

# Divya Bhaskar

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# Innovation

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- The launch of Divya Bhaskar (a Guajrati daily) involved co-evolving the newspaper with 12 lac households, revisiting them to share the output and then closing the last mile with roping in the hawkers
  - This made the newspaper no.1 on day 1
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# Innovation Scorecard

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## □ Uniqueness

- **Product Defining:** unheard of for a newspaper brand to go to its readers in attempting to understand their needs and demands on the product. *Data source: Pawan Agarwal*
- **SIZE: Contacting 12 lac potential readers!** It is larger than the combined sample size of IRS / NRS for two years! *Data source: Pawan Agarwal, validated via published and available stats*
- A Hindi newspaper entering a new language (Gujrati) is unheard of in the industry *Data source: Pawan Agarwal*

## □ Impact

- Becoming Number 1 from day 1. This is an unheard of copy on Day 1 of any edition launch. (DIVYA BHASKAR started Ahmedabad edition with paid subscription of 4.52 lac copies) *Data source: Dainik Bhaskar, sanjeev Kotwal, media reports, IIMA case study*

## □ Leverage

- Created a new reference point in the industry: no other newspaper has successfully duplicated this process of its success *Data source: Pawan Agarwal*
  - Numbers on how much was spent to achieve this result were not shared with the auditors
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## Jury Questions and Auditor Remarks

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- ❑ Payback period – leverage? Not shared, but claim its profitable. Not substantiated
  - ❑ How are they, or are they sustaining the leadership leadership of Divya Bhaskar still remains. Have had some successful and some not so successful later launches
  - ❑ The approach to launching a newspaper is definitely unique to the industry. Additionally, the company challenged many prevailing industry paradigms such as the number of years it takes to achieve any kind of leadership position, and that a Hindi newspaper should remain in the Hindi news space.
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