbharat Times** is one of the largest
 26 circulated as well as largest read Hindi newspapers of Delhi and Mumbai and
 27 Lucknow. **Ei Samay Sangbadpatra** is a Bengali-language broadsheet daily
 28 newspaper launched to challenge Ananda Bazar Patrika (ABP) Group.
 29 **Mumbai Mirror**, launched on May 30, 2005 is a compact newspaper in the
 30 Mumbai with a daily circulation of approximate 700,000 copies. It also has
 31 sister editions in **Pune, Ahmedabad and Bangalore**. **NavGujarat Samay** is a

1 Gujarati language broadsheet daily newspaper launched from Ahmedabad in
 2 January 2014. **ZigWheels** is a magazine dedicated to automobile industry
 3 news. It has now been acquired by CarDekho. **Filmfare** is an English-
 4 language, tabloid-sized magazine about Bollywood. It is being run in a **joint**
 5 **venture** (Between The Times Group and BBC Magazines). **Femina** is a
 6 women's magazine that covers mainly fashion.

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8 *Table 2.2. Presence in Print Media (Part 2)*

Other Newspapers	Magazine and books
Newspaper- Amar Ujala	
Amar Ujala Compact Yuvaan (Weekly Supplement) Manorajan (Weekly Supplement) Orbit (Monthly supplement)	Rupayan (Women Magazine) Udaan (Education & Career Magazine) Safalta (Current Affairs Magazine) Samayiki (Competition Magazine)
Newspaper- Hindustan	
Hindustan Times (English newspaper) Mint (Business Newspaper) HT Next (Youth Daily)	Nandan (Monthly Children Magazine) Lounge (Lifestyle Magazine by Mint) Kadambani (Monthly Literary Magazine)
Newspaper- Malayala Manorama	
NIL	Arogyam (Health Magazine) Balarama (Children Comic Magazine) Balarama Amar Chitra Katha (Children Comic) Balarama Digest (Children Magazine) Bhashaposhini (Art and Literature Magazine) Kalikkudukka (Children Magazine) Karshakasree (Agriculture magazine) FastTrack (Automobile Magazine) Magic Pot (Children Magazine) The Man (Men's Lifestyle Magazine by The Week) Manorama Weekly (General Interest Magazine) Sampadhyam (Market news Magazine) Smart Life (English Magazine) Tell Me Why (Children Magazine) Thozhil Veedhi (Career news Magazine) Traveller (Travel Magazine) Vanita (Women Hindi Magazine) Vanitha (Women Malayalam Magazine) Vanitha Veedu (Property News Magazine) National Geographic Kids India (Children Magazine) Watch Time India (technology News Magazine) The Week (English News Magazine) Manorama Yearbook (Current Affairs Book)

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10 Table 2.2 shows presence of Amar Ujala, Hindustan and Malayala
 11 Manorama in Print Media. **Amar Ujala** founded on April 18th 1948 in Agra is

1 the fourth largest Hindi daily on the basis of user readership (but is India's 3rd
2 largest newspaper with total readership of 4.65 crore readers as per latest
3 Indian Readership Survey (IRS 2017). Amar Ujala has 20 editions, in 7 states
4 and 1 union territory (Uttarakhand, Himachal Pradesh, Jammu, Haryana,
5 Chandigarh, Punjab, Delhi NCR and Uttar Pradesh) covering 179 districts.
6 **Amar Ujala Compact** (launched on 20th October, 2007 in Kanpur) is a
7 tabloid newspaper with a refreshing mix of topics from both national and
8 international news to sports, technology and entertainment. It is one of the
9 largest tabloid newspapers in Uttar Pradesh with a readership of 25, 90,000
10 readers. It has become a leading tabloid in several cities such as Dehradun,
11 Meerut, Gorakhpur, Bareilly, Agra and Allahabad.

12 Amar Ujala also publishes supplementary papers along with main
13 newspaper. **Manoranjan** is a 4 page weekly published on Sunday while
14 **Rupayan** is a 16 page weekly magazine published every Friday. It also
15 publishes **Udaan** a 16 page weekly magazine focusing on education and career
16 opportunities, published every Wednesday across all editions. **Yuvaan** is a
17 weekly newspaper present in eight states and one union territory (UP,
18 Uttarakhand, Himachal Pradesh, Delhi, Haryana, Punjab, Jammu, Kashmir and
19 Chandigarh. This newspaper is targeted at young children with the purpose of
20 inculcating reading habits in them. It has a balanced mix of both English and
21 Hindi articles and stories. Mainly, this newspaper shares updates about
22 developments in the fields of science and technology, language, literature and
23 health. Other supplementary papers include **Orbit** which is an English monthly
24 paper published in UP. The Books & Magazine Division of Amar Ujala
25 provides educational support materials to aspiring students for Civil services
26 and all-important competitive exams. It caters to more than 15 lakhs aspirants
27 every year. It publishes magazines such as **Safalta** (Civil Services) and
28 **Samayiki** (Current Affairs).

29 **Hindustan** (launched on 12 April 1936) is an Indian Hindi-language daily
30 newspaper and the third-largest circulated newspaper in India. It is published
31 by Hindustan Media Ventures Limited which was earlier a part of HT Media

1 Ltd group until 2009. It is spread across Delhi, Haryana (Faridabad), Bihar
 2 (Patna, Muzaffarpur, Gaya, Bhagalpur and Purnea), Jharkhand (Ranchi,
 3 Jamshedpur and Dhanbad), Uttar Pradesh (Lucknow, Varanasi, Meerut, Agra,
 4 Allahabad, Gorakhpur, Bareilly, Moradabad, Aligarh, and Kanpur) and
 5 Uttarakhand (Dehradun, Haridwar, Haldwani). Apart from these, the paper is
 6 also available in key towns like Mathura, Saharanpur, Faizabad. In Delhi plus
 7 NCR, Hindustan is at No. 2 and has a rapidly growing reader's even as the
 8 market is declining. Hindustan readership has grown to 120 L readers in Q4
 9 2011. It continues to be the second-largest daily in the country with a total
 10 readership of 36.6 million,(based On Indian Readership Survey (IRS) for the
 11 first quarter (Q1) of 2011. Other sister publications of Hindustan are **Nandan**
 12 (monthly children's magazine) and **Kadambani** (monthly literary magazine).

13 **Hindustan Times** is an Indian English-language daily newspaper owned
 14 by Shobhana Bhartia and is the second most widely read English newspaper in
 15 India. It is the flagship publication of HT Media, an entity controlled by the
 16 KK Birla family. According to the Audit Bureau of Circulations, it has a
 17 circulation of 993,645 copies as of November 2017. Hindustan Times is read
 18 by nearly 3.7 million readers. HT launched a youth daily, **HT Next** in 2004.
 19 **Mint** is an Indian financial daily newspaper. Mint comes out with a premium
 20 weekend magazine **Lounge** that focuses on the lifestyle, passions and other
 21 related interests of readers

22 **Malayala Manorama** is a Malayali newspaper having a readership of
 23 over 20 million. **Balarama** is an Indian comic magazine published by
 24 Malayala Manorama group and is one of the most read comic magazines in
 25 India. It has played a major role in the developing a taste for literature in
 26 children of Kerala by publishing informative and entertaining comics and
 27 magazines.

28 **Bhashaposhini** was first published in 1892 as a literary journal of the
 29 Bhashaposhini Sabha. It continued to be an important and authentic periodical
 30 until 1942. After a long break, in 1977 June, the magazine was revived by the
 31 Malayala Manorama group of publications. It is one of the significant

1 Malayalam periodical that is published monthly. **Manorama Weekly** launched
2 on 8 August 1937 is a weekly Malayalam language local interest magazine.
3 With a circulation of 5, 82,180 copies (as per July–December 2010 survey by
4 Audit Bureau of Circulation), it is the largest selling weekly in India. It is the
5 most popular magazine among Keralites, especially among homemakers and
6 not-so-highly educated women. **Vanitha** is the largest magazine in India by
7 circulation according to Audit Bureau of Circulations, with average qualifying
8 sales of 687,915 copies (as of December 2013). Vanitha was launched in 1975
9 as a monthly, but turned into a fortnightly in 1987. It launched a Hindi edition
10 (**Vanita**) in 1997. In 2012, the Malayalam edition of the magazine had a
11 readership of over of 2.27 million, making it the highest read magazine in
12 India. **The Week** is an Indian news magazine started in 1982. It has
13 supplements such as **Health** (fortnightly on health and fitness) and **The Wallet**
14 (monthly guide to personal finance and investment). The standalone magazines
15 of The Week are **The Man** (Monthly lifestyle magazine from Delhi),
16 **WatchTime India** (Quarterly magazine on luxury watches from Delhi) and
17 **Smartlife** (Monthly magazine on wellness and lifestyle).

