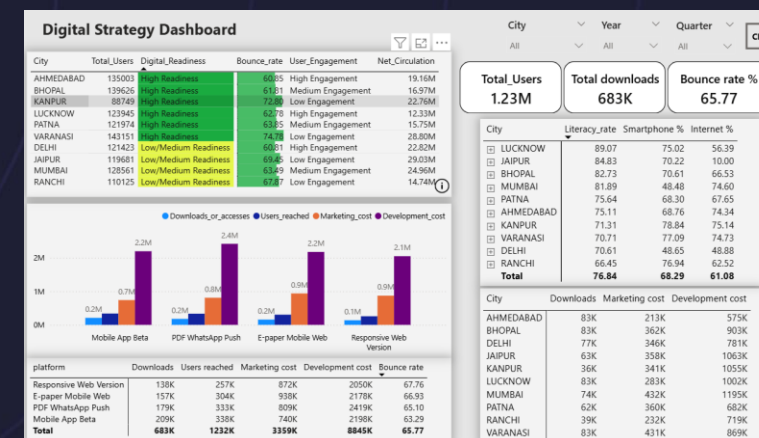
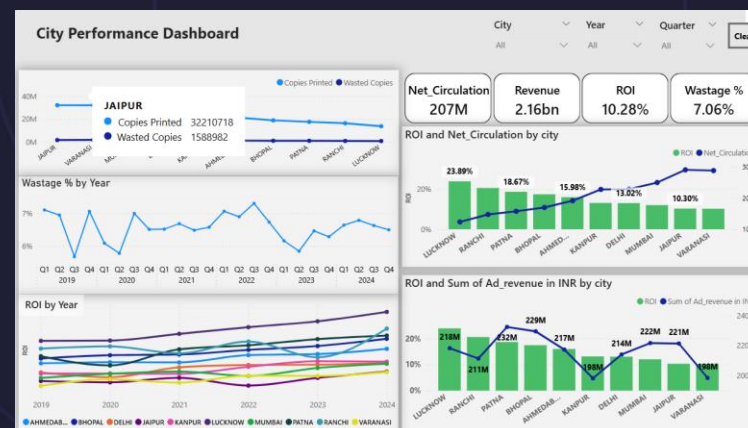
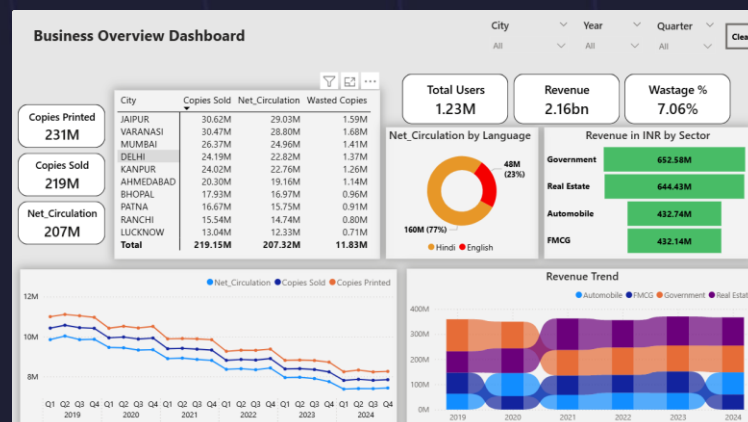


# Bharat Herald Business Insights

A data-driven review of Bharat Herald's performance from 2019 to 2024, highlighting circulation, revenue, and operational shifts. It provides actionable insights to guide the company's roadmap for sustainable digital transformation.

