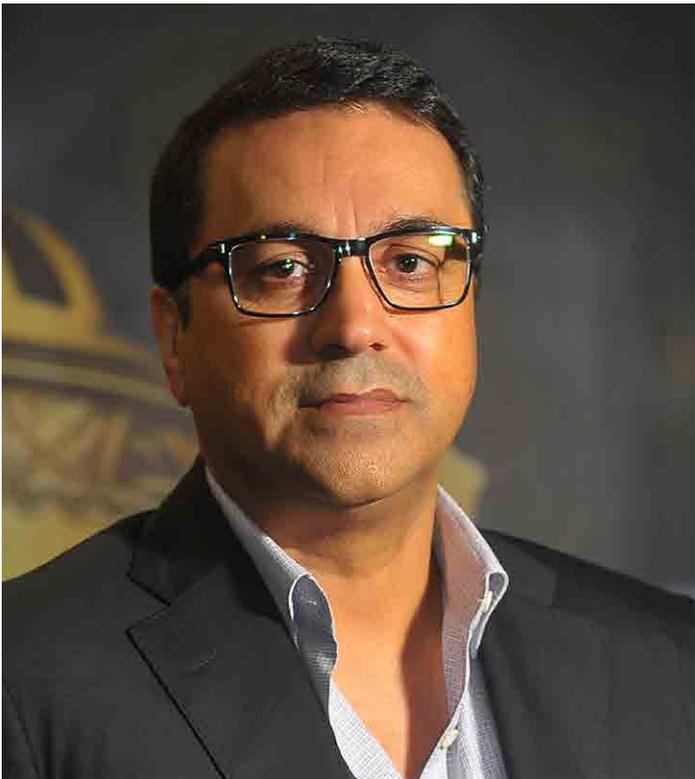


IMPACT

WEEKLY ADVERTISING, MEDIA & MARKETING NEWS - VOLUME 14, ISSUE 22 - 12 NOVEMBER 2017 ₹100

‘This has been the most turbulent phase for BCCI, & the most lucrative as well’



RAHUL JOHRI
CEO, Board of Control for Cricket in India (BCCI)

UNWIND

‘LIVE LIKE A LOCAL’

ROHIT OHRI
Group Chairman & CEO, FCB India

TRIBUTE

GAUTAM ADHIKARI
Industry mourns demise of the Chairman of SAB Television Network Ltd



**MISSION:
EXPAND
THE REACH
OF PRINT**

GIRISH AGARWAL, Non-executive Director of the Dainik Bhaskar Group, issues a clarion call

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THIS WEEK IS ALL ABOUT CRICKET & COLLABORATION

The potential of the Print medium is grossly under-leveraged in India, and **Girish Agarwal** of the Dainik Bhaskar Group has undertaken a mission not only to focus his own attention to growing existing markets of the flagship daily Dainik Bhaskar, but also to impress upon the entire Print industry to invest and help expand the markets in which they operate. There is scope for Print to penetrate deeper in the markets of Bihar, Gujarat, Rajasthan, Punjab and Madhya Pradesh, and for this, DB Corp has reportedly set aside Rs 200 crore. Drawing an analogy with Reliance Jio, Agarwal says that while Jio provided the broadband and bandwidth and increased coverage, companies including Google, Facebook and YouTube were able to take advantage of it. In addition, even consumers benefited. He plans to do the same in the Print industry - increase penetration, grow the markets, make the medium more effective, so that every stakeholder is at an advantage. Read the interview inside.

In the recent past, the Board of Control for Cricket in India (BCCI) and corruption, scandal, controversies had become so synonymous, that many actually heaved a sigh of relief when the apex court stepped in and appointed the Lodha Committee to clean up the national governing body for cricket in India. While many of the recommendations of the Lodha Committee are yet to be implemented, one pertaining to the appointment of a professional to lead the organization is in place. The person appointed to the hot seat is former head of Discovery India, **Rahul Johri**. In his role as CEO of BCCI, Johri has focused on delivering an absolutely transparent process when it comes to getting sponsors and media rights holders on board. In an interview with IMPACT, Johri tells us how he is looking to ensure that his term pays off as the most lucrative one for



Indian cricket, and brings the best value to all stakeholders. He gives us his take on the recent IPL auction, the way ahead for Indian cricket and more. Turn the pages to find out.

One usually assumes that it is the big shop retailers who leverage the Digital might. However, the recent Paytm Mall ad shifts the focus on small retailers, who now have access to a whole new set of customers, courtesy Paytm Mall. With around 60,000-70,000 sellers on the platform, **Amit Sinha**, Chief Operating Officer, Paytm Mall tells us how the company is using a disruptive O2O (online to offline) model to provide a comprehensive shopping experience to the consumer, with the goal of clocking a gross merchandise value (GMV) run rate of \$ 4 billion by the year-end.

In the good old days, the line 'When in Rome, do as the Romans do' simply meant that when you are in any foreign locale, follow the ways of the locals. In today's digitally connected world, where AirBnB is the buzzword for travel accommodation, its tagline 'Live like a local' resonates with travellers literally savouring this experience. In our Unwind section, avid traveller

Rohit Ohri, Group Chairman & CEO, FCB India tells us why he has not once booked a hotel while travelling with his family for close to 10 years.

Zee Entertainment Enterprises Limited, or ZEEL, recently turned 25 and unveiled a new brand identity, 'Extraordinary Together', to mark this momentous occasion. But, what caught everyone's attention was the campaign it launched, addressing its peers and expressing its gratitude to them for 'their contribution in making the media & entertainment industry extraordinary'. We therefore turn the Spotlight on ZEEL, and find out more about the new brand proposition.

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'THIS HAS BEEN THE MOST TURBULENT PHASE FOR BCCI, & THE MOST LUCRATIVE AS WELL'

RAHUL JOHRI, CEO OF THE BOARD OF CONTROL FOR CRICKET IN INDIA (BCCI)

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CMO Feature

MAKING THE BEST OF ONLINE AND OFFLINE

AMIT SINHA, CHIEF OPERATING OFFICER, PAYTM MALL



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Talking Point

VODAFONE AIMS TO HANDHOLD CUSTOMERS THROUGH THE EXCITING JOURNEY OF TECH ADVANCES: **SUNIL SOOD**

FACEBOOK WANTS TO HELP MARKETERS DRIVE PENETRATION AND LOYALTY: **SANDEEP BHUSHAN**

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FROM COLLABORATION COMES STRENGTH TO DELIVER THE EXTRAORDINARY: **PUNIT GOENKA,** MD & CEO, ZEEL



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Unwind

'LIVE LIKE A LOCAL WHEN YOU TRAVEL; GET TO KNOW THE PEOPLE...'