18 Other publication from Malayala Manorama include Arogyam (Health
19 Magazine), Kalikkudukka (Children Magazine), Karshakasree (Agriculture
20 magazine), FastTrack (Automobile Magazine), Magic Pot (Children
21 Magazine), Sampadhyam (Market news Magazine), Smart Life (English
22 Magazine), Tell Me Why (Children Magazine), Thozhil Veedhi (Career news
23 Magazine), Traveller (Travel Magazine), Vanitha Veedu (Property News
24 Magazine), [National Geographic Kids India](#) (Children Magazine), Watch Time
25 India (technology News Magazine) and Manorama Yearbook (Current Affairs
26 Book)

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1 *Table 2.3. Presence in Print Media (Part 3)*

Other Newspapers	Magazine and books
Newspaper- Eenadu	
NIL	NIL
Newspaper- Rajasthan Patrika	
Patrika (Daily in MP and Chhattisgarh) News Today (Afternoon Daily) Daily News (Jaipur)	Balhans (Children Magazine) Chotu Motu (Children Magazine)
Newspaper- Daily Thanthi	
Malai Malar (Evening Newspaper)	NIL
Newspaper- Mathrubhumi	
Thozhil Vartha (Employment Newspaper)	Mathrubhumi Azhchappathippu (General interest magazine) Grihalakshmi (Women Magazine) Star & Style (Film magazine) Mathrubhumi Sports Masika (Sports magazine) Arogya Masika (Health magazine) Balabhumi (Children Magazine) Mathrubhumi Yathra (Travel Magazine) Mathrubhumi Minnaminni (Children Magazine) Mathrubhumi Chithrakatha (Children Magazine) Mathrubhumi Year Book (Current Affairs)

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3 Table 2.3 shows presence of Eenadu, Rajasthan Patrika, Daily Thanthi and
4 Mathrubhumi in Print Media. **Eenadu** is a Telugu-language daily newspaper
5 which is the largest circulated Telugu newspaper in Andhra Pradesh and
6 Telangana According to the Indian Readership Survey (IRS) Q1 2012, Eenadu
7 ranks at number six among the Indian language dailies with a total readership
8 (TR) of 5,906,000. Eenadu was founded by the Indian media baron Ramoji
9 Rao in 1974. The daily currently has 23 editions across Andhra Pradesh, New
10 Delhi, Mumbai, Chennai and Bangalore catering to all sections of the society.
11 The wide reach has made Eenadu synonymous with Telugu language, culture
12 and voice of people. As a newspaper, it has focused more on market
13 penetration and market development.

14 **Rajasthan Patrika** is an Indian Hindi-language daily newspaper started
15 by Karpoor Chandra Kulish in 1956 and is the fourth most-read Hindi language
16 newspaper in India. Rajasthan Patrika prints editions in New Delhi and the
17 seven states of Chhattisgarh (in Bilaspur, Jagdalpur and Raipur), Gujarat (in
18 Ahmedabad and Surat), Karnataka (in Bangalore and Hubli), Madhya Pradesh
19 (under the shorter name of Patrika in Bhopal, Gwalior, Indore, Ujjain and eight

1 other cities), Rajasthan in (Jaipur, Jodhpur, Kota, Gangapur City and 13 other
 2 cities) and in Tamil Nadu (at Chennai and Coimbatore). **News Today**, an
 3 afternoon daily offers an interesting blend of news, views, inside stories,
 4 interactivity, Bollywood and sports, all presented in a crisp manner which
 5 makes it a perfect reading material for travel and leisure hours for commuters,
 6 businessmen, shopkeepers, and housewives. **Daily News** is a hyperlocal daily
 7 emphasizing on the issues faced by the people of Jaipur. Rajasthan Patrika also
 8 publish two bimonthly Hindi language child magazines- **Balhans** and **Chotu-**
 9 **Motu**.

10 **Dina Thanthi** is a Tamil language daily newspaper. It was founded by S.
 11 P. Adithanar in Madurai in 1942. Dina Thanthi is India's largest daily printed in
 12 the Tamil language and the ninth largest among all dailies in India by
 13 circulation. It is published from 16 cities in India namely Bangalore, Chennai,
 14 Mumbai, Pondicherry, Coimbatore, Cuddalore, Dindigul, Erode, Madurai,
 15 Nagercoil, Salem, Thanjavur, Tiruchirappalli, Tirunelveli, Tirupur and Vellore.
 16 In the second half of 2015, the newspaper had a circulation of 1,714,743. An
 17 international edition is printed in Dubai, United Arab Emirates for the Middle
 18 East market. **Malai Malar** is daily evening Tamil newspaper and was founded
 19 in 1977 at Coimbatore. It has twelve editions published from Chennai, Vellore,
 20 Dindigul, Tanjore, Tirunelveli, Coimbatore, Erode, Madurai, Nagercoil,
 21 Pondicherry, Salem and Trichy.

22 **Mathrubhumi** is a Malayalam newspaper that is published from Kerala. It
 23 was founded by K. P. Kesava Menon. It is the second most widely read
 24 newspaper daily in Kerala. It has sixteen editions- ten in Kerala, ones in New
 25 Delhi, Mumbai, Bangaluru, Chennai, Dubai and Doha- and has a circulation of
 26 over 1.5 million copies. **Balabhumi** is a Malayalam comic magazine which
 27 was launched in 1996. It was the first Malayalam comic magazine to **syndicate**
 28 with Disney Comics. **Mathrubhumi Azhchappathippu** or **Mathrubhumi**
 29 **Illustrated Weekly** was launched on 18 January 1932 is a Malayalam general
 30 interest weekly magazine published in Calicut. Some of the finest literary
 31 works produced in Malayalam were initially published in Mathrubhumi

1 Illustrated Weekly and it still is the premier literary magazine in Malayalam,
2 publishing some of the best voices in the poetry and fiction.

3 In 1979 the Mathrubhumi launched **Grihalakshmi**, a magazine for the
4 Malayali women. **Thozhilvartha** an employment weekly was launched in
5 1992. **Mathrubhumi Sports Masika** is a magazine for the sports lovers.
6 "**Mathrubhumi Minnaminni**" is a kids weekly launched in 2010. Celebrity
7 lifestyle Magazine "**Mathrubhumi Star & Style**" was started from the year
8 2013 replacing film weekly Chithrabhumi.

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10 *Table 3. Presence in Television Industry*

Newspaper	TV Channels	
Dainik Jagran	Channel 7 (Sold)	
Dainik Bhaskar	Bhaskar Cinema Bhaskar Movie Bhaskar Magic Songs	Bhaskar News Bhaskar Bhakti
The Times of India	MN+ (English movie) Romey Now (Movies) Times Now (English News) Mirror Now (News)	Movies Now (Movies) MNX (Movies) ET Now (News) Zoom (Music)
Amar Ujala	NIL	
Hindustan	NIL	
Malayala Manorama	Mazhavil Manorama Manorama News	Mazhavil International
Eenadu	ETV ETV Plus (Entertainment) ETV life (Health) ETV Abhiruchi (Cooking) ETV cinema (Movie)	ETV Marathi (Colors Marathi) ETV Gujarati (Colors Gujarati) ETV Kannada (Colors Kannada) ETV Bangla (Colors Bangla) ETV Odia (Colors Odia)
Rajasthan Patrika	Patrika TV (News)	
Daily Thanthi	Thanthi TV (News)	
Mathrubhumi	Mathrubhumi News (News Channel) Kappa TV (Music Channel)	

11
12 Table 3 shows presence of newspaper houses in Television Industry.
13 **Jagran Prakashan Ltd.** launched Channel 7 in 2005. But it was acquired in
14 2006 by Network 18 and rebranded as IBN 7. In 2016 it was named News 18
15 India. The Bhopal-based **Dainik Bhaskar Group** has presence in television
16 under the name Bhaskar TV having Bhaskar Cinema, Bhaskar Movie, Bhaskar
17 Magic Songs, Bhaskar News and Bhaskar Bhakti as channels.

