



**A CASE STUDY ON “HOW NEWSPAPERS & MAGAZINES ARE CIRCULATED”? – REDEFINING DISTRIBUTION IN DELHI NCR MARKET**

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**1. Executive Summary**

*This study throws light on important aspect in everyone’s life. It attempts to explore how newspaper & magazines actually reaches our doorstep every morning without failure throughout the year. Unlike other FMCG products which are perishable, the shelf life of newspaper or magazine is much higher. The delivery model is comparatively similar to that of packed milk or vegetables & fruits which we get every day from market place.*

*In case of Media & Entertainment, it is important to realize that news is of no use if it is not informed & made available on time. Newspapers & magazines fulfill both of these functions. Multiple distribution channels are used to ensure timely delivery of Newspaper & Magazines. However that doesn’t make them any different. What makes newspapers & magazines interesting from any other news-carrier is perhaps the way they carries information or news. Unlike the digitized media that works at an electrifying pace, newspapers & magazines uses the human chain to travel up to you.*

*Technology in newspaper & magazine’s circulation is limited but the mechanism works effectively & efficiently as any other news-carrier. Perhaps, it is this efficiency that has contributed fundamentally with other factors in making newspapers & magazines sustain the competitive edge with other sources of new media.*

*Being into Print media industry & seeing the fluctuations in circulations & readership over so many years it is this that makes Newspaper & Magazines Circulation, worth an area of study.*

*The present case study investigates the complexities involved in Newspaper & magazine's Circulation by taking the case study of Delhi NCR. The choice of Delhi NCR is made for two reasons: first, because of a familiarity with the city, and second, because it is one of the biggest newspaper markets in India, in terms of publishing, circulation, readership, ratio to population and various such indices. A glimpse inside the capital's market reveals significant insights into the industry. Thus this study justifies 'why' it studies newspapers & magazines, newspaper circulation and magazines circulation in Delhi NCR. At 'what' level it executes this research is largely exploratory. And 'how' it goes about it is primarily based on gathering first-hand information by conducting exhaustive field trips, face-to-face interactions with the actual key players on the field, interviews with participants off the field, examining the various issues concerning the industry, the problems within and perfectness without. Thus by addressing such queries, this case study envisages how efficiently a newspaper or magazine reaches us.*

*This case study would not have gained shape had it not been for the overwhelming interactions we had with the various salesmen, vendors and newspaper & magazine publisher's officials at INA, Saket, Malviya Nagar, Nehru Place, Sarita Vihar, Mayur Vihar-I, Madhu Vihar, Janakpuri, Dwarka, Faridabad, Gurgaon & Manesar morning newspaper depot during the rush hour.*

*Newspaper or magazine reading is a habit. But what happens when you do not find a newspaper or magazine? This is a peculiar situation which one of our friend faced one fine morning. Reading newspaper has become morning ritual for many people; off course magazine could be read any time, any place.*

*Many a times it happens that newspaper or magazine delivery get delayed & desperately we call up newspaper hawker/vendor to complain and within the next few minutes a delivery boy zoomed on his bicycle & delivers a newspaper roll Delivery boys always dutifully patrol the lane each morning at the exact hour shooting rubber stringed newspaper batons, impeccably aimed at their destined balconies. This impression stayed with most of us. While we are sleeping this newspaper hawker get up early in the morning & starts their job to delivery newspaper of magazines. This*

*observation led to the ideal research topic. In order to better answer the research question which this case study has undertaken, two simple questions were identified, they are: **What is so special about newspaper & magazine circulation? How do we study it?** Two simple answers to these questions, which comprise the key elements of this study, are provided: one, newspaper & magazine circulation are very unique by various standards. It is the manner in which such a huge task is performed so efficiently that makes it special from any other industry or distribution channel; and two, we can study this real life phenomenon with both theoretical and qualitative practical exercise.*

*In the following part of this section, each of these two elements will be elaborated upon.*

## **2.1 Case objective: “How Newspapers & Magazines are circulated?” – Redefining distribution in Delhi NCR market.**

Let us first attempt to answer this question, which broadly implies: What is Circulation? How it is different from distribution of other goods or services? Why is newspaper or magazine circulation unique?

The answer is divided into three parts. At the first instance, what strikes first about is Circulation. In print media the term “**Circulation**” refers to the number of print copies distributed on a average period. It is the period which may be daily, weekly, fortnightly, monthly, bi-monthly, half-yearly or annually, depending upon the frequency of publication. Circulation is the process involving movement of Newspaper & magazines/periodicals from a recognized & registered publisher to readers. Circulation is one of the key factors used to determine advertisement rates.

On the other hand **Distribution** means to spread the product throughout the marketplace such that a large number of people can buy it. Distribution also means to spread the product throughout the marketplace such that a large number of people can buy it.

A good distribution system quite simply means the company has greater chance of selling its products more than its competitors. The company that spreads its products wider and faster into the market place at lower costs than its competitors will make greater margins absorb raw material price rise better and last longer in tough market conditions. Distribution is critical for

any type of industry or service. The best price product, promotion and people come to nothing if the product is not available for sale at the points at which consumers can buy.

The process of newspaper & magazine circulation is that it appears to work like a six sigma company. With minimum resources it obtains the maximum results. It is analogy to the famous dabba walas/tiffin services in Mumbai ( *Pawan G. Agrawal, The Wonder of Dabba walas unfolded. This presentation was made during his PhD research on the 'Study of Logistic and Supply Chain Management of Dabbawala in Mumbai' at the Agrawal Insitute of Management, Mumbai*). The second part of this query attempts to construct such an analogy of the dabba walas in Mumbai with the newspaper hawkers in Delhi NCR. This would help illustrate how similar and significant both the systems are. The third part of this query would brief on how big is the newspaper or magazine market in Delhi NCR. This would enable it to locate the importance of the newspaper hawkers who perform such a huge task so efficiently. The process of newspaper delivery by the newspaper hawkers in Delhi NCR – or for that matter in any other city of our country – is roughly very similar to the process of tiffin box delivery by the dabba walas in Mumbai. Both these industries perform door-to-door delivery. Both cover an area of around 50 kms of diameter of their respective cities. The dabba walas include 5000 employees to deliver 2,00,000 tiffins(The business of dabba walas involves tiffin delivery to-and-fro i.e. 2,00,000 tiffins at a time and 4,00,000 transactions both ways per day).The ratio of dabba walas to tiffins delivered becomes 1:40 .Similiar mechanism could be observed in case of Newspaper & Magazine vendors.The ratio of hawker-to-newspaper can be accepted to be applicable for newspaper delivery which could be approx. 1:150 for an average of 20 to 25 lakh Newspaper copies in Delhi NCR(Delhi, Faridabad, Gurgaon, Noida & Greater Noida).The delivered copies marginally varies between 100-200 newspapers & 10 to 20 magazines per newspaper hawker(approx. 15000 hawkers in NCR) each day .(*Interview, Vijay, newspaper & magazine vendor ,INA market center, he delivers 1200 copies every morning in INA area of South Delhi*). Technological backup of both the dabba walas and newspaper hawkers is nil. Newspaper delivery boys manually sort their newspaper copies and are popularly seen on bicycles during delivery. Cost of their service is normally based on the cover price of newspaper which is not more than Rs 100-200 per month on an average, depending upon the number and type of newspaper ordered. This is again very much in the same range as the dabba walas who charge Rs 300 per month (approx.) for their service. As per the weight carried, distance travelled and space

covered this earns the standard price for all. Interestingly in a city where unions are generally very strong, the dabba walas never had a strike, because each one is a shareholder in the business.

