

# Dashboard Providing Insights to Guide a Legacy Newspaper's Survival in a Post COVID Digital Era



**PROBLEM STATEMENT**

**PRIMARY ANALYSIS**

**FURTHER ANALYSIS & RECOMMENDATIONS**

# Problem Statement

## Provide Insights to Guide a Legacy Newspaper's Survival in a Post COVID Digital Era

Dashboard	Problem Statement
Primary Analysis	Further Analysis & Reporting

**Bharat Herald**, a legacy newspaper organization with operations across five Indian states, is **facing an existential crisis**.

With a reputation built over seven decades for multilingual reporting and sharp regional journalism, the company once printed over 1.2 million copies daily.

But between **2019 and 2024, print circulation has dropped** to under 560,000. The pandemic accelerated a shift toward digital news consumption, and competitors quickly adapted with mobile-first platforms, WhatsApp delivery models, and subscription bundles.

Meanwhile, Bharat Herald's 2021 e-paper pilot failed due to poor mobile usability and was eventually shelved after financial losses.

**The result:** advertiser confidence declined, vendor payments delayed, and multiple city bureaus shut down.

Over 60 employees across editorial and sales functions have been let go. A recent internal audit flagged severe fiscal concerns.

In response, Tony Sharma (Executive Director) has **initiated a last-mile attempt to assess the business situation**.

A data analyst, Peter Pandey, has been assigned to lead a comprehensive analysis of the company's operational and financial data from 2019–2024.

Peter's mandate is clear: **quantify what went wrong, identify recovery potential, and recommend a phased roadmap toward digital transformation**.

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# Primary Analysis

1. Print Circulation Trends
2. Top Performing Cities
3. Print Waste Analysis
4. Ad Revenue Trends by Category
5. City-Level Ad Revenue Performance
6. Digital Readiness vs. Performance
7. Ad Revenue vs. Circulation ROI
8. Digital Relaunch City Prioritization

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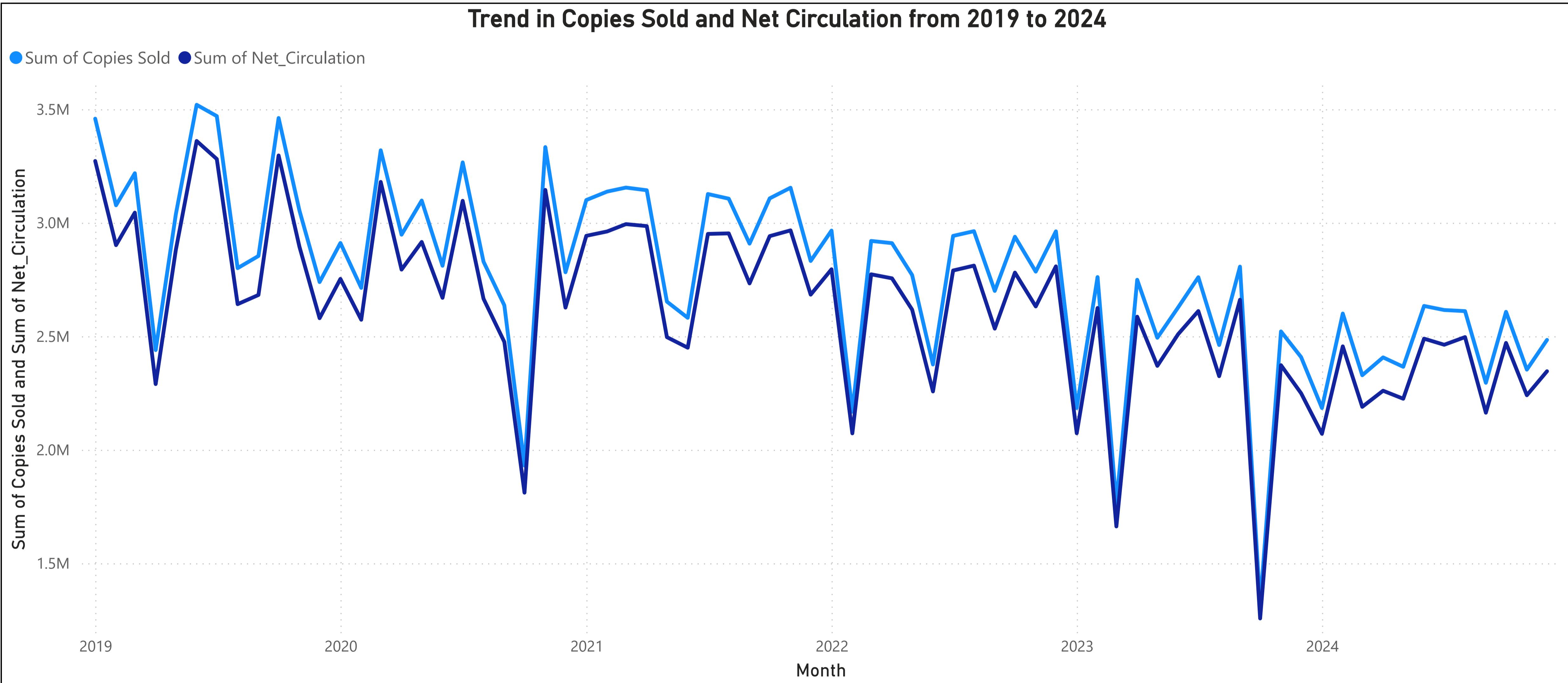
## Further analysis & recommendations

- 1.What should Bharat Herald's phased digital transition strategy look like, given the readiness and engagement data?
- 2.How can Bharat Herald regain advertiser trust in key cities or categories where confidence dropped the most?
- 3.What changes to content format or delivery (e.g., WhatsApp bulletins, mobile optimized e-papers) might boost digital engagement?
4. What role can subscription bundling, loyalty programs, or pay-per-article models play in revenue recovery?
5. How can Bharat Herald leverage local influencers or journalists to re-establish digital credibility in regional markets?