1 [The Times Group](#) owns a vast number of television channels. ET Now
2 (launched in 2009) is an English-language business and finance news channel.
3 It has evolved to also encompass the areas of politics, governance, environment
4 and technology under its domain of coverage. Mirror Now is an English-
5 language [news channel](#) which was first launched in 2015 as MagicBricks Now,
6 a news channel with a focus on [real estate](#) news and information. It was
7 collaboration with the Indian real estate website [MagicBricks](#). On 23 March
8 2017, MagicBricks Now was replaced by Mirror Now, a news channel with a
9 focus on civic issues. Movies Now is a [television channel](#) featuring [Hollywood](#)
10 [films](#). It was launched on 19 December 2010. In June 2016 Times Network
11 decided to launch another channel called Movies Now 2 which was later
12 renamed as MNX.

13 MN+ is a premium English Movie channel. It was launched on 29 Jun
14 2015. Romy Now is an English language television channel showing
15 romantic comedy Hollywood films & shows. The channel went on air from 22
16 September 2013. Zoom is a music and Bollywood news channel. It is available
17 across 60 countries worldwide along with a digital presence. Times Now is an
18 English news channel. Along with the other Times group channels (Zoom, ET
19 Now and Movies Now), Times Now is distributed by Media Network and
20 Distribution (India) Ltd (MNDIL), which is a **joint venture** between The
21 Times Group and Yogesh Radhakrishnan, a cable and satellite industry veteran,
22 under the brand Prime Connect.

23 **Malayala Manorama** owns Manorama News (also known as MM TV)
24 which is a [Malayalam language](#) news channel. Mazhavil Manorama is an
25 entertainment channel headquartered at Aroor in [Kerala](#). It also has Mazhavil
26 Manorama International, a Malayalam channel for Gulf Cooperation Council
27 countries.

28 **Ramoji Group's ETV** provides 12 channels in 8 languages. The network
29 was launched on 28 August 1995. It launched four new channels in Telugu
30 language in 2014- ETV life, ETV Abhiruchi, ETV plus and ETV cinema. ETV
31 News Network was rebranded as News18 network in March 2018.

1 Patrika TV is a [Hindi-language News](#) and Social TV channel, owned by
 2 **Rajasthan Patrika** launched on 9th June, 2015. NDTV Hindu was launched
 3 on 16 May 2009, owned by [NDTV](#) (51%) and [The Hindu Group](#) (49%). After
 4 the [Dina Thanthi](#) group took over NDTV Hindu, it rebranded the channel as
 5 Thanthi TV. Initially it was a Chennai city-specific channel but after the
 6 acquisition process was completed, it was rebranded and relaunched on 13
 7 November 2012 as a [Tamil](#) news channel which serves and broadcasts to [Tamil](#)
 8 [Nadu](#).

9 Mathrubhumi News is a [Malayalam-language](#) television news channel
 10 owned by [Mathrubhumi](#) launched on 23rd January, 2013. Mathrubhumi also
 11 owns Kappa TV is a Malayalam music channel from the Mathrubhumi group,
 12 the publisher of the widely circulated [Mathrubhumi](#) daily. The company also
 13 entered the world of television and telecasting with a significant production
 14 house, MBTV (Mathrubhumi Television) which has been producing serials and
 15 Telefilms of the highest quality.

16

17 *Table 4. Presence in Radio Industry*

Newspaper	Radio Channel
Dainik Jagran	Radio Mantra (91.9 FM) Radio City (91.1 FM) Acquired- 2014
Dainik Bhaskar	94.3 MY FM
The Times of India	Radio Mirchi (98.3 FM)
Amar Ujala	NIL
Hindustan	Fever 104 FM Radio Nasha
Malayala Manorama	Radio Mango (91.9 FM)
Eenadu	Eenadu E FM
Rajasthan Patrika	Radio FM Tadka (95 FM)
Daily Thanthi	Hello FM (106.4 FM)
Mathrubhumi	CLUB FM

18

19 Table 4 shows presence of newspaper houses in Radio Industry. **Jagran**
 20 **Prakashan Ltd.** owns Radio Mantra which is present in Jalandhar, Bareilly,
 21 Hissar, Karnal, Ranchi and Varanasi. Also it was the first FM channel to be
 22 launched in Agra, Faizabad and Gorakhpur. Another radio channel that is
 23 owned by Jagran is Radio City which is India's first private [FM radio station](#)

1 and was started on 3 July 2001. On 16 December 2014, Jagran Prakashan (JPL)
2 announced acquisition of Music Broadcast Ltd. of which Radio City is a part. It
3 broadcasts on 91.1 and has presence in 39 big and small cities of Gujarat,
4 Maharashtra, Rajasthan, Karnataka, Uttar Pradesh, Tamil Nadu, Haryana,
5 Telangana, Punjab, Jharkhand, Andhra Pradesh, Bihar and Delhi. Later Radio
6 Mantra was rebranded as Radio City.

7 The **Dainik Bhaskar Group** ventured into radio with the launch of 94.3
8 MY FM in 2006. Today, it has reached in Tier II & III cities across 7 states (30
9 Stations). Not Just this, Fever FM of HT Media and My FM of Dainik Bhaskar
10 group have formed a sales alliance to create a platform that will facilitate
11 advertisers reach to the largest radio audience across the country.

12 Radio Mirchi (originally Times FM) began operations in 2001 in [Indore](#),
13 Madhya Pradesh. Radio Mirchi (98.3 FM) is owned by the [Entertainment](#)
14 [Network India Ltd](#) (ENIL), which is one of the subsidiaries of [The Times](#)
15 [Group](#). Currently, Radio Mirchi has a presence in 46 cities with 51 stations
16 Mirchi. Also it has its stations in UAE. Also in 2015, it acquired TV Today
17 Network's radio station 'Oye' in Amritsar, Jodhpur, Patiala and Shimla.

18 **HT media** owns Fever 104 FM which is available in Delhi, Mumbai,
19 Bangalore and Kolkata. In 2018, it proposed to merge its radio arm with 94.3
20 Radio One FM owned by Next Radio Ltd, a [subsidiary](#) of Mumbai-based Next
21 Mediaworks Ltd. HT Media and its shareholders will own a 74% stake in the
22 merged entity. HT Media also owns Radio Nasha.

23 **Malayala Manorama** owns Radio Mango 91.9 FM which is
24 headquartered in [Kochi](#). Radio Mango started broadcasting from [Kozhikode](#) as
25 Kerala's first [Malayalam](#) private [FM station](#) on 29 November 2007. At present
26 Radio Mango FM stations are at Kochi, Thrissur, Kozhikode, Kannur and
27 UAE. **Ramoji Groups' Eenadu** on 5th July, 2018, launched EFM – Mee FM
28 in four Telugu districts - Vijayawada, Rajahmundry, Tirupati and Warangal.
29 **Rajasthan Patrika** launched 95 FM Tadka which went on air on August 15,
30 2006. It is headquartered in Jaipur and runs 18 stations.

1 **Daily Thanthi Group's** Hello FM (106.4 FM) started in 2006
 2 broadcasting from Chennai and Coimbatore. Later, in 2007 it expanded its
 3 broadcast to other cities in Tamil Nadu such as Madurai, Trichy, Tirunelveli,
 4 Thoothukudi and to the union territory of [Puducherry](#). And now it has 11 radio
 5 stations.

6 Club FM is a private [FM](#) radio station operated by the [Mathrubhumi](#) in
 7 Kerala. It is present in the following cities; [Thiruvananthapuram](#), [Kochi](#) and
 8 [Kannur](#) at [94.3 FM](#) and in Kozhikode and Thrissur at 104.80 FM.