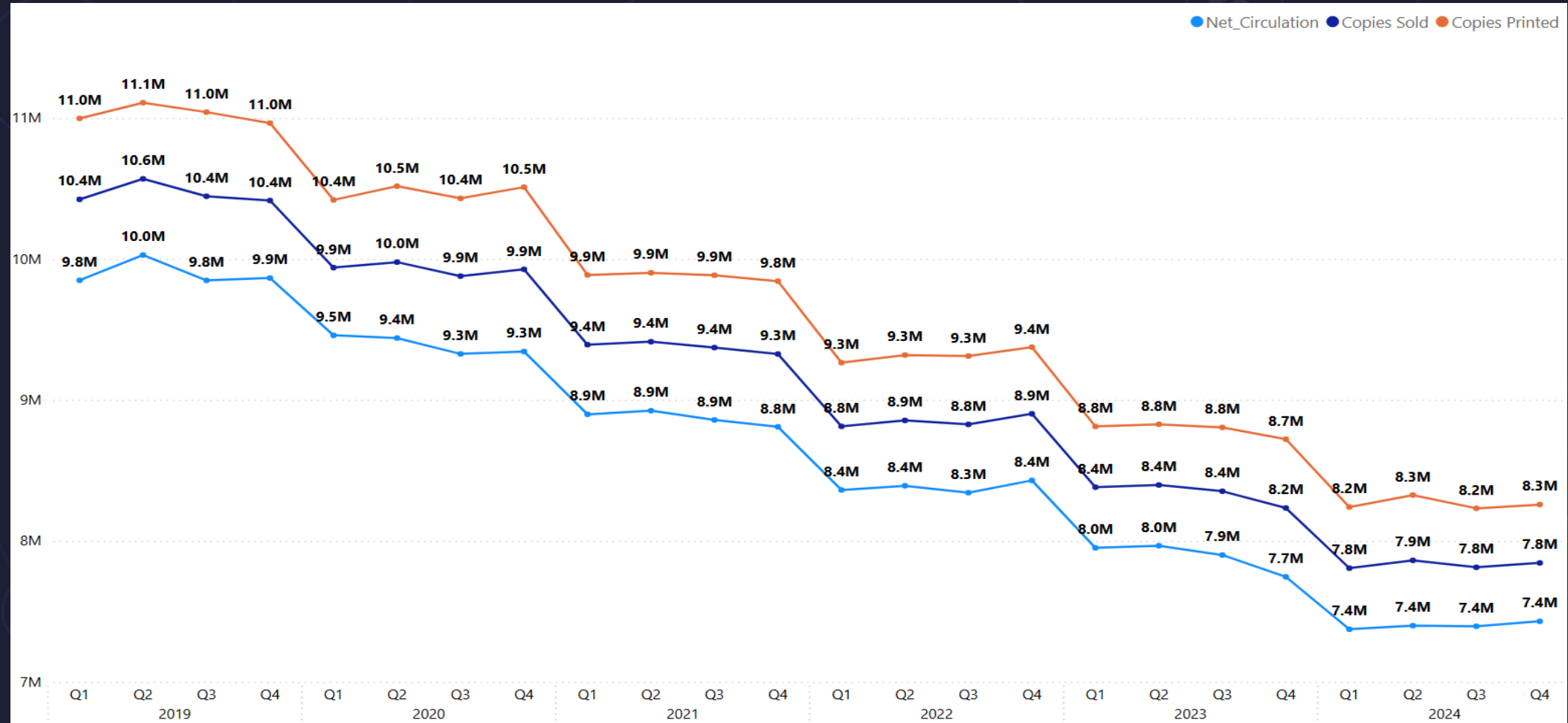
Dashboard Link: [Bharat Herald BI Live Dashboard](#)



## Primary Analysis



What is the trend in copies printed, copies sold, and net circulation across all cities from 2019 to 2024? How has this changed year-over-year?

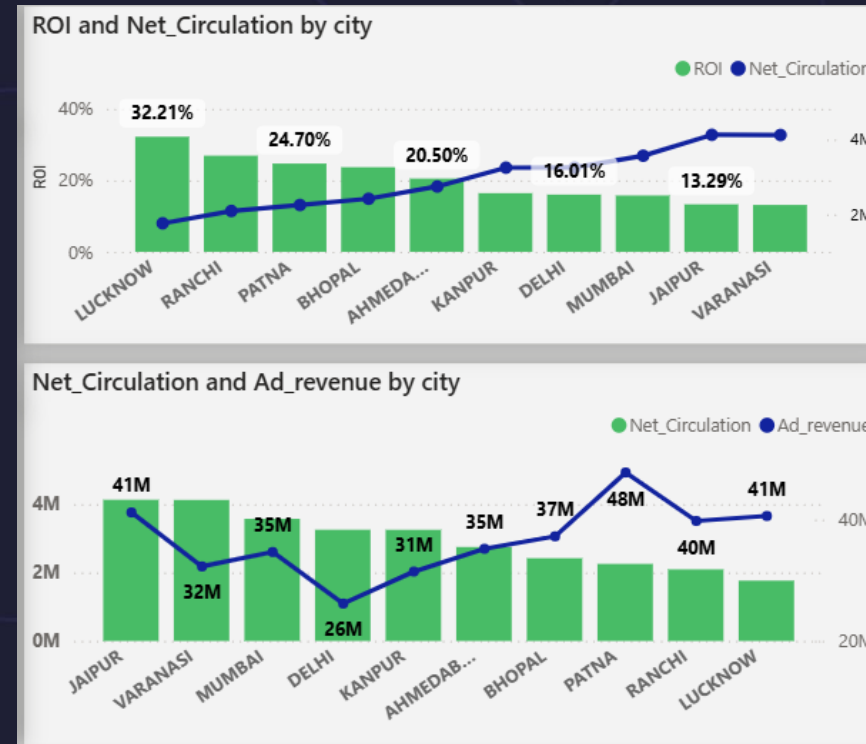


## Primary Analysis

Which cities contributed the highest to net circulation and copies sold in 2024?  
Are these cities still profitable to operate in?

