

Recommendations for Revenue Generation for Prasar Bharati



Submitted by

Ms. Vibha Desai, Former Executive Director, Ogilvy & Mather
Dr. C. MuraliKrishna Kumar, Senior Advisor, Planning Commission
Mr. V.K. Jain, Additional DG, Doordarshan
Dr. Mahim Sagar, Professor, IIT Delhi

In consultation with:

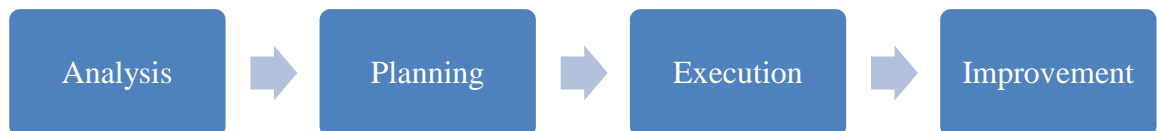
Mr. Sam Pitroda

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1. Introduction

To be the known as “the best”, an organization needs to defeat the rest.

Every success story, every achievement, every accomplishment, every feat involves four very important steps. They are -



Hence, for Prasar Bharati to reach the epitome of success, it has to imbibe the ability to analyse, the capacity to plan, the will to execute and the motivation to improve.

Prasar Bharati came into existence in 1997 under the Prasar Bharati Act, prior to which Doordarshan and AIR were governed by the Ministry of Information & Broadcasting. What the organization lacks today is a self-sustainable model. In spite of having maximum pan-India reach, the Indians are not willing to invest their time in watching/listening to outstanding programs developed by All India Radio and Doordarshan.

Indeed, it is time for Prasar Bharati to begin its journey from being the “Voice of India” to being the “Voice of Modern India”.

2. Methodology Adopted

There are four different ways in which data are collected

1. Secondary Research – Research papers, websites of other national broadcasting channels, Doordarshan website and also other annual report of each channels
2. Competitor Analysis – To benchmark the performance, revenue stream of channels, competitor analysis is carried out. It is done at two levels:
 - a. Comparison against Public Service Broadcasters to compare the revenue stream, operational Expenses, channel portfolio, social mandate etc
 - b. Domestic Competition – To compare the programming style, slot selling, advertisers preferences, TRP etc.
3. Expert Opinion – Business Development group consists of experts from various domains, through meetings with these experts, their opinion and recommendations

were taken. In order to have an external view, opinion of Experts from Advertising agency, Consultancy firm and Research agency are also taken.

4. Prasar Bharati Visit – To understand the actual working of doordarshan and AIR, visit was made to Doordarshan office and working of various departments are learnt from opinions given by department officials

3. Goal Statement & Recommendations

Our task at hand was to examine the business model of Prasar Bharati and suggest measures to augment existing revenue streams and create new revenue streams, both from domestic and international markets, with the aim of making the organization financially autonomous in its operations.

Area of Focus –

- Increase realization from existing revenue streams
- Identify new revenue streams

Prasar Bharati - Existing Revenue Streams

Opportunity	Actions
Data gap exists, DD reach being undervalued	<ol style="list-style-type: none"> 1. Audience research data is a counterpoint. Tie up with a leading research agency. Market this data 2. Booster sample in TAM 3. IRS data usage 4. BARC rating data expected in 2014
Acknowledged reach in semi urban and rural markets	<ol style="list-style-type: none"> 1. Build rural packages across DD & AIR 2. Sell on the basis of highest reach/ lowest cost platform
Prasar Bharati only getting 25% of government/ PSU business	<ol style="list-style-type: none"> 1. Set stiff targets for higher conversion 2. Incentive scheme to enhance motivation
Undervalued bouquet of channels/ programmes	<ol style="list-style-type: none"> 1. Multi brand and multi channel strategy with some channels with PSB mandate 2. Identify 1-2 focus channels, 3-4 key programmes, 1-2 time slots and 2-3 languages to create success stories 3. Adopt a strategy of disruptive scheduling

Growth potential among advertisers (Share of revenue has dropped from 16% in 2006 to 8% in 2012)	4. Maximize simulcast programming 1. Surprise the market by launching a marketing campaign and 360 degree events 2. Provide free bonus spots to key advertisers on regional kendras / non prime time 3. DD direct plus data to be shared 4. Have phone in's /SMSs with programmes and share feedback with clients 5. Sales function to provide DD/AIR joint packages 6. Hire a competitive razor sharp advertising sales team. Improve skills, compensation, incentives
AIR not in the consideration set	1. Relaunch AIR 2. Focused and targeted channel strategies 3. Market audience research wing data 4. Focus on events (FM channels earn 25% of their revenue from events) 5. Launch advertising on Community Radio 6. Reaccess the AM/FM strategy