## 1. Print Circulation Trends

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

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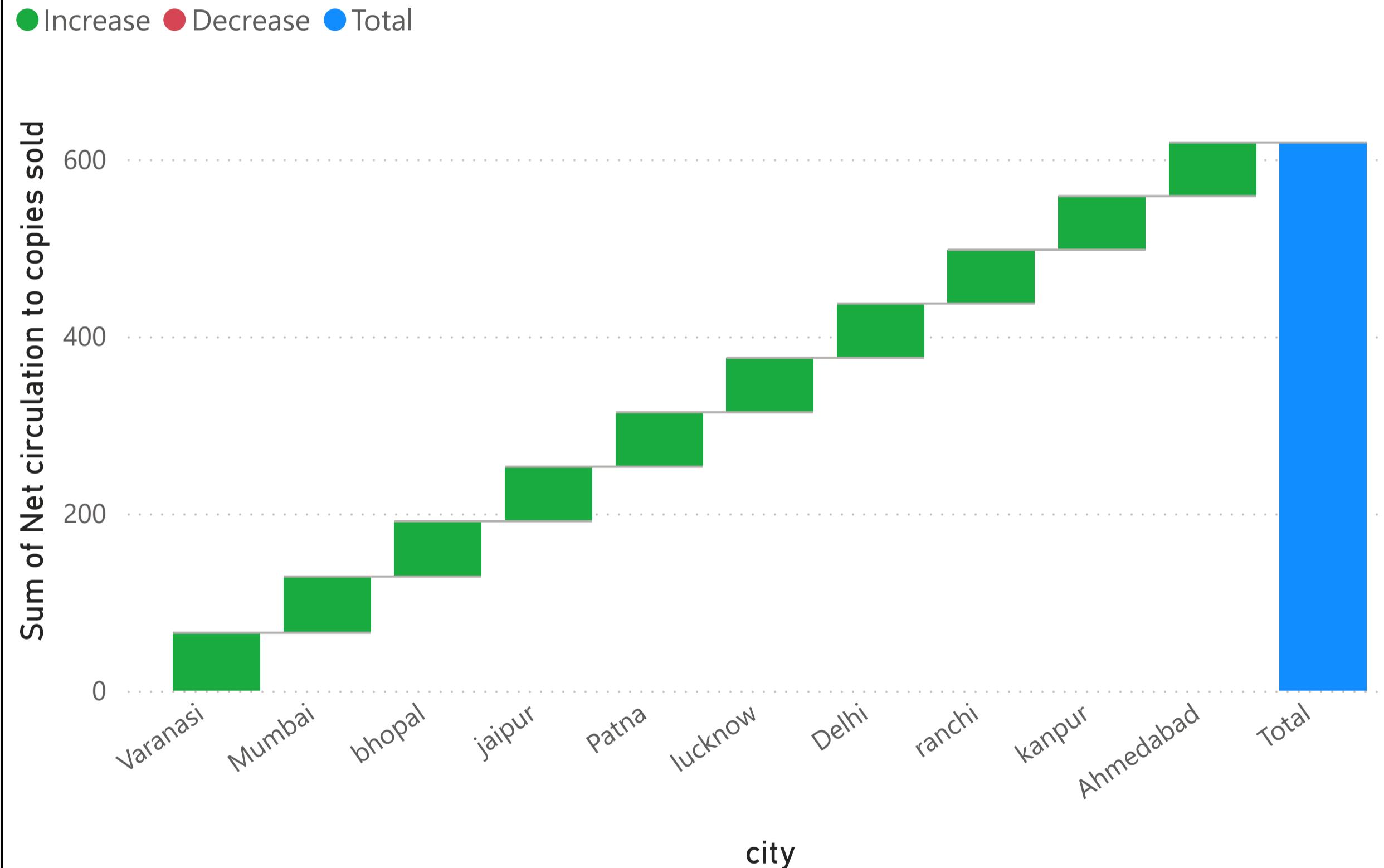
## 2. Top Performing Cities

Which cities contributed the highest to net circulation and copies sold in 2024?

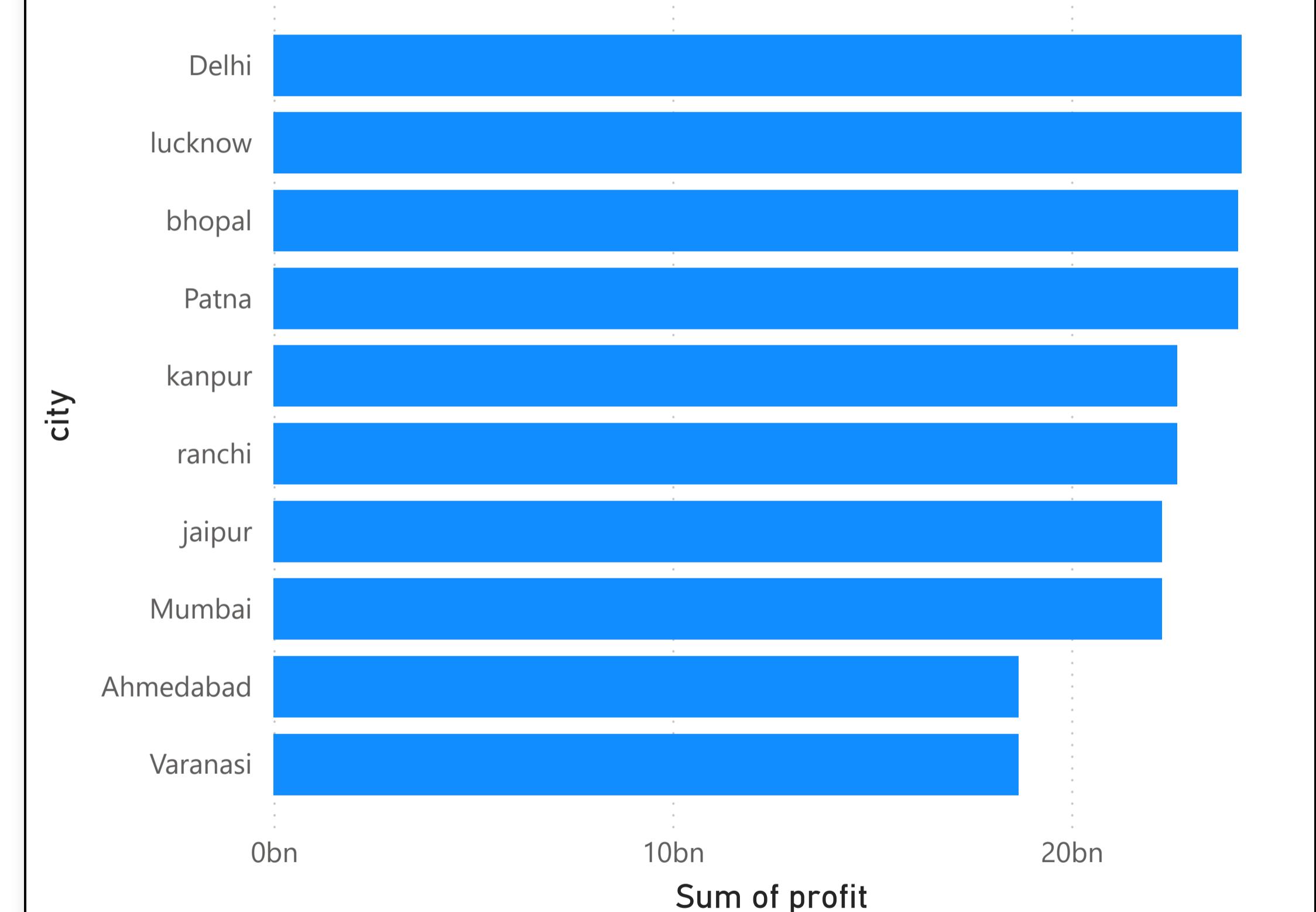
Are these cities still profitable to operate in?