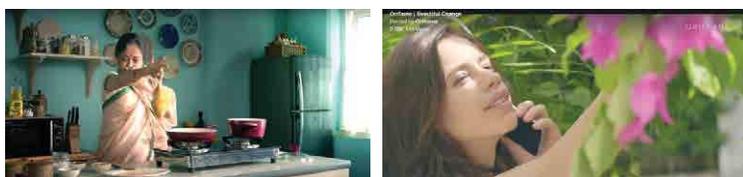
ROHIT OHRI, GROUP CHAIRMAN & CEO, FCB INDIA



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SHOWCASE OF THE LATEST AD CAMPAIGNS



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THE 9TH REALTY PLUS CONCLAVE & EXCELLENCE AWARDS 2017 REACHES THE NATIONAL CAPITAL BRANDS WITH THE BEST SOCIAL FOOTPRINT WIN BIG @AMAR UJALA CSR AWARDS
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LESSONS I LEARNT FROM THE MOUNTAINS

BY **SANDEEP BALANI,** HEAD OF INDIA, OUTBRAIN

+ QUIZ



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AD & ACCOUNT

IPG Mediabrands retains Amazon's global media mandate

Amazon has consolidated its global media buying business worth \$1 billion with IPG Mediabrands after a review. The agency will promote Amazon's ecommerce hub, assorted tech products and Prime subscription service around the world. The account size in India alone is estimated to be over Rs 1,000 crore and includes spends across all mediums.

IPG MEDIABRANDS

DDB Mudra Group bags the creative duties of MuscleBlaze

DDB Mudra Group won the creative duties for sports nutrition brand, MuscleBlaze. As a part of the mandate, the agency would be responsible for its digital and brand strategic planning.

DDB®mudragroup



Doritos collaborated with Snapchat to bring India's first snack-based face lens to consumers

STORY OF THE WEEK

TRAI TO EXPAND BROADCASTING SECTOR WITH 'EASE OF DOING BUSINESS'



Licensing framework, multi-stage application process, delay in security clearance to satellite permissions and many other bottlenecks that worry broadcasters were discussed in the first of its kind discussion held by The Telecom Regulatory Authority of India (TRAI) on 'Ease of doing business in the broadcasting sector. At present, India is the fifth largest media and entertainment market and stood at Rs 1262.1 billion at the end of 2016. It is also estimated that the market will grow at a CAGR (compound annual growth rate) of 13.9% to Rs 2419.4 billion by 2021.

Commenting on the task at hand, RS Sharma, Chairman, TRAI said, "We all know how India has improved its rank in the "Ease of doing business". Even Prime Minister Narendra Modi is very focused on simplifying the process and removing redundancy."

INDUSTRY

Times Internet's 'Custom Profiles' to re-engage with users

Times Internet's marketing platform,  Colombia launched 'Custom Profiles', a new product that allows marketers to re-engage with their own audiences via content, native and video advertising and match with over 125 million customers.

DDB Mudra Group partners with Hotify to boost AI offerings

DDB Mudra Group has partnered with AI (Artificial Intelligence) solution provider  Hotify to launch AI-led marketing and communication products and services. The partnership will help the agency deliver increased ROI and efficiency for their clients' digital initiatives.

RexBot is Reckitt Benckiser's first chatbot in India

Reckitt Benckiser's condom brand,  Durex, launched the RexBot Page, a first of its kind chatbot, that will answer consumer queries related to sex. The chatbot has been designed and created by Ansible, the full service mobile marketing division of IPG Mediabrands India.

MATHRUBHUMI WINS BEST INTERNATIONAL PUBLISHER AWARD



M V Shreyams Kumar, Joint Managing Director, Mathrubhumi Printing & Publishing receives the Best International Publisher Award from Shaikh Sultan bin Muhammad Al Qasimi at the 36th edition of the Sharjah International book fair

BOOKMYSHOW HELPS CHILDREN 'BOOKASMILE'



Children conduct experiments at the recently set-up science center for underprivileged children at Akshara High School in Mumbai. The science center has been set-up by 'BookASmile', the charity initiative of BookMyShow and Akshara Foundation

Republic TV launched in Middle East & North Africa

Republic TV announced its first international launch with OSN, the leading pay-TV provider in the Middle East and North Africa (MENA), six months post its launch in India in May 2017. The channel will also look at creating original content specific to the MENA markets.



UFO Moviez India & Qube Cinema to combine businesses

In a stock exchange filing made by UFO Moviez India, the company announced its merger with Chennai-based Qube Cinema. The merger will strengthen the company's position in India's digital cinema distribution and in-cinema advertising industry.



PEOPLE

Vivek Khanna joins India Today Group as Group CEO



Vivek Khanna has been appointed as the Group CEO of the India Today Group. Khanna comes with 26 years of experience and will report to Vice

Chairperson, Kalli Purie.

Avinash Jhangiani quits OMD to set up Play2transform



Avinash Jhangiani, Head of Digital and Innovations, OMD, moved on from the agency to focus on his consultancy and training venture, Play2transform that focuses on design thinking and business transformation.

Lubna Khan joins Wieden+Kennedy as Head of Strategy



Wieden+Kennedy Delhi appointed Lubna Khan as the agency's new Head of Strategy. Prior to W+K Delhi, Lubna was National Strategy Head at Leo Burnett Orchard,

HT promotes Rajesh Mahapatra as Editor-at-large



Hindustan Times promoted its Chief Content Officer Rajesh Mahapatra to the role of Editor-at-large. Mahapatra will now work on projects cleared by the Editor-in-Chief Sukumar Ranganathan.

war of tweets

WHERE'S THE CHEESE AT?

Following an on-going debate about the placement of cheese in the Apple and Google burger emojis, Indian Twitter handles of fast food giants, McDonald's, KFC and Burger King got into a rather 'cheesy' war of words.



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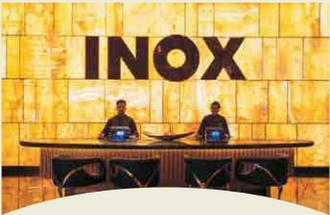
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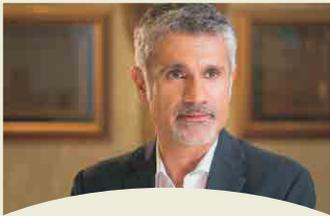
GOURMET MENU BY VICKY RATNANI

Variety of plated gourmet delights from the menu designed by Masterchef Vicky Ratnani.



