



# Weathering the storm Playing for victory

# Agenda

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**Context**

**Strategy and initiatives**

**Impact**

# Agenda

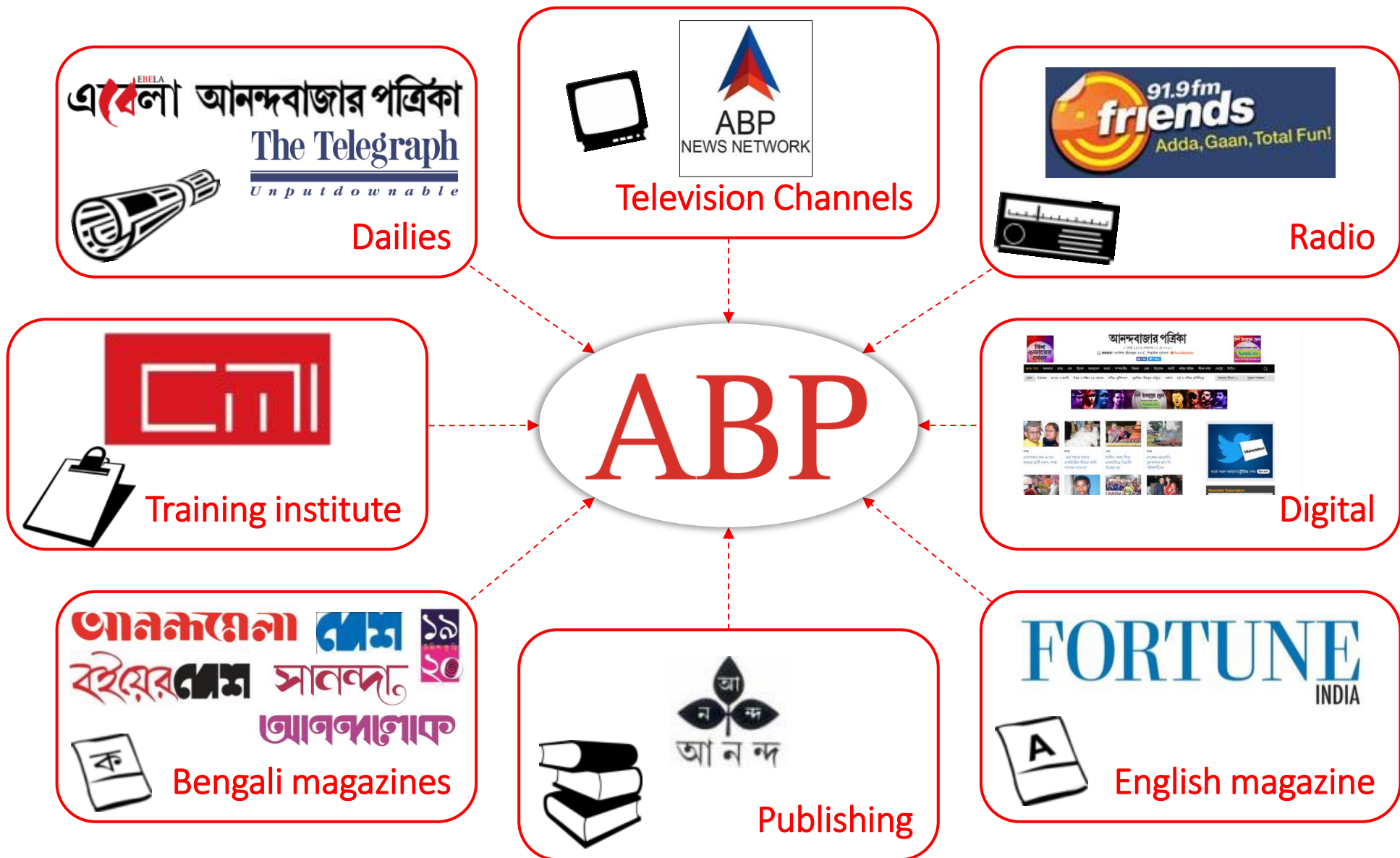
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**Context**