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Sum of Net circulation to copies sold by city



Sum of profit by city

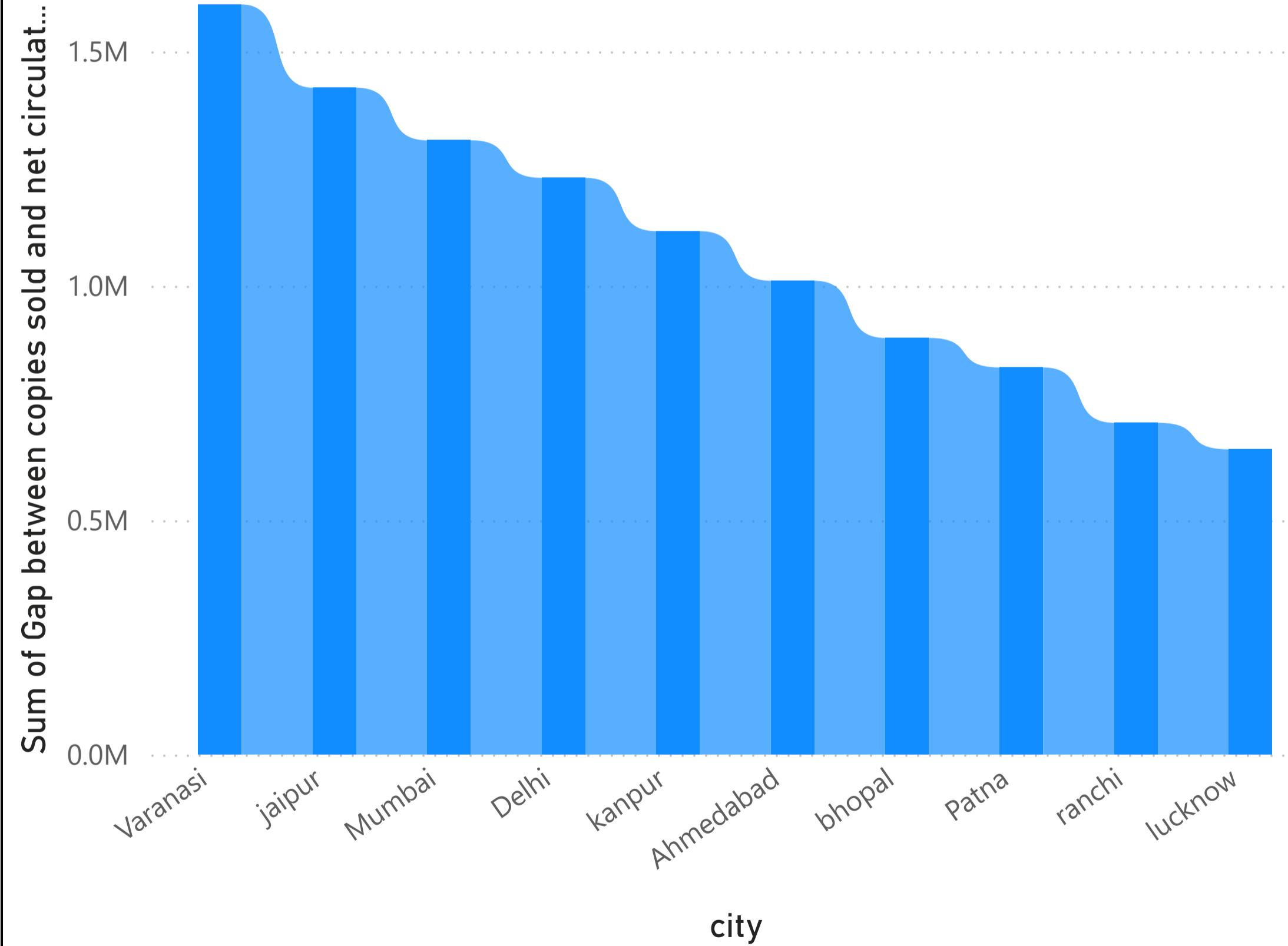


### 3. Print Waste Analysis

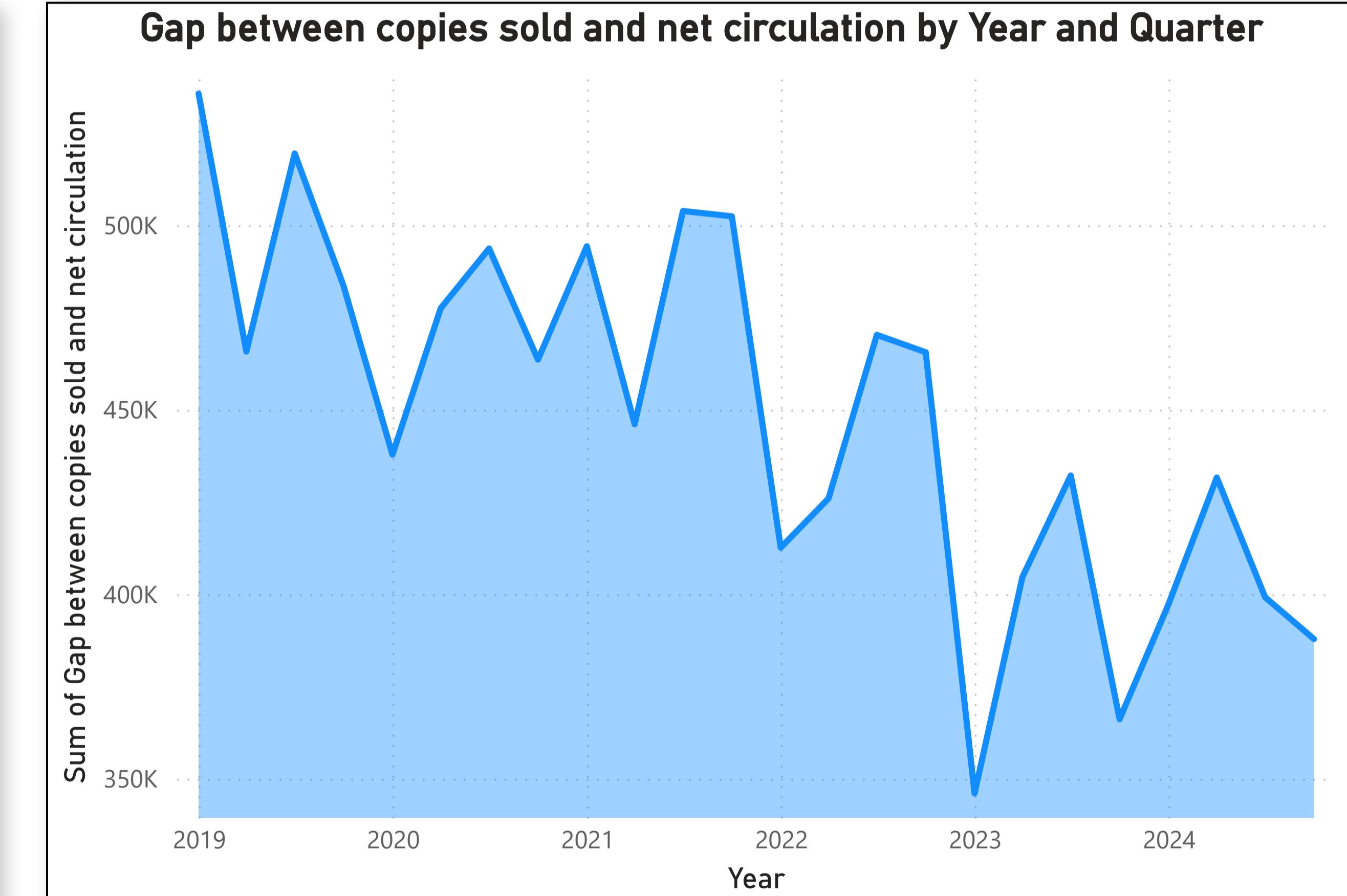
**Which cities have the largest gap between copies sold and net circulation, and how has that gap changed over time?**