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AMIT SINHA | PAYTM MALL

MAKING THE BEST OF ONLINE AND OFFLINE

Paytm Mall is using a disruptive O2O (online to offline) model to provide a comprehensive shopping experience to the consumer, with the goal of clocking a gross merchandise value (GMV) run rate of \$ 4 billion by the year-end. Amit Sinha, Chief Operating Officer of the company, says business is no fun without innovation

BY NEETA NAIR

PROFILE

Amit Sinha is the Chief Operating Officer of Paytm Mall. He has over two decades of experience across Manufacturing, Retail, Textile, Financial Services, Utilities, Professional Services and Government. Prior to joining Paytm, he worked for Bharti Airtel.



Q] It was the first festive season sale for Paytm Mall, what kind of response did you get?

It was a big success from a business point of view. From every parameter that we could think of, we hit the highest ever results historically for Paytm Mall, and that too by a huge margin. We saw traffic go up by 30X and saw a significant increase in sales. So, we were able to test our systems on all the parameters, which thankfully didn't crash. We saw transactions coming from more than 850 towns in the country in those four days itself, from Akhnoor in Kashmir to the North-east, which was amazing because we were not aware that people from such locations also purchased from Paytm Mall. And on the seller side, shop-keepers from more than 250 cities were aligned to our platform. We were present in every nook and corner of the country. Before the sale, we were expecting about five million new buyers on our platform. We crossed that.

Q] Overall, how many sellers do you have on your platform today?

Right now, we have around 60,000-70,000 sellers on our platform. All of these are brand-authorized sellers, doing sales on their behalf. The

actual sales are done by the shopkeeper who is either assigned by the brands, or who has a real world storefront shop somewhere.

Q] You have recently entered the advertising game, with an ambitious Rs 1000 crore earmarked for promotions and marketing in the festive season, how did your first TVC help?

The ad really helped in increasing organic traffic on our website. Also, a lot of people commented that it is a great ad and very Indian in essence -- it showed a lot of things Indians do specifically. Apart from the TVC, we did Print ads. A lot of Print ads are being placed by our partners- small retailers who allow the use of the Paytm QR code. I have seen so many hoardings which have the Paytm QR code. There is this brand called Khadim in Calcutta, their footfall is so huge that they need to call the police to control the crowds at their flagship store in Park Street during Durga Puja. They brought in Print ads with our QR code and also displayed it in their stores. Khadim store is now on Paytm Mall, we invest a lot in the relationship. Sellers and shopkeepers are partnering with us because they see a value in it, otherwise who does it for free?



ABOUT THE BRAND

Paytm Mall is owned by Paytm e-commerce Pvt Ltd. Its recently launched app enables customers to buy from over 1,000 brand stores and 15,000 brand-authorized retailers selling over 65 million products. The company enables shopkeepers and brand-authorized stores to set up their stores online and leverage the power of mobile to generate additional sales.

FACTS

CREATIVE AGENCY: **MCCANN WORLDGROUP**
 MEDIA AGENCY: **MAXUS**
 PR AGENCY: **VALUE 360 COMMUNICATIONS**

Q] Not just the sellers, even brands are showing ads with Paytm at the forefront, like the recent Coke ad. How do such partnerships work?

Yes, the Coke ad, brought out the flavor of the festive season well. It has really done wonders for us. In fact, we are working very closely with all the major brands. For example, Samsung and LG, among appliance brands, have a store on Paytm and we are very deeply integrated with their channel, their emotions, etc. Similarly in footwear, we have brands like Puma, and Red Tape. In FMCG, all the major brands like Hindustan Unilever, Cadbury and P&G are working with us. So, across the whole journey, there are multiple places where we typically would partner with a brand. We don't just buy inventory and then do whatever we want with inventory. We have to work with the brand, because at the end of the day, we are championing them.

Q] Your mother company Paytm is the number one

player in the payments space. How soon do you think you will get to that position?

Our model and the business that we are operating in is significantly different from the others. In fact, only 2% of the commerce business in this country happens through the e-commerce platform. 98% happens in the real, physical world. And that is where we are working right now-- as technology partners to the shopkeepers, to the brands, channel, to help them reach out to consumers and bring in better services. So our focus is not on being number 1 or 2, what we look at is, how much of business were we able to drive for our shop-keepers. The results have been very encouraging in the first 4-5 months itself. There are shopkeepers who actually have seen increase of more than 20% of sales owing to associating with Paytm Mall. That is a parameter we would like to evaluate ourselves on, and if we hit that, we are successful, and the business will get built in that process. By the end of this financial year, we are targeting an annualised run rate of USD 4 billion.

Q] Where is the big money - in physical stores or e-commerce websites?

The point is that there is a value in having a shopfront in a physical location, and that's why the consumer still walks into it. Not everything can be done online, not everything can be done offline. Both have their own pros and cons. What we are trying to bring in is a mix of both. From our perspective, the consumer should have a seamless experience across all platforms. And in this process, obviously we have to enable the shopkeepers to ensure that they are able to offer the best possible services to the consumer which is where the commerce platform and the technology enablement of the shopkeepers comes in.

Q] What percentage of Paytm Mall sales come from these physical stores where you can scan the QR code and what comes from the app or website?

It's actually a very intermeshed model, thus difficult to give numbers. The way it happens is, you can scan the QR code, and if the shopkeeper doesn't have that SKU available, he can get it shipped from somewhere else. For e.g. It solves the problem of shopkeepers who can't keep all sizes of a particular shoe due to limited space. Shopkeepers really are loving it, because more than 40% of the sales actually get turned down in the shop because you might not have the right SKU at that point. What Paytm Mall helps him do is ensure that he doesn't lose the sale at that point in time and gives him the option of delivering the product to the customer. So the discovery is happening offline, while the sale is happening online.

Q] What's the big plan post the festive season?

For us the festive season doesn't end because we are so well penetrated in the country, where there is always some festival or the other that we can ride on. We can't say that we are an offline-also player and not be present there. So, there is going to be a lot of activity even post this season. Our entire model is innovative and at every bend, we strive to innovate. The app itself has undergone a massive change in terms of features. Nobody has brand stores like us, which is a huge innovation.

Q] I was going through a Redseer report which tracks e-commerce sales during festive season. It showed Amazon and Flipkart, and had no mention of Paytm Mall... does that worry you?

We are in a very different space. We don't understand retailing, but what we know best is how we can bring in technology to consumers through retail in a way that everybody in the value chain -- the consumer, shopkeeper, distributor and brand--gains. And that's where our strength lies. We know how to build technology at scale, great technology which is very consumer friendly. And that is what we are focusing on. It doesn't matter if people say we are small or large. We at Paytm believe that we should do something that is really different from what everybody else is doing. That would give real value to people. If we can't disrupt or innovate, there is no fun. We don't want to be just another player.