Annual turnover of the industry may run into crores and the average per capita earning of a vendor may be around Rs 5000 as similar to the dabba walas. Whereas the monthly income of vendor may vary from Rs.5000 to Rs.50,000 per month (*Interview, K.P Tripathi , distributor at Madhu Vihar*). However, the most critical feature in both these systems is time, which they consume for not more than 3 hours for the entire period of operation per day. In case of the dabba walas the working hours are between 10:30-2:30pm and in the case of newspaper hawkers it is almost same, but timing varies as one has to start in early morning may be from 4 am to 7 am. Most of these salesmen, vendor & hawkers have alternate mode of livelihood during day timings. For few it is their bread & butter, some take this as part time business of selling newspaper & magazines ( *Interview, Ajayl, newspaper delivery boy, Nehru Place Morning center depot. He delivers 350 copies every morning in the Kailaji C-Block area in South Delhi*). Responding to a query he said that one of the challenges of delivering newspapers & magazines in the morning is that the delivery boys often meet minor accidents on their way to delivery because of overloading of newspapers & magazines in their basket which ideally should not exceed 200. It normally remains between 100-200 copies per delivery boy. Inversely it can be assumed that there are almost 15,000 newspaper vendors & hawkers in Delhi NCR who deliver around 20 lacs to 25 lacs in Delhi NCR (*Interview, Vinod Malik Sr.GM, Delhi Press group*). This figure is speculative as original figures recorded by the Registrar of Newspapers India (RNI) and the Audit Bureau of Circulations (ABC) remains unavailable for public use.. Their earning may easily range between Rs 5000 - 50,000 a month. (*Interview, J.N Rai, newspaper vendor-1300 copies of newspaper, operating at Mayur Vihar-I, Morning center depot*). He disclosed his earning to be around Rs 25000/- who also employs about 6 hawkers with each individual earning about Rs.1500/- to Rs.2500/-). Another vendor Y.Singh says he earns Rs.6000 to Rs.8000 per month from a sale of 200 copies daily newspaper & about 40 copies of magazines in the Samachar apartment locality in Mayur Vihar area. He distributes almost five varieties of newspapers & magazines ranging from the popular English dailies to the Indian-language newspapers & magazines. He said that most of the vendors perform delivery on a part-time basis and remain small players like him earning almost the same as he devotes between 4:00-7:00am ,

though usually it gets over by 6:00am. Plus the latter work even on Sundays, and barely enjoy two holidays in an entire a year. Newspaper vendors in Delhi have one day holiday each on Holi and Diwali each year. This holiday is not decided by the government but is a convention amongst the vendors. Another critical feature of the newspaper and dabba walas is their error rate. The dabba walas hold reputation of making less than 1 error in 16 million transactions. The newspaper hawkers too are hardly mistaken. There are barely two kinds of error they can make: either miss the delivery to a reader or deliver the wrong newspaper. They are never heard of delivering an older newspaper or irregularly delivering newspaper for days. The mistakes that the newspaper vendors make are very minor and get easily resolved by contacting the vendor. Thus, with negligible fuel costs, modern technology or investment they achieve almost 100% customer satisfaction. Thus judging on a host of parameters based on the dabba walas in Mumbai we know how the newspaper hawkers in Delhi NCR are similarly remarkable. However, they also share important differences which become the characteristic features of their systems. Let us consider three prominent features. First, the dabba walas have a highly organized system of working, in which there is a strong central authority comprising a hierarchy of employees who run the entire system. They have a President at the top, followed by a Vice- President, General Secretary, Treasurer, Directors (9) and finally Members (5000). The newspaper hawkers in Delhi NCR on the other hand, have no such central body governing their business. Here everyone is boss. In the name of an organization, the least that they have is a vendor's union. In Delhi the Newspaper vendor's union works at two levels: the depot level and the region level. At the depot level these unions are present only where the depots are large enough. However none of these unions is known to be working properly. They often have self assigned leaders who enjoy their position through popular consensus rather than any organized system of elections, which too becomes active only selectively like in times of disputes and grievance redressed. Thus the newspaper hawkers in Delhi NCR remain a large unorganized sector. Second, the dabba walas use a particular form of colour coding to segregate their delivery assignments as per the delivery destination. The newspaper hawkers on the other hand, do not follow any such coding pattern. A delivery boy fulfils his delivery criteria only by remembering which newspapers & magazines he had to deliver where. Some early birds do maintain a list of their delivery orders. But that remains only a temporary measure which they abandon once they become equipped. Otherwise it slows down their speed of operation rather than simplifying it. I noticed that in cases where large orders have to be delivered, the newspaper vendor prepares separate bundles of the demanded

copies marking the readers address on the first page. These are then carried by the delivery boy for delivery who gains help from these markings. However this practice remains confined only to the orders which are sent to offices or libraries which demand almost 5-10 newspapers & magazines per day. This practice also depends upon the choice of a particular vendor and the understanding between him and his delivery boy. (*Interview, Anil, newspaper vendor, Janakpuri Morning center depot*). On Sundays, he stamps the bundle of newspapers & magazines sent to offices with the seal of the newspaper agency he runs. However, he does this to make sure that respective office recognizes his service done even on holidays and does not deducts his payment as offices remain closed on those days.

Third, the supply chain of tiffin and newspaper delivery has slight variations too. In case of the dabba walas in Mumbai, the delivery of tiffins is done via a chain mechanism. Each employee delivers certain number of tiffins from a specific source to a specific destination point which falls within the overall delivery route of those particular set of tiffins. Thus every dabba wala is part of the delivery chain. There is an Executive Committee of 5 members each of who oversees a team of 20-25 members who individually collect tiffins from homes, deliver to offices and back. They thus have several points of meeting in a delivery route where the collection and sorting of tiffins takes place. Unlike them, newspaper delivery takes place in a convection pattern where a single delivery boy or hawker alone is responsible for the delivery of a particular set of newspaper from the final source to the final destination. Here the 'final source' refers to the depots where a delivery boy obtains his lot of newspapers & magazines for the first time in the supply chain. A delivery boy may get his lot from the vendor for whom he may be working as an employee or he may be both a vendor and a delivery boy at the same time. i.e. a particular delivery boy accompanies the set of his assigned newspaper right from the depot to the reader always. Thus there are no multiple points of aggregation and sorting within the route from the depot to the reader, rather there are only multiple depots from where newspapers & magazines are delivered in the same pattern. Each of these differences between the dabba walas and the newspaper hawkers is a particularity of their systems. These are practices which they have adopted out of convenience and requirement of their particular industry. At the end of the day, these differences do not subtract from but rather enhance their delivery mechanism. The point is that after noticing the similarities and considering the differences between the dabba walas and the newspaper hawkers in Delhi NCR, it would be in the least wrong to suggest that the

newspaper hawkers are an industry as remarkable as the dabba walas which is a six sigma company. The newspaper circulation in Delhi NCR is indeed a unique system which this paper attempts to study. Let us now consider the second part of the query which was considered at the beginning of this section which was to know how big the market of newspaper circulation in Delhi NCR is. This will help understand the significance of the newspaper hawkers who perform this enormous task so efficiently. India's market for newspapers & magazines is enormous and highly dynamic. In recent years especially since 2005 it has seen immense growth. *According to a report by Price Water Coopers (PWC) the market of Indian media and entertainment has been growing annually by about 13% in 2005-09. The print media industry has grown to 8.3 % in 2014 in comparison to 2013. It is further expected to grow at 8 % in 2014-2019 (Projected in FICCI KPMG Indian Media and Entertainment industry report 2015).*

## **2.2 How is the study undertaken?**

This case study is driven out of simple curiosity. It tries to ask small questions like: Where does a newspaper come from? Who brings it? How is it brought? How it is delivered to our places? How does it all happen in such a timely manner? Does it ever fail? What drives it so accurately? Is there everything accurate about it or are there problems? What are these problems?