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Gap between copies sold and net circulation by city



Gap between copies sold and net circulation by Year and Quarter



#### 4. Ad Revenue Trends by Category

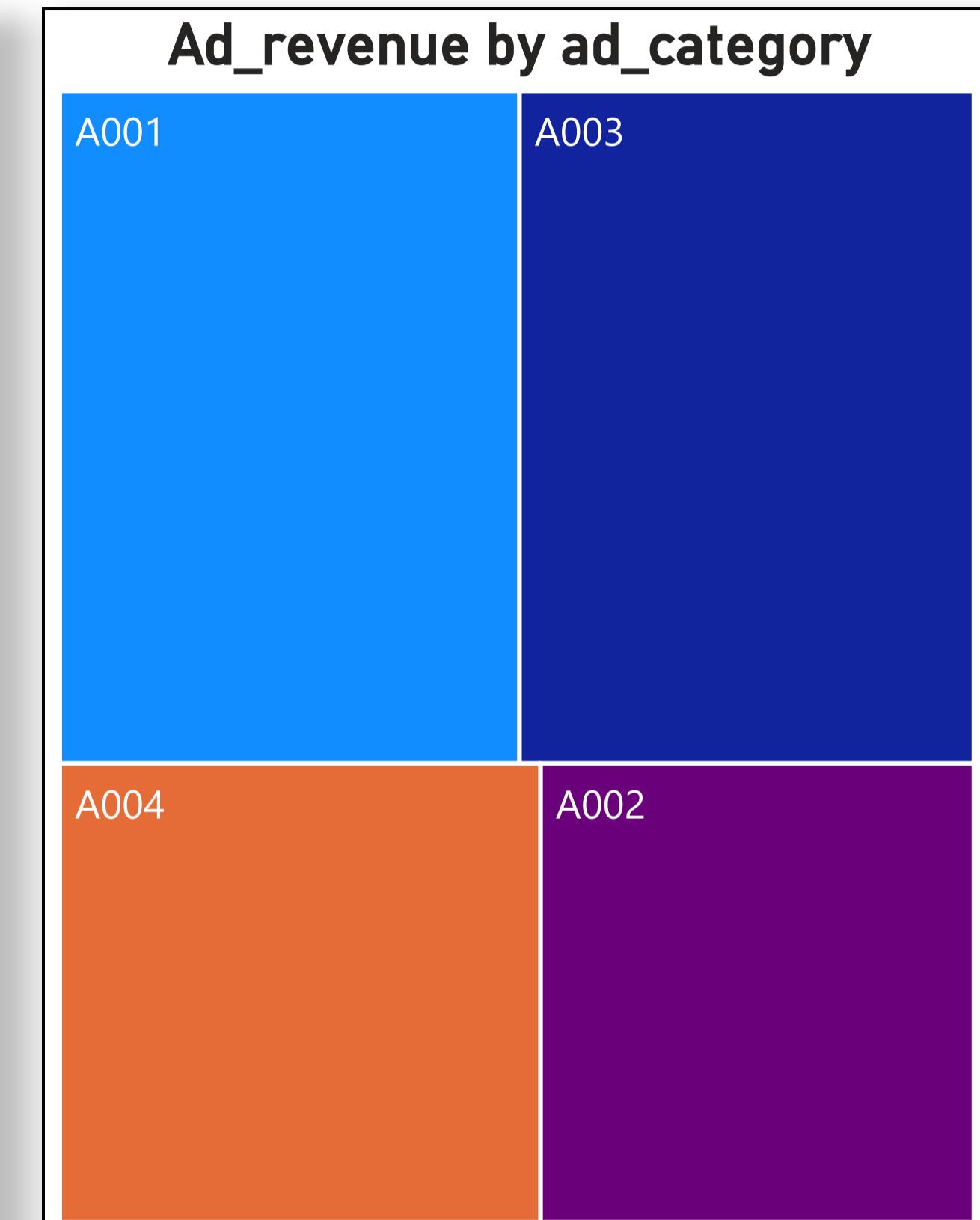
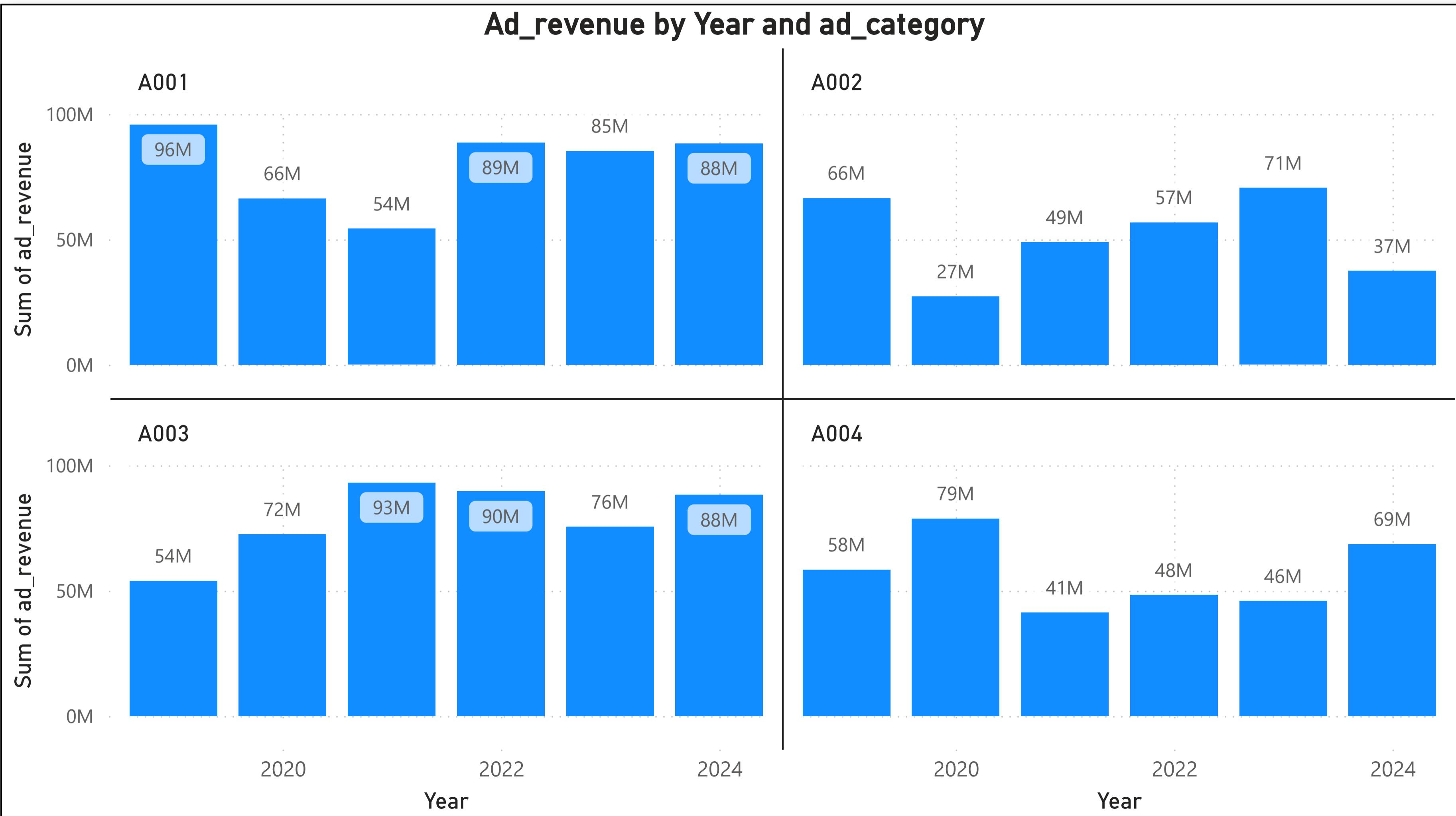
How has ad revenue evolved across different ad categories between 2019 and 2024? Which categories have remained strong, and which have declined?