@ FEEDBACK neeta.nair@exchange4media.com

'THIS HAS BEEN THE MOST TURBULENT PHASE FOR BCCI, & THE MOST LUCRATIVE AS WELL'

Rahul Johri, CEO of the Board of Control for Cricket in India (BCCI), says he wants to ensure that his term brings in the best value for all stake-holders of Indian cricket, and that the BCCI is already set to earn more money in the next five years than it has seen in its entire history of 89 years

BY SIMRAN SABHERWAL
(with inputs from **RUHAIL AMIN**
and **ALLAN DSOUZA**)

Old-world and staid is the impression one gets when one walks into the offices of the Board of Control for Cricket in India - the national governing body for cricket in India, better known as BCCI - at Mumbai's iconic Wankhede Stadium. The home of Indian cricket, BCCI's clout extends beyond Indian shores, though quite often in its history, it has been beset with controversies. The mounting allegations of corruption led to the Honourable Supreme Court setting up the Lodha Committee to clean up BCCI. One of the recommendations of the committee, the need for a professional at the helm, led to the appointment of experienced media hand, Rahul Johri as CEO of BCCI - the first since its inception in 1928.

It's been said that Johri is 'a man who performs at his best when under pressure' and this has been displayed many times since he took over the hot seat in June 2016. A calm demeanour and a sense of being in control is what characterizes him and probably helps him walk the tight rope and manage the expectations of the various stakeholders. Commenting on his stint so far at BCCI, Johri says, "The journey has been interesting. BCCI is a very diverse and a large organization, and while we are based here (in Mumbai), cricket is played in every nook and corner of the country and to be able to channelize all of that is extremely challenging and that is what we enjoy."

Continued on Page 17





SUBHABRATA DAS

ALREADY ON BOARD

Star India

Five years global media rights of IPL (2018-2022)

₹16,347.5
crore

Broadcast rights for matches in India till March 2018 - Rs 3,851 crore

Vivo India

Five years title rights of IPL (2018-2022)

₹2,199
crore

Oppo India

Five years national cricket team sponsor

₹1,079
crore

I HAVEN'T SEEN MONOPOLY ANYWHERE:

On implementation of Lodha Committee recommendations

You have to understand this thing as a whole. The Honourable Supreme Court has ruled on the Lodha Committee report and given a constitution. This constitution has to be adopted by the BCCI. However, the BCCI is registered under the Tamil Nadu Societies Act and for a new constitution to be adopted, it has to be voted by 75% of the members. This has not happened at this point in time, because of which the Honourable Supreme Court appointed a Committee of Administrators (CoA). Today, the office-bearers and the CEO work under the supervision of the CoA, which is responsible for the running of the BCCI.

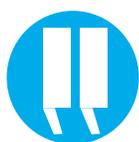
Now, the relationship between the office-bearers, the associations, and the Supreme Court is a totally different matter and it doesn't impact us in our day-to-day working. Our focus is that the highest quality of cricket is played and all systems have to function. That is what we are doing. The old constitution of the BCCI is still in force because the new one has not been accepted. Tomorrow, the new one will be in force. However, as professionals, it makes no difference to us as our job remains the same, no matter to whom we report... how we report may undergo a change, and so long as we are focused on delivering the highest quality of cricket and smooth running of cricket, it is fine.

On the recommendation to have strong structures in place for local associations

There are two parts to this. The State cricket associations are really the bedrock of cricket in India. It is their hard work that has resulted in the cricket infrastructure percolating down to the grass roots and today, you are



SUBHABRATA DAS



You don't approach any job as a complex job. I go one day at a time, one thing at a time; if you break it down, you can deal with anything...

seeing the result of that. The proof of that is the bench strength of the Indian cricket team; today, we are the No. 1 Test and One-Day International team in the world. The reforms that need to happen are an issue between the State associations and the Supreme Court of India. We are not in them. We do our job and what needs to happen between the State associations, the BCCI and the Supreme Court is a different matter altogether.

On e-auction vs sealed bid tender

An e-auction and a sealed bid tender process are both efficient

processes in their own ways. We are not playing one against the other. I never said there will never be e-auction in BCCI, or there will always be a closed bid process. However, what I'm maintaining is that we have to deliver on two fronts. One, to deliver an absolutely transparent process as a bidder will invest in our properties only when they are confident that it is a transparent process. Two, to see which process delivers the highest value for the BCCI. The value of the last three tenders that we have done has proven that the sealed envelope tender works, because, there are no other properties

Nike

Kit sponsors of Indian cricket team (2016-2020)

₹370
crore

Paytm

Title sponsorship rights for India's domestic and international cricket matches at home for four years

₹203.28
crore

Jana Lakshmi has a BCCI Home Series sponsorship deal while Pepsi and Hyundai have also tied up with BCCI.

RAHUL JOHRI

bigger than these in the country. That is why people are aggressive. It may lack the drama of one guy trying to beat the other as it gets over quickly once the envelopes are opened, but it gets the best out of all the bidders and the bargain delivers the best value.

On the perception of a monopoly

I have not seen monopoly anywhere. The last IPL rights was with Sony and at that time, the India International rights were with Star, which they will continue to hold till March 31, 2018. After that, the BCCI India International rights are open to tender, and how that tender will play out is anybody's guess. By the time the IPL rights will accrue to Star, its term of BCCI India International rights would have finished. So in theory, there is no monopoly at any point in time.

On the perceived complexity of his job

Everybody makes out that a job is very complex. You don't approach any job as a complex job. I go one day at a time, one thing at a time; if you break it down, you can deal with anything. We are not looking at it like it is a tough situation, and this is not so tough a situation. We are solving one issue at a time. Now, it is for you to draw the inference, you are the judge on how we performed on the benchmark. Our job is very straightforward - go issue by issue and do the best you can.

On his key priority

The key priority is for us is to deliver the best infrastructure for cricket in India, the best value for our stake-holders and to make sure that we dominate the world of cricket.

UP FOR GRABS

Broadcast rights for all international matches in India post March 2018. The process will start in February

Six IPL Official Partnership(s), Strategic Time-out Partner and Umpire Sponsorship

In addition, sponsorship for every series

Continued from Page 14

THE WORKINGS WITHIN

Looking broadly at how the BCCI operates, it consists of a Board whose office-bearers are appointed by the various State associations affiliated to the BCCI. In addition, there are multiple committees who are responsible for every decision process and a quick look at the BCCI website shows 24 committees including the IPL General Council which takes decisions related to the Indian Premier League (IPL), the Finance Committee which overlooks finances, and a Selection Committee, besides others. Overlooking the day-to-day management and the responsibility of organizing and co-ordinating about 1,000 domestic games in its six-month calendar - including marquee properties such as Ranji Trophy, Irani Cup, Duleep Trophy, Col C K Nayudu Trophy amongst others - is the BCCI management's job. In this system, Johri says the job of the CEO is "a link between everybody" and adds, "The CEO's job is overseeing all of

this, interacting with the Board and the multiple stakeholders - ICC, cricketing boards of other countries, broadcasters, rights holders, IPL franchisees - and delivering on the expectations of the Board. There was a need for a point person in the headquarters. At one point, when the operation was small, it was different; but today, Indian cricket is one of the biggest sports bodies in the world and to run that, a level of professionalism is required and that is what we are doing."