What makes this industry different from others or is it the same? The manner in which this study goes about exploring these questions is by undertaking personal visits to morning center depot, retail markets. An in-depth study of a host of scholarly articles was performed and rigorous internet searches done. However, the information collected could only remain a secondary source for the paper not only because they were literary sources but also because they lacked what the practical experience could provide. It was actual experience of being at the ground level which became the essence of this paper. Some morning centers like *INA, Saket, Malviya Nagar, Nehru Place, Sarita Vihar, Mayur Vihar-1, Madhu Vihar, Janakpuri, Dwarka, Faridabad, Gurgaon & Manesar* were visited to witness the action. More than 50 interviews were conducted many of which comprise barely five minute chats. All of these were face-to-face interactions mainly at the Morning center depot or at the offices of the concerned newspaper officials and very few were conducted over phone. The interviewees were the various vendors, delivery boys, newspaper company officials, newspaper salesmen, shopkeepers, scrap dealers and anonymous individuals holding no formal designation of any kind. A host of questions were asked to them about everything and anything about newspapers & magazine's circulation in Delhi NCR. The

typical ones were out of inquisitiveness like who they were, how old were they into the newspaper business, what newspapers & magazines did they deliver, how many and in which areas of the city, what were their problems about it and what were their other concerns etc. The biggest challenge in undertaking this case study was first, the unavailability of data on the topic and second, the difficulty of assimilating the data that was gathered about it. Literary sources for this paper remain helpful only to an extent. None of them were found to deal appropriately in the query which this paper has undertaken. Thus data for the theme remained largely unavailable. This study thus ploughed the field by itself and tried to systematize the information it gained here. Large part of information was taken from the field experiences as I myself have been into the trade for over 10 years. However, first-hand information such as these unwritten interviews remains unverifiable. However, taking the opportunity it needs to be asserted here that it is perhaps the nature of case study which enriches from the ground information even though it remains unrecorded. Practical experience does not weaken, but rather strengthens this study. Thus this study largely remains a descriptive study on the manner in which newspaper or magazine circulation is carried out in Delhi NCR and does not exclusively dedicate itself to academic analysis. Hence it tries to answer, how a newspaper reaches us. Accompany the main newspaper daily are published a day before. Similarly other feature supplements also get published a day in advance like: The Ascent of TOI which used to be available on Wednesdays, advertisement features like those based on college admissions and even weekly newspapers & magazines like the Crest Edition of TOI. These are printed a day before because the content of their pages is such that it is not subjective to the last minute news changes (*Interview, Ashish Saxena, Assistant manager, The Times of India group*). This is the reason that they are printed and bundled separately from the main paper and which have to be later inserted inside the main paper by the vendors. Separate content and separate printing renders the supplements as additions.

### **3. Where does the Circulation happens for Newspaper & Magazines?**

#### **3.1.1 Printing**

This is the heart of the entire activity that concerns us. This process completes itself within a matter of hours. Roughly from 10:00pm-3:00am every part that makes a newspaper is printed. This is not an all sum game. It takes places in different stages depending upon the importance of the pages to be printed and the distance at which those sets of newspapers & magazines are to be

circulated. As soon as the edited articles and the layout of the newspaper is received, templates are prepared for each page on brass metallic plates which are then used by the printing press for printing. Once the templates are prepared the actual process of printing begins. This takes place in various stages depending upon: one, the priority of importance of the pages in a newspaper; and two, the distance where the newspaper is circulated. The entire process lasts for a matter of hours between 12:00- 4:00am. This is generally the norm in most of the newspaper printing presses. Let us look at the stages of printing below. Depending upon the priority of importance of the pages, excepting the front page all other pages of the newspaper are printed first. It is because the news to be printed in these pages is already ready. Amongst the page that is last published in a newspaper is the front page which is also the most crucial page of that paper. It gets printed at the last around 12:00-2:00 am so that it can include the breaking news if one occurs at the late hour. With the printing of the front page the printing of all the pages of a day's newspaper is complete. Then begins the process of newspaper printing according to the print order of the day. Every newspaper company estimates its print-order for each day. The print-order of a newspaper depends upon various factors like: subscription rate of the newspaper, the daily demand of copies which it receives from the vendors and agents a day before, popularity of the newspaper which allows it to print more extra copies, the outbreak of a sensational event which provokes curiosity amongst public, season of the year which impacts newspaper circulation like rain and summer vacations when the demand falls and several other. Subscription based copies in a newspaper company's daily print order may vary.

Once the printing press starts printing the day's order the packaging of newspapers & magazines is followed which may be done mechanically or manually. Newspapers & magazines are bundled together with strings in bunches, for example the bundle of main HT newspaper includes 80 copies of newspaper & TOI newspaper about 90 newspapers which are also wrapped in plastic for safety. The manual process of packaging then begins.