9
 10 *Table 5.1- Presence in Digital Media (Part 1)*

Internet & Mobile Apps	
Newspaper- Dainik Jagran	
www.jagran.com (Hindi News & Epaper) inextlive.jagran.com (Hindi News) english.jagran.com (English News) epaper.punjabijagran.com (Punjabi Epaper) www.gujaratimidday.com (Gujarati News) www.mid-day.com (English News) www.jagranjosh.com (Competition and Current Affairs) naidunia.jagran.com (Hindi News & Epaper) www.jagranjunction.com (Blogging platform) www.radiocity.in (Website of Radiocity) www.khojle.in (Classified ads posts)	www.herzindagi.com (Women's lifestyle, wellness & food) www.inquilab.com (Urdu News) www.onlymyhealth.com (Health website) www.mmionline.in (Provider of quality online content) www.jagranyatra.com (Travel website) Jagran PCC (Jagran IT Kanpur App) Jagran English Speaking Course App Sarkari Naukri Job Alert App Jagran Banking- IBPS, SBI PO App Jagran GK Quiz App
Newspaper- Dainik Bhaskar	
www.bhaskar.com (Hindi News & Epaper) www.divyabhaskar.co.in (Gujarati News & Epaper) divyamarathi.com (Marathi News & Epaper) www.dailybhaskar.com (Entertainment & Bollywood) www.fashion101.in (Fashion) www.dnaindia.com (English News & Epaper) gadgets.bhaskar.com (Technology News) myfmindia.com (Website of MY FM) moneybhaskar.com (Business News) food.bhaskar.com (Cooking)	dbpost.com (English News & Epaper) www.homeonline.com (Property) bhaskarlive.bhaskar.com (Video broadcasting platform) www.dainikbhaskargroup.com (Organization Info) Bhaskar group Epaper App Change Abhi (Lifestyle App) Bhaskar Customer Connect App DBCL Matrix (News App) Bhaskar Gujarat Connect App FirstWall- Social Video Community App
# Emboldened websites have Apps in Google Play	

11
 12 Table 5.1 shows presence of Dainik Jagran and Dainik Bhaskar in internet
 13 and mobile applications. Internet presence speaks volumes about how much

1 newspaper are trying to capture the readers' attention and cater to needs of
2 netizens and youth. For instance, **Dainik Jagran** has vastly launched websites
3 that cater avid news readers and that too in Hindi. Apart from that, it also has
4 websites dedicated to English, Punjabi, Gujarati and Urdu language. In terms
5 of demography, it has websites that are dedicated to women and also students
6 who are preparing for competitive exams. In 2010, Radio City launched its first
7 [internet radio](#) station Radio City Fun Ka Antenna and now they have 52 online
8 radio stations. Also, it has treaded into genres of travel and blogging.

9 **Dainik Bhaskar** has websites mainly dedicated to Hindi news but also it
10 serves readers of Gujarati, Marathi and English. It also has presence in
11 property, cooking, business, technology, fashion and entertainment genres.
12 Also it has website dedicated to video broadcasting by citizens.

13

14

1 Table 5.2. Presence in Digital Media (Part 2)

Newspaper- The Times Group (Internet & Mobile Apps)	
<p>www.timesofindia.indiatimes.com (English News & Epaper)</p> <p>www.indiatimes.com (Tech, Lifestyle, Entertainment & Health)</p> <p>www.brandcapital.co.in (Investment arm and Branding solutions)</p> <p>www.gadgetsnow.com (Technology)</p> <p>www.gaana.com (Music and songs access)</p> <p>www.boxtv.com (watching multiple language movies and TV serials for free)</p> <p>www.cricbuzz.com (Cricket News)</p> <p>www.mensxp.com (Fashion, Health & Tech)</p> <p>www.idiva.com (Women's Lifestyle & Fashion)</p> <p>www.zigwheels.com (Automobile and Two wheeler news, Buy & Sell platform- Acquired by CarDekho)</p> <p>www.speakingtree.in (Spiritual)</p> <p>www.getmeashop.com (Ecommerce website creation & solutions)</p> <p>www.economicstimes.indiatimes.com (Business & Market News in Hindi, English & Gujarati)</p> <p>www.mumbaimirror.indiatimes.com (Local News)</p> <p>bangaloremirror.indiatimes.com (Local News)</p> <p>punemirror.indiatimes.com (Local News)</p> <p>ahmedabadmiraor.indiatimes.com (Local News)</p> <p>www.educationtimes.com (Education News)</p> <p>www.gizmodo.in (Technology & Science)</p> <p>eisamay.indiatimes.com (Bengali News & Epaper)</p> <p>vijaykarnataka.indiatimes.com (Kannada News & Epaper)</p> <p>www.timesnownews.com (News in Hindi & English)</p> <p>www.iamgujarat.com (Gujarati News)</p> <p>www.samayam.com (News in Tamil, Telugu & Malayalam)</p> <p>maharashtratimes.indiatimes.com (Marathi News)</p> <p>www.bombaytimes.com (Film News)</p> <p>www.misskyra.com (Celebrity Gossip & Film News)</p> <p>www.timesascent.com (Career & Vacancies)</p> <p>www.timesguarantylimited.com (Website of Times Guaranty Ltd.)</p> <p>navbharattimes.indiatimes.com (Hindi News)</p> <p>www.newspointapp.com (English News)</p> <p>www.adageindia.in (Advertising & Marketing)</p> <p>Partnership with Advertising Age</p> <p>tlabs.in (Startup Accelerator & Seed fund for startups)</p> <p>www.knowyourresult.com (Board Results)</p> <p>www.timesmediastudies.com (Website of Times Group Learning Centres)</p>	<p>www.tbsl.in (Business Solutions)</p> <p>www.coupondunia.in (Coupons, Cash back, Offers & Promo code)</p> <p>www.taskbucks.com (Reward App to earn recharge & Paytm cash) Acquired- 2015</p> <p>www.dineout.co.in (Reservation in restaurants with offers & discounts) Acquired</p> <p>www.inresto.com (Complete solutions for Restaurant management) Acquired</p> <p>www.theviralshots.com (Trending & Fun Stories)</p> <p>www.gradeup.co (Exam Preparation) Acquired</p> <p>www.timesjobs.com (Vacancies & Job Search)</p> <p>www.simplymarry.com (Discontinued)</p> <p>www.ads2book.com (Booking Newspaper classified ads)</p> <p>www.stepahead.timesjobs.com (Premium Career Services- Resume Writing)</p> <p>www.techgig.com (Tech Community Platform & Coding Contest)</p> <p>www.jobbuzz.timesjobs.com (Career Guidance)</p> <p>www.timesmusic.com (Website of Times Music & Music Library)</p> <p>www.willow.tv/tvchannel (Live streaming of cricket matches) Acquired- 2016</p> <p>www.timesmobile.in (Organization Info.)</p> <p>tcnext.com (Post buy, sell & rent ads for free)</p> <p>www.activeconnect.in (mobile enterprise service delivery platform)</p> <p>www.whatshot.in (Happenings & Places to visit in 5 metro cities)</p> <p>www.timesknowledge.in (Informative- Science & History)</p> <p>www.remit2india.com (Financial Remittance Service by Times of Money)</p> <p>www.earthcareawards.com</p> <p>Times Food (App)</p> <p>Follo App</p> <p>MX Player (Music Player App) Acquired-2018</p> <p>Baazi Now (Live Quiz games App)</p> <p>ETMONEY App</p> <p>Happy Trips App</p> <p>ReleaseMyAd App</p> <p>TOI Citizen Reporter App</p> <p>Times City- Local News Alerts App</p> <p>ET Markets- NSE & BSE App</p> <p>Telugu News App</p> <p>ETBrandEquity App</p>
# Emboldened websites have Apps in Google Play	

2

1 Table 5.2 shows presence of The Times of India in internet and mobile
 2 applications. When it comes to internet, **Times Group** wins internet space by
 3 margins. It has presence in every genre and performs exceptionally well in all
 4 of them. And thus it continues to be one of the largest media house of India,
 5 Asia and the world as well. It has news websites dedicated to almost all the
 6 major languages of India. Not only this, it has vast content dedicated to young
 7 generation, both men and women. It has launched, acquired or carried out joint
 8 venture to expand in genres such as entertainment, film, lifestyle, business,
 9 marketing, ecommerce, travel, education etc. Also most of its popular websites
 10 have Apps in Google Play and thus Times Group leads in mobile applications
 11 arena as well.