HITTING A JACKPOT WITH IPL

The keenly watched auctions for the IPL in September saw Star India walk away with the coveted rights with a global bid of Rs 16,347 crore for 'the most disruptive television property in the country'. Asked whether he was surprised by how the bids panned out for the professional Twenty20 Indian Cricket league, Johri says, "There is nothing to be surprised, because we were confident that the property and the value of the property would deliver the best bid."

He continues, "If you are a mainstream Television player, a Digital company or one with digital ambitions, then the IPL is a must-have property and that is what was at play. There is no Television property which gets the kind of audiences across demographics year-on-year that the IPL gets. Which is the digital property that people watch on their phones? It is the IPL."

A significant change in the recently awarded rights was that the period for IPL Television media rights was auctioned for a period of five years as against 10 years in the previous deal. This was necessitated by the fact that the bulk of revenues in the past decade came from Television, while Digital had a delayed feed of five minutes, and now things are likely to be different. A recap of numbers shows that Sony Pictures Network India (then MSM) and World Sport Group won the IPL 10-year rights for \$918 million. However, the next year, the deal was renegotiated, with Sony getting the rights for

HOW WILL BCCI MAXIMIZE REVENUE GROWTH?

It will be interesting to see the ways in which Rahul Johri is able to leverage and exploit BCCI properties to maximize revenue growth. For starters, the next big-ticket property is the Broadcast rights for all international matches in India (which is with Star India till March 31, 2018) and it will be interesting to see how the bids pan out between the two players - whether Star will go all out to retain the rights or if Sony Pictures Networks India (SPN) will be aggressive, as they were in their bid to acquire the broadcast and Digital rights of Cricket Australia for a period of six years. All eyes will also be on D-Sport, the sports channel from Discovery Network, that could well turn out to be the joker in the pack and make it a three-way bid. Not to forget the 20% of team revenues that BCCI gets as IPL franchisee fee (the BCCI will also have to share 45% of its central sponsorship revenue with the



IPL franchisees). Another area could be licensing and merchandising. This includes merchandise for Team India, which rests with the apparel sponsor Nike as well as the various IPL franchisees. If one were

to look at the global market, licensing and merchandising in the US and UK contribute to almost 22% of revenues for the sports market. In India, it is currently negligible and probably time for BCCI to exploit this piece. In addition, the BCCI, in tandem with the State associations, could look to improve the in-stadia experience and improve revenues.

Another area is developing and generating interest in women's cricket, and scaling up and packaging properties such as the Ranji Trophy, Irani Trophy, Duleep Trophy, and market them aggressively to make them relevant for the audience that currently only watches international cricket and IPL.

about \$1.63 billion (approximately Rs 8,200 crore). Looking at the Digital space, Novi Digital - the parent company of Hotstar - acquired the digital rights of IPL for three years for Rs 303 crore.

However, this time around, with biggies such as Facebook and Reliance Jio showing interest in the Digital rights, it was anticipated that this platform would see aggressive bids. And that's how it played out, as Facebook, Airtel, Reliance Jio and Times Internet bid Rs 3,900 crore, Rs 3,280 crore, Rs 3,075.72 crore and Rs 1787.50 crore respectively in their quest for IPL's digital rights.

For Johri, the objective is simple - to deliver the best value for all stake-holders. He explains, "The plus side when you do a 10-year deal is that people can spread the risk over a bigger period of time, resulting in higher value. If you look at five years, what would happen is - one, if the digital feed is delayed, and if we had sold it for 10 years, digital would have remained delayed for 10 years. With the way the digital market is going, and it was proven by the level of excitement during the digital bids, a shorter window is better."

He adds, "Earlier the plan was that we would have done 10-year bids for Television and five-year bids for Digital. After five years, we would have again gone for Digital rights bids, trying to sell a delayed feed. Now, when you look back to see the sum total (for the five-year bids), it will be much bigger than what anybody would have projected for one-shot 10 years and the BCCI and the stakeholders will gain more."

However, with Star India winning the consolidated global bid, the Digital feed will now be live simultaneously with the Television feed, courtesy a caveat put in the tender document. Johri elaborates, "Fortunately, as one entity has won the bid, Digital will be live. That is the offer

we had put in the tender document - that if the same person or consortium's bid wins all the rights, then Digital would become live and the difference would go. However, had two different entities won it and when it would have come up for renewal, it would have been a delayed feed again."

So, how does Johri see the Digital bids evolving? "Who knows, five years down the line, Digital might be buying Television rights. We are prepared for it. We are rights sellers. Our job is to get the best value for our rights. So that is what we are focused on," he says, adding, "Be it Hotstar's performance, or the bid numbers that you see, what do they have in common? It is the IPL digital rights. We are the most valuable rights holders."

LOOKING AHEAD: EXPLORATION PHASE

Digital is also a sign of how consumers' engagement is going through a metamorphosis and a big focus area for Rahul Johri is how to optimally engage with audiences. Looking at revenues, while BCCI will be focused on the sponsorship revenue and income from media rights, the way forward will be to explore and look at different revenue streams. "Today, Digital is exploding, so we will try and look if there is anything else in Digital. We have some reserved rights that we can keep for ourselves, because as technology develops, we can monetize those rights. That is a continuous process as to how we can maximize the value of all our properties," says Johri.

BCCI is also working with its partners, including franchisees and sponsors, in this quest. According to Johri, "We are fortunate that we have a number of really good partners. They really invest in the partnerships. There is a school of thought that you just buy a sponsorship

and it will deliver and do nothing else. But if you look at all our partners, either when India is playing Test matches or international cricket or when the IPL is on, all the partners are involved. Take for example, Vivo Fan Box or Maruti Suzuki's in-stadia car display. Everybody is trying to maximize the value of their sponsorship and that is what makes the spectacle so much more enduring. It is the commitment of all our sponsors."

PERCEPTION VS REALITY

However, what can't be disputed is the fact that though the BCCI was applauded for its transparency in the last three auctions, the perception of BCCI as a corrupt organization prevails in the public's mind. When asked about this, Johri takes a piece of paper and draws three circles to explain, "There is the BCCI and cricket in India, there is the BCCI Board and there is BCCI management and officials who are running the show. They are doing their job. The court has approved all of them. The team is performing well. The issue is over here (pointing to the circle denoting the Board), that is with the court. Why is the issue there? The issue was because the flow of money came faster than the systems. That is the classic case that happens anywhere."