**Strategy and initiatives**

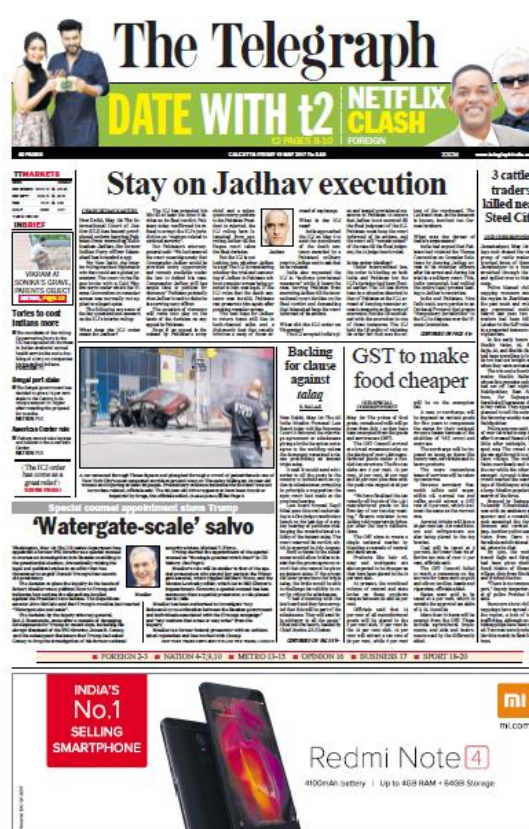
**Impact**

# ABP – a leading multimedia group in India



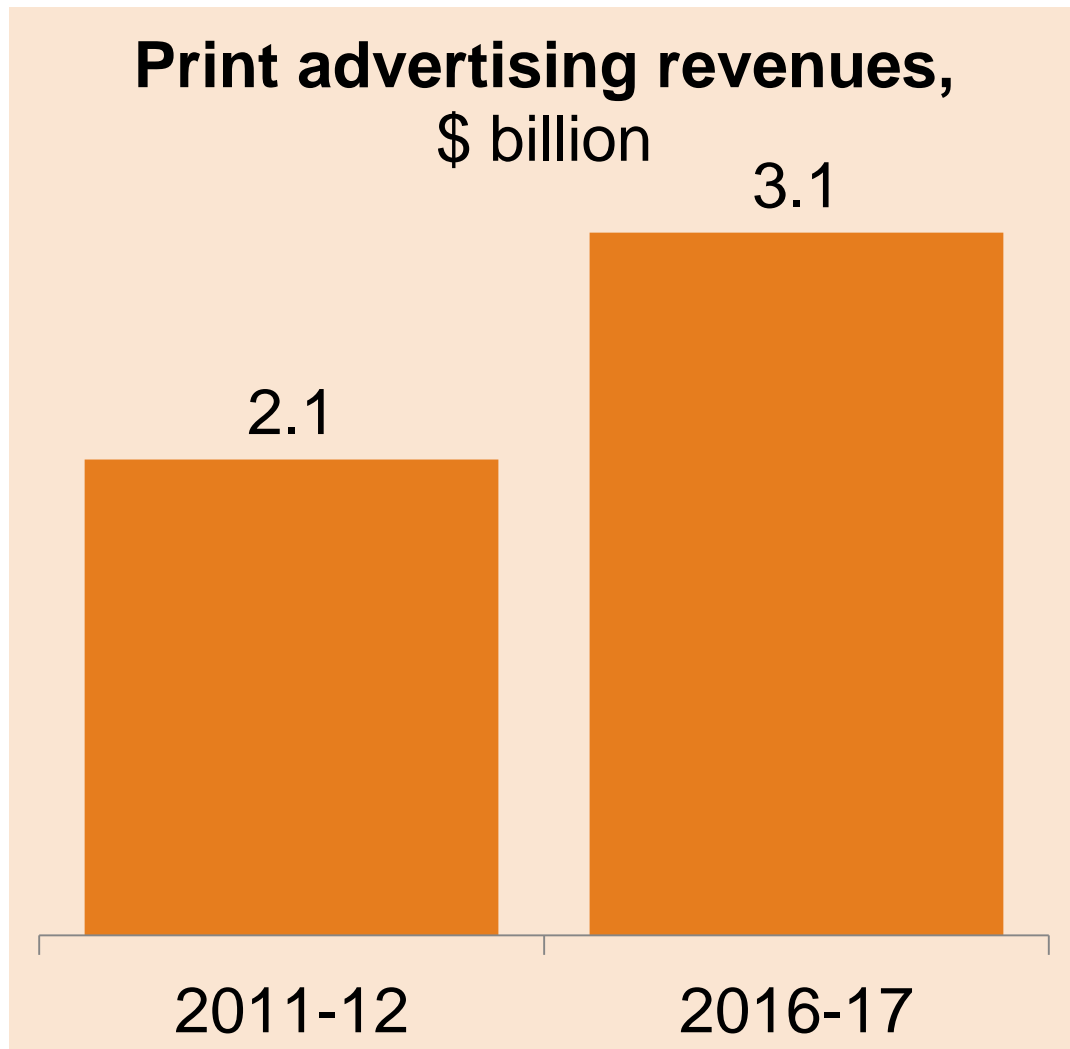


# Print has been the mainstay of the group



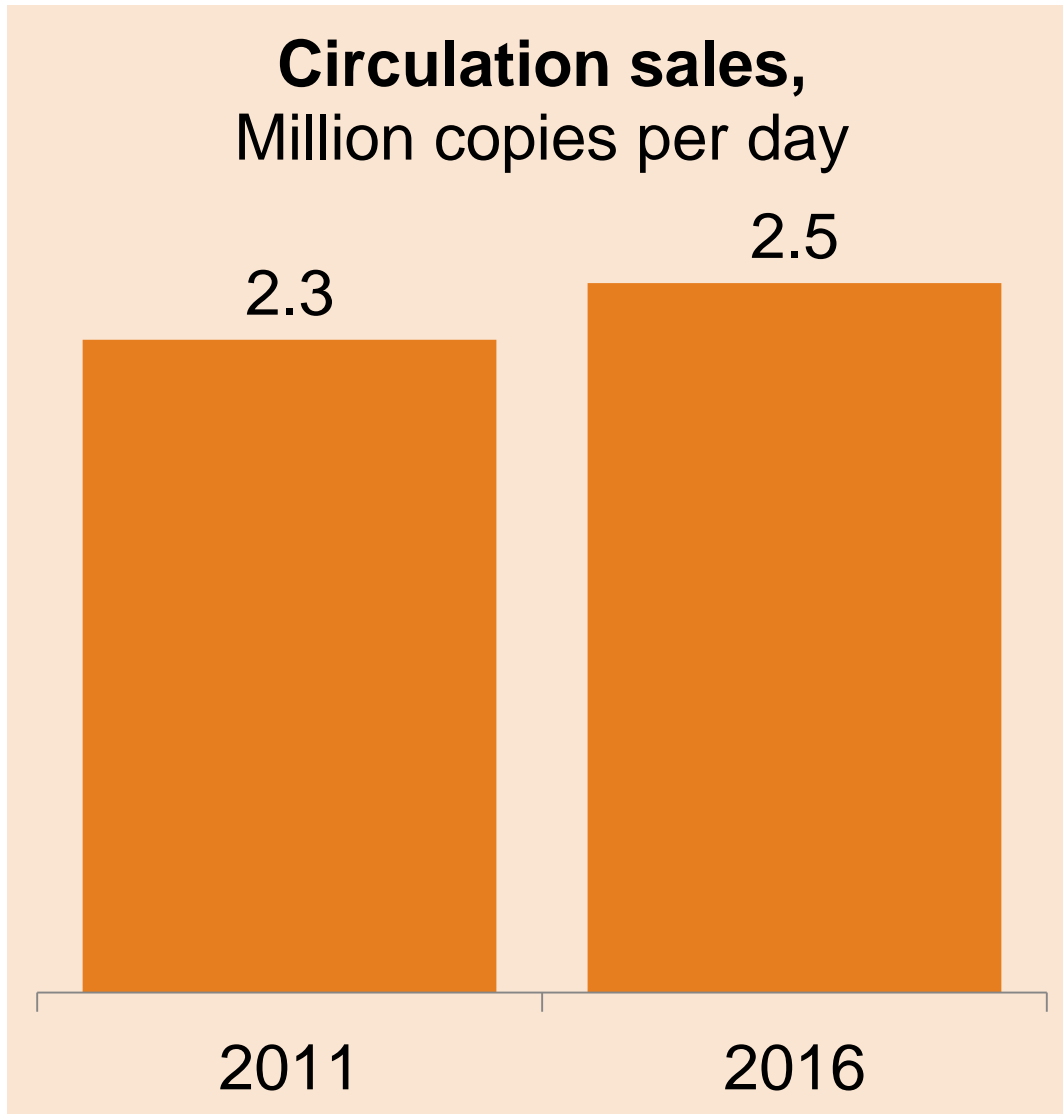
- 2 Bengali Dailies and 1 English Daily
- Readership of over 7 million per day
- 60% market share

# Print advertising revenues have been under pressure



- Advertising revenue growth over the last 5 years: 7.7% CAGR
- Inflation: 7-8%

# Circulation sales has remained flat



- Circulation sales CAGR over 5 years: 1-1.5% only
- Largely driven by new entrants and duplicated buying
- Otherwise marginally declining market

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## 4 Strategic initiatives to weather the storm

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1. Compress costs by making **operations lean**
2. **Renew and reinvent** core **print** operations
3. Establish **leadership position in TV** business
4. **Invest** meaningfully in **digital** for the future