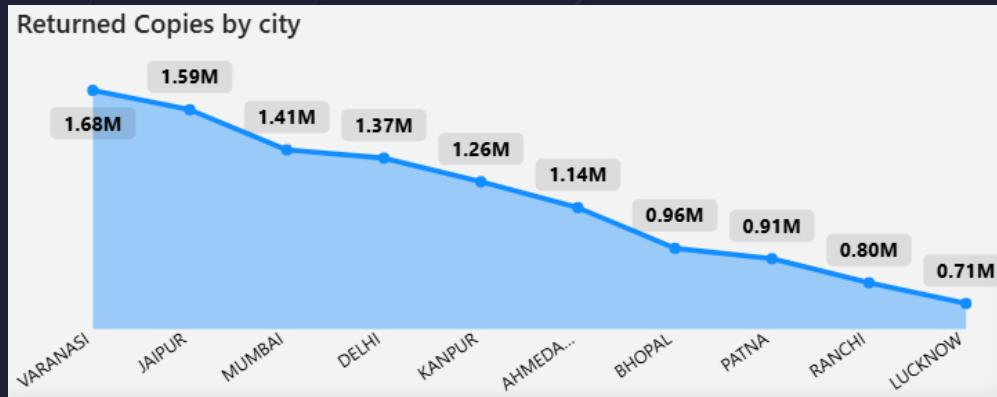
City	Copies Sold	Net_Circulation	Wasted Copies
JAIPUR	4.36M	4.13M	0.23M
VARANASI	4.36M	4.12M	0.23M
MUMBAI	3.78M	3.57M	0.21M
DELHI	3.48M	3.25M	0.23M
KANPUR	3.44M	3.25M	0.19M
AHMEDABAD	2.90M	2.75M	0.15M
BHOPAL	2.57M	2.42M	0.15M
PATNA	2.38M	2.25M	0.13M
RANCHI	2.20M	2.09M	0.11M
LUCKNOW	1.87M	1.76M	0.10M
<b>Total</b>	<b>31.33M</b>	<b>29.60M</b>	<b>1.73M</b>

Jaipur and Varanasi are the top copies sold cities in 2024. They were able to generate revenue of 41M and 32M but the ROI of both cities are the least.

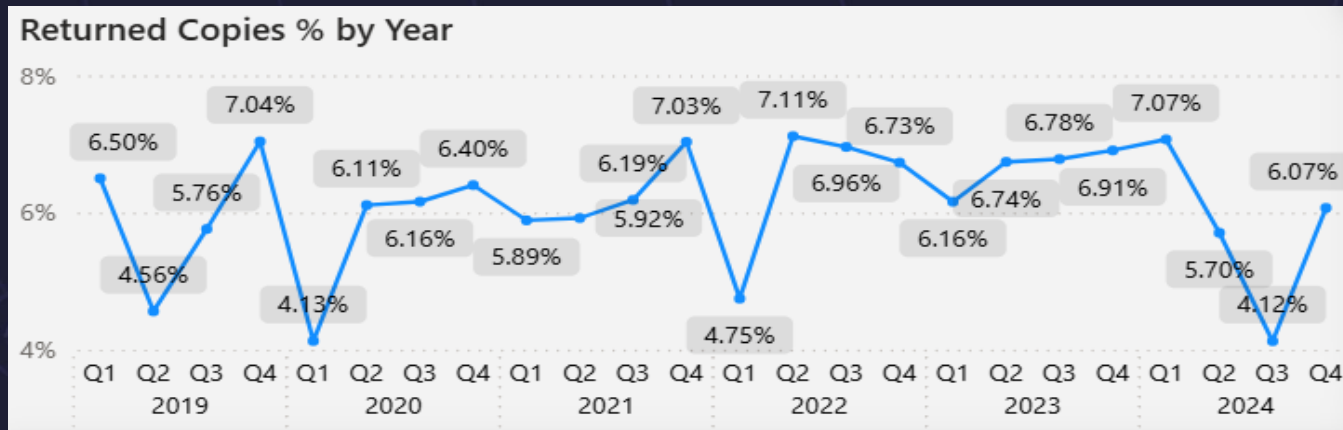


## Primary Analysis

Which cities have the largest gap between copies printed and net circulation, and how has that gap changed over time?