12
 13 *Table 5.3. Presence in Digital Media (Part 3)*

Internet & Mobile Apps	
Newspaper- Amar Ujala	
www.amarujala.com (Hindi News & Epaper) www.amarujalatv.com (Browser Based TV) foundation.amarujala.com (Website of Amar Ujala Foundation)	www.firkee.in (News with wit) www.amarujala.com/kavya (Poetry & Shayari) safalta.com (Government Job Preparation) results.amarujala.com (Exam Results)
Newspaper- Hindustan	
www.hindustantimes.com (English News & Epaper) www.livehindustan.com (Hindi News & Epaper) www.htcampus.com (University & College search) punjabi.hindustantimes.com (Punjabi News) www.bridgesom.com (Website of Bridge School of Management)	www.desimartini.com (Movie, Fashion, Gossip, Lifestyle & TV) www.livemint.com (Business, Finance & Budget News) www.shine.com (Job Search) www.englishmate.com (English Speaking courses)
Newspaper- Malayala Manorama	
www.tapeytapey.com (Online Classified Advertising) www.theweek.in (English News) m4marry.com (Malayalee Matrimonial Website) www.manoramaonline.com (News in Malayalam & English for Gulf, US, Europe, Oceania, Local) www.manoramahorizon.com (College Search & Practice tests) www.theman.in (Men Fashion) www.radiomango.fm (Website of Radio Mango) www.mazhavilmanorama.com (Website of TV Channel) www.manoramanews.com (MMTV Website- Malayalam News) www.helloaddress.com (Real Estate & Properties in Kerala) eweekly.manoramaonline.com (Website of Magazine)	www.qkdoc.com (Hospital Appointments) www.vanitha.in (Website of Magazine) www.entedeal.com (Shopping) Jobs at Manorama App Magic Pot Games App Manorama Traveller App Fasttrack (Health App) Veshangal (Entertainment App) Karshakasree App Arogyam App Balarama App QKClinic App Naughty Luttapi App Vidya Learn Malayalam App Kerala Talkies App Bhashaposhini App Manorama Calendar App Manorama Books App

esampadyam.manoramaonline.com (Website of Magazine)	
www.quickerala.com (Kerala Business Listing & Yellow Page Directory)	
# Emboldened websites have Apps in Google Play	

1

2 Table 5.3 shows presence of Amar Ujala, Hindustan and Malayala Manorama
3 in internet and mobile applications. **Amar Ujala** has acceptable amount of internet
4 presence with Hindi news and competitive exams websites. Also it has launched
5 browser based TV for mobile viewers. **HT Media** unlike Times of India has
6 treaded only into few languages such as Hindi, English and Punjabi. Apart from
7 news, it has websites dedicated to business, finance, education and job vacancies.
8 **Malayala Manorama Group** instead of expanding all over India has maintained
9 its stronghold in Kerala. It has websites dedicated mostly to Malayalam & English
10 readers in Kerala & GCC countries. Also it has vast amount of content for women,
11 children & youth. It has launched websites dedicated to health, ecommerce,
12 business and real estate.

13

14 *Table 5.4. Presence in Digital Media (Part 4)*

Newspaper- Eenadu	
www.eenadu.net (Telugu News & Epaper)	www.sitara.net (Film News)
www.eenaduindia.com (News in Hindi, English, Bangla, Kannada, Marathi & Tamil)	www.eenaduclassifieds.com (Classified Ads)
www.eeyuva.com (Entertainment, Sports, Fashion, Health & Business)	priyafoods.com (Grocery Buy- Website of Priya Foods)
eenadupellipandiri.net (Matrimonial)	www.vasundhara.net (Women Fashion & Lifestyle)
www.eehibu.com (GK, DIY, Contests for Children)	www.eenadupratibha.net (Competitive Exams Preparation)
www.eenaduinfo.com (Organization Info)	www.kalanjali.com (Online Apparel Store for men & Women)
www.etv.co.in (Channel Website)	www.ramojifilmcity.com (Ramoji Film City Website)
ramadevipublicschool.com (Website of Ramadevi School)	
Newspaper- Rajasthan Patrika	
www.patrika.com (Hindi News & Epaper & Patrika Live TV- MP/ CG)	www.dailynews360.com (North- East India News- Hindi)
pie.patrika.com (Website of PIE- Education, Summer Camp Courses)	www.catchnews.com (Hindi & English News)
	Little Star News & Information App for Kids)
Newspaper- Daily Thanthi	
www.dailythanthi.com (Tamil News & Epaper)	www.dtnext.in (English News)
www.iflicks.in (Kollywood/ Tamil Cinema) publication.dailythanthi.com (Website of Publication)	www.thanthitv.com (Website of Thanthi TV & Tamil News)
www.maalaimalar.com (Website of newspaper)	
Newspaper- Mathrubhumi	
www.mathrubhumi.com (Malayalam News & Epaper)	digital.mathrubhumi.com (Digital editions of all magazines of organization)

tv.mathrubhumi.com (Website of TV channel & Malayalam News) www.kappatv.co.in (Music Videos & Website of Malayalam Music Channel) www.mbifl.com (Event Website) www.redmic.in (Website of Event Planning Company) www.mbiseed.com (Website of SEED- Social Arm) clubfm.in (Website of Club FM)	Findhome App Pachamanga (Health & Fitness App) Mathrubhumi Calendar App Mathrubhumi IFFK (Event App) Kalolsavam (Event App) Kochi My Metro (Travel App)
# Emboldened websites have Apps in Google Play	

1

2 Table 5.4 shows presence of Eenadu, Rajasthan Patrika, Daily Thanthi and
3 Mathrubhumi in internet and mobile applications. **Eenadu's** parent company
4 has launched websites that are dedicated to entertainment, sports, fashion,
5 education, matrimonial, food, ecommerce and competition. Like Malayala
6 Manorama, it also has launched websites exclusively for children and women.
7 **Rajasthan Patrika** has launched websites mainly in Hindi and English and
8 instead of creating separate websites for different genres it has included all the
9 genres in its news website. Also it has a website dedicated for coverage of
10 North- eastern states. **Daily Thanthi** has limited presence on internet, and this
11 might be one of the reasons it is not in Top 5 slots. **Mathrubhumi** has websites
12 that are dedicated to news, music, events and social work. Also just like
13 Rajasthan Patrika it has integrated all the genres in its news website.

14

15 *Table 6. Presence on Social Media*

Title	Account Name & Followers		
	Twitter followers	Youtube Subscribers	Facebook followers
Dainik Jagran	@JagranNews (566 K)	Dainik Jagran (8,545)	@dainikjagran (14 M)
Dainik Bhaskar	@DainikBhaskar (531 K)	Dainik Bhaskar (349,015)	@dainikbhaskar (14 M)
The Times of India	@timesofindia (11.4 M)	The Times of India (761,572)	@TimesofIndia (11 M)
Amar Ujala	@AmarUjalaNews (733 K)	Amar Ujala (149,008)	@Amarujala (7.4 M)
Hindustan	@Live_Hindustan (87.8 K)	Live Hindustan (219,679)	@LiveHindustanNews (2.1 M)
Malayala Manorama	@MalayalaManorma (18.3 K)	Manorama News (1,179,629)	@manoramaonline (2.1 M)
Eenadu	@eenadulivenews (19.2 K)	etvteluguindia (4,767,077)	@eenaduonline (1.1 M)
Rajasthan Patrika	@rpbreakingnews (115 K)	Rajasthan Patrika (456,945)	@rajasthanpatrika (2.6 M)

Daily Thanthi	@dinathanthi (308 K)	Thanthi TV (1,120,886)	@dailythanthi (3.4 M)
Mathrubhumi	@mathrubhumi (45.7 K)	Mathrubhumi News (540,126)	@mathrubhumidotcom (2.6 M)
# Source: Social Media Accounts		# K is thousand & M is million	

1

2 Table 6 shows presence of Newspaper House on social media which
3 speaks volumes on how much attention is being paid on internet users. In the
4 digital age, loss in revenues due to falling circulation is forcing newspapers to
5 create online accounts. Not just this, to compete with others in the market they
6 have to attract maximum viewers on their page so as to boost their followers.
7 This in turn may help them to translate these viewers into user of their services.
8 Apart from this, social media accounts proves vital in helping internet users
9 identify these media houses as human entity and not just profit making and
10 propaganda setting organizations.