## 4 Strategic initiatives to weather the storm

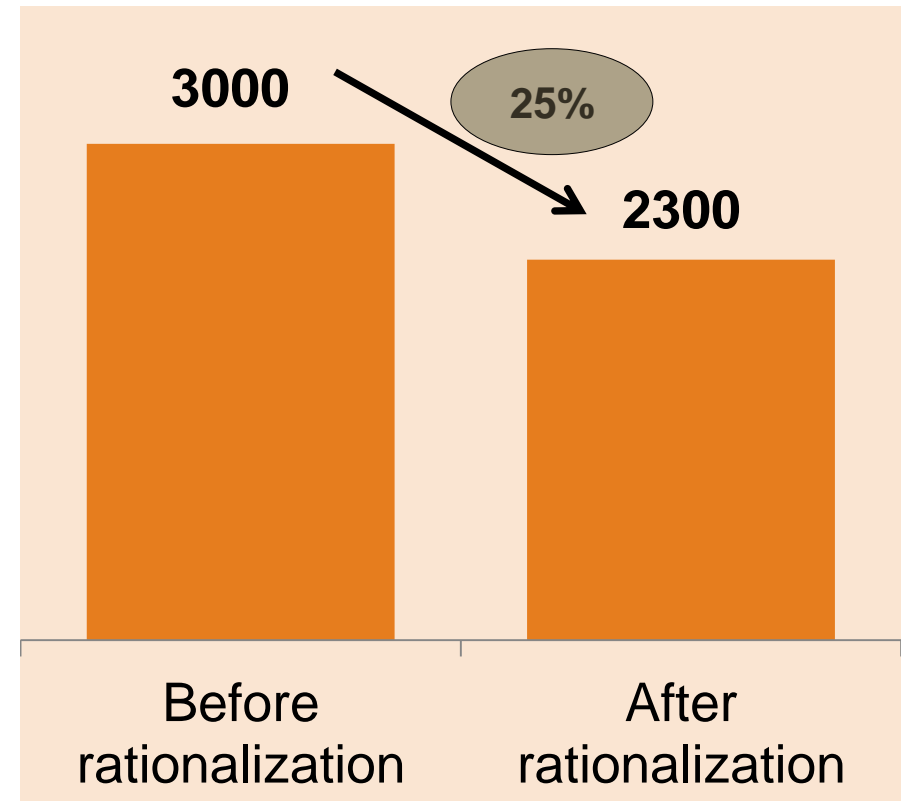
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# Lean operations

- Productivity and process improvement
- Senior level restructuring
- Role restructuring
- Process automation

## FTE rationalization

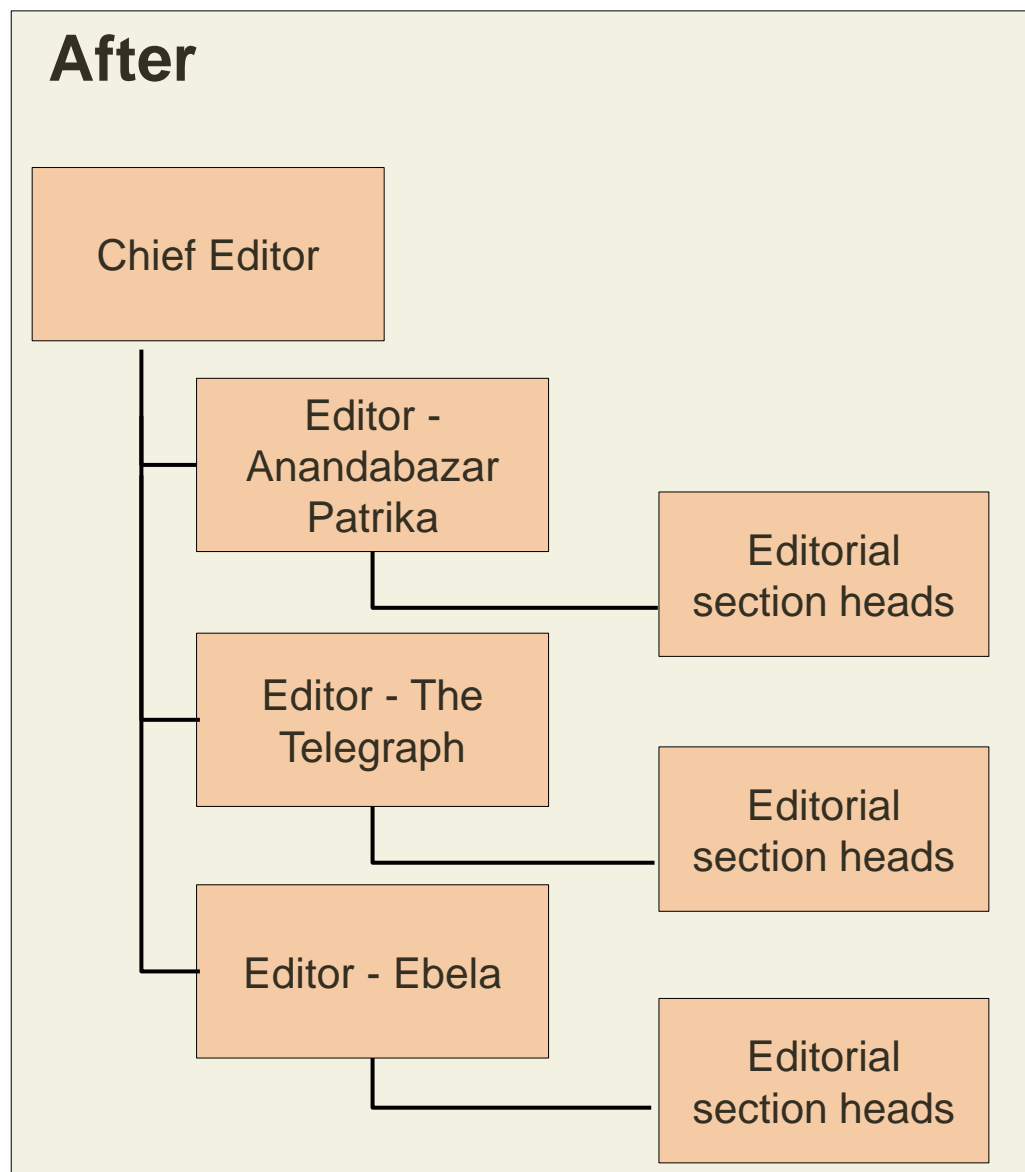
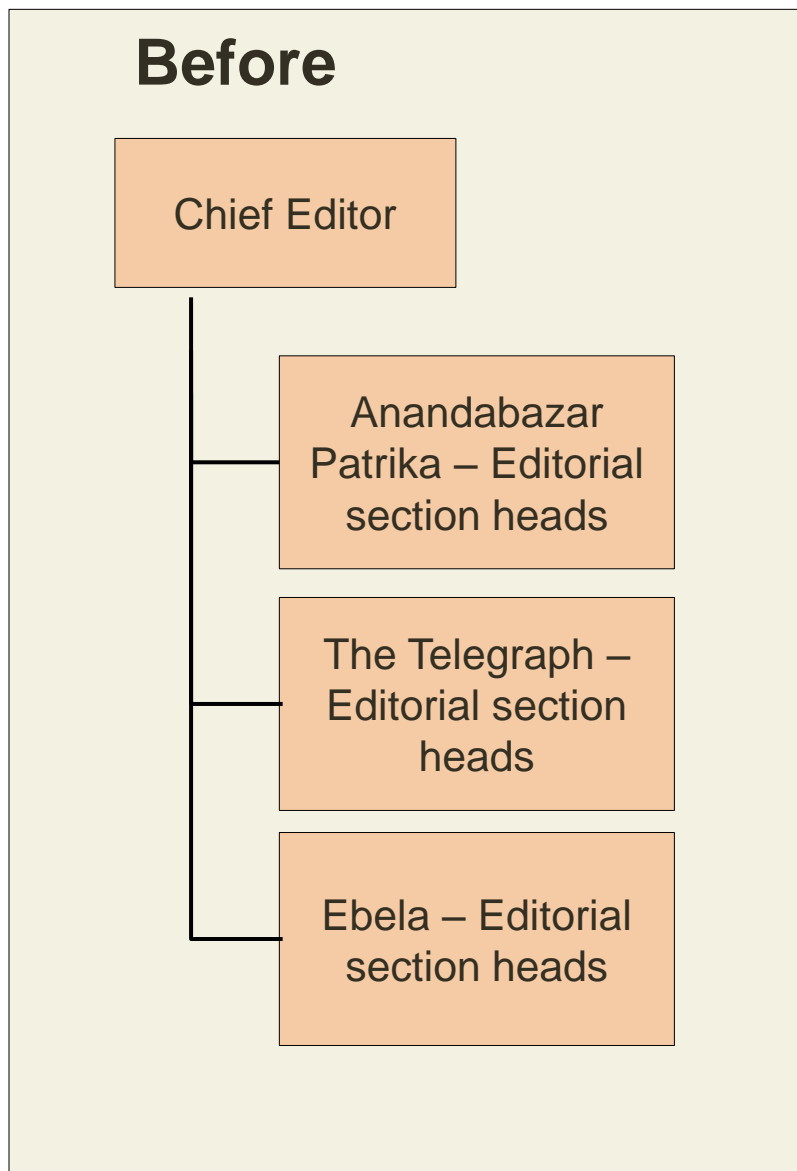