On a final note, Johri signs off saying, "If you see my term, on one side this has been the most turbulent phase for the BCCI, but this is also going to be the most lucrative phase of the BCCI, because the amount of money that is going to flow through the BCCI into cricket in the next five years (which has been tied up in this year) is more than what the BCCI has made in its entire history, not just the last five or 10 years, but its entire history."

.....
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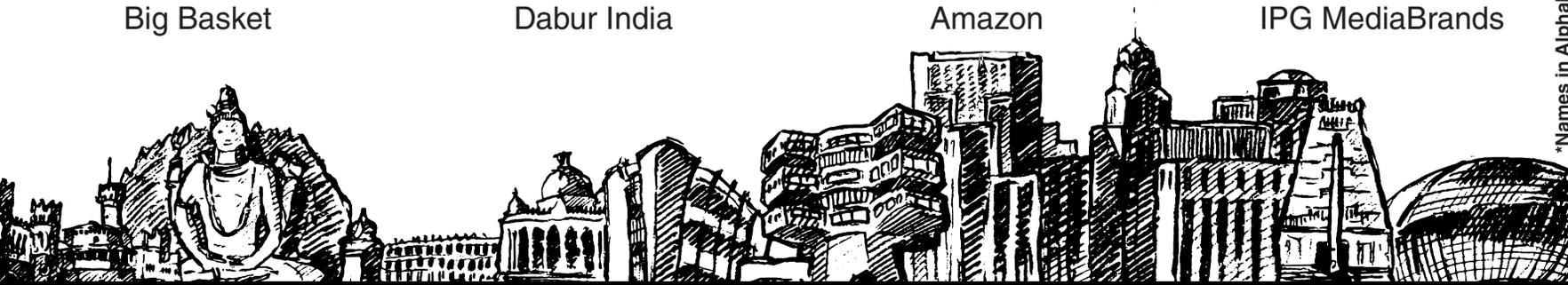
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Our Speakers at the first e4m Conclave South on 01st December 2017, Bangalore

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VODAFONE AIMS TO HANDHOLD CUSTOMERS THROUGH THE EXCITING JOURNEY OF TECH ADVANCES: **SUNIL SOOD**

To position itself as a brand that is ready for the advances in technology in the near future, Vodafone has revamped its brand positioning with the tagline 'The Future is Exciting. Ready?' as well as a new logo. **Sunil Sood, Managing Director & Chief Executive Officer, Vodafone India** and creative partner **Piyush Pandey, Executive Chairman and Creative Director, Ogilvy & Mather, India and South Asia** tell us more.

Sunil Sood: We are entering a new era of disruption and collaboration, driven by cutting-edge technology like IoT, Cloud, Augmented Reality, bots and robots, among other things, an era when experiences make or break businesses. Everything we know is changing for the better. The critical connectivity layer that telecoms provide is what powers these changes. We want customers to embrace the future and take a step forward to be in tune with the times. We want to position ourselves as modern and contemporary and a brand that has a progressive view of the world. Our communication will position us as partners with our customers. We aim to handhold



Sunil Sood and Piyush Pandey at the event to unveil Vodafone's new positioning

customers and navigate them through this new, exciting journey.

Piyush Pandey: We have lived with 'Power to You' as Vodafone's positioning where we tried to humanize the tagline to the best of our ability.

Our current positioning, more than just being a change of positioning, is an evolution of the philosophy from 'Power

to You' to 'Inspire You'. 'Power to You' was about the known, but 'Inspiring You' is more about trying and finding out new things. The more you try and discover, the more you'll find that we can make it happen. Internationally, the brand's focus is on showing the cutting edge technology, to surprise people. It retains the soul of Vodafone.

FACEBOOK WANTS TO HELP MARKETERS DRIVE PENETRATION & LOYALTY: **SANDEEP BHUSHAN**



Left to Right: Sandeep Bhushan, Ambuj Chandna, Ashish Bhasin and Alok Agarwal

The marketing industry is currently facing a complex environment where the increase in time being spent on mobile is leading to increasing consumer choices and fragmenting media environment. In an attempt to support businesses to drive growth in this mobile-first era, Facebook held a day-long event in Mumbai, 'Discover Growth'. The event brought together industry stake-holders to discuss key strategies

focused on growth marketing and how Facebook solutions can help businesses drive growth.

Along with **Sandeep Bhushan**, Director, Facebook India and South Asia, **Ashish Bhasin**, Chairman & CEO, South Asia Dentsu Aegis Network, **Alok Agarwal**, General Manager, Marketing Excellence, GSK Consumer Healthcare and **Ambuj Chandna**, Head-Retail Liabilities, Investments &

Payment Products, Kotak Mahindra Bank were part of a panel discussion on challenges in business and how Facebook is helping tackle them.

On Facebook's active role in helping brands walk through the complex business environment, **Sandeep Bhushan** said, "With over 217 million monthly active users in India - most of whom are active on mobile - Facebook is at the heart of a mobile-first shopping journey. We want to help all marketers and businesses drive revenue growth by tapping into the shift in consumer behaviour towards mobile, and help them adopt practices to drive both penetration and loyalty."

The discussions were aimed at helping people gain in-depth insights into Facebook's mobile solutions that can help marketers grow and engage consumers at every step of the purchase journey.

Some of the top strategies included acquiring customers early in the purchase journey and generating intent, the importance of short, compelling creatives and Facebook's short form creative ad formats that are built to deliver better experiences on mobile, in addition to measuring the things that matter to help advertisers refine their marketing spends.



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I am very impressed with the Kerala market as the players - Malayala Manorama, Mathrubhumi, and other newspapers - have increased their penetration and grown that market...

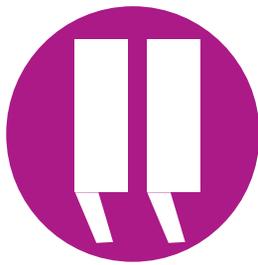
MISSION: EXPAND THE REACH OF PRINT

Expansion generally is spoken about in terms of entering new markets, but **Girish Agarwal**, Non-executive Director, the Dainik Bhaskar Group, has undertaken a mission to focus on the untapped potential in the existing markets of its flagship Print product, and growing circulation in them. He has also called upon the entire Print industry to invest and help expand the markets in which they operate. As for DB, it has put aside Rs 200 crore for its expansion project. Drawing an analogy with the Telecom sector, Agarwal says that DB aims to do to Print what Jio did to broadband – increase penetration, grow the markets, make the medium more effective, so that every stake-holder is at an advantage

BY SRABANA LAHIRI & SIMRAN SABHERWAL

Q] The DB Group has undertaken an expansion plan with specific focus on Bihar, followed by Rajasthan, Gujarat, Punjab, MP and Chhattisgarh. What potential do you see in these markets?