Prasar Bharati - Identifying New Revenue Streams

1. Launch subscription based commercial channels. Critically analyze if any of the current channels can be repackaged.
2. Reposition DTH platform for commercial exploitation.
3. Allow advertising and sponsorship on DD International. Tie up with a leading marketing partner.
4. Archives to be relaunched as a must have for consumers. Huge market potential. Build a library and invest in properties.
5. Asset leveraging – Real estate, technical facilities, HPTs/ LPTs
6. Post digitization, launch VOD/AOD/ Content on the net.
7. Market/ Sell DD/AIR audience research data
8. Like the telecom sector, clamp a USO levy on now public broadcasting channels or they provide time slots for public service broadcasting airing.
9. Launch teleshopping channel in non prime time (Zee Teleshopping revenue – INR 60 Cr)
10. Launch government certificate education programs at low cost

Cost Saving Measures

1. Closedown non-viable Kendras.

2. **Do away with terrestrial mode of transmission for better profitability. Huge investments going into digitization of terrestrial transmitters (with terrestrial reach diminishing)**
3. Even if we pay for set top boxes in the 13 mn non C&S houses, the cost incurred could be made up through savings in a year or two
4. Examine the potential of hiving off regional channels to business houses.

To Maximize Revenue Conversion

Tender the Prasar Bharati sales task to optimize return

4. Analysis

Public Broadcasting Service: Definition

Public Broadcasting Service is a public good that has unobtrusively contributed to the democratization of everyday life, in public and private contexts, from its beginning through to today. (Scannel, 1989)

According to Brants and Siune, 1992, a public broadcasting is defined as

1. Some form of accountability to (political representatives of) the public, other than through market forces, and realized through some form of administrative organization.
2. Some element of public finance: commercial revenues are not excluded but any profit made is used for programming or service- oriented purposes, not made for its own sake, as in private commercial system.
3. Close regulation of content, ranging from the most general rules of balance, impartiality and serving minority interests to banning certain kinds of advertising, violence and pornography.
4. Universal (in a territorial sense) service, whereby the audience is addressed more as citizens (mixed and pluralistic schedules) than as consumers (schedules determined exclusively by ratings)
5. Regulated entrance, i.e. limits to the number of competing channels: the state may not retain its broadcasting monopoly but may intervene to achieve what is regarded as the legitimate cultural and society goals of public service.

How does a typical revenue model for a public broadcasting service look like?

Basic Revenue Model for Television Network is explained as follows -

Major Operating Costs

- ❖ Programming Cost - External Production, Includes payment to 3rd Party

- ❖ Production Costs – In House Production Expense, Actor Payment etc.
- ❖ Programming Staff – Staff who supports program in background
- ❖ Creative Service Cost – For special effects in program e.g. Graphics
- ❖ Play out cost
- ❖ Transmission Costs – E.g. Satellite Transmission
- ❖ Marketing and Publicity Cost
- ❖ General and Administrative Cost

Sources of Revenue

- ❖ **Advertising Sales** – Selling of Air time, Rates differ based on the viewership
- ❖ **Licensing and Merchandising Sales** – Popular programs, Stars etc.
- ❖ **Network Distribution Sales** – Generally for channels that are not available free

What could be the major source of funding for a public broadcasting service?

1. Government Grants - Direct government financial support in form of an annual parliamentary appropriation
2. License Fee – a type of fee levied on users. Government regulation or legislation would be required in this case. This would make the broadcaster more autonomous.
3. Funding from various bodies – Sometimes certain communities or departments show interest in donating funds to the broadcasting channel. E.g. Belgium PBS funded by French Community
4. Advertisement -These are similar to regular television revenue. The channel attracts advertisers via program content and success of program.

Some Other Ways of Revenue Earning for a public broadcaster -

Some of the non conventional ways of revenue generation provided by Booz & Company for American Public Broadcasting Services are as follows:

- Digital Online Advertisement
- Events
- Tower Leasing
- Merchandise licensing and Product sales
- On Demand Distribution
- DVD and CD Sales

Some other ways are: Education and state government fee for service arrangements, Mobile Device Applications, Magazines, Spectrum Sales etc.

For proper identification of areas of improvement, an organization typically needs to analyze how other organizations achieve their high performance levels and use this information to improve performance. Hence, we need to analyze how other public broadcasting services, and other private competing channels function.

Models followed by Different Countries – Few Examples

European Anglo Saxon Model: Followed by countries like Switzerland, Germany, UK etc. The government puts in systems to generate revenue and allow autonomous function of public broadcasters

Fragmented Structure: Followed by Germany and Switzerland. For Example German have two public broadcasting channels followed by several state level public broadcasters. Switzerland have fragmented structure based on language

Latin Model of Public Broadcasting: The channel is financially dependent on the state for its functioning. Certain Nation's public broadcasting service performs like commercial network, which depend on advertisement revenue and telecast programs similar to private players e.g. RAI of Italy.