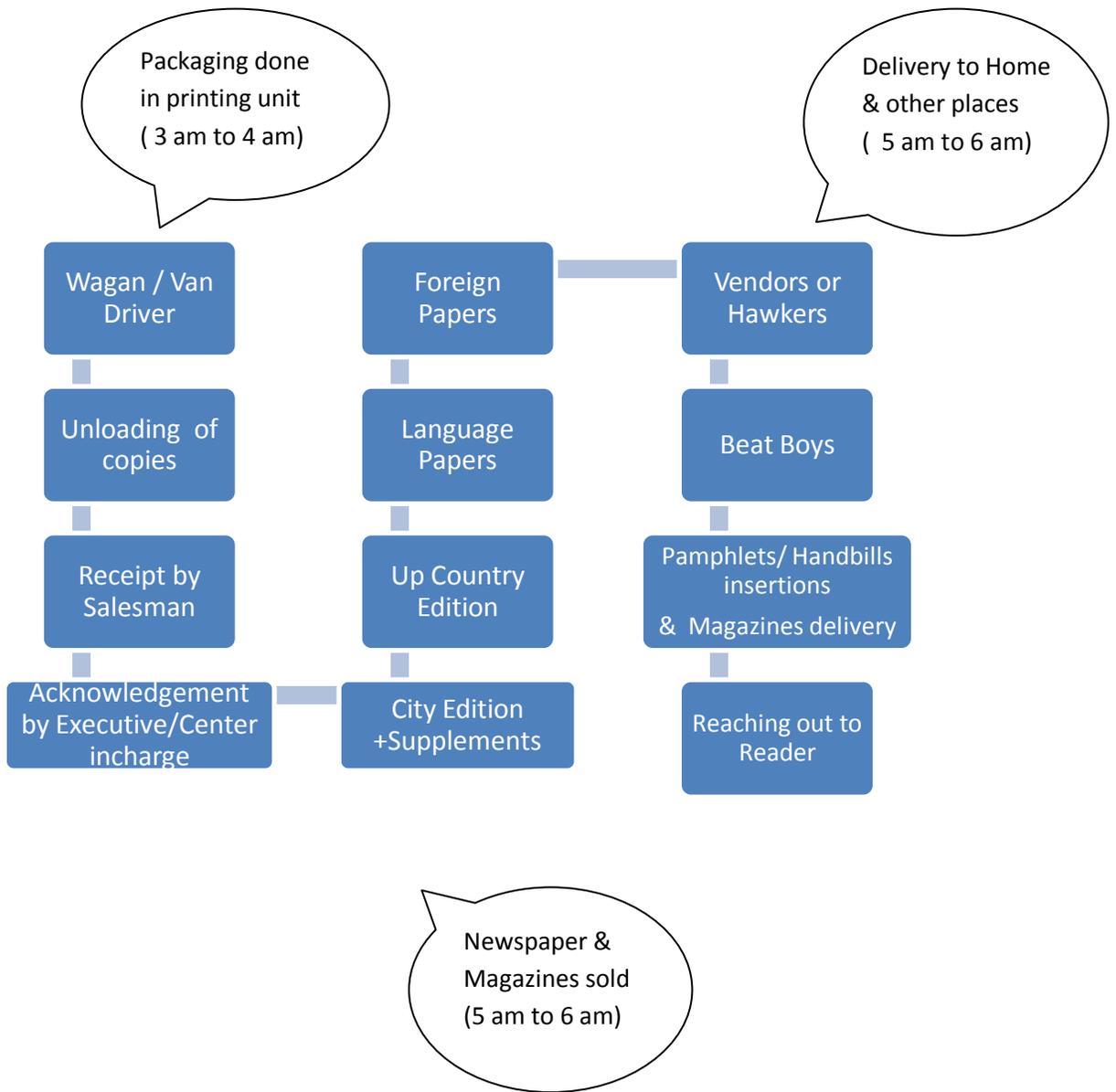
### **3.1.2 Packaging Done Manually**

This involves the process of counting, bundling and uploading and issue of challan. All these processes are done manually in newspaper presses. These are performed in accordance to the depots to which they have to be dispatched in the city. Counting here involves counting of

newspaper bundles in accordance with the demand at the different newspaper depots in the city. Stipulated numbers of bundles of the main paper and the supplement are sorted to be sent to the respective depots. These are then uploaded into various wagons/delivery van which then transport the newspapers & magazines to the concerned depots. Uploading into wagons/delivery van is done by labour. The wagons/delivery van which carry the newspapers & magazines to the depot usually have an annual contract with the newspaper firm. How many wagons/delivery van actually carry these newspapers & magazines depends upon the number of newspapers & magazines a printing press prints and the distance of depots to which they have to be transported. For example, TOI and HT have approx.80 to 90 depots all over Delhi NCR. TOI has other publications like ET, Navbharat Times(NBT) & HT has other publications like Hindustan (Hindi),Mint & HT age etc. There are huge centers like INA,Gandhi nagar,Nehru Place,Sahadara,Kamla Nagar,Ashok Vihar,Dwarka,Paschim Vihar & Gurgaon etc. Due to such a large dispatch of newspapers, the companies like TOI & HT dispatch an entire wagon dedicated to the Morning center newspaper depot. In cases of smaller and nearby depots like Moolchand, Lajpat Nagar, South extn. a single wagon may cover the entire route. However, before the wagon leaves the printing press an important formality is fulfilled which is the issue of challan. The challan or receipts are issued at the press in the name of the salesman who would then be responsible for the circulation of the concerned number of copies at a particular depot. It is attached on top of each newspaper bundle and contains details like the number of copies of each newspaper dispatched, the depot to which they are dispatched, the mode of dispatch, the date and the name of the Salesman in authority. Once the wagon leaves the printing press for the depot, the newspaper completes one half of the journey. But the difficult part follows after this.

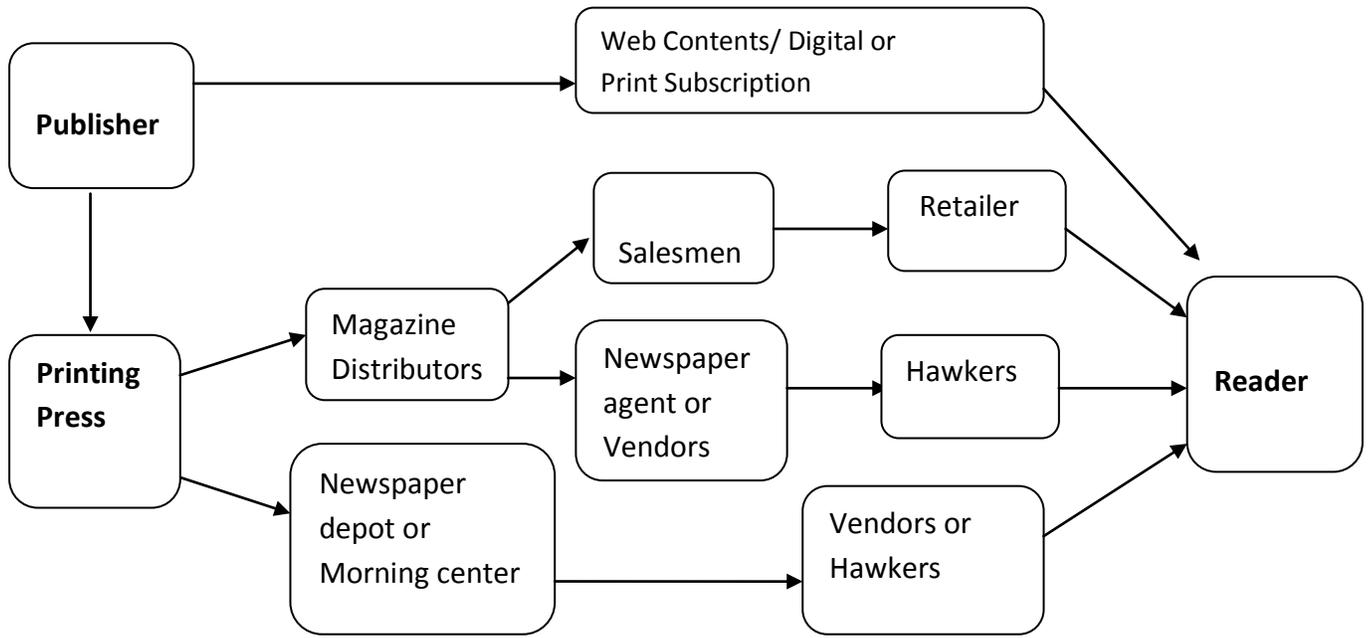
### **3.2 From Depot to Door delivery**

This is the second half and the difficult half of the journey of a newspaper. The circulation of newspapers & magazines from the depots to the readers is entirely performed by the vendors. The depot is the actual site of action and the role of the newspaper or magazine publisher remains only of selling and supervision. The figure no.1 illustrates the distribution model of Newspaper circulation. It depicts the three tier distribution mechanism. The same model is applicable for magazines, provided a publisher is printing both Newspaper as well as Magazine.

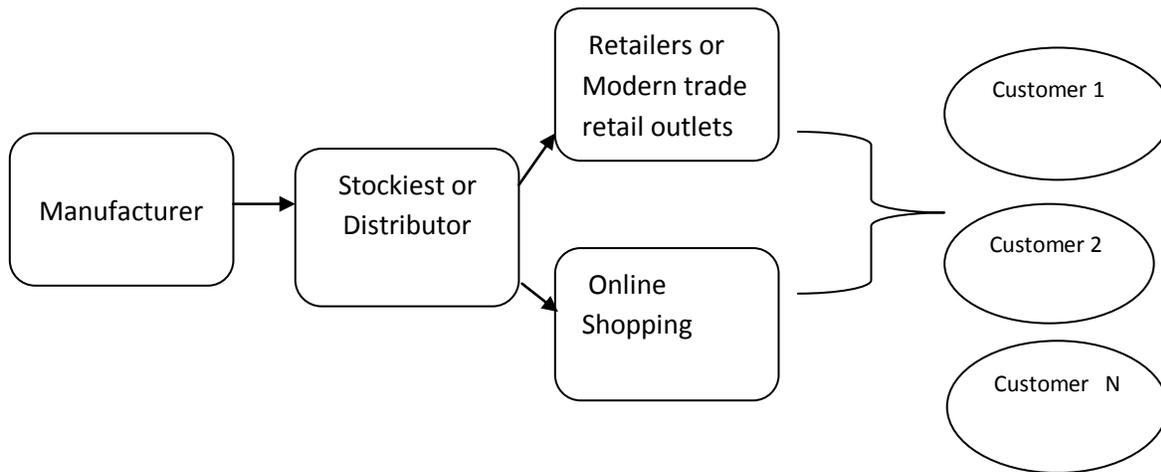


**Figure no.1: The three tier Newspaper delivery mechanism**

Alternatively if magazines are not sending by printing press to the morning center deport directly then alternate channel followed is depicted in Figure no.2



**Figure no.2: Magazine Distribution alternate channel model**



**Figure no.3. Conventional Distribution channel for FMCG or Consumer durable products**

The above figure no.3 envisages the conventional or popular distribution channel for FMCG or consumer goods. In this case the consumer or customer also looks for the source of availability whereas in case of Newspaper or magazines ,these are not essential goods .These still are treated as leisure or luxury items by many of Indian households.