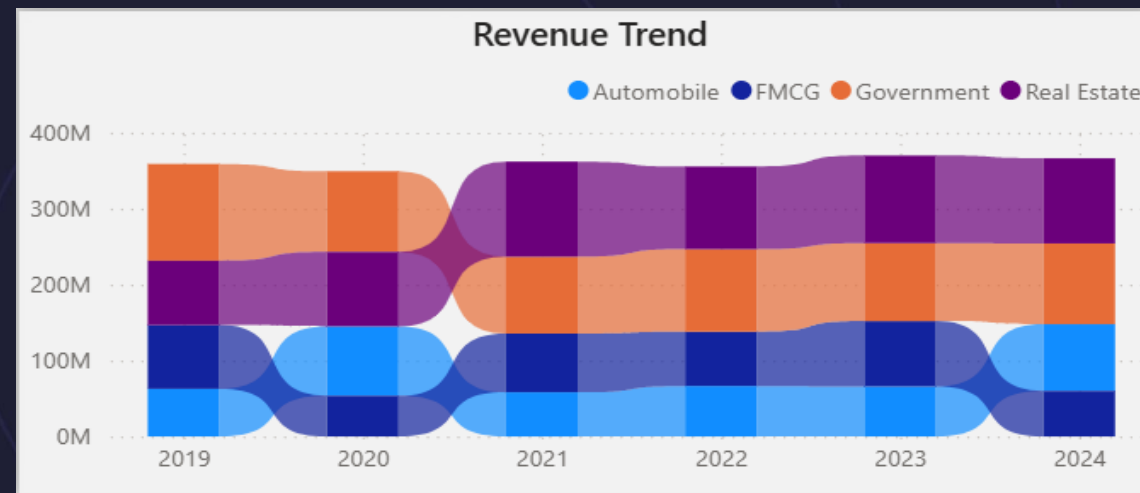
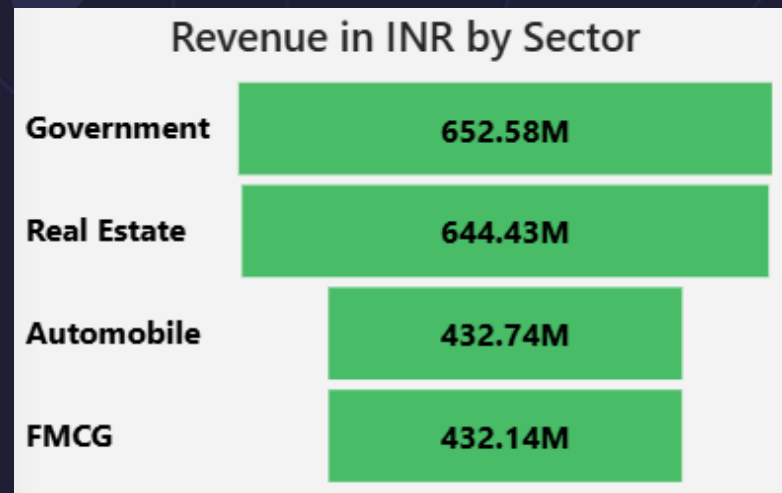


Varanasi and Jaipur are the largest gap indicating the highest wastage %. The gap sustained over the time as well.