There is scope for Print to penetrate deeper in the markets of Bihar, Gujarat, Rajasthan, Punjab and Madhya Pradesh. For example, if the Print penetration in a market is 30%, the effort of Dainik Bhaskar is to take it to 35%-40%. By doing this, not just us, but everybody in the ecosystem will be able to take advantage of the increased reach. Drawing an analogy with Reliance Jio, while Jio provided the broadband and bandwidth and increased coverage, companies including Google, Facebook and YouTube were able to take advantage of it. In addition, even the consumers benefited. We are looking to emulate this and increase penetration in the States. If you look at Gujarat, if the combined sales of all newspapers today is around 20-30 lakh copies, can we take this up by 15% so that it becomes 35 lakh



DB Corp is listed and so are Jagran and HT Media, and all of us have grown our market cap and investors have put in their money. Why? Because of growth. As per the last ABC figures, newspapers grew at a CAGR of 5% in the last decade. I am confident that if all of us work together, we can ensure a CAGR growth of at least 10% to 15% in the next 2-3 years time.



copies? This is a big deal and that is what we have been doing. Our purpose is to help expand the markets in Rajasthan, Punjab, Maharashtra and Gujarat. The advertiser too benefits as when the market reach goes up, and the medium becomes much more effective. So far, our strategy has been to expand to new markets, but now we are looking at expansion in our existing markets in a big way. We are the market leaders in Gujarat, and could be happy with a year-on-year increase of 2-3%, and we would have never thought of looking at 15% expansion in the State, that too in a year's time. But we have set out to do just that. We are currently present in 11 of the 38 districts of Bihar. Our initial focus was to capture the big markets of Patna, Bhagalpur, Muzaffarpur and Gaya. Now, in the second phase, we are looking to be present in all the districts by December, giving us total coverage and expansion in Bihar. At the moment, we are at around 3 to 4 lakh copies in Bihar and with this strategy, we are hopeful that we will be able to touch about 7.5 to 8 lakh copies in total. Most importantly, our total combined circulation in Bihar and Jharkhand put together will be a million plus copies. With this, Bihar and Jharkhand will become bigger for us than Chandigarh, Punjab and Haryana (CPH).

Q] How did you decide to zero in on exploring the potential of your existing markets?

We saw the potential much earlier, but kept postponing the decision to invest. As it would happen, we had a meeting with our Chairman at the start of this year, where he said, "You guys are really going slow. You need to be much more aggressive." We said that we have been aggressive, but he replied, "I don't agree with you guys. You need to be much more aggressive. It's a simple formula which we all know- more circulation gives you more dominance, more dominance gives you more advertising and pricing power. It also helps your advertiser to reach a larger market. It's a simple calculation, so why are you ignoring it?" We then took the call to undertake this project.

Q] Are there any new markets that you would be looking at in the near future?

For the next 18 months, till March 2019, just like Arjuna in the Mahabharata, whose focus was on the eye of the fish, our sole focus is to grow circulation and tap the huge potential that is present in our existing markets. The GDP growth rate of all these markets is higher than the national average.

Q] According to the latest ABC figures, Jagran is slightly ahead of DB. Do you expect this circulation push to take you ahead of Jagran?

There is a very slight difference between Jagran and us. The

ABC numbers that have come do not include the three lakh copies sold in Jharkhand. What happened here is that we did a trader scheme and the copies sold via this do not qualify into copy as per ABC norms. ABC is very stringent in the North and we are happy with that. For Jharkhand, the local team thought that this scheme will be better to initially move on. Later on, we corrected that, but as per ABC norms, we are disqualified. Hopefully by next year, we will qualify for ABC for the Jharkhand market too, and this will give us another 2.5 to 3 lakh copies from Jharkhand. In addition, the copies what we are adding now will get reflected when the ABC comes out next.

Q] Did anything specific urge you to issue a clarion call to all Print players just now?

I am very impressed with the Kerala market as the players - Malayala Manorama, Mathrubhumi, and other newspapers - have increased their penetration in that market. I would like to urge the entire Print industry to keep investing in the business and increase the penetration of newspapers. I would like to call other Print players my competition, but they are actually peers. Frankly speaking, Print is not competing with Print but it is actually competing with other mediums now. So, all Print players need to be together and compete with other media rather than with one another. As per the last ABC figures, newspapers grew at a CAGR of 5% in the last decade. I am confident that if all of us work together, we can ensure a CAGR growth of at least 10% to 15% in the next 2-3 years time. That's possible.

Q] By when do you see newspapers achieving a CAGR growth of 10% to 15% in India?

In the last three months, Dainik Bhaskar's circulation has grown by 8%. This has been achieved on the back of a high base and by not reducing the cover price. I am confident that growth will continue, going forward. Giving an example, at the end of June, we were roughly at 51 lakh copies; today we are at almost 55 lakh copies. Talking of projections, if we add the additional copies from Bihar - about 3.5-4 lakh copies - that will take us to around 59 lakh copies. Add 2-3 lakh copies from the other markets of Gujarat, Rajasthan, Punjab and Haryana, and we will easily be at 61-62 lakh copies by March. That's a growth of almost 20%. Of this, the newer markets will add only 4 lakh copies. If we at Bhaskar can do it, I am sure there are legendary publications in our country who are also doing it, but I would still urge them to go all out and push for more numbers.

Q] Your digital business is still operating on losses...

Digital is a business where you need to keep investing for a while. I wouldn't call it losses as in the Digital business an

investment of Rs 30-40 crore annually is a bare minimum that you must do. We encourage our Digital team to spend, acquire more customers which they have been doing. Unfortunately, the revenues in Digital in the last two quarters have been very subdued. The availability of inventory has suddenly gone up, which means that earlier you were coming and looking at 'x' number of pages in my paper, now you are looking at double the number of pages because access to the Internet has become much easier. With the increase in inventory, the rates have crashed. I think that will get corrected in a couple of months' time.

Q] About 85% of the Digital revenue or perhaps more is commandeered by the big players such as Facebook and Google. Does that leave enough scope for Indian media companies?

Programmatic will continue, and I agree that the market is commanded by them. However, they are facilitators. So, when a person comes on to Facebook or Google and reads Dainik Bhaskar news and sees an ad there, we do get our revenue share. When new people see Dainik Bhaskar through Facebook or through Google, we will share revenue and we don't have a problem in that.