### 3.2.1 Unloading

By 4:00-5:00am the wagons/delivery van leaves the printing press and reaches the depots. During this travelling period, the newspapers & magazines are only accompanied by the driver and at times by the labourers of the transport company. At the depot, the driver and his labour perform the task of unloading the newspaper or magazine bundles. They are responsible to make sure that they transport the copies in a timely manner to the depot and unload the exact number of copies they are supposed to. The unloading point can also be a distribution site of a newspaper agent. As mentioned earlier, an agent behaves as a wholesaler in the newspaper distribution chain. He is given the prerogative by the newspaper company to get the demanded number of newspaper copies directly at his set of choice if he may wish. Unloading is supervised by the newspaper company's salesman and sometimes the executive/ officers (in case of large newspaper firms) who join the depot at this hour every morning. How many salesmen and executives would attend a depot also depends upon the company's decision. The salesman then takes charge of the bundles issued in his name. He is supposed to make sure that he receives the correct number of copies because the challan is issued in his name. In case where there is a shortage, he is supposed to immediately report to the executive and a chain of reporting is followed. *"In case of the Indian Express, the circulation executive would inform about the shortage to a dispatch executive stationed at the circulation office, who would then inform the chief transporter, who would finally inquire with the concerned driver. If the fault lies with the driver, then the amount of the number of copies lost is deducted from his salary for the next month"* quotes Mr. Vinod Malik who has been a veteran in the newspaper industry. In some other situations newspaper copies are requested from the nearest depot to meet shortages. The main responsibility of a salesman is to sell the newspapers & magazines at the depot to the vendors. The salesman may not be an employee of the newspaper company whose newspapers & magazines he is assigned to sell. In other words, the newspaper companies often contract either other companies or individuals for the sale of their newspapers & magazines at different depots in the city. For example, the BCCL(Times of India) has a contract with Bharat Nidhi Ltd. to sell its newspapers & magazines within the Delhi NCR city. Thus salesmen from the Bharat Nidhi Ltd. arrive at various depots early morning to perform the sale. In cases where a newspaper has low sales at a particular depot, the respective company contracts individuals to perform the task. Thus a salesman may also be seen selling newspapers & magazines of several companies to

make a larger income. This is often the case when a salesman trades in newspapers & magazines which are published outside the city and are transported from long distances for distribution within the city of demand. For example, Indian language newspapers & magazines and foreign newspapers & magazines which have small sale in Delhi NCR are sold by salesmen who sell a variety of them. Often such salesmen are self-assigned individuals who enter the business by themselves. These salesmen remain very vigilant and active at the time of performing sale to the vendors. *“They maintain register entries containing the name of the vendor whom they are selling, his demand of each variety of newspaper on the day, total payment, any scheme taken by vendor ”* says Mr.Bitto who operates at Nehru Place morning center in Delhi NCR & sells good number of newspaper as well as magazines. He informed that each morning he sells and collects the amount obtained from selling these newspapers & magazines. It is only towards the afternoon or evening that the executives from the concerned companies arrive to receive the amount from him. Quiet often they visit to Magazine distributors to get their quota of magazines as per new issue releases. Another example of Mr.Balraj Arya of Gurgaon who operates near Gurgaon bus stand as well as morning center in Gurgaon,he trades in almost 100 titles of magazines by commuting every alternate day to Delhi NCR & deals in 20-30 varieties of Indian language newspaper and those which are published outside Delhi NCR like the Gujarat Samachar (Gujarati, Ahmedabad), Anand Bazar Patrika (Bengali, Kolkata), Deccan Chronicle (English, Hyderabad), Jharkhand Chronicle (English, Ranchi), etc. He not only sells these newspapers & magazines at his retail outlet & newspaper depot but also gets logistics support of transport from many leading publishers of magazines & the Central News Agency/Delhi NCR magazine distributors, Gole market,place which is one of the biggest distributor in India dealing in the distribution of newspapers & magazines published in & as well as outside Delhi NCR. Newspaper selling done by salesmen to the vendors only is cash. This is one of the rules of thumb in the business applicable to any and every variety of newspaper sold at the depots. Once the day’s sales are over, he cross checks his amount and submits it to the newspaper Executive who then submits it at the accounts department of his company before a daily deadline. The selling of newspapers & magazines is a very crucial task because first, it involves monetary transaction which has to be dealt with carefully. In case of default, the salesman has to pay from his pocket to balance the accounts. Another reason that makes it critical is that it is a time consuming activity which means a lot in the newspaper distribution process which itself is a race against time.

### 3.2.2 Newspapers & magazines Sold

What newspapers & magazines are sold at a depot depends upon the importance of the depot in terms of which area it caters to. If the depot serves an elite population which has a high literacy rate and per capita income then it is assumed that it would deal in large numbers of newspapers & magazines. They may include more English newspapers & magazines, economic newspapers and even foreign newspapers & magazines. This is also one of the reasons why newspaper circulation market in Delhi NCR is so vast, when we consider the fact that it has one of the highest literacy and income rates in the country. A newspaper company prioritizes depots on the basis of circulation but advertisement revenues they can earn into various zones. Most circulation departments of newspaper companies in Delhi NCR have demarcated 4-5 distribution zones in the city. These prominently are: the East, West, North, South, Central and NCR (which may include Gurgaon and Gaziabad). However, at the ground level the formation of depots works the other way round. It is entirely the vendor's prerogative to decide the site of his depot. As Sunil Kumar, Assistant Manager at INA morning center in for South Delhi NCR, Hindustan Times rightly stated at the Morning center newspaper depot, *"If tomorrow the vendors decide to do this in Jor Bagh, we'll go there"*. Thus the kind of newspapers & magazines that are sold at a depot depends upon the population it serves. Generally, these include the city edition, its supplements, the up-country edition brought from other places, Indian language newspapers & magazines and foreign newspapers & magazines. The main newspaper sold at the depot is the city edition. It is sold along with its supplement by the salesman who charges the cover price in common for the main paper and its supplement. The cover price hence varies depending upon the day of the week because of the kind of supplements issued on that day. On weekends, the cover price is mostly high because more supplements are issued on that day. This may be applicable to other days of the week also depending upon the newspaper firm. For Vijay Mishra, Sr.Executive, HT, Sarita Vihar Morning center depot, he submits the daily sales amount at his office before 2:00pm each day. Almost all dailies have increased the price of their newspaper during past one year & during weekend these are comparatively higher than week days because of more supplements & increase in other input cost. The other category of newspapers & magazines sold is the up-country edition. These include the city editions of other cities that are demanded in Delhi NCR, say for instance the Mumbai edition of TOI demanded in Delhi NCR. They usually arrive a day late because of time consumed in transport and also cost marginally more. These copies are

usually sold by the newspaper wholesalers in the city and come under the supervision of the up-country department of newspaper companies. For example, the up-country department of BCCL circulates TOI's Delhi NCR edition to other cities by contacting wholesalers or agents. The next category of newspapers & magazines circulated at a depot includes the Indian language newspapers & magazines. They usually have to be brought from outside Delhi NCR from the up-country departments of those newspapers & magazines by the wholesalers in the city from whom the vendors purchase and sell at the depots. This supply chain is more time consuming because it involves distance. This is the reason that all the language newspapers & magazines arrive a day late and also cost more. Their costs mainly involve the airfare, road fare within the city, agent's commission, vendor's commission over and above the cover price. In other words, the cover price hardly matters in these cases. Delivery of these copies is done strictly on a week's advanced payment and the daily demand is very closely monitored. The last category of newspapers & magazines that are sold at a depot include the foreign newspapers & magazines. They are very rarely demanded because they are very costly and because they give news about other places which may not be of everyone's concern. Regarding the costs and distribution they follow the same scenario as the Indian language newspapers & magazines. Another reason why newspapers & magazines sell less is because of low commission available to vendor per copy.