BBC, a public broadcasting channel for the citizens of UK adapt a model where 70% of the revenue comes from license fee, rest from advertising.

ABC (Australian Broadcasting Channel) as well as BBC have commercial income via sale of content, merchandizing, etc. Both the public broadcasters, ABC and BBC spend their maximum on content. While BBC spend 71% on content, ABC spend around 50% for programming content.

Looking at domestic competition, 42% of Zee TV revenue comes from subscription, rest from advertising. Star TV on the other hand collects 38% of its revenue through subscriptions, remaining from advertising.

In case of Prasar Bharati (as per their annual report 2008-09), their revenue come from advertisement and government grant. Out of their expenses, 23% is spend on programming, while the remaining is spend on administrative and establishment expenses.

Doordarshan : Domestic Competition

According to Business Standard, total number of channels in India currently is more than five hundred. It is essential to clearly identify the channels through which Doordarshan can make a comeback.

The type of channels existing in India can be broadly divided into 8 categories :

1. Entertainment Channels
2. Lifestyle Channels
3. Music Channels
4. Movie Channels
5. News Channels
6. Sports Channels
7. Kids Channels
8. Religious Channels

The table below provides detailed analysis of existing competition for all Doordarshan Channels currently -

Doordarshan Channel	Genre	No of Channels Existing in Domain	Main Competitors
DD Sports	Sports	11	Star Sports, ESPN, Ten Sports
DD India	Hindi General Entertainment	11	Star Plus, Zee, Sony, Colors
DD Bharati	Cultural Entertainment	No Competition	
DD News	Hindi National News	25 +	Aaj Tak, NDTV India, ABP News, Zee News
DD Rajya Sabha TV/ DD Lok Sabha TV	Parliament News	No Competition	
DD North East	Assamese General Entertainment Channel	6	Prag Channel, Rang, NE Hi-Fi, DY 365 Jonakk
DD Bangla	Bengali General Entertainment Channel	6	Star Jalsa, Akash Bangla, ETV Bangla, Zee Bangla
DD Girnar	Agriculture and Entertainment Channel	5+	Jalsa, Dhammal, ETV Gujarati, Gplus Gujarati
DD Chandana	Kannada General Entertainment	6	ETV Kannada, Zee Kannada, Udaya TV
DD Malayalam	Malayalam General Entertainment	10+	Asianet, Surya, Mazhavil Manorama, Amrita, Jeevan
DD Sahyadri	Marathi General Entertainment	6	Alpha Marathi, ETV Marathi, Star Pravah
DD Oriya	Oriya Gen Entertainment	4+	Sarthak TV, Tarang, ETV
DD Punjabi	Assamese General Entertainment Channel	8+	ETC Punjabi, Channel Punjabi, GET Punjabi, Zee Punjabi
DD Podhigai	Tamil General Entertainment Channel	15+	Sun TV, Captain TV, Jaya, Star Vijay, Zee Tamil, Vasant TV, Raj TV, Mega TV
DD Chandana	Kannada General Entertainment	6	ETV Kannada, Zee Kannada, Udaya TV

DD Malayalam	Malayalam General Entertainment	10+	Asianet, Surya, Mazhavil Manorama, Amrita, Jeevan
DD Saptagiri	Telegu General Entertainment	10+	ETV, Gemini, Maa, Vissa, ZEE Telugu, RTV, Sitara TV
DD Urdu	Urdu Gen Entertainment	3	Zee Salaam, ETV Urdu

Doordarshan Program Type

In House Programming

In this type, the production is completely handled by Doordarshan. 15-20% of Doordarshan's Programs are In House. Doordarshan has complete telecast and re telecasting rights.

Sponsored Programming

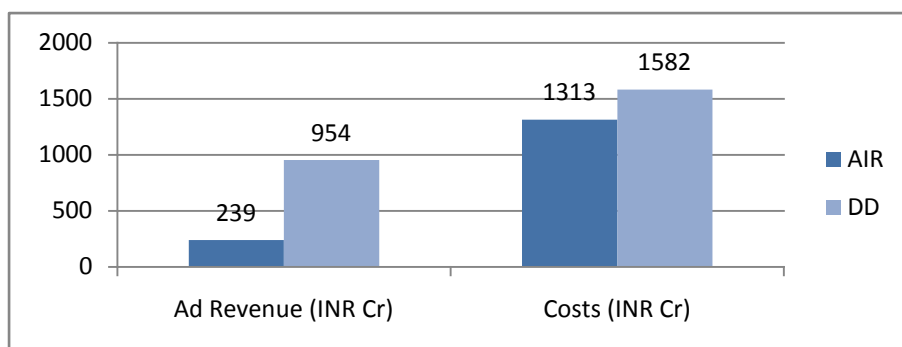
In this type of programming, Doordarshan has to buy content from an external. Contract may be in multiples of 13 (13 episodes, 26 episodes, etc). Doordarshan doesn't have re telecast rights. It takes a duration of 4months from the time of purchasing content to airing it. This type of programming is currently most preferred type.