Dashboard

Primary Analysis

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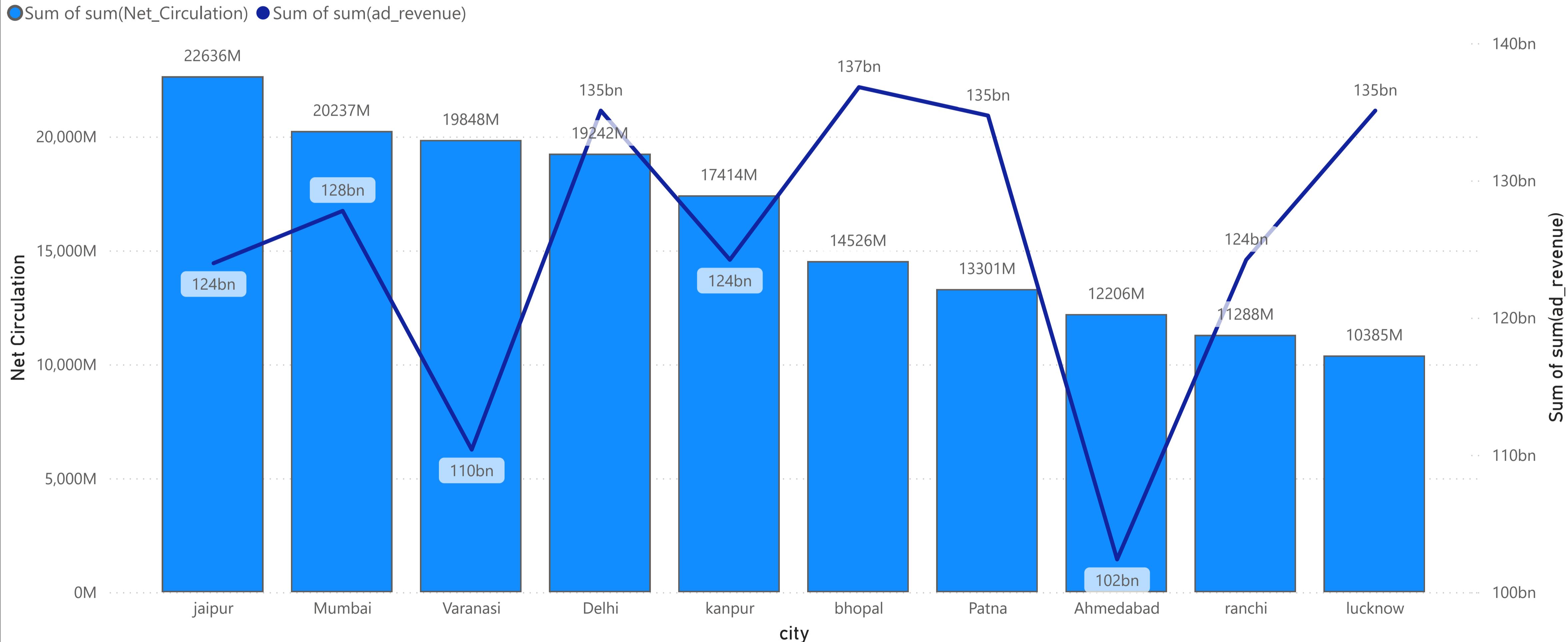


## 5. City-Level Ad Revenue Performance

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

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Graph between Ad revenue and Net Circulation