# Organizational changes

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1. Changes in structure and staffing of editorial team
2. Changes in structure and staffing of circulation sales team
3. Modified performance management systems
4. State-of-the-art capability building program

# Fundamental changes in editorial team structure





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# Revamping the mother brand - Anandabazar Patrika

Larger masthead

News in brief

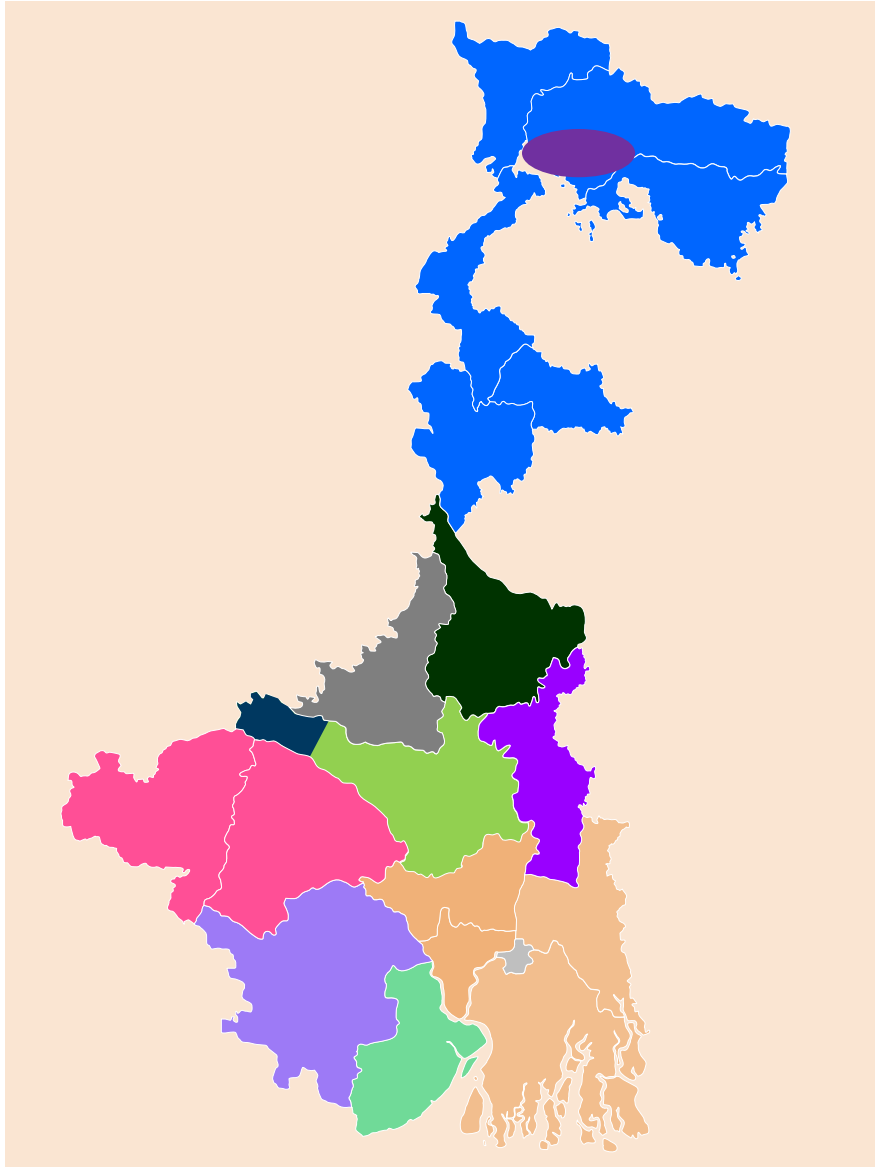
More front page news articles

Pointers to news in inside pages



- Redesigned first page
- Sectionalized paper - city, state, national, international, sports, business, editorial
- Large number of snippet news items
- Wide variety of supplements every day of the week

# Hyperlocal reach that TV cannot match



- **13 different editions across the state of West Bengal**
- **For readers**
  - Hyperlocal content
- **For advertisers**
  - Reach into the high growth, non-metro markets at fractional cost
  - Hyperlocal advertising options

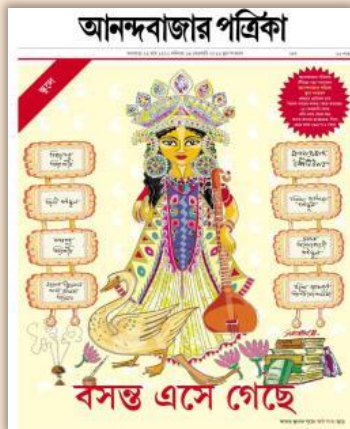
# Product portfolio to serve the entire consumer lifecycle

ABP  
School edition  
(2016)

ABP  
Karmakshetra edition  
(2016)

Ebela  
(2012)

Anandabazar Patrika  
(1922)