Commissioned Programming

In this type of programming, the channel typically gets content from external and then funds him. There is a decrease in demand of such type because of corruption issues.

Financial Study of Prasar Bharati :

	2011-12 (INR Cr)
<u>Revenue</u>	
Income from Sales	1192.9
Grant/ Subsidies	1269.8
Others	287.0
<u>Operating Expenses</u>	
Establishment Expenditure	1660.6
Other Administrative Expenditure	746.1
Programmes Related Expenditure	488.6
Others	780.1
Total	3675.4
Total Shortfall	925.6



On careful inspection, one can conclude that the commercial activities account for maximum revenue generation (80% total). Radio accounts for 20% of the revenue but at double the operating cost (45% of the total). Close to 60% of Doordarshan's revenue comes from DCD, narrow casting agriculture and DTH.

All India Radio

Year	Gross Revenue	Expenditure	Profit/ Loss
2007-08	Rs. 289.21 crore	604.36 Crore	-315.15
2008-09	Rs. 291.49 crore	911.44 Crore	-619.95
2009-10	Rs. 303.18 crore	1153.14 Crore	-849.96
2010-11	Rs. 372.96 crore	1204.22 Crore	-831.26
2011-12	Rs. 359.65 Crore	1247.16 Crore	-887.51

While AIR accounts for close to 40% of the total Prasar Bharti Budget, its contribution in revenue is close to 20%. India Radio Audience Survey placed Vividh Bharti and AIR FM Rainbow as the top 2 stations in terms of channel wise audience share. However, a decline in listenership for FM Rainbow, Gold, Vividh Bharti and Primary is noted in all major cities, except a few including Chennai.

Key observations from Doordarshan Financial Report –

Major revenue of Doordarshan comes from DD National, while DD Sports and DD News saw decline of revenue over years. One of the promising areas is Narrow Broadcasting (AGRI) Total Expenditure of Doordarshan is Rs. 1600 Crore, which forms 50% of total expenditure of Prasar Bharati. Remaining 50% is of AIR and Prasar Bharati Secretariat. Expenditure is divided in to two parts – Administrative and Programming. Approximately Rs. 200 Crore (Rs. 167 Cr) spend on program content. Engineer salary expense forms a major part of expenses. Advertising and publicity expenses comes under administration expenses. Advertising expenditure increased to Rs. 18 Crore for current year from Rs. 2 Crore. Budget is made field unit wise – which are 440 in number.

Expenditure of Advertisers

A careful analysis shows, most of the advertisers on Doordarshan are from the FMCG sector. This is because other industry's target audience lies in the urban areas. Hence they target private channels. The marketing team of Prasar Bharati should target advertisers from the telecom sector as its an upcoming industry in the rural areas.

The table below shows a comparative analysis of the advertisers investing in DD and Zee TV. The table shows that the advertisers are spending more in private channels than in DD.

Advertisers	Dd National	Z Zee Tv
Hindustan Lever Ltd	647120	838205
Ponds India	31295	236964
Procter & Gamble	116057	183403
L Oreal India Pvt Ltd	6851	122376
Brooke Bond Lipton India Ltd	12579	116052
Emami Limited	43548	105974
Reckitt Benckiser (india) Ltd	18743	102788
Colgate Palmolive India Ltd	91428	100931
Dabur India Ltd	118631	90902
Marico Ltd	24252	84778

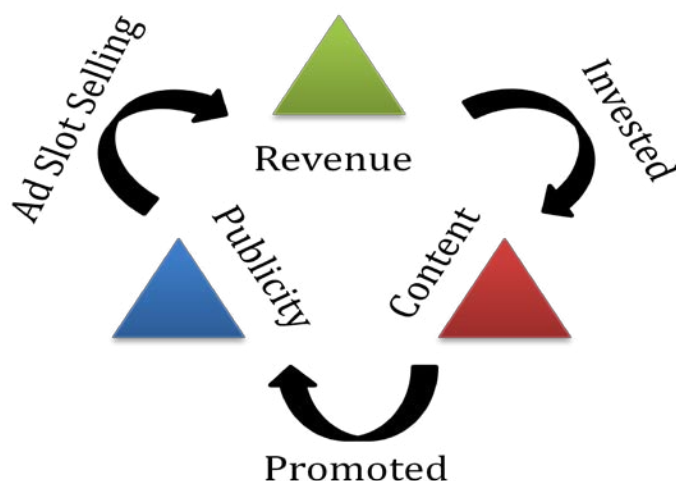
Prasar Bharati Channel Segmentation

All the channels of Doordarshan can be bifurcated into two parts

1. Profit Generating – Channels that have content and can generate revenue by advertisement
2. Social Mandate – Channels which have less advertisement revenue, but cross subsidized by profit generating channels.