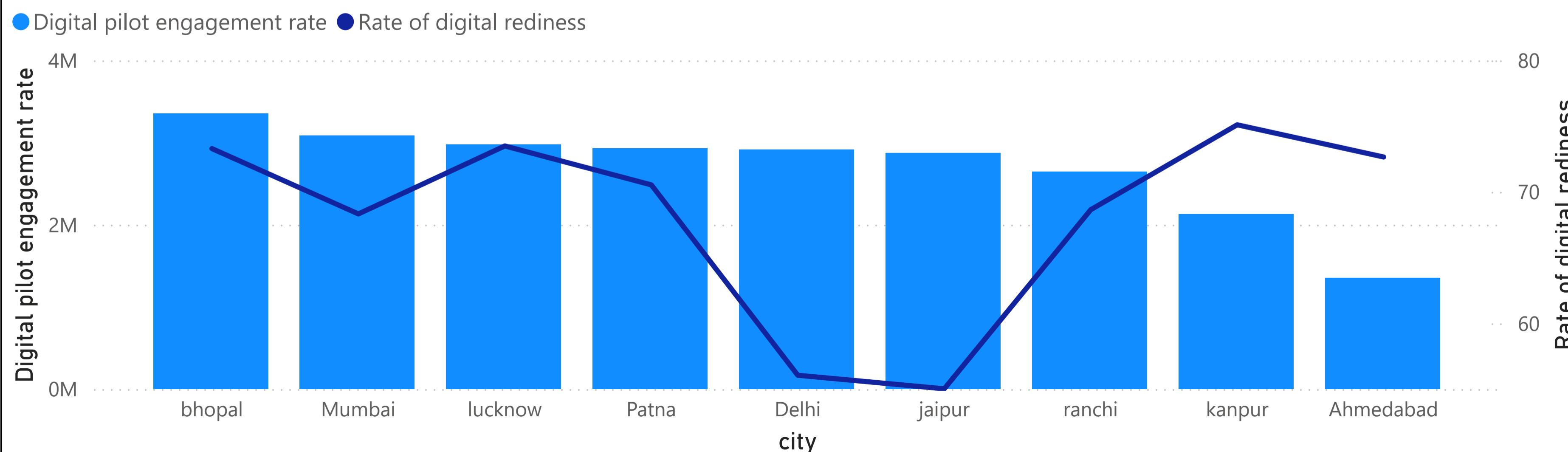
## 6. Digital Readiness vs. Performance

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

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city	Internet penetration	literacy rate	Smartphone penetration	Rate of digital rediness	Digital pilot engagement
jaipur	10.00	84.83	70.22	2,872,344.00	55.02
Delhi	48.88	70.61	48.65	2,914,152.00	56.05
Mumbai	74.60	81.89	48.48	3,085,464.00	68.32
ranchi	62.52	66.45	76.94	2,643,000.00	68.64
Patna	67.65	75.64	68.30	2,927,376.00	70.53
Ahmedabad	74.05	75.15	68.76	1,350,030.00	72.65
bhopal	66.53	82.73	70.61	3,351,024.00	73.29
lucknow	56.39	89.07	75.02	2,974,680.00	73.49
kanpur	75.14	71.31	78.84	2,129,976.00	75.10
<b>Total</b>	<b>59.53</b>	<b>77.52</b>	<b>67.31</b>	<b>24,248,046.00</b>	<b>68.12</b>