11

12 *Table 7.1. Other Ventures, BTL and Social Arms*

Others Ventures	
Newspaper - Dainik Jagran	
Jagran Engage (OOH) Jagran Solutions (Marketing solutions) Pehel (Social arm) Radio City Freedom Awards (Event) Radio City Super Singer (Event) Radio City School of Broadcasting AudaCITY (Solutions Agency) Radio City Gully Premier League (Event) Radio City Musical e Azam (Event) Radio City Blue Carpet (Event) Gig City (Event)	Jagran International Jagran Research Centre Jagran Foundation MiD DAY Bollywood Lunch Contest (Event) MiD DAY Happy Hours (Event) MiD DAY Media Nights (Event) MiD DAY Corporate Cricket League Jagran New Media (Online Arm) Jagran Forum Jagran University
Newspaper - Dainik Bhaskar	
Media Corp Limited (Mobile interactive services)	DB Mall
Newspaper - The Times of India	
Go Green (Campaign) Times OOH Mirchi Movies Limited (Film production) Remit2India (Remittance Services) Times Media Studies (Learning Centers) Times of India Film Awards Femina Miss India Times Business Solutions Active Connect (Mobile Enterprise Service delivery) 360 Degrees (Events & Entertainment)	Vijayanand Printers Limited (Acquired in 2006) Times Guaranty Limited (Corporate Lending) Junglee Music (Music label) Times Wellness Bennet University Filmfare Awards Earth Care Awards Times International Media Marketing Moneysights (Personal Finance Platform) Times Foundation (Philanthropic Arm)

Newspaper - Amar Ujala	
Touch Point (Business Solutions) Amar Ujala Foundation (Social Arm)	Outdoors (OOH Solutions)
Newspaper - Hindustan	
English Mate (English Learning Centers) Bridge School of Management (Education)	Webitude (Marketing Agency) Acquired DIGIWISE Summit (In collaboration with Google)

1

2 Table 7.1 shows other Ventures, Events, BTL and Social Arms of
3 newspaper houses.

4

5 **Dainik Jagran (Jagran Prakashan Limited)**

6

7 **Jagran Engage** is the OOH division of JPL which specializes in Out of
8 Home media solutions and covers 900 + towns spread across 370 districts in 27
9 states. **Jagran University** provides education in media, management and other
10 education branches. **Jagran Solutions** is the division that leads work in the
11 Below the Line Marketing Solutions or Experiential Marketing area. **Peheil** is
12 the social responsibility arm of Jagran and provides social services such as
13 organizing workshops/seminars to voice different social issues, health
14 camps/road shows for creating awareness on the social concerns and helping
15 underprivileged masses. **Jagran International** is the international division of
16 JPL responsible for marketing JPL products outside of India. **Jagran Research**
17 **Centre** is an independent and premier multidisciplinary research & consulting
18 organization. **Radio City Freedom Awards** organized by Radio City are a set
19 of awards presented annually to recognize and honor independent music across
20 genres like Hip-Hop, Folk Fusion, Pop, Rock, Metal and Electronica. It also
21 hosts **Radio City Super Singer** which is a singing talent hunt to discover the
22 singing talent among its listeners. **Radio City School of Broadcasting (RCSB)**
23 is an autonomous educational unit offering 6-month Certificate Course in
24 Radio Jockeying and Radio Production. **Gig-City** is a live concert for radio
25 also organized by Radio City. It has specialized creative client solutions agency
26 – **AudaCITY**. Other events by Radio City include **Radio City Gully Premier**
27 **League, Radio City Musical e Azam** and **Radio City Blue Carpet**. Mid Day

1 has launched promotional activities like the **MiD DAY Bollywood Lunch**
2 **Contest, MiD DAY Happy Hours @ Work & @ Home, MiD DAY Media**
3 **Nights** and **MiD DAY Corporate Cricket League** to create goodwill among
4 readers. **Jagran New Media (JNM)**, the online arm for JPL, offers products &
5 solutions to the consumers and corporate customers including services that
6 range from web based advertising solutions, permission based content sales,
7 contesting and utility based services like Digital Classified Platform. Under
8 banner of **Jagran Foundation, Jagran Forum** is a platform where dignitaries
9 from all over come and discuss issues and their solutions.

10

11 **Dainik Bhaskar (DB Corp Ltd)**

12

13 The business conglomerate has strong presence in newspapers, television,
14 entertainment, printing, textiles and internet services. The group's **Media Corp**
15 **Limited** provides integrated and mobile interactive services. DB Corp also has
16 **shopping mall** in Bhopal and Gwalior.

17

18 **Times of India (Bennett Coleman and Co. Ltd)**

19

20 **Times OOH** provides a national network of comprehensive and
21 customized Out-of-Home (OOH) solutions to advertisers. **Mirchi Movies Ltd.**
22 has been movie producers of Bollywood & South Indian films. **Vijayanand**
23 **Printers Limited** (acquired in 2006) engages in printing and publishing
24 newspapers in Karnataka. **Times Guaranty Limited** engages in retail and
25 corporate lending, Merchant Banking, Money Market related activities and
26 Portfolio Management Services. It also invests and trades in equities in the
27 secondary market; on its own portfolio. The company is authorized with SEBI
28 as Category I Merchant Banker and has also acquired membership of Over the
29 Counter Exchange of India. **Times Music** consist of **Junglee Music**, which is a
30 film music label and **Times Wellness** constitutes an interactive platform for
31 fitness and lifestyle trends. **Bennet University** is a private University offering

1 full-time B.Tech, MBA, and Ph.D. programs in India. **Times Media Studies**
2 runs 3 learning centers namely- Times Centre for Media and Management
3 Studies, Times School of Journalism and Times School of Marketing.

4 It organizes a large number of events. The **Times of India Film Awards**
5 (TOIFA) were introduced in 2013. Femina has organized and sponsored the
6 **Femina Miss India** beauty pageant since 1964. From 1994 to 1999, it also
7 sponsored the **Femina Look of the Year** contest to send an Indian contestant
8 to the Elite Model Look competition. Filmfare organizes the annual **Filmfare**
9 **Awards** (Started in 1954), **Filmfare Awards South** (1963) and **Filmfare**
10 **Awards East** (2014). The **Economic Times Awards** are given for Corporate
11 Excellence. **Times Utsav** is a consumer exhibition organized by TOI. **Earth**
12 **Care Awards** are given in field of Environment. The **Mirchi Music Awards**
13 (2008) are given for Bollywood film music.

14 **Times Business Solutions** (TBS) provides global internet users interactive
15 media to provide support, assistance, and guidance. **Active Connect** is a
16 mobile enterprise service delivery platform to cater business requirements
17 through a single window. It's new ventures include **Times International**
18 **Media Marketing** to attract International business to India through a
19 developmental approach. **Times Outdoors** provides a national network of
20 comprehensive and customized Out-of-Home (OOH) solutions to advertisers.
21 **Moneysights**, a personal finance platform was acquired by BCCL in 2014. **360**
22 **Degrees** is the Events and Entertainment brand of **Times Infotainment**
23 **Media Limited**. **Times Foundation** is the social arm of the group that offers a
24 platform for ideas and discussions.

25

26 **Amar Ujala (Amar Ujala Publications Ltd)**

27

28 **Touch Point** is a highly specialized business unit of Amar Ujala, which
29 offers Integrated Business Solutions to clients & agencies. **Amar Ujala**
30 **Foundation** is the social arm of the group. **Outdoors** is the OOH division of
31 Amar Ujala specializing in advertising and branding solutions.