Students

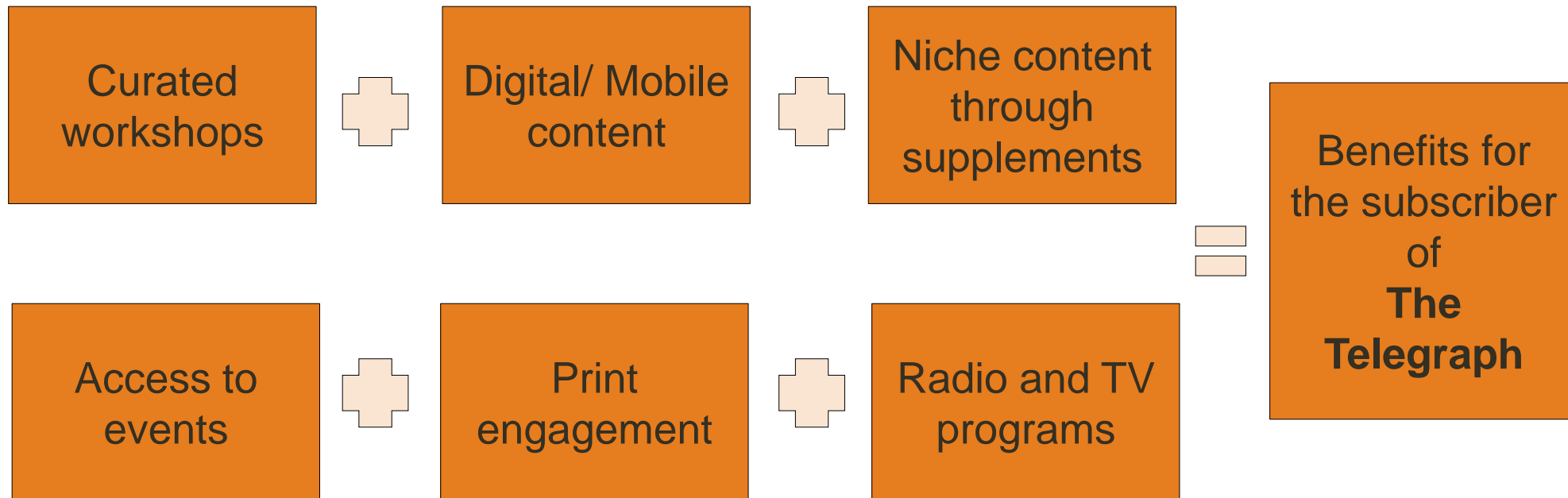
Job seekers

Early professionals/  
youth

And beyond

# Life development program to build a deep bond with readers

Shift from a Transactional to a Relationship-based bond with the reader - addressing the typical issues and pain-points in a consumer's life to build loyalty





# Investment in knowing and developing the audience

## Proprietary method to develop customer intelligence

**Exact geographical location of customer households**

**Customer details:** Name, Phone number, Address, Pincode

**Vendor details:** Name, phone number

Customer Name: KISORE KUMAR KHANDLWAL  
Contact Number: 9434670808  
Address: 674, BHANGHA KUTHI G.T ROAD P.O&PS BARDHAMAN NEAR AXIS BANK  
Postal Code: 713102

Name: Pratik Sen  
Contact No: +918898097860  
Address: Brigade Road, Burdwan-1

Burdwan

All Sales Anandamela Oppt Sales Team met Sale Conversion Product Leads Sale Conversion - Agent Address

## Multiple routes to develop and engage current and future audience

- Content +
- Print combined with digital
- Stories from archives
- And more

# Power of alliance – One India

The Telegraph

আনন্দবাজার পত্রিকা

**hindustantimes**

हिन्दुस्तान

THE HINDU  
INDIA'S NATIONAL NEWSPAPER SINCE 1878

திருவந்தியம்

**ONE PLAN.  
FOR ONE INDIA.**

For the first time in history, a single ad will cover the length and breadth of our country. That's what you get when 6 of India's biggest and most respected newspapers come together, to give you ad the reach no other plan has ever been able to offer.

PRESENTING **oneINDIA**™



- Alliance between 3 of the leading media groups in India – ABP, HT and Hindu
- **One India = 2 times** the reach of the single largest print media group, at a much lower CPT (cost per thousand readers)
- 10x growth in revenue in 3 years

# ABP One



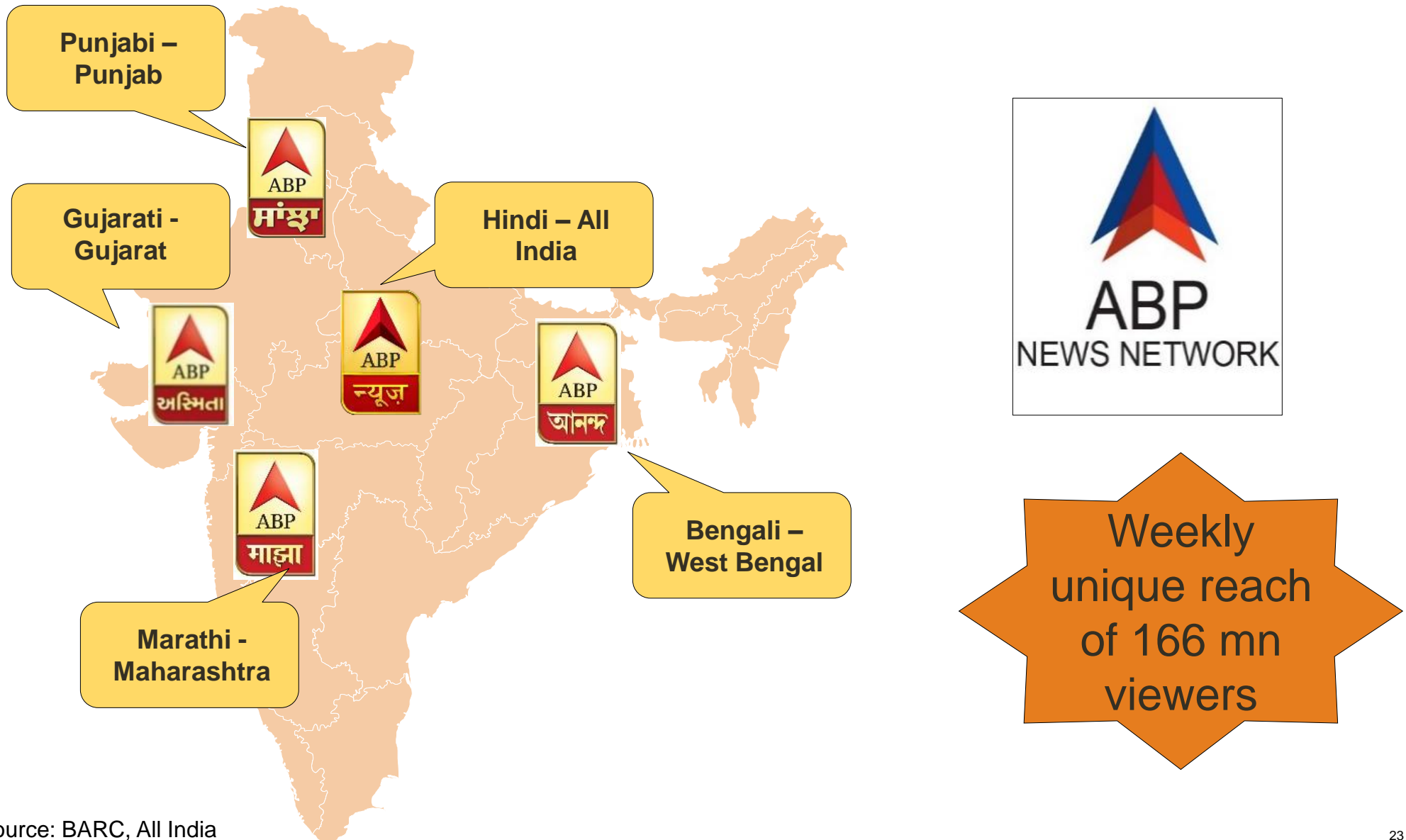
- One stop 360-degree marketing solutions for clients
- Leveraging the ABP group's multimedia reach
- Customised solutions
- Outcome-based, market share linked deals