Channels not falling in either of the above categories should be closed.

Revenue Engine



Content Procurement Recommendation

Currently acquisition procedure doesn't account for variable pricing. Prasar Bharati should set valuation procedure to allow variable pricing. It should have channel based acquisition budget and team.

Publicity Recommendation

The program publicity is currently insignificant. Publicity should be a function of the marketing team. Channel wise publicity budget should be allocated. Publicity budget efficiency should be linked to program TRP's and Ad Revenues.

Advertisement Slot Recommendations

Currently there exists un coordinated selling across Doordarshan channels. The organization should have fixed policy on slot marketing to production houses so as to prevent cross selling inefficiencies. Doordarshan should conduct regular rate card revisions to ensure maximum profitability of ad slots. Clear bonus slots policy for corporate houses to be oriented toward size of sale. Sales structure to be channel oriented with DCD ad sales and Corporate ad sales teams to be unified.

Prasar Bharati – Detailed Analysis of Existing Revenue Streams

In this section, various opportunities that are available for DD and AIR are identified. Along with the opportunities, action points are also discussed which would help Prasar Bharati in utilizing these opportunities. Data are provided to support the opportunity available in the market.

Opportunity 1:

There is a huge gap in the viewership data, which is currently relied on TAM report. As TAM report is skewed towards urban population, Doordarshan reach is undervalued. Audience Research wing (Prasar Bharati's Research team) data shows that there is enough reach for Doordarshan in rural and semi urban areas. But currently this report is not being used.

Actions:

We can take actions in three ways

1. Proper utilization of Audience Research Wing data
2. Improvement in TAM data
3. Looking for alternate research data

Improvement in TAM data can be done by increasing the sample size and also have a decent share of rural audiences. Currently TAM surveys 8000 – 10K homes, which is majorly based in urban areas. This gives the result in favor of other commercial channel. As urban populations are using satellite and cable, terrestrial viewership is not considered.

Alternate Research data can be either of IRS (Indian Readership Survey) or BARC data which is expected by the year 2014.

Opportunity 2:

With huge viewership in rural and semi urban market, DD can utilize this viewership

Actions:

Identify regions with high viewership among this rural and semi urban areas and create rural packages across DD and AIR

Opportunity 3:

One of the potential revenue sources for Prasar Bharati is government campaigns / advertisements. We can see from the below graph that growth of this income is rapid. In a span of five year duration, revenue has increased by 264%. As per market information, the total potential revenue from government campaigns are around Rs. 1300 Crore, which means Prasar Bharati accounts for 25% of this potential revenue.

Actions:

Currently there is a separate team looking this share of revenue, while regular advertisements are taken care of Marketing Team. Set Stiff targets for the team to have higher rate of conversion. Incentives scheme can be announced for the employee to increase motivation. Also incentives can be provided to ministries to telecast their advertisement across various channels of Doordarshan. Being a Public service broadcaster and having high rural reach, government ministries will not get a better medium than DD and AIR to reach maximum population of the country