1

2 **HT Media**

3

4 HT Media has holdings in print, electronic and digital media. It also
 5 operates 19 printing facilities across India. HT Mobile has acquired digital
 6 marketing agency **Webitude**. **DIGIWISE Summit** is a symposium organized
 7 by HT Campus and Google India. It has launched **EnglishMate**, [English](#)
 8 [Language Learning Centers](#) in Delhi/ NCR. In education sector, it runs **Bridge**
 9 **School Management**.

10

11 *Table 7.2. Other Ventures, BTL and Social Arms*

Newspaper - Malayala Manorama	
Hay Festival	
Newspaper - Eenadu	
Ushakiran Movies (Film Production House) Margadarshi Chit Fund Ramoji Film City Ramoji Academy of Film and Television Dolphin Hotel	Kalanjali (Showroom) Priya Foods Brisah (Apparel) Ramadevi Public School Ramadevi Trust
Newspaper - Rajasthan Patrika	
Sky Media Network (Cable Network) Rajasthan Patrika Events Planet Outdoor (OOH Solutions) Karpoor Chandra Kulish Award	Media Action Group (Social Arm) Pie (Social Arm) Patrika Publications
Newspaper - Daily Thanthi	
Daily Thanthi Mpower (Marketing Consultant & Ad Agency)	
Newspaper - Mathrubhumi	
K P Kesvamenon Hall Mathrubhumi Kalotsavam (Event) SEED Grihlakshmi Vedi Mathrubhumi Study Circle	The Mathrubhumi Film Award Functions (Event) Redmic (Event Planner) Mathrubhumi Music (Music Label) Mathrubhumi Books

12

13 Table 7.2 shows other Ventures, Events, BTL and Social Arms of
 14 newspaper houses.

15

16

1 **Malayala Manorama (Malayala Manorama Co. Ltd.)**

2

3 It's a 125 year old, \$200 million media super brand with 44 publications in
4 5 languages with prominent presence in print, television, online, events (such
5 as **Hay Festival** in Kerala), publishing and audio production.

6

7 **Eenadu (Ramoji Group)**

8

9 Eenadu's rapid expansion enabled diversification of its portfolio by
10 venturing into other markets such as finance and [chit funds](#), foods, film
11 production, film distribution and a group of television channels. Its businesses
12 cover television and newspaper media, film production, financial services,
13 retail, education and hospitality. **Ushakiran Movies** is a Film Production
14 House which has produced over 80 films in several languages such as Telugu,
15 Hindi, Tamil, Malayalam, Kannada, Marathi and Bengali and Mayuri films
16 undertakes film distribution. **Margadarshi Chit Fund** is the flagship company
17 of Ramoji Group and has a subscriber base of 360,000 members. [Ramoji Film](#)
18 [City](#) situated near Hayathnagar in Hyderabad, Telangana is certified by
19 Guinness World Records as the largest integrated film city. It contains over
20 1,666 acres of land. It also hosts a theme park.

21 **Ramoji Academy of Film and Television (RAFT)** is an institute offers
22 degree in filmmaking. The group operates hotels such as **Sitara Luxury Hotel**,
23 **Tara Comfort Hotel** and **Dolphin Hotel**. **Kalanjali** is a chain of showroom
24 that offers collection of Indian artifacts, handcrafted furniture, traditional
25 sarees, ethnic ladies wear and hand-loom material. **Priya Foods** is involved in
26 manufacturing and marketing condiments, confectionery and edible oils.
27 **Brisah** is a women's clothing brand, specializing in formal dress and party
28 wear. **Ramadevi Public School** is an ICSE school in Hyderabad sponsored by
29 **Ramadevi Trust**.

30

31

1 **Patrika (Patrika Group)**

2

3 Patrika Group offers a complete multimedia surround with its various
4 verticals, viz. Print, Digital, Radio, Cable, Billboards, Television, Events,
5 Entertainment, Social Initiatives etc. **Rajasthan Patrika Events** has conducted
6 more than 1500 Domestic and International Mega such as exhibitions, Public
7 Shows, Rural Activations, Tailor-made BTL initiatives, consumer trade fairs
8 and Business Fairs. **Patrika Publication** has made books and rare literature
9 available to masses and has also given a platform to the talented writers. It has
10 more than 500 titles on different subjects and language like Art, Culture,
11 Literature for all age group, Management, Career Guide, Spiritual researches
12 etc. **Planet Outdoor** is the OOH solution provider which has operations all
13 across Rajasthan.

14 **Media Action Group** (MAG) is an initiative meant to bring social change.
15 **Patrika in Education** is the Education wing of Patrika Group. It reaches out to
16 thousands of children and young adults annually in the states of Rajasthan,
17 Madhya Pradesh, and Chhattisgarh through its year round activities such as
18 Vocational courses, Seminars, Workshops, Summer Camps, School Olympics
19 etc. Patrika awards **Karpoor Chandra Kulish International Journalism**
20 **Award**. **Sky Media Network** is the biggest cable network of Rajasthan that
21 carries a greater local connects.

22

23 **Dina Thanthi**

24

25 Apart from publishing newspapers and books, Dina Thanthi also owns
26 **Mpower** which is an advertising agency.

27 **Mathrubhumi (The Mathrubhumi Printing and Publishing Company Ltd)**

28 **Mathrubhumi Books** is a publishing house which has published both the
29 fictions and non-fictions of almost all the well known writers in Malayalam. It
30 has opened **bookstalls** in almost every major city in Kerala and also conducts
31 exhibitions and fairs for the book lovers. **KP Kesavamenon Hall** is a popular

1 venue for various cultural and social activities and it also organizes
2 **Mathrubhumi Kalotsavam** and **The Mathrubhumi Film Award Functions**.
3 It has also launched **Mathrubhumi Music** which is a music label. **Student**
4 **Empowerment for Environmental Development (SEED)** is an initiative to
5 impart environmental consciousness in students of 8,000 schools. **Grihlakshmi**
6 **Vedi** (Women Community) and **Mathrubhumi Study Circle** are initiatives
7 meant for empowerment of youth and women. **Redmic** is an event planner
8 under banner of the Mathrubhumi group.

9

10

11

Conclusion and Discussion

12

13 The Indian print industry grew at a rate of 7% from INR 283 billion in
14 2015 to INR 303 billion in 2016. In 2016 the print advertisement revenue
15 reached INR 201 billion. The phenomenal growth of newspapers in India when
16 newspapers all around the world are facing threats of closure can be attributed
17 to marketing techniques and business model that the newspaper organizations
18 have adopted.

19

Factors behind Success

20

21
22 Merger and Acquisition, diversification and partnerships are in trend in
23 media industry which helps them to survive, sustain and also decrease losses.
24 The prominence of print media can also be attributed to the robust growth of
25 the Indian economy. Another reason is the large proportion of population in
26 India is youth. With 356 million 10-24 year-olds, India has the world's largest
27 youth. With growing push on education [Indian literacy rate](#) has grown to 74%
28 (2011 Census) which means there is a jump of almost 10% within a decade.
29 The readership base has grown to 395 million. Not only this, among the people
30 who can read and those who actually read a newspaper, there is a gap of about
31 50 per cent, which tells us about a lot of scope. Also technological disruption is

1 yet to impact household readership as internet penetration in India is very low.
2 Also most Indians in the age group of 35 years and above still prefer a physical
3 copy.