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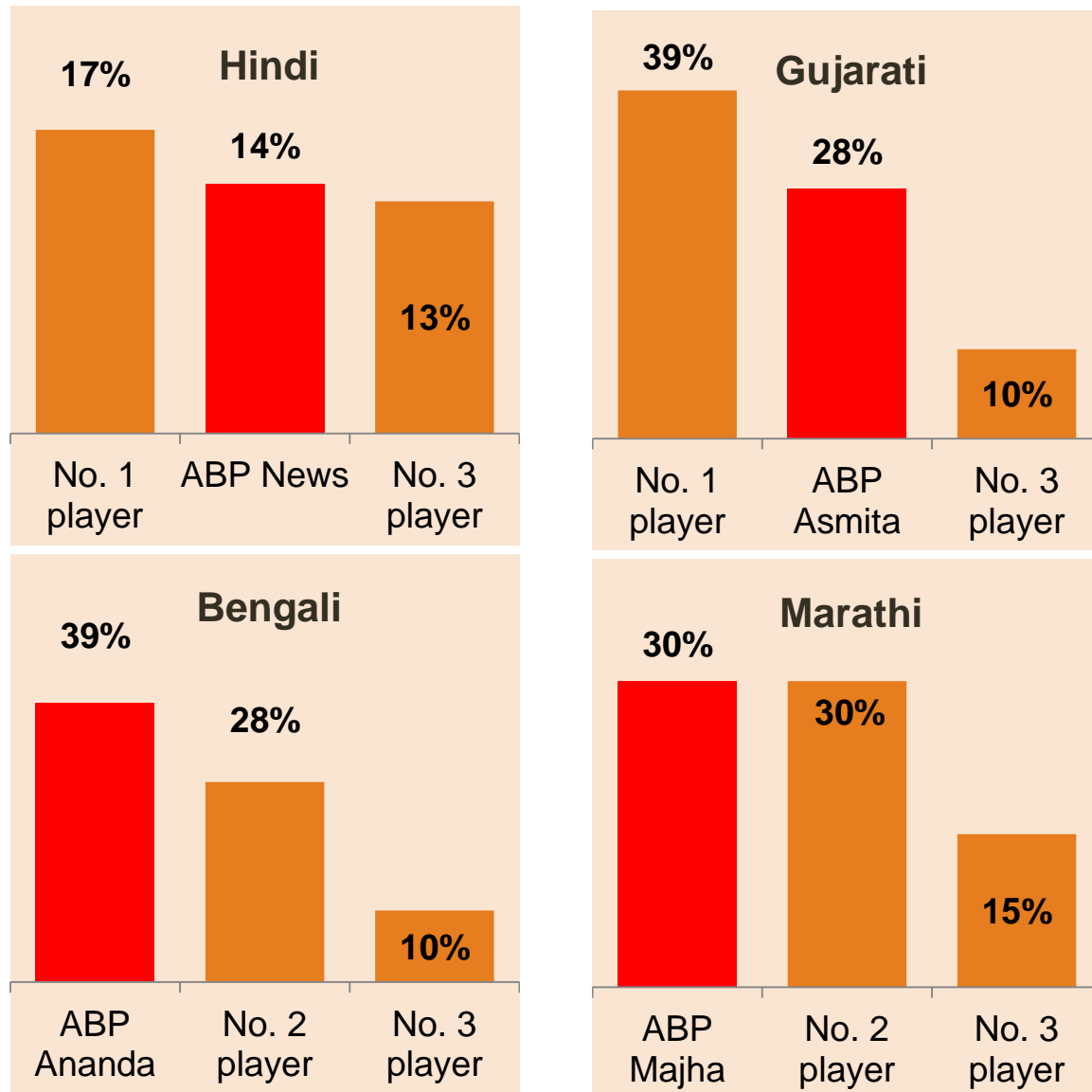
# Bouquet of news channels in 5 languages





# Leadership position across all channels

## Viewership market share



- Market leader in 2 out of 4 markets
- Close 2<sup>nd</sup> in the remaining two
- On an average, 30%+ market share in regional markets

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# Online matrimony business

*Only Photo ID Matched Real People*



- **Unique proposition** – photo ID verified profiles
- **Strong growth**
  - 200,000 profiles – 4x growth in 1 year
  - 66,000 KYC verified profiles – 3x growth in 1 year

# Digital - Customised content for readers

## Microsites for special consumer-related events

## Festivals and special features

## Customised landing pages for special news days

## State elections

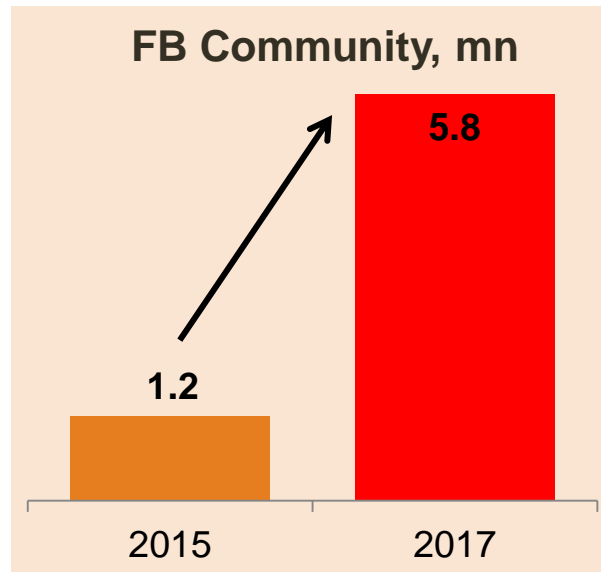
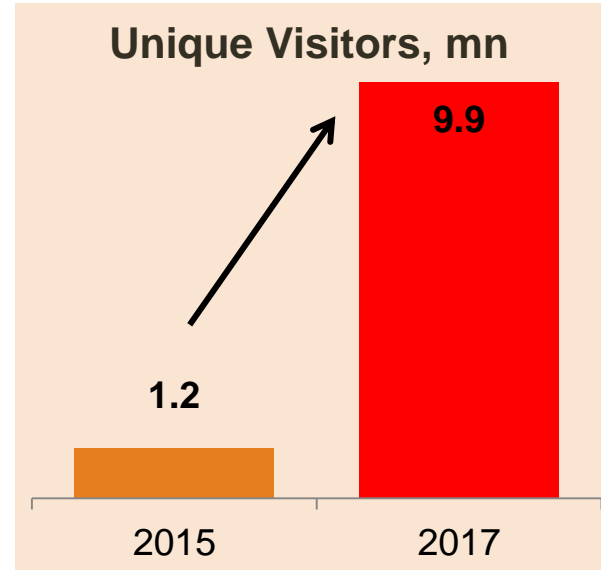
## Union budget







# Websites and social media platforms



- 8 times growth in Unique Visitors in 2 years
- 5 times growth in Facebook reach in 2 years