Magazines and periodicals are also sold at the depots early morning on days when they are issued. These are usually Sundays in case of weeklies and fortnightlies, and first days or first week of the month in case of monthlies. Unlike newspapers, magazines available at the Newspaper depots are also sold by the magazine's salesman. They are purchased from the magazine distributors then brought to the depot to be resold to other vendors who have customers ordering those particular magazines. Not all the copies of magazines are sold to the vendors. Some of them are retained for retail sales.

### **3.2.3 Delivery to Home**

The delivery to home is performed by the vendor early morning every day. The manner in which they perform distribution varies highly from vendor-to-vendor but their role in the supply chain can be generalized. A vendor purchases his daily demand of copies from the salesman at the depot directly in cash. They have to individually queue near the salesman to get their copies as they are supposed to sign against the entry which the salesman maintains. Once the copies are purchased the vendor unbundles them to insert supplements inside the main paper if there are

any. Simultaneously, he also inserts pamphlets if only that particular day they are being sold. This work is done by both the vendor and his delivery boys collectively. In case when a reader has also ordered a magazine then the vendor buys that as well from the concerned vendor on the day of their availability. Newspapers & magazines are then segregated according to the demand of the reader. For example, offices demand almost 5-10 varieties of newspapers & magazines daily. In that case their orders are separately prepared by the vendor. In the final step the distributor rubber strings the newspapers or magazines into roll, arranges them in his bicycle basket and rides for delivery. It is also important to describe here the role of an agent. The agent as mentioned previously, purchases newspapers & magazines in wholesale from the newspaper company. These copies are normally more than 5000 to 10000 per day. In case of such a large number they are unloaded directly at his area of distribution. In such case separate agencies are appointed where only few people operate. Rest these agents' follows the same procedure for delivery as the vendor at the depot, which in case of average center may be 200 to 300 vendors/hawkers operating early morning hours.

#### **4. Main issue & key functional areas: How does it all happen?**

##### **4.1 Vendor Driven Factors**

These are broadly divided into income-driven and expenditure-driven factors each of which has been described below. A vendor's income has a variety of sources. Newspaper distribution is a highly profitable business which may earn a vendor from Rs. 5000- Rs.5,00,000 annually. The rules and regulations that govern this business are all customary practices some of which are not even established business norms. Further they are highly variable depending upon how aggressively a vendor runs his business.

##### **4.1.1 Daily Newspaper**

The daily newspaper on an average comprises more than 80 per cent of the total annual income of a vendor. It is because of the very nature of the commodity. Firstly, these are printed and distributed every single day of the year. This is irrespective of the market situations like economic recession which affect all other commodities. Thus distribution of daily newspapers & magazines reaps assured profits. Secondly, they are read by a large majority. This implies that they have a huge demand or readership in the market. This has proved true in the Indian scenario which has seen robust growth in newspaper market since 2005 and would continue to do so at

the rate of 6.8% annually up till 2014(Price Water Coopers, India entertainment and media outlook 2014,2010 ) . A vendor earns a commission of 30% of the cover price of each copy of a newspaper he purchases from the salesman. 30% is not a rate fixed by any higher authority like the government. Although the Audit Bureau of Circulation (ABC) considers any copy sold above 33% commission as sold for free(Information accessed at [www.auditbureau.org](http://www.auditbureau.org)). This rate functions like a norm for any transaction in a daily newspaper purchased by the vendor.

The popularity of daily newspapers becomes obvious when it is noted that the demands of even part time vendors comprises of city editions. It is worthwhile to note here that a majority of the newspaper vendors perform distribution on part-time basis. Many of them work as government employees, students and other workers. They have other commitments during the day other than newspaper distribution. Thus for them the distribution business is a considerable supplement to their incomes.

#### **4.1.2 Area of circulation & operation**

Area of circulation or operation is a very ambiguous concept. It refers to the area in which a vendor distributes his newspaper. For some vendors it is a bounded area where he would not allow other vendors to distribute. These are referred to as ‘closed sites’ as opposed to ‘open sites’ in their popular vocabulary. Others do not believe any such distinction. The area in which a vendor distributes his newspapers & magazines comprises two kinds of readers: households and offices. Households are largely treated as ‘closed sites’ and offices are treated as ‘open sites’. It implies that in case of households, one particular vendor would serve newspapers & magazines and in case of offices any one can. In case of households the vendors consider it their prerogative to distribute newspapers & magazines. This is the reason that areas like residential colonies and societies are considered as ‘fixed deposits’ by the vendors. It is because households are the main and assured customers of daily newspapers & magazines. Hence colonies are the most sought after distribution areas amongst the vendors. Vendors who acquire colony areas otherwise enjoy a higher reputation amongst the rest. If a rational newspaper vendor wishes to excel in his business then he will aim to achieve the distribution for colony areas first. The importance of colonies becomes clearer when it is treated as a ‘closed site’ property. In case where a vendor wishes to terminate distribution in a particular colony for some reason, then he can sell the area to another vendor. *“The price at which he would sell his area would be Rs. 500 to 1000 for each copy distributed on a particular day in the colony as the present rates” says Praveen Tiwari, who*

*works as vendor(600 copies) at Malviya Nagar morning center depot.* These colonies therefore remain closely guarded areas. In cases where another vendor makes an intrusion by beginning to distribute newspapers & magazines to readers in a 'closed site', he might have to face serious consequences. Such situations would provoke dispute between the two vendors who may even resort to violence involving mafias.

However, the issue of 'closed site' concerns only those newspaper vendors who are bigger players in the distribution system. Small players unlike them try to remain aloof from such distinctions. If one were to map the 'open' and 'closed' sites on a map of areas served by the Morning center newspaper depot, it would be highly unfeasible. It is because almost 60% of the vendor's distribution area is overlapping in Delhi NCR. *Some vendors have a distribution in areas which are several kilometres apart from each other* . Rajneesh Mishra, Salesman, The Times of India, claims it is a positive fact as it does not allow one vendor to monopolize the distribution . Unlike the 'closed sites' the 'open sites', mainly the office areas are less controversial. For example “ *the Morning center office complex alone includes about a 1000 offices which are served by as many as ten different vendors. In case of disputes they resolve the matters either through mutual understanding* ”says an anonymous, newspaper vendor at Dwarka Morning center depot. He informed about a recent case of murder that took place in the posh area of DLF Gurgaon between two newspaper vendors. The vendor who distributes in the area regularly has a huge business involving more than 20,000 copies daily. He suspected another vendor for distributing newspapers & magazines in his area. A fierce violence broke out between them leading to the latter's murder.