4

5 **Strategies Employed**

6

7 Newspapers have introduced customized sections and pullouts that cater to
8 various segments of readers together with localized content. By adopting
9 techniques of market penetration, market development, product development
10 and diversification, newspaper houses have not just survived but also thrived.
11 Easy accessibility, door-to door delivery, affordability due to low pricing,
12 comfort and the habit of reading a physical copy are the main factors that have
13 kept print players afloat in this digital era

14

15 *Presence in other Outlets*

16

17 **Going Hyper local-** In top 10 newspapers of the country according to
18 ABC, there 5 Hindi, 2 Malayalam, 1 Tamil, 1 Telugu and 1 English. English
19 has largely restricted itself to metros, mini-metros and smaller towns. About 60
20 per cent of the language circulation is coming from non-metros and non-urban
21 area, where English is not able to reach. Also literacy is growing in mother-
22 tongues which is the main reason behind success of vernacular newspapers.
23 And thus top newspaper houses including Hindi and English newspapers have
24 started vernacular editions (particularly in the markets with lower internet
25 penetration), as they directly reach customers in prospering tier-II and tier-III
26 cities/regions of the country. Another reason for localizing product and reach is
27 the increasing size of the middle class that speaks different languages. An
28 analysis of the print spends in 2006 and 2007 shows that even though metros
29 constituted a larger share of the total print spends in both years, ad spends
30 diverted towards Key Urban Towns (KUT) grew at a much higher rate than the

1 spends towards metros. This is indicative of the fact that advertisers are
2 cognizant of the growing significance of the KUT in India.

3 **Becoming Hybrid and Social-** The introduction of in-house websites
4 allows companies to grab more audience and monetize content through digital
5 platforms. Combined news supply helps to increase the reach through varied
6 platforms. With the growing base of generation Y in India, digital media has
7 emerged as one of the favored destination for news and information. With this
8 swift growth of news consumption, the mobile phone and portable device
9 spaces have become the new battlefield for several companies.

10 Mobile app usage in India is outperforming the global growth rate,
11 registering an average Year over Year growth of 131%. Among the app
12 categories, 'news and reading' witnessed an average annual growth rate of 311
13 per cent, making it the second fastest growing app category after
14 'personalization'. With decreasing attention spans and the snowballing trend of
15 accessing news on-the-go, companies have started to focus on the 'news'
16 category to grab a larger share of the mobile-user pie.

17 There has been rise in usage of social media platforms in India. India has a
18 reported 143 million social media users forming about 65 per cent of India's
19 internet user base. Times of India, Dainik Jagran and Dainik Bhaskar are the
20 leaders as far as presence on social media platforms is concerned. And no
21 doubt this active participation on social media is one of the reasons they
22 occupy Top 3 slots.

23 **Electronic Media-** With exception of Amar Ujala, all the newspapers own
24 radio channels. And when it comes to television, most of the newspapers own
25 TV channels with Eenadu and The Times of India leading the pack but Dainik
26 Jagran, Amar Ujala and Hindustan have no stakes in television industry.

27 **OOH and Advertising-** The print industry in India is relatively less
28 dependent on circulation revenue and thus major newspaper houses have
29 sometimes engaged in predatory pricing such as the famous Times War.
30 Advertising continued to be the backbone of the print industry, accounting for
31 more than 66 per cent of the total revenues. Every media house has its OOH

1 Division (Example- Planet Outdoor, Autodoors) which specializes in providing
2 customized Out of Home media solutions to advertisers as they have media at
3 their disposal. They have now started offering bundled solutions to clients,
4 which may include print power jacket covers, video ads on digital platforms,
5 radio ads, etc. Not just this they have merged print and online advertising
6 offerings into a singular selling platform.

7 **Social Arms-** Social arms and initiatives such as Pehel, Amar Ujala
8 Foundation, PIE, Times Foundation and Grihlakshmi Vedi extensively address
9 and work on social issues by organizing forums, seminars, camps and road
10 shows to spread awareness on various topics and issues such as health,
11 diseases, environment protection, education, women empowerment etc. All
12 these initiatives help these organizations to portray that they are not profit
13 churning organizations but are also socially responsible. This in turn creates
14 goodwill and a positive image amongst readers and public in general.

15 **BTL-** There has been a significant increase in number of newspapers
16 going into below-the-line (BTL) marketing. Major newspaper houses are
17 investing in direct marketing, events, film festivals, award functions, marketing
18 activation and other BTL activities. One of the reasons for this is mass media
19 fragmentation. Since the clutter in mass media is very high, getting audience
20 attention is difficult through above-the-line (ATL) marketing. And thus some
21 of the largest event companies in India are print companies because they
22 provide cost effective way of reaching audience.

23 **Other Ventures-** JPL under its umbrella has variety of products in areas
24 such as marketing solutions, events and awards functions organizing, and
25 education institutes. Dainik Bhaskar has invested largely in infrastructure, real
26 estate and construction and it has buildings and malls under its portfolio. TOI
27 has focused on film production, remittance services, learning centers, Award
28 Functions and events, sponsorship and endorsement, printing, music
29 production, corporate lending and education institutes and thus is rightfully the
30 largest conglomerate of India. HT Media just like TOI has outlets in education,
31 marketing solutions and event organizing. Ramoji Group investments are

1 primarily focused in- film production, chit funds, infrastructure, hotels, film
2 city, education institutes, food sector and apparel industry. Just like other
3 newspapers Patrika Group and Mathrubhumi have both ventured in advertising
4 solutions and BTL activities such as events and award functions.

5

6 *Recent Developments and Trends*

7

8 **Treading new genres and demography-** The demassification and sub-
9 classification of market has encouraged newspaper houses into market and
10 product development. Dainik Jagran, Patrika, Hindustan and Amar Ujala have
11 launched print products (Magazines, supplements etc) for niche readers such as
12 women, children, exam aspirants and office goers. Dainik Bhaskar has
13 magazines for family, children and adolescents and also in varied genres such
14 as lifestyle, entertainment and career. Times of India have products dedicated
15 especially for automobile, finance, business, Entertainment and fashion.
16 Malayala Manorama has launched products extensively to cater to children,
17 women, businessmen, youth, exam aspirants and travel enthusiasts. Not just
18 this they also offer magazines on entertainment, realty, realty, automobile,
19 lifestyle, fashion and general awareness. Not just this genre specific websites
20 have been introduced to cater to a specific set of audience. The motive behind
21 this is to increase the consolidated revenue of the firm and to get non-print
22 readers on board by utilizing the content that is already there.

23 **Ownership pattern-** There was a time when newspapers followed chain
24 ownership but the market slowdown forced them to integrate both horizontally
25 and vertically. Newspapers like Eenadu and Times of India are leading the way
26 and have become a conglomerate (ownership of several businesses one of
27 which is a media business). From this study it's quite evident that adopting
28 cross media ownership is the need of the hour. The more media outlet you
29 have, the better and more your reach becomes.

30 **Diversification, Consolidation and Convergence-** There has been a
31 convergence of content, technology and medium as far as media industry is

1 concerned. Also in the last few years there has been a growing consolidation of
2 media organizations by acquiring smaller media outlets which is proving
3 beneficial as clubbing together helps in bringing more capital which in turn
4 increases risk taking abilities of the organization altogether. Acquisition of Nai
5 Dunia, Mid Day and Radio City by Dainik Jagran, Vijay Karnataka by Times
6 of India further illustrates this point.

7 **Market Penetration-** As far as presence in print media is concerned,
8 newspapers have penetrated in even small towns as saturation for metro and
9 other major cities had come a long time back. Also they are trying to increasing
10 circulation within existing market segments. They are doing so either by
11 providing increased number of supplements to established customers or by
12 finding new customers within existing markets. They are accomplishing this by
13 price decrease, increase in promotion and distribution support, acquisition of a
14 rival in the same market and modest product refinements.

15 **Technological advancement-** Slick packaging is the buzz word in
16 newspapers now. Almost all big newspapers are in color, sleek size and pages
17 are designed much more aesthetically than ever before. By introducing colorful
18 and attractive supplements and increasing number of pages they are trying to
19 attract maximum readers which in turn bring more advertisers. Innovation in
20 printing has given rise to new forms of newspaper such as tabloid which are
21 replacing broadsheets and gaining more attention.

22

23 *Concerns*

24

25 But there are many issues such as concentration of media ownership, loss
26 of diversity and plurality of media which have arisen due to cross media
27 ownership. And thus TRAI (Telecom Regulatory Authority of India) along
28 with Competition Commission of India (CCI) needs to be involved so as to
29 bring regulations relating concentration of ownership, Mergers and
30 Acquisitions (M&A), Tie-in arrangements, exclusive supply and distribution
31 agreements and predatory pricing. It is in this aspect another study should be

1 conducted to analyze as to how it is impacting small media businesses, public
2 perception and democracy.

3

4

5

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