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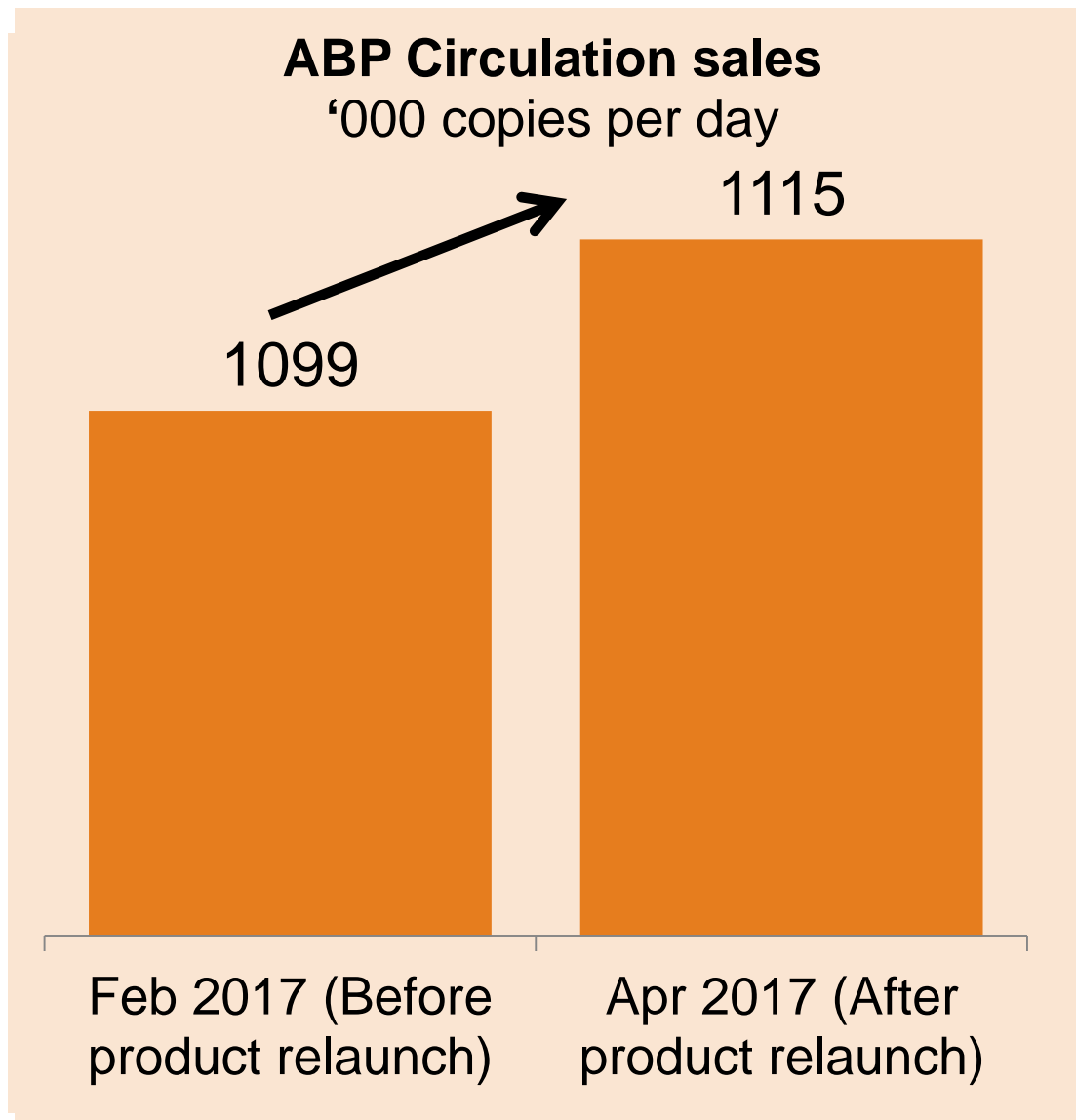
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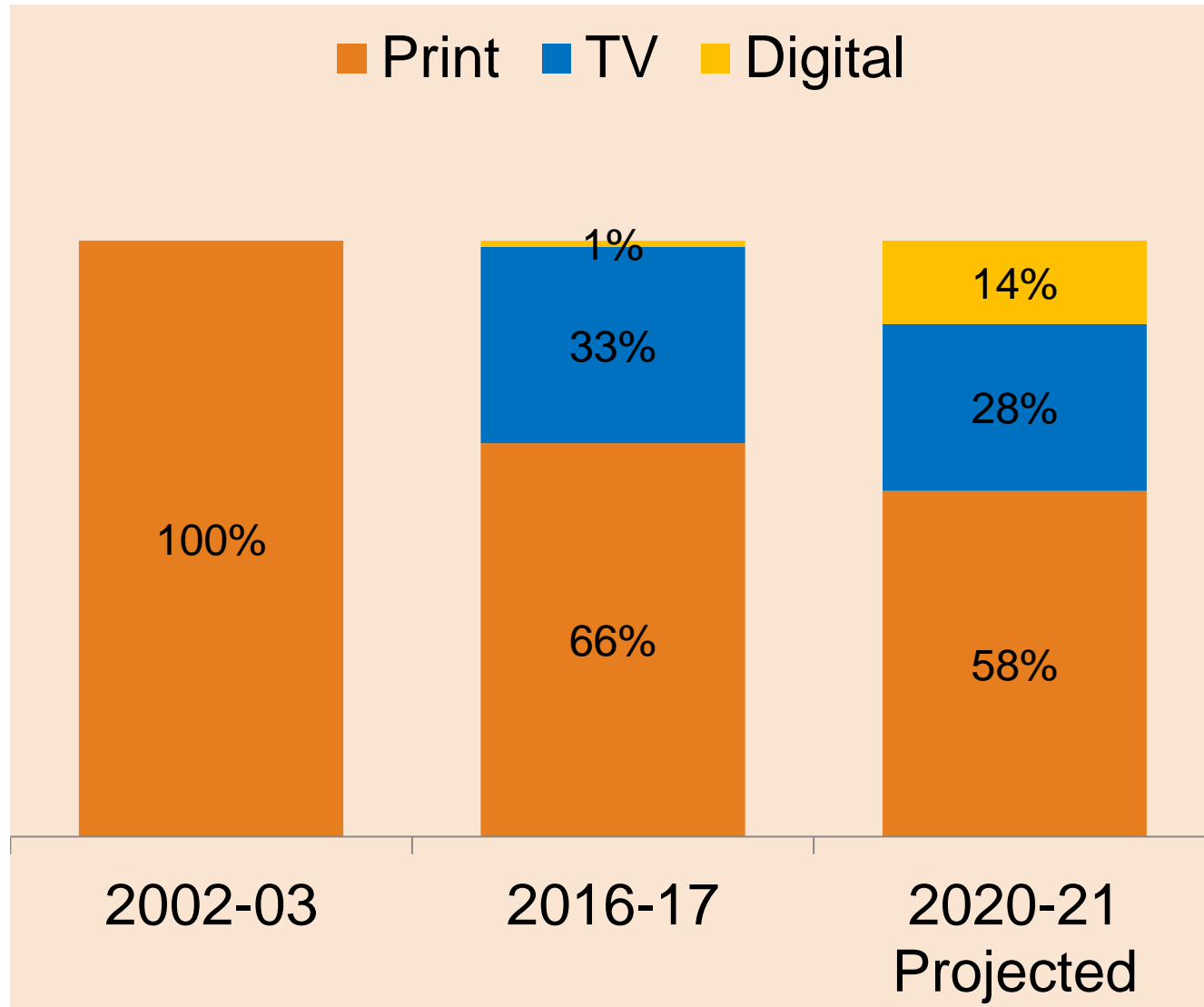
**Impact**