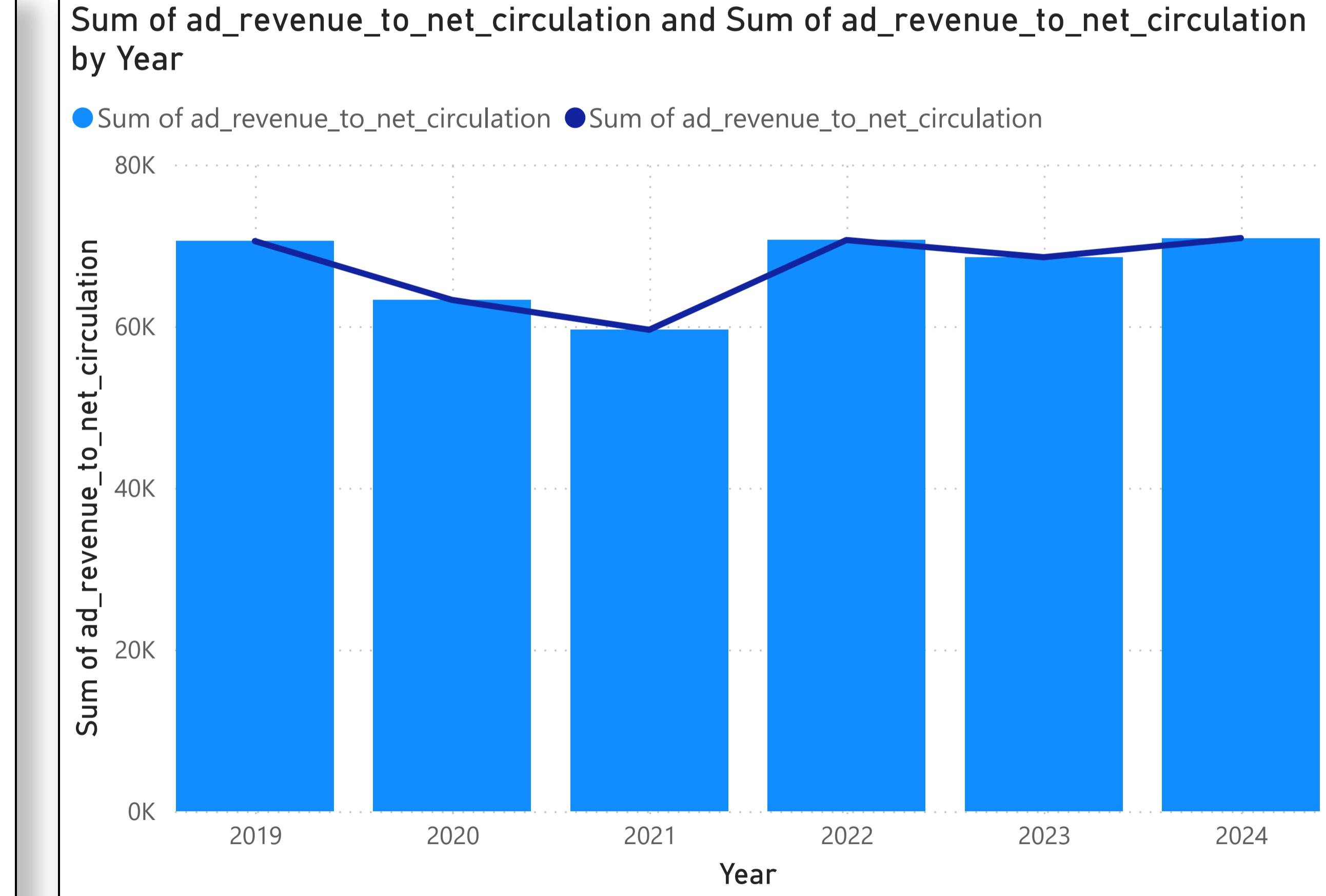
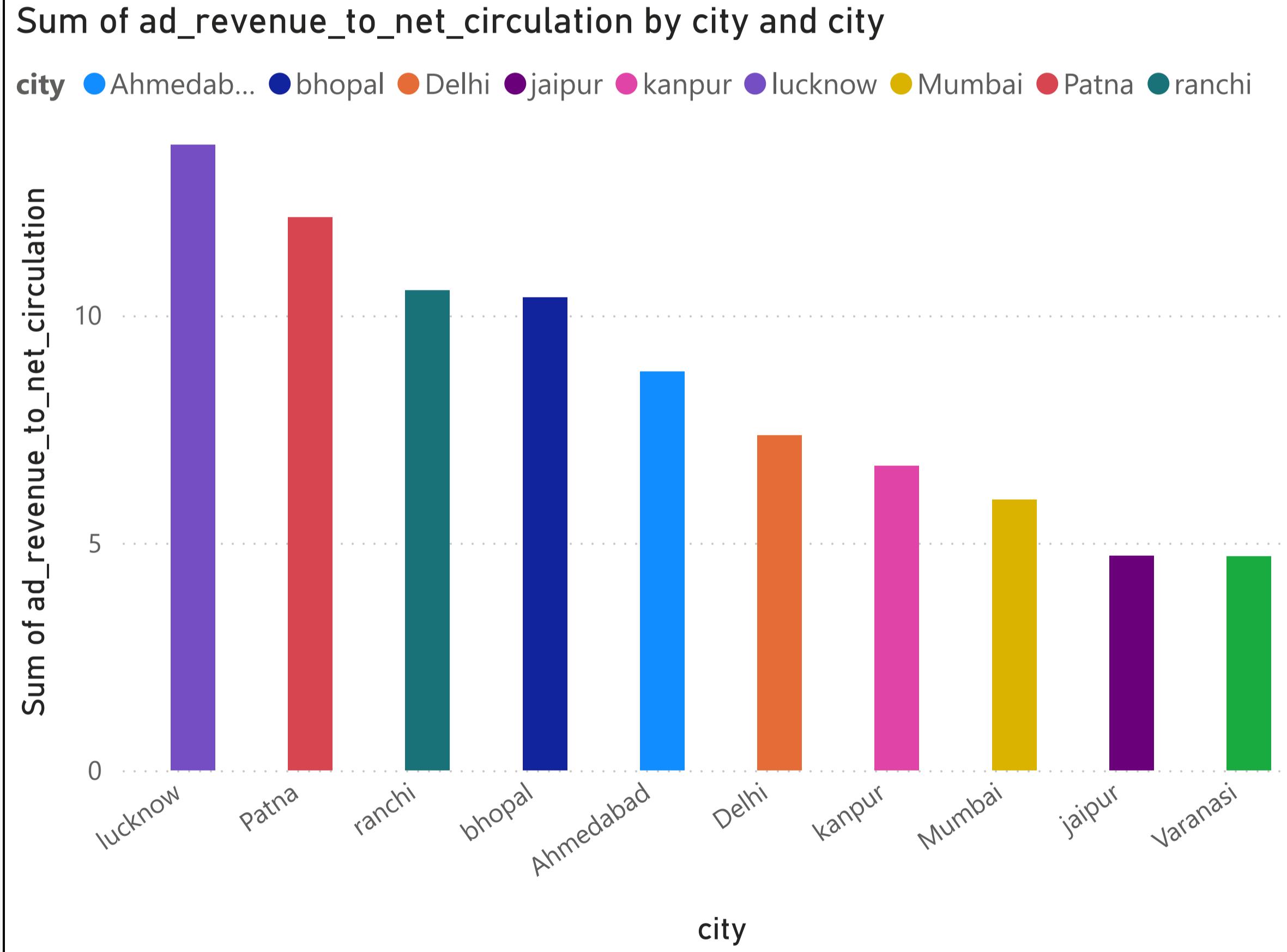
Digital pilot engagement rate and Rate of digital rediness by city



## 7. Ad Revenue vs. Circulation ROI

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

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## 8. Digital Relaunch City Prioritization

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

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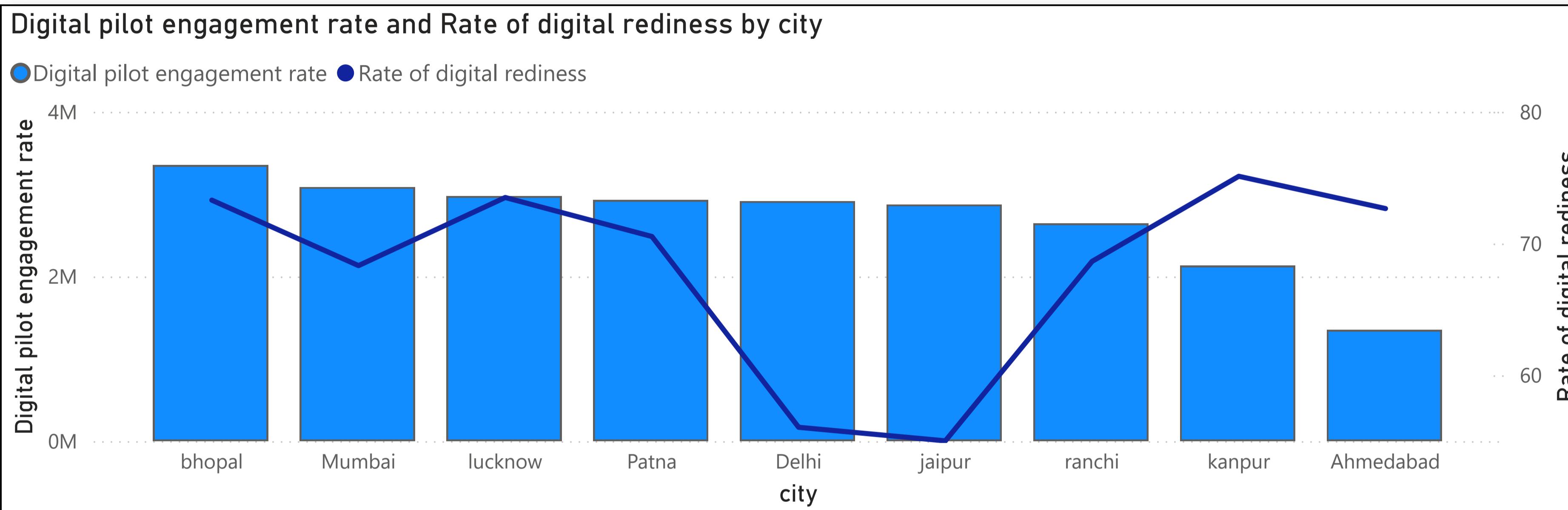
city	Sum of sum(users_reached)	Sum of AverageRate	Sum of Net_Circulation
bhopal	3,351,024.00	73.29	1120946472
Mumbai	3,085,464.00	68.32	1680620184
lucknow	2,974,680.00	73.49	799728912
Patna	2,927,376.00	70.53	1026444384
Delhi	2,914,152.00	56.05	1481728176
jaipur	2,872,344.00	55.02	1879837488
ranchi	2,643,000.00	68.64	939553776
kanpur	2,129,976.00	75.10	1449462960
Ahmedabad	1,350,030.00	72.65	1220581080
<b>Total</b>	<b>24,248,046.00</b>	<b>613.09</b>	<b>13583683224</b>

**Bhopal, Mumbai and Lucknow** can be prioritized for phase 1 of digital relaunch as more users were reached in the previous attempt of digital transformation efforts.