Another aspect which influences the quality of an area, apart from it being a household or office, is certainly the literacy rate and per capita income of the readers in the area. If a vendor serves readers who have a high literacy rate and income then it can be assumed that their newspaper intake would be high. Normally readers who hold a high education qualification are English readers and read English newspapers & magazines which are slightly more expensive than other Indian language newspapers & magazines. Such readers may also have a taste for economic newspapers & magazines, interest in reading foreign newspapers & magazines or other Indian language newspapers & magazines. An increase in demand of newspapers & magazines would certainly mean increasing business for a vendor.

### 4.1.3 Promotional Offers & Gifts

Promotional offers and gifts constitute the incentives which vendors receive from newspaper companies. This factor is also a very important source for a vendors' income. If availability of customers gives him a reason to join the business, promotional offers and gifts give him in a reason to continue in the business. Every newspaper company launches promotional offers periodically. They are of two kinds: one, discount offers to buy more newspapers & magazines at cheaper rates and two, based on incentives in kind for increasing the newspaper's sales. There are a host of offers which a newspaper company launches which may offer large discounts to the vendors. The reader get discounted offer for buying combo newspapers & vendor get separate incentive for pushing combo sales rate in Delhi like TOI is available at Rs.4.50/- but with combo it is available as TOI+ET @ Rs.7/- & ET is available at Rs.3/- but as combo Rs.7 /- for ET& TOI. Similarly This available at Rs.4.50/- but with combo it is available as HT+Mint at Rs.8/- ,HT+Hindi Hindustan @ Rs.8.50/-HT+ Hindi Hindustan @ Rs.7/-(in Faridabad).The weekend cover prices of Newspaper are generally found to be higher in comparison to week days Newspaper prices.

The annual subscription of HT is available to reader at Rs.799 for 12 months & annual subscription of HT is available to reader at Rs.795/- for 15 months instead of 12 month. Similiarly other newspaper & magazines also have separate incentive plans or offers for reader.

Publishers may involve personally talking to vendors/ magazine retailers and convincing them about the advantages of the offer over a cup of tea at the nearby tea stall. The other kind of promotional offers include incentives in kind given to the vendors. For example, a newspaper or magazine company may offer a cycle to a vendor for delivering "x" numbers of copies extra, a refrigerator, TV or AC for "y" copies extra etc. This may appear amusing almost like a barter trade, but they are very popular amongst the vendors as they are very lucrative. Cash incentives are also given along with these but they are rare. It is because the incentives in kind are more profitable for the newspaper or magazine publisher in comparison to the cash incentives as in the former, the company directly contacts and gets discount over the commodity demanded. These are advertised in the same way as the other promotional offers. At times, the executives also spend time amongst the vendors to know their demands which they wish the company to fulfill. Apart from these, a newspaper company may also send gifts to the vendors on their marriage anniversaries, birthdays, festivals and other occasions. These may include crockery sets, small

electronic (*Interview, Bitto, Salesman & magazine vendor, Nehru place Morning center*) with the newspaper company brand name mentioned on the hamper. Thus if one gets to visit the house of one of these vendors, one could find gifts given by different newspaper companies.

#### **4.1.4 Pamphlets/handbills**

Pamphlets or handbills are only an additional source of income for the vendors. They are sold by the concerned person or at times by a company's salesman, which wishes to advertise itself at the depots. The rates of these pamphlets are variable in different depots. This is because of the advertising potential of a depot. For example it varies from Rs. 15 to Rs.30 per 100 pamphlets at Morning center and Rs. 30 per 100 pamphlets at some of south & central Delhi NCR Morning center depots. However this rate is the same for all of kinds of pamphlets which may vary from one on gloss papers to others on cheaper quality black-n-white ones. Similar to pamphlets sometimes, stickers and small replicas of a product are pasted on top of the newspaper for advertisement. The only concern of the newspaper company here is that the newspaper content should not become unreadable. However, not all vendors choose to earn from pamphlets regularly. It is because they have to be manually inserted within the newspapers & magazines which is time consuming. In case of vendors who distribute large number of copies, this time consuming affair may prove costly at the end. Usually it is young delivery boys who take interest in earning from pamphlets. It is an important source of earning for them as most of them are part-time delivery boys. They are normally allowed to directly pocket their income from pamphlets by the vendor for whom they work.

#### **4.1.5 Weekly, Indian Language and Foreign Newspapers & magazines**

Other than city editions of the daily newspapers & magazines all others including the weekly, Indian language and foreign newspapers & magazines are minor sources of income for the vendors. It is because of three reasons: one, they provide less commission; two, they involve greater risks; and three, they are less in demand. Weekly newspapers & magazines like the Employment News, which is a government publication circulated on Saturday/Sundays, offers a commission of as little as 18.75%. This turns to a commission of Rs. 1.50 on its cover price which is Rs. 8. Indian language and foreign newspapers & magazines, too provide low commission rate that may not exceed more than 25%. Thus in case of these newspapers & magazines the vendors may charge a rupee extra over their commission, which they implement

as 'service Charges' for their delivery. Some of these newspapers & magazines become risky to deal in when mistakenly an extra copy of the newspaper remains with the vendor undistributed. This usually happens in cases where the reader terminates his demand for the particular paper for a very short duration, say a day or two. Normally in such situations with the city edition newspapers & magazines, the vendor returns the extra copy to the respective salesman on the next day who then replaces it for a fresh copy. But in case of Newspaper, say the Employment News, the paper is 64(*Interview, Arvind, Vendor-700 copies at Saket Newspaper depot. He delivers newspapers & magazines in the Saket J-Block area for over 15 years. They mainly distribute TOI, HT, NBT which are most popular newspapers & magazines which part-timers like them often trade in*). Similarly foreign newspapers & magazines may cause a big loss even if they may be one or two copies extra. It is because each newspaper costs almost Rs. 125 to Rs.150 (approx.) per copy on an average and remains nonreturnable if so few of these are left. This is the reason that the business in these newspapers & magazines is done absolutely on advanced payment basis and their demand closely monitored every day. Lastly, these newspapers & magazines do not comprise a considerable sum of a vendor's income because they are clearly less in demand. Only those newspaper vendors who cater to a large readership area can be seen involved in the distribution of these newspapers & magazines. Small vendors, on the other hand serve a small area where the demand of such newspapers & magazines is usually rare, unless the area comprises of a distinct cultural locality.

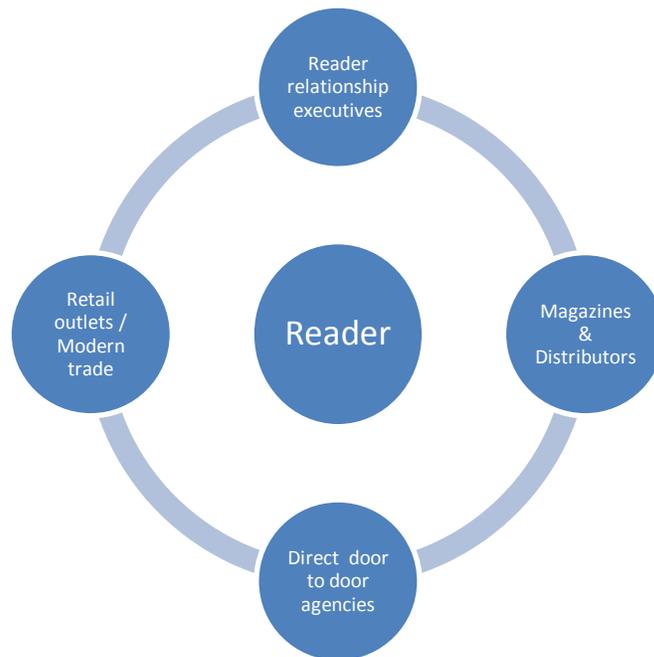
#### **4.1.6 Magazines**

Other than non-daily newspapers, Magazines are the other secondary source incomes for the vendors. They remain secondary for similar reasons like: low commission, low demand and greater risk. Magazines are purchased by vendors from salesmen at magazine distributors or Newspaper morning center depots like the one at DMD, Gole market & IBH ,Jhandewalan extn. in Delhi .Many agents travel frequently from places like Gurgaon, Faridabad, Noida,Ghaziabad , Ambala & Meerut etc., to get their supplies. The Publisher of Times of India, had diversified into magazines, have distribution arrangement through Newspaper depot also. These are then resold to other vendors at the newspaper depots and left for retail sale. They generally offer a commission of 20-25% on their cover price. Their commission rate is not fixed. It varies from every magazine whether it is local, national or international.