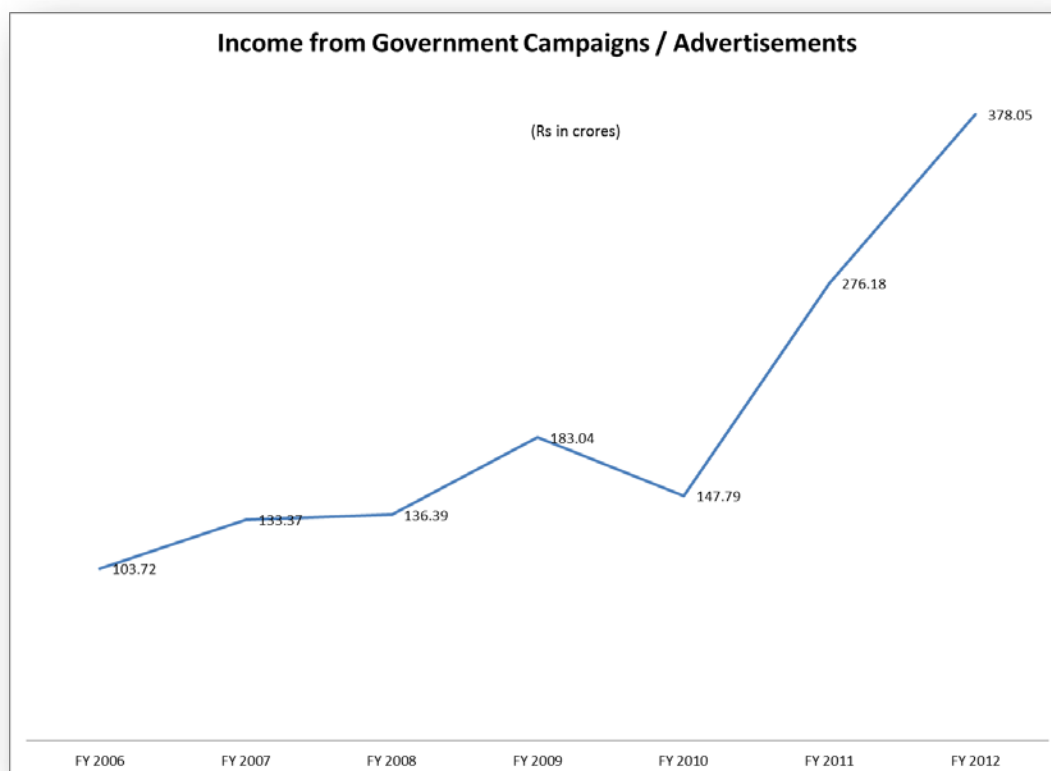


Fig: Growth in revenue from Government Campaigns / Advertisements (Source: Revenue Statement of Prasar Bharati)

Opportunity 4:

Channel portfolio is not properly defined currently and it gets shuffled between commercial and social mandate. Channels that are potential enough to earn and sustain on its own are driven back by this improper segmentation and classification.

The below diagram classifies the channels on the scale of commercial and social purpose clarity. It is clearly seen that channels are placed at more confusing state about their objectives. DD National and certain regional channels are considered to be revenue earning channels (Potential)

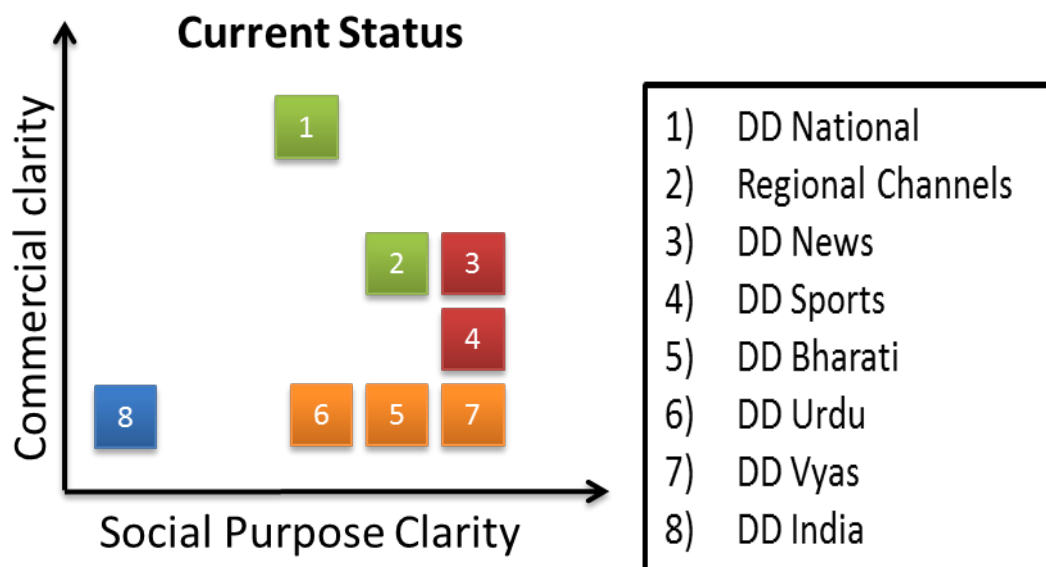


Fig: Commercial clarity vs Social Purpose Clarity (Doordarshan Channels)

Actions:

Clear segregation of channels in to commercial mandate and social mandate has to be done to set clear objectives to the channels. Prasar Bharati has to adopt multi brand, multi-channel strategy, whereas certain channel have clear public mandate to serve public with information and knowledge

For Example: DD News: To reach audience with happenings across globe without any commercial idea added to it; DD Bharati: to showcase the various state cultures etc.