## Primary Analysis

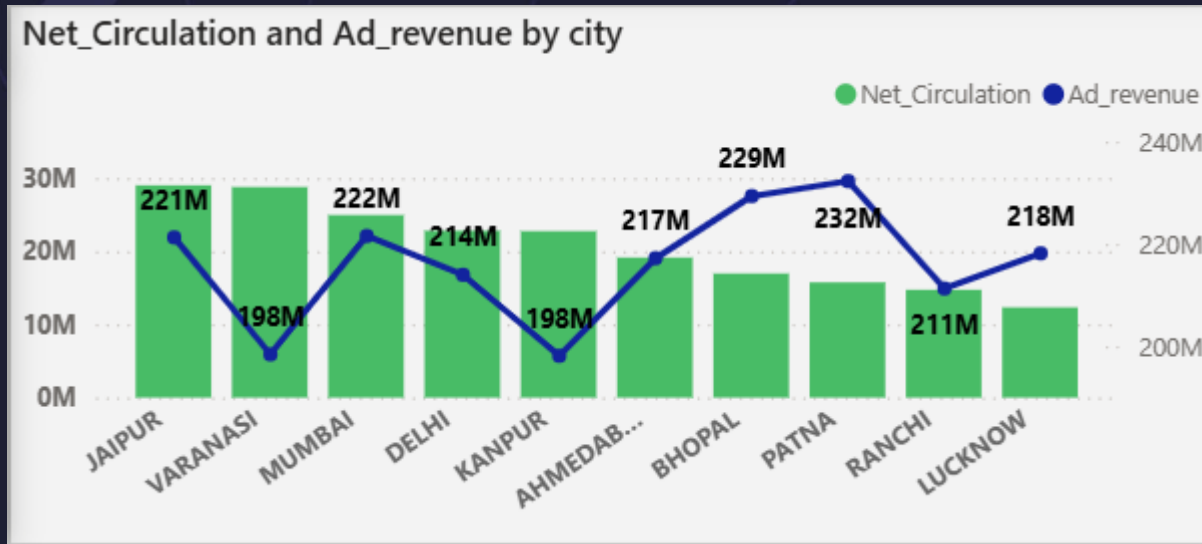
How has ad revenue evolved across different ad categories between 2019 and 2024? Which categories have remained strong, and which have declined?



Revenue stands strong at ₹2.16B, with Government (₹652M) and Real Estate (₹644M) as the top contributing sectors.

## Primary Analysis

Which cities generated the most ad revenue, and how does that correlate with their print circulation?



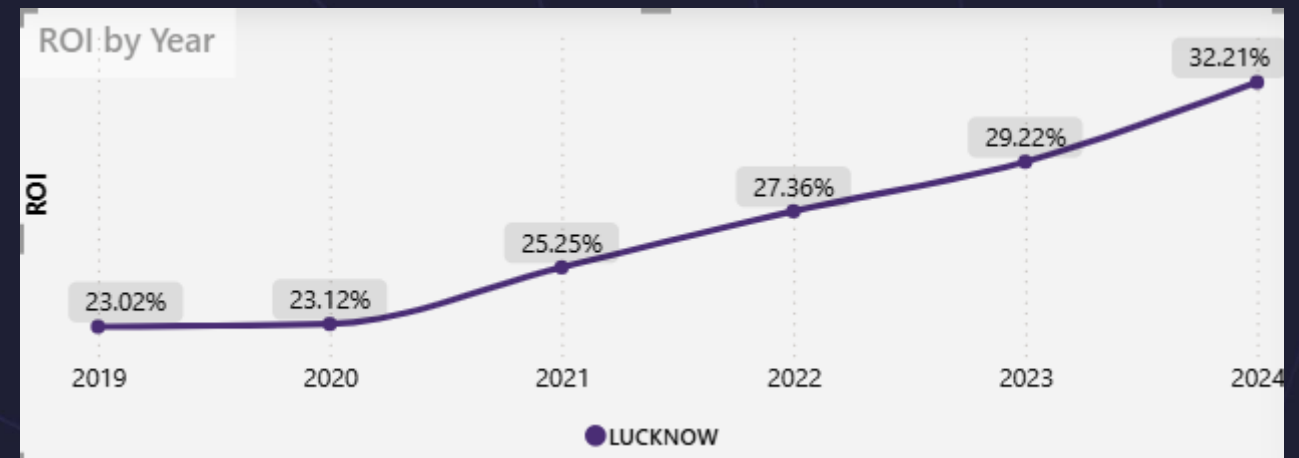
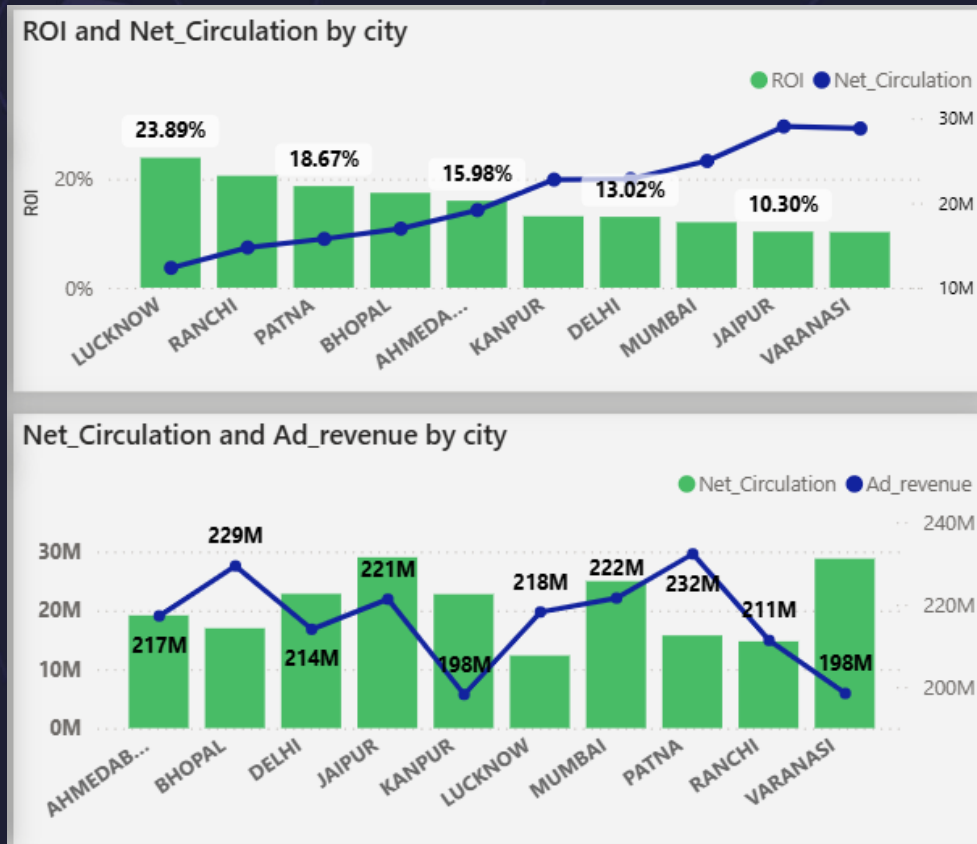
City	Copies Sold	Net_Circulation	Wasted Copies
JAIPUR	30.62M	29.03M	1.59M
VARANASI	30.47M	28.80M	1.68M
MUMBAI	26.37M	24.96M	1.41M
DELHI	24.19M	22.82M	1.37M
KANPUR	24.02M	22.76M	1.26M
AHMEDABAD	20.30M	19.16M	1.14M
BHOPAL	17.93M	16.97M	0.96M
PATNA	16.67M	15.75M	0.91M
RANCHI	15.54M	14.74M	0.80M
LUCKNOW	13.04M	12.33M	0.71M
Total	219.15M	207.32M	11.83M