## Further analysis & recommendations:

### 1. What should Bharat Herald's phased digital transition strategy look like, given the readiness and engagement data?

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From the graph we can depict that cities like **Delhi** and **Jaipur** are low on digital readiness, we can focus on these two cities what went wrong in previous phase of digital transition and why low engagement rate is observed. We can take feedback from customers and get other companies user experience.

## 2. How can Bharat Herald regain advertiser trust in key cities or categories where confidence dropped the most?

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Key Cities where trust dropped are **Delhi and Jaipur**.

Better user experience should be provided by the company by integrating with a good software company who has good experience of app development so that the application should not lag.

The category where trust is low based on revenue is **A002 category**.

The ad category A002 should be reviewed by experts and further improvements should be done if applicable.

### 3. What changes to content format or delivery (e.g., WhatsApp bulletins, mobile optimized e-papers) might boost digital engagement?

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#### 1. Platform-Specific Formats

- **WhatsApp / Telegram Bulletins:** Short, snackable updates (top 5 stories, quick infographics, or "what you need to know today") delivered directly to users' preferred messaging apps.
- **Instagram / YouTube Shorts:** Bite-sized video explainers, reels with key highlights, or data stories optimized for vertical viewing.
- **Push Notifications:** Personalized, interest-based alerts instead of generic headlines.

#### 2. Mobile-First Content

- **Mobile-Optimized E-Papers:** Scrolling-friendly, responsive layouts (not just PDFs) that adapt to small screens.
- **Story Format (like Instagram/LinkedIn stories):** Visual-first content with swipes/taps for progression, encouraging quick engagement.
- **Interactive Cards:** Polls, quizzes, and explainer cards embedded in mobile apps or web.

#### 3. Personalization & Localization

- **AI-Driven Personalization:** Deliver content recommendations based on reading history and interests.
- **Localized Editions:** City/neighborhood-specific bulletins (traffic, weather, local deals).

#### 4. Rich Media Integration

- **Explainer Videos & Podcasts:** Summarizing complex topics in audio/video formats for multitasking audiences.
- **Interactive Infographics & Data Visualizations:** Users can explore numbers (e.g., election results, cricket scores, stock trends).

#### 5. Community & Engagement Features

- **Comment Polls & Q&As:** Let readers voice opinions quickly.
- **User-Generated Content (UGC):** Feature reader photos, stories, or feedback within digital products.
- **Gamification:** Streaks, badges, or rewards for regular engagement.

## 4. What role can subscription bundling, loyalty programs, or pay-per-article models play in revenue recovery?

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### 1. Subscription Bundling

- **Cross-Product Bundles:** Combining e-paper + premium newsletters + podcasts + partner content (OTT, music, learning apps).
- **Value Proposition:** Increases perceived value without raising prices drastically.
- **Retention Driver:** Bundling reduces churn because users engage with multiple products, not just one.
- **Case Study Parallel:** NYT's "All Access" bundle (news, games, cooking, audio) has driven subscriber growth.

### 2. Loyalty Programs

- **Engagement → Retention:** Reward points for reading articles, sharing stories, or attending live digital events.
- **Tiered Benefits:** Exclusive access (early news drops, ad-free experience, invites to webinars or meetups).
- **Partner Discounts:** Tie-ups with e-commerce, food delivery, travel, or bookstores for cross-benefits.
- **Psychological Hook:** Keeps users "invested" in the brand, making cancellation less attractive.

### 3. Pay-per-Article (Micropayments)

- **Low-Friction Entry:** Attracts casual readers unwilling to commit to a subscription.
- **Revenue Tap for Viral:** Can monetize high-traffic investigative pieces or exclusives.
- **Gateway to Subscriptions:** Frequent pay-per-article users can be nudged toward full subscriptions.
- **Challenges:** Requires seamless payments (UPI, wallet integration), and strong content differentiation (exclusive, high-value reporting).

### Overall Role in Revenue Recovery

- **Diversification:** Reduces reliance on traditional ad revenue.
- **Maximizes Willingness to Pay:** Different models appeal to different segments (loyal readers vs. casual browsers).
- **Boosts Retention & Lifetime Value:** Bundles and loyalty programs keep users engaged longer.
- **Expands Audience Funnel:** Micropayments widen entry while bundles/loyalty deepen commitment.

## 5. How can Bharat Herald leverage local influencers or journalists to re-establish digital credibility in regional markets?

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### Working with local /regional journalists

Bharat herald can collaborate with regional or local journalists for news reporting. They are trusted by public so content shared by them will be trusted more than the Bharat herald company whose past digital experience was bad.

### Live Question & Answer sessions on the application of Bharat herald

The journalists can come live on the application and should cover the community reviews regarding the local problem and ways to address the issue by raising the issue to the political persons.

### Collaborating with local social media influencers

Local social media influencers play a crucial role in addressing the issue at local levels and they have the ground information of the problem held. Their opinion matters the most, sometimes more than the news, public trust in them. The Bharat herald company can integrate them in their application section by collaborating with them.

### Restore Digital Credibility

To strengthen trust and rebuild credibility in regional markets, Bharat Herald can focus on a threefold strategy.

First, by prioritizing **transparency and fact-checking**, the platform can publish short-form reels where journalists, alongside local influencers, explain how stories are verified. This not only demystifies the reporting process but also makes credibility more visible and relatable for audiences.

Second, the introduction of **trust badges**, such as a clear "Fact-Checked by Bharat Herald" mark on co-created content with verified reporters, will help audiences instantly distinguish authentic journalism from unverified or misleading information circulating online.

Finally, **crisis reporting** offers a powerful opportunity to reinforce reliability; by deploying local journalists for live, on-the-ground coverage during events like floods, elections, or civic unrest, Bharat Herald can demonstrate its commitment to fast, factual, and community-driven news. Together, these measures combine journalistic authority with local relatability, positioning the brand as both trustworthy and deeply connected to regional audiences.