Similarly identify 1 or 2 focus channels, 3 – 4 Key programs, 1-2 key slots and 2-3 languages to create success stories. Also increase the simulcast programs to increase viewership and revenue. It was noted that simulcast programs such as “Saraswathi Chandra” and “Satyameva Jayate” had equally good viewership compare to the commercial channels.

Opportunity 5:

Media and Environment revenue in market is growing at a rapid pace and expected to reach Rs. 1661 billion by the year 2017 (as per E&Y report) which is currently at Rs. 821 billion. Television forms more than 50% of this revenue. But in case of Doordarshan revenue (as a % of Television channels market revenue) has dropped from 16% (2006) to 8% (2012). This shows that there are enough potential in the market, which can be tapped

Actions:

Identify the potential advertisers, one who aims for rural reach and also increasing their advertising spend. Classify the advertisers in to current and new ones, different strategy to be adopted for each category. Objective for existing advertisers are to increase their revenue spends on Prasar Bharati, while for new one is to attract them to give advertisement.

Currently Doordarshan program are not visible among the audiences, even the popular programs are not marketed properly. Audience viewership is required to turn in new advertisers. Events are seen as potential revenue earning stream and also a good marketing campaign for Doordarshan. It is important to start a marketing campaign and 360 degree events to attract eyeballs for the channels and famous programs.

Cross Channel slot selling for advertisers can be provided to increase their benefits. As Doordarshan have a huge reach and they have regional and national channels which could reach all over the country, cross channel selling can interest advertisers. Issues in cross selling currently (as discussed with marketing team of Prasar Bharati), programming types are different for national and regional channels. Regional channels are still using old commissioned model of programming (where production house will sell the slot for advertisement). This avoids marketing team to do cross selling.

Program feedback can be invited from the customer through SMS or facebook page. Using SMS and tie up with mobile operators also increase advertising revenue, as it helps these mobile operating companies to relate to a particular program.

The major problem for Doordarshan is identified to be content and lack of marketing. It is important to restructure the sales and marketing team. Hiring of competitive sales and marketing work force, training them, and increasing their incentives to match the market price (also performance based incentive) will have an impact on Prasar Bharati Performance.

Opportunity 6

Another untapped market for Prasar Bharati is All India Radio (AIR), with huge reach and technology; they are unable to generate revenue. Proper planning and strategy will help AIR to enhance their revenue stream.

Actions

1. Re launch AIR
2. Focused and targeted channel strategies
3. Market audience research wing data
4. Focus on events (FM channels earn 25% of their revenue from events)
5. Launch advertising on Community Radio
6. Reaccess the AM/FM strategy

Prasar Bharati – Detailed Analysis of New Revenue Streams Identification

Opportunity 1:

DD Sports currently showcases sports events which are outdated. Hence it could be converted to a Sports cum Movie Channel. Some of the excellent serials in DD National do not have re telecast rights. They have a huge potential to attract audience if allowed to re telecast. Events

having national importance can be showcased on DD Bharati instead of DD National. Currently all events having national importance are being showcased on DD National which causes a huge disruption of already existing serials.

Also, one needs to identify the revenue generating channels and the channels having social mandate

Actions

Launch subscription based commercial channels. Critically analyze if any of the current channels can be repackaged

Opportunity 2:

DD Plus DTH service currently airs 59 channels, 19 of which are Doordarshan Channels. Remaining 40 channels are auctioned. Initial price for the auction is Rs 1.5 crore. 3 slots are reserved for international channels and 3 slots for national channels such as GyanDarshan. Doordarshan DTH boxes costs approx Rs 3000 which can be purchased from a local distributor. Doordarshan receives no cut from the local distributor. No monthly rental is charged from the user thereafter International and National slots are not through auctions. They are provided at a base price of Rs 1.5 crore . Current Expense for airing one channel is – Rs 60 lakhs.

Actions

Reposition DTH platform for commercial exploitation

Opportunity 3:

Every broadcasting channel today is following the “go-global” strategy. With more and more Indians settling abroad, they need some sort of connection to their routes and what could be a better platform to be attached to their home country than through the public broadcasting services itself?

DD India is the international face of Doordarshan. Currently it showcases programmes of DD National itself.

DD India is also facing a lot of constraints on the international scenario. Only footprints of Doordarshan channels are available currently. There is also a lot of restriction on content rights. Every country has its own policy of broadcasting which differs from any other country. Unlike BBC, which has offices all over the world, Doordarshan has offices only in India. Operating miles away, it is difficult to find the right distribution partner.

However what Doordarshan should do is targeting different global regions for particular DD Channel. Eg – Middle East (DD Malayalam), Canada (DD Punjabi). DD India should depict Indian culture and Indian Tourism. It should establish contract with some global broadcasting channels such as ATN in Canada, Mauritius, etc

International telecast can be considered as one of the potential revenue earning method. DD India should be used to promote tourism and Indian culture. Apart from DD India, DD News and DD Bharati should be the channels broadcasted on the global platform. Potential of regional channels should be identified and put to use.