Jaipur and Varanasi are the top copies sold cities. They were able to generate revenue of 41M and 32M as well indicating the print circulation and the revenue growth correlates.



## Primary Analysis

Which cities had the highest ad revenue per net circulated copy? Is this ratio improving or worsening over time?



## Primary Analysis

Which cities show high digital readiness (based on smartphone, internet, and literacy rates) but had low digital pilot engagement?

City	Total_Users	Digital_Readiness	Bounce_rate	User_Engagement	Net_Circulation
AHMEDABAD	135003	High Readiness	60.85	High Engagement	19.16M
BHOPAL	139626	High Readiness	61.81	Medium Engagement	16.97M
KANPUR	88749	High Readiness	72.80	Low Engagement	22.76M
LUCKNOW	123945	High Readiness	62.78	High Engagement	12.33M
PATNA	121974	High Readiness	63.85	Medium Engagement	15.75M
VARANASI	143151	High Readiness	74.78	Low Engagement	28.80M
DELHI	121423	Low/Medium Readiness	60.81	High Engagement	22.82M
JAIPUR	119681	Low/Medium Readiness	69.45	Low Engagement	29.03M
MUMBAI	128561	Low/Medium Readiness	63.49	Medium Engagement	24.96M
RANCHI	110125	Low/Medium Readiness	67.87	Low Engagement	14.74M



## Primary Analysis

Based on digital readiness, pilot engagement, and print decline, which 3 cities should be prioritized for Phase 1 of the digital relaunch?