# Print circulation sales showing signs of growth

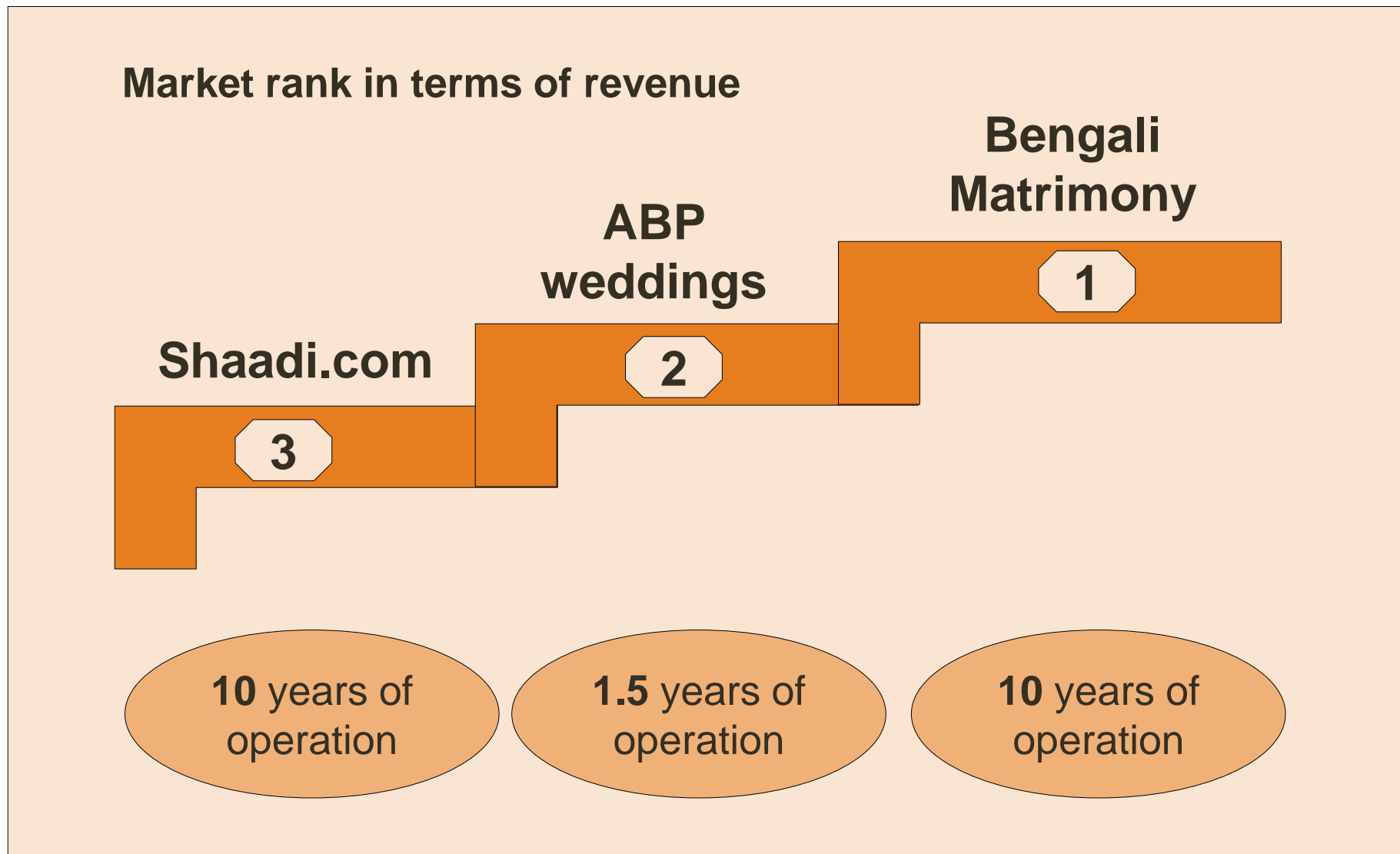


- 1.5% growth in sales in just 2 months
- Combined effect of product revamp, marketing, and sales approach

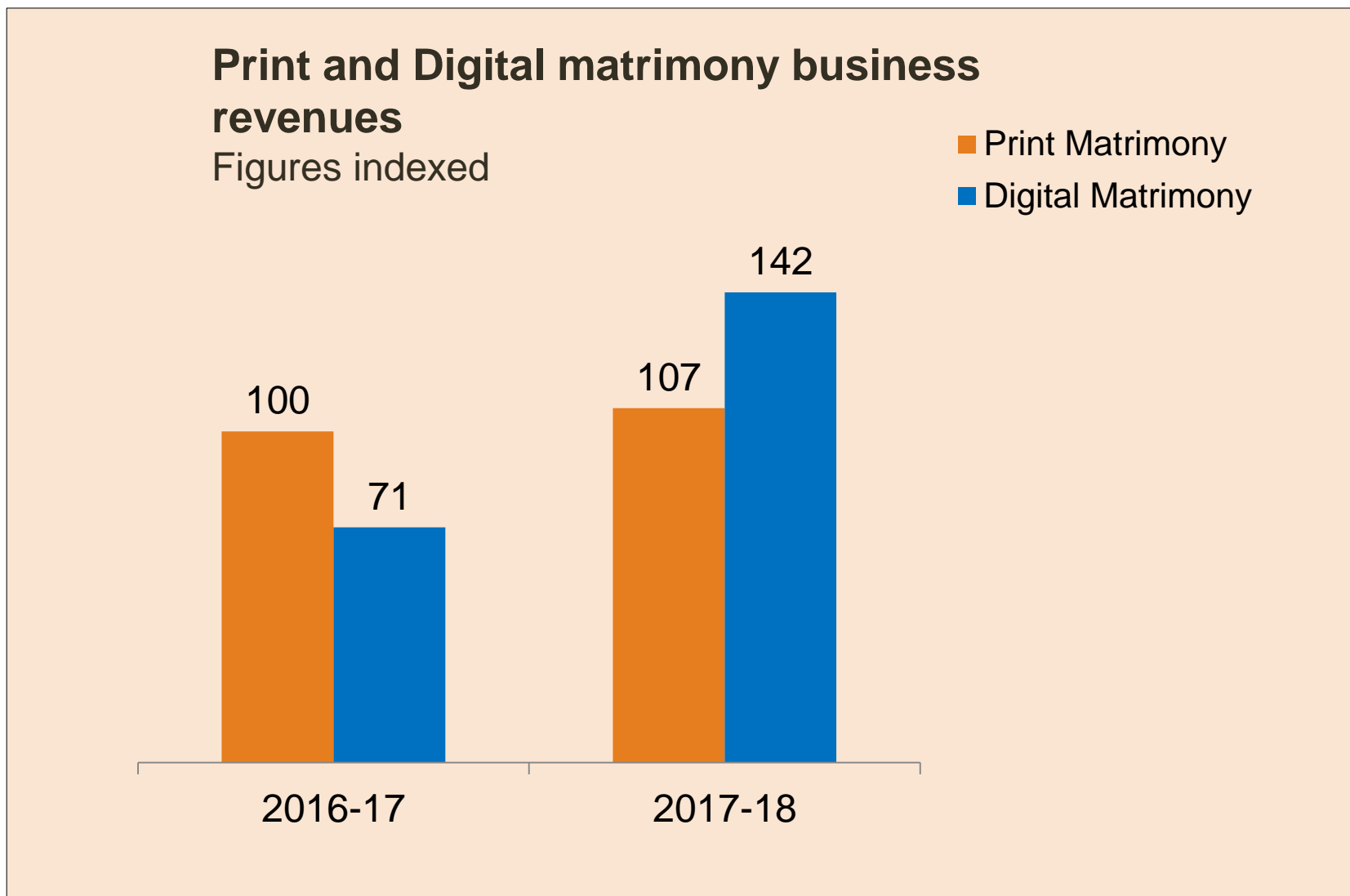
# TV is contributing a third of group revenues



# Matrimony business already reaching leadership



# Digital matrimony business larger than print matrimony



**Q & A**



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