Actions

Allow advertising and sponsorship on DD International. Tie up with a leading marketing partner

Opportunity 4:

Doordarshan and AIR have telecasted excellent events and shows which have received national acclaim and attracted a lot of viewership. DD and AIR archives have a huge market potential. Prasar Bharati can invest on retrieving, digitizing all the archives. With proper marketing efforts, it can definitely pull viewers through these archives.

Action

Archives to be relaunched as a must have for consumers.

Opportunity 5:

With digitisation when some HPTs/LPTs get free they can be used for tower leasing/ real estate etc. Prasar Bharati has a lot of property all around India which can be used as a source of revenue generation

Actions

Asset leveraging – Real estate, technical facilities, HPTs/ LPTs

Opportunity 6:

Internet is one of the biggest platforms for marketing. Ask a college going student whether he checks for trailers, watches his favourite shows online, logs on to you tube for regular updates on his favourite movies/ serials and the answer would be yes. In fact, even adults today are effectively using internet to watch their much-loved serials on youtube and other online streaming websites. These social websites are viewed as a “marketing platform” by broadcasters. When such a huge population of India are hooked onto the internet, why should Prasar Bharati be left behind?

Actions

Post digitization, launch VOD/AOD/ Content on the net.

Opportunity 7:

The Indian Readership Survey currently surveys 60,000 households every quarter at a moving annual total of 2.5 lakh households every year. Curve smoothing is performed using the moving annual total method. Simple random sampling is used in the towns surveyed in the IRS. Metros are surveyed with sub-regional classification. There is certain biasing of sampling quotas, with over-sampling of certain areas with higher earning opportunities. This acts as a disadvantage to Doordarshan as most of its audience is rural residing in areas with comparatively lower earning opportunities.

Doordarshan Audience Research Wing

Method of Collecting Information:

1. Research conducted over 19 states
2. Approximately Rs. 50 is spend on collecting data in one household
3. Conducted every week

Mandate Target and Expenditure

Particulars	Numbers
No of Targeted House	14400
Weekly expense in collecting data (14400 * 50)	Rs. 720000
Annual Expense (720000 * 52)	Rs. 37440000

Constraints / Weakness:

1. Primarily Rural areas are considered for the survey
2. Budgeting Constraints – Budget for survey is eventually reduced and currently the sample size is reduced from 14400 to 8000, later to 5000

AIR Audience Research Wing

Method of Collecting Information:

1. Listeners' letter analysis
2. Program content analysis
3. Focus Group Discussions(FGD)
4. Field surveys
5. Telephone surveys
6. Panel Studies

Future Studies Planned by AIR:

A survey on Vividh Bharati Channel at 37 places across the country will be conducted during December-2013. Indian Radio Audience Survey-2013 on FM Channels, across the country will be conducted during May-June-2013.

Actions

Market/Sell DD/AIR audience research data

An integrated Audience Research Wing for Doordarshan and AIR for better and cost-effective utilization of assets.

Opportunity 8

Actions

Like the telecom sector, clamp a USO levy on now public broadcasting channels or they provide time slots for public service broadcasting airing.

Opportunity 9

Industry analysis highlights the fact that “teleshopping” has been successful in generating a lot of revenue for the private broadcasters who have used this idea as a source of generating revenue. Zee and Star Network follow similar models and are earning good revenue. Sometimes, it is considered wise to follow.

Actions

Launch teleshopping channel in non prime time (Zee Teleshopping revenue – INR 60 Cr)

Opportunity 10

DD Gyandarshan and DD Vyas are two educational channels, which is not currently utilized. But education as a sector can be utilized as a revenue earning stream. Being only educational channel and reach all over the nation.

Actions

Launch government certificate education programs at low cost

5. Summary

Human mind is a complex network of thoughts, choices, likes and feelings. Sometimes we irrationally dislike something. The reason could be because of an existing perception or an active impression. Prasar Bharati needs to create a perception change, a paradigm shift in the minds of the people.

This could be achieved through a national press conference publicizing the competencies of the organization. It can hire a professional PR agency for advertising, direct marketing, outdoor publicity, telemarketing, digital/social media marketing, and cross-channel publicity. The organization should make sincere efforts to “drive” their product into the hearts of the viewers.

Also, Prasar Bharati should strive towards generating feedback. This feedback must be used along with the monthly tracking of conversions to abort content which fails to perform. Inviting SMS / Call feedback about a program from viewer can be used as a promotion tool for telecom provider which in turn could be swallowed as an advertiser for Doordarshan and AIR channels.