Cities with High Readiness:

- Ahmedabad → High Readiness, High Engagement ❌
- Bhopal → High Readiness, Medium Engagement ✅ (16.97M)
- Kanpur → High Readiness, Low Engagement ✅ (22.76M)
- Lucknow → High Readiness, High Engagement ❌
- Patna → High Readiness, Medium Engagement ✅ (15.75M)
- Varanasi → High Readiness, Low Engagement ✅ (28.80M)

Ranking by Engagement Gap + Circulation

- Varanasi → High readiness, Low engagement, 28.80M circulation → 🚨 Top priority
- Kanpur → High readiness, Low engagement, 22.76M circulation → 🚨 Top priority
- Bhopal / Patna → High readiness, Medium engagement, ~16M–15M circulation → still important, but slightly less urgent

✅ Top 3 Phase 1 Cities:

1. Varanasi
2. Kanpur
3. Bhopal (Patna is close, could be Phase 1.5 or Phase 2 depending on capacity)

# Recommendation & Strategic Roadmap



## Phased Digital Transition Strategy

- **Phase 1 (0–6 months: Relaunch Pilot in Priority Cities)**

**Cities:** Varanasi, Kanpur, Bhopal

**Focus:** High readiness + large circulation, but weak/medium engagement → biggest upside for conversion.

**Tactics:**

Relaunch **WhatsApp PDF push** + **mobile-friendly e-paper** specifically for these cities.

Incentivize digital adoption by bundling **free 30-day e-paper trials** for existing print subscribers.

Deploy **regional-language bulletins** (Hindi-first for Varanasi/Kanpur, bilingual for Bhopal).

Run **local influencer campaigns** with city journalists & community leaders to drive digital credibility.

**Goal:** Prove digital product-market fit in 3 test markets before scaling.

- **Phase 1.5 / Transition Cities (6–12 months)**

**Cities:** Patna (15.7M circulation, medium engagement), Ahmedabad (high readiness, high engagement)

Expand pilots to **Patna** (untapped circulation potential) and **Ahmedabad** (to strengthen advertiser case with a metro market).

Test **tiered subscription bundles** (₹1/day WhatsApp digest, ₹99/month premium).

- **Phase 2 (12–24 months: Expansion in High-Readiness Regions)**

**Cities:** Lucknow (already high engagement), extend to Ranchi & other Tier-2/3 cities.

Roll out **freemium digital model** across multiple states.

Scale **local advertising dashboards** → show ad ROI with reach & engagement metrics.

Begin integrating **hyper-local classifieds** digitally (jobs, property, services).

- **Phase 3 (24–36 months: Full-Scale Monetization & Brand Rebuild)**

Nationwide rollout of optimized app & e-paper.

Launch **video explainers, podcasts, OTT partnerships**.

Introduce **loyalty programs** (points for reading, sharing, subscribing).

Explore **pay-per-article microtransactions** for investigative/exclusive stories.

# Recommendation & Strategic Roadmap



## Regaining Advertiser Trust

From revenue trends:

**Government & Real Estate (₹650M & ₹644M)** are strong but showing plateauing growth.

**Automobile & FMCG (~₹432M each)** underperforming compared to industry benchmarks.

### Actions:

- Provide **ROI guarantees** in top markets (Delhi, Lucknow, Ahmedabad). Example: "Pay for clicks/views, not just circulation."
- Launch **joint campaigns with local dealers/retailers** in Auto + FMCG → measurable footfall leads.
- Revive trust with **third-party audited circulation + digital analytics**.

## Content Format & Delivery Changes

- **WhatsApp bulletins (daily digest)** → high adoption (2.4M users already).
- **Mobile-optimized e-paper** → reintroduce with low data mode + offline download.
- **Short-form explainers** (charts, infographics, 1-min videos) → to compete with InShorts.
- **Regional-language podcasts/news recaps** → target Tier-2/3 cities where radio-style listening is popular.

## Subscriptions, Loyalty & Bundling

- **Tiered Subscription Models:**
  - Free → limited stories.
  - Basic (₹30/month) → e-paper + WhatsApp.
  - Premium (₹99/month) → archives, ad-free, exclusive features.
- **Loyalty Program:** reward long-term readers with points redeemable for discounts on partner platforms (ed-tech, OTT, shopping).
- **Pay-per-article** → for viral investigative/exclusive stories. (Micro-payment via UPI/Paytm).

## Local Influencers & Journalists

- Recruit **regional YouTubers, radio hosts, local reporters** as brand ambassadors.
- Launch **"Bharat Voices" contributor program** → verified citizen journalists submit hyper-local stories, creating stickiness.
- Collaborate with **regional colleges & journalism schools** → fresh talent, low-cost digital-native reporters.



## Recommendation & Strategic Roadmap

### Expected Outcomes


- **Stabilization:** Reduce print wastage to <5% and restore ROI in key cities.
- **Revenue Recovery:** Rebuild advertiser trust with ROI dashboards, regional targeting, and performance-linked models.
- **Digital Growth:** Convert **20–25% of circulation base** to active digital users in 18 months.
- **Long-term Sustainability:** Establish Bharat Herald as a **regional digital news leader**, leveraging trust in legacy brand + new-age formats.