For example, a vendor earns a commission of Rs.10 per copy on popular Hindi monthly, the Grihashobha with cover price of Rs. 40, whereas Rs.2.50 per copy on Saras Salil Hindi with cover price of Rs.10/-. Similarly earns Rs.24/- on Time (Rs.120/-) and Rs.44 per copy on The Economist (Rs.220/-). The commission offers may vary from 20% and 25% if copies are directly delivered to readers.

When it is taken into account that magazines are only weekly, fortnightly or monthly their income appears substantially low. This is the reason that most magazine business confines to retail stores. Vendors distribute magazines only if they find it feasible. Vendors some time claims that reader often complain that magazine was not delivered to them & payment was deducted by them, which may result in substantial revenue loss, whereas in case of Newspaper the investment per customer/reader per day is very low & frequency of newspaper purchase by generally every day or regular.

An interesting trend involved in the magazines readership is the renting of old or new titles to readers on a monthly or weekly basis. Few vendors perform this activity. They offer different varieties of magazines of the immediate or previous edition to the readers. They remain with the reader each for a week which is then replaced by another magazine for the next week. These are charged on monthly basis not exceeding Rs. 300(approx.). *“Rental business offers increased readership with low investments & more steady customers & readers”*, says Sanjay Kumar who rent out magazines to about 100 readers in Saket of South Delhi NCR.



**Figure no.4: The sources available with reader for procuring magazine**

The figure no.4 depicts the sources from where a reader can afford to have magazines. The availability & visibility plays crucial role. Whenever a hawker or vendor visits reader for monthly payment collection towards newspaper delivery he often asks for any magazine requirement. The reader has choice to go for subscription, getting copies through hawker or newspaper vendor or from retail outlets in market. Many publishers offer drive door to door campaign for subscription booking so that reader can be captured for a predetermined period.

#### **4.1.7 Service Charges or monthly advance**

This refers to the extra rates a vendor charges over the reader’s monthly bill. They refer to it as service charges which vary from Rs. 10 to as much as Rs. 30 per newspaper per month. Ideally, vendors cannot charge any extra delivery charges. They are paid the commission by the newspaper company for complete door-to-door delivery. Vendors often deny charging service charges .*“In some outskirts of NCR like in Greater Noida quiet often we charge advance or refundable security deposit from readers up to Rs.500/- per household” says Gopal of Shiv Pawan news agency in AWHO, Greater Noida.* Nevertheless, it remains a popular and accepted practice as long as the vendor is not cross-checked by the reader.

#### **4.1.8 Advance or Security Deposit**

The security or advance payment is generally deposited by company/publisher's salesmen 5 to 7 days. In lieu of which the company/publisher offer annual interest as per banking guidelines or prevailing market conditions. They have to maintain security is generally deposited when a vendor wishes to upgrade himself to an agent; he has to pay an advanced deposit as security to the salesman of the particular newspaper company as per the newspaper company norms. This amount is reimbursed to the vendor after the expiry of the period. The benefit of being an agent is direct unloading of newspapers at the site of vendor's choice. This may prove profitable in the long term. However becoming an agent is not popular amongst the vendors. Generally 5 to 10 salesmen could be seen operating at morning centers in Delhi NCR .At some places or small centers some agents are appointed only after getting requisite security deposit amount.

#### **4.1.9 Reselling to Scrap Dealers**

Resale of fresh newspapers to scarp dealers is a legal offence and there is a large black market that exists in this business. Vendors profit from this black market in two cases: one, when they have extra copies that they can afford to sell scrap dealers without their distribution loss; and two, when the weight of a newspaper may earn more than the rate of commission at which they are purchased.

However these acts are not officially confirmed by any newspaper publishers but, facts could be observed after the morning Newspaper distribution is completed at morning center depots.

#### **4.1.10 Salary of hawker/Delivery boys**

This is a very marginal amount which a vendor may have to incur out of his total income. The salary of a hawker varies from Rs. 800-2000 normally. A hawker generally delivers average of 200 copies, if a vendor performs delivery himself or the delivery is done by a family member then this expenditure is not applicable. This remains a case with a majority of the vendors who are small players.

#### **4.1.11 Logistics expenses**

This refers to the transport cost incurred by a vendor for daily delivery of newspapers. Perhaps this is the reason that all the vendors who use bicycles for delivery have zero fuel consumption.

It is not out of poverty but out of economic rationality that cycles go along with the newspaper hawker.

#### **4.1.12 Undistributed copies of Newspapers & magazines**

These are the newspapers or magazines which are left extra with a vendor after delivery. This may happen due to extra purchase for improving visibility & expectation of increased sales. They become a loss when there are too many as they cannot be returned to the salesman who replaces the number of copies with fresh ones the next day. In case of Magazines the undistributed or unsold copies are accepted.

#### **4.2 Newspaper & Magazine publishers driven factors**

Circulation earns barely 15-20% of revenue for the company. Rather it involves more expenditure than income. This is major challenge that the print media faces and overcomes it through advertisement revenue. The advertisers rely upon the availability & visibility factors of newspaper& magazines

### **5. Conclusion & Issues**

This study hence finds answer to the question it had raised – “How Newspapers & Magazines are circulated”? & how circulation has redefined the channels”?

Thus the study reveals Circulation as efficient distribution systems involving following things:  
(1) A good transport system to take the goods into different geographical areas.( 2) A good tracking system so that the right goods reach at the right time in the right quantity.(3) A good packaging, which takes the wear and tear of transport.(4) Tracking the places where the product can be placed such that there is a maximum opportunity to buy it.(5)It also involves a system to take back goods from the trade.

*As per the study the unique features of Circulation model in comparison to conventional Distribution are:-*

- The turnaround time in delivery.
- Involvement of human chain resources.
- Utilization of minimum infrastructure.
- Minimum delivery cost.i.e Reader/Customer has to pay only for the product (Newspaper or magazine) brought.

- Due to feasibility of goods returnable policy (unsold acceptance by Publishers) Channel partners have minimum chances to bear losses.

***Scope for further study to maintain the efficiency of distribution of Newspaper & Magazines:-***

- The undelivered, Undistributed or unsold copies of Newspaper & magazines is a major contributing factor responsible for cost increase.
- Cost factors involved in printing newspapers or magazine to be controlled.
- The transporter's or delivery vehicle's efficiency plays crucial role. The clubbing of various transporters could control the logistics expenses.
- Collaboration with door to door service providers like CABLE TV operators, Mumbai DABBA wala (tiffin service providers) could yield better reach.
- Home delivery service provider be it food, grocery or vegetables delivery .The concept need to be investigated to tap the market better.

In publishing of Newspaper & Magazines these days every publishers tend to improve their reach & availability, whereas the revenue can't be just assured of selling Newspaper or Magazine .They have to rely upon advertisers to large extend. For some publishers the more they print, the more loss they incur, so the key to survival is optimizing the print orders, maximizing the availability & visibility. There is further need & scope to study the factors involved in decreasing circulation of Newspapers or Magazines in Indian market & the measures to be taken for increasing readership.

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