## SQL Adhoc Analysis




Request 1:

Result Grid


Filter Rows:

Export:






W


	city_name	month	net_circulation	drop_in_circulation
▶	VARANASI	2021-01	382018	59807
	VARANASI	2019-11	431606	55649
	JAIPUR	2020-01	420680	51858

Request 2:

Result Grid

  Filter Rows:

Export: 

Wrap Cell Content: 

	year	category_name	category_revenue	total_revenue_year	pct_of_year_total
▶	2019	A001	255076785.22	358897612.10	71.07
	2020	A001	212378912.88	349243258.36	60.81
	2020	A003	196070756.04	349243258.36	56.14
	2020	A004	182883554.04	349243258.36	52.37
	2021	A003	250590627.44	361991189.13	69.23
	2021	A001	202413157.08	361991189.13	55.92
	2022	A003	217741132.30	355479305.97	61.25
	2022	A001	217276583.32	355479305.97	61.12
	2023	A003	230698963.92	369942491.43	62.36
	2023	A001	205413635.64	369942491.43	55.53
	2024	A003	224337350.06	366344547.75	61.24
	2024	A001	212601129.28	366344547.75	58.03

Request 3:

Result Grid

Filter Rows:

Export:

Wrap Cell Content:

	city_name	copies_printed_2024	net_circulation_2024	efficiency_ratio	efficiency_rank_2024
▶	RANCHI	2309444	2092062	0.9059	1
	AHMEDABAD	3046823	2746691	0.9015	2
	PATNA	2506557	2252819	0.8988	3
	JAIPUR	4594153	4128641	0.8987	4
	VARANASI	4591555	4123611	0.8981	5



# SQL Adhoc Analysis



Request 4:

	city_name	internet_rate_q1_2021	internet_rate_q4_2021	delta_internet_rate
▶	KANPUR	74.27	76.77	2.5
	MUMBAI	73.31	75.74	2.43
	AHMEDABAD	73.03	74.8	1.77
	DELHI	48.68	50.41	1.73
	PATNA	67.73	68.56	0.83
	LUCKNOW	55	55.71	0.71
	JAIPUR	10	10	0
	VARANASI	73.51	73.45	-0.06
	BHOPAL	68.21	66.48	-1.73
	RANCHI	63.49	60.36	-3.13

Request 5:

	city_name	Year	yearly_net_circulation	yearly_ad_revenue	is_declining_print	is_declining_ad_revenue	is_declining_both
▶	AHMEDABAD	2020	41461608	450931897.92	Yes	No	No
	AHMEDABAD	2021	39770340	389240569.92	Yes	Yes	Yes
	AHMEDABAD	2022	37318668	520653735.12	Yes	No	No
	AHMEDABAD	2023	34863636	376468618.80	Yes	Yes	Yes
	AHMEDABAD	2024	32960292	422351843.16	Yes	No	No
	BHOPAL	2020	36572700	396678902.16	Yes	Yes	Yes
	BHOPAL	2021	35102460	465792536.16	Yes	No	No
	BHOPAL	2022	32779176	508982599.08	Yes	No	No
	BHOPAL	2023	30942972	472950194.88	Yes	Yes	Yes
	BHOPAL	2024	29022804	446996554.08	Yes	Yes	Yes
	DELHI	2020	49888428	412674389.64	Yes	No	No
	DELHI	2021	46856028	471458776.32	Yes	No	No
	DELHI	2022	44477472	511158504.00	Yes	No	No
	DELHI	2023	41363628	457469602.92	Yes	Yes	Yes
	DELHI	2024	39024120	313871380.08	Yes	Yes	Yes
	JAIPUR	2020	62584164	432595914.00	Yes	Yes	Yes
	JAIPUR	2021	59268336	478032939.00	Yes	No	No
	JAIPUR	2022	56718288	360349939.32	Yes	Yes	Yes
	JAIPUR	2023	53207148	448149334.80	Yes	No	No
	JAIPUR	2024	49543692	494270164.68	Yes	No	No
	KANPUR	2020	49958856	327707839.20	Yes	Yes	Yes
	KANPUR	2021	46893552	400860098.64	Yes	No	No
	KANPUR	2022	44095824	420935581.80	Yes	No	No
	KANPUR	2023	41011416	440404653.96	Yes	No	No
	KANPUR	2024	39002148	377253213.96	Yes	Yes	Yes
	LUCKNOW	2020	26809176	393840432.00	Yes	Yes	Yes
	LUCKNOW	2021	25390524	454035516.36	Yes	No	No