Q] How do you rate the quality of creatives, or advertising per se in the Indian language newspapers? Now that the sector is growing, there is more penetration and focus on Tier II and Tier III cities, do you think the advertising has evolved alongside?

I think the creative side of advertising in Print overall is not very exciting. I request the creative directors to please tell their teams to start thinking and conceiving in Print, rather than conceiving for an audio-visual medium like TV and then adapting it for Print. They need to change that approach. Print is the second largest medium in terms of advertising. For Digital, which is still such a small miniscule number right now, creative agencies are thinking Digital, but they need to think Print. Advertisers also need to encourage these agencies to think original Print. There is huge potential there, and I would be more than happy to provide any kind of support. If they want translators, if they want to get the local slang of our markets, we will be happy to provide them whatever they need. We have been telling this to our creative agency, Ogilvy, and all our other friends, and hope one day they will listen.

Q] What would be your comment on the future of Indian language Print media?

I think it's pretty bright. Let me give you a small perspective. One Print media company is equivalent to all the news channels put together in terms of market cap. In other words, take two dozen news channels together - in terms of their revenue, profit and market cap - and the combined entity will be equal to one Print media company. Take two Indian language newspapers or one English language newspaper versus all the news channels. All the Print publishers - big and small - are making money. Look at our balance sheet and the numbers. Our EBITDA was Rs 780 crore in 2016-17. It's the same with Jagran and HT Media. They have numbers too, and a big EBITDA sitting on that. This industry has seen a fantastic performance. Yes, instead of a 20% topline growth, it has come down to

TOP 10 NEWSPAPERS IN INDIA

1. Dainik Jagran (Hindi) - 3,921,267
2. Dainik Bhaskar (Hindi) - 3,813,271
3. The Times of India (English) - 3,184,727
4. Amar Ujala (Hindi) - 2,961,833
5. Hindustan (Hindi) - 2,611,261
6. Malayala Manorama (Malayalam) - 2,441,417
7. Eenadu (Telugu) - 1,866,661
8. Rajasthan Patrika (Hindi) - 1,840,917
9. Daily Thanthi (Tamil) - 1,710,621
10. Mathrubhumi (Malayalam) - 1,473,053

(Source: ABC; the medium is indicated within brackets and the numbers are average qualifying sales or certified circulation for the period July to December 2016)

NEW LEADERS, NEW ENERGY

When an organization needs new energy, new leaders provide that impetus, says Girish Agarwal. "So, we have Bhaskar Das coming into the system as Executive President.

He will work with Satyajit Sen Gupta, Chief Corporate Sales and Marketing Officer, DB Group, and help Satya achieve the corporate targets and national sales. Similarly, Harrish Bhatia has been with us for the last 17-18 years and has done a fantastic job. He was in Print earlier, then moved to Radio. We have now promoted Harrish as the overall in-charge for retail advertising in all the States, and he will look to grow local revenues.

Rahul Namjoshi, who was the Corporate Sales Head at MY FM, and worked under Harrish, is now the Business Head for the Radio business," he says.

REVENUE SPLIT BETWEEN PRINT & NON-PRINT BUSINESSES OF DB CORP

**92% - Print
7-8% - Radio and Digital**

single-digit growth because of market issues, but in spite of that, the numbers are pretty strong. Unfortunately, we media people don't talk about ourselves and even worse, we forget to tell the advertiser and opinion-makers that 'Guys, Print is growing!' Our readers are growing, and this is also true for Jagran, Malayala Manorama, Thanthi... and the others. But people sitting in Delhi and Mumbai, where the decision-makers are, keep likening our situation to the decline of Print in the West. Sadly, nobody corrected their assumptions. DB Corp is listed and so are Jagran and HT Media, and all of us have grown our market cap and investors have put in their money. Why? Because of growth. But we forget to tell this to various stake-holders and this is our fault. Now, we have taken a call to speak out.

Q] What are the challenges facing the Print medium today, with the current macro-economic conditions?

The single challenge which our industry is facing is advertising revenue growth because of the subdued market sentiment.

Q] Finally, are you expecting the industry to respond positively to the new IRS?

I can't say, until and unless we see the data, but this time I am very positive. They have really worked hard to iron out all the issues. It should look much cleaner.

From collaboration comes strength to deliver the extraordinary: Punit Goenka

ZEE Entertainment Enterprises Limited launches new brand identity 'Extraordinary Together' to commemorate its 25th anniversary and celebrate the spirit of collaboration in the Indian Media & Entertainment industry

It was a show of strength at the launch of ZEE Entertainment Enterprises Limited's new brand identity and philosophy 'Extraordinary Together' at a grand function in Mumbai, where one saw the company's top leadership turn out in full force, along with friends and well-wishers. The new tagline aims to provide a unified brand experience and is a part of ZEE's 25th anniversary celebrations.

Those present at the event included **Rajiv Singh**, COO, ZMCL, **Mangesh Kulkarni**, Business Head, Zee Studios - Marathi Film Division, **Sujay Kutty**, Business Head, Zee Studios - Hindi Film Division, **Punit Misra**, CEO, Domestic Broadcast Business, ZEEL, lyricist **Javed Akhtar**, **Punit Goenka**, MD & CEO, ZEEL, **Amit Goenka**, CEO, International Broadcast Business, ZEEL, director **Anurag Basu**, actor **Makarand Deshpande**, **Anurag Bedi**, CEO, Zee Music Company and **Anuj Talukder**, President, Zee LIVE, besides **Pratyusha Agarwal**, CMO of Zee Entertainment Enterprises Ltd and **Sudhir Chaudhary**, Editor-in-Chief of Zee News and WION.

Talking about the new philosophy, **Punit Goenka**, MD & CEO, ZEEL said, "ZEEL has evolved from a Television broadcaster into a media and entertainment conglomerate with businesses spanning across the spectrum, from broadcast to music, movies, digital, live entertainment and theatre, providing an extraordinary range of entertainment to audiences around the world. Our new brand ideology - 'Extraordinary Together' - is rooted in the philosophy that from collaboration comes strength to deliver the extraordinary. Our ability to win lies in effectively coming together and harnessing this strength to be extraordinary in the market."

When asked about the need for a change from ZEEL's earlier identity of 'Vasudhaiva Kutumbakam' to 'Extraordinary Together', Goenka insisted that they aren't abandoning the former, rather the new corporate identity encompasses it. On how ZEEL's content has evolved over the past 25 years, Goenka said, "The last 25 years



Punit Goenka at the launch event of ZEEL's new brand positioning

UNITED WE STAND

In tune with its new corporate philosophy 'Extraordinary Together', ZEE Entertainment Enterprises Limited has come up with a campaign addressing its peers and expressing its gratitude to them for 'their contribution in making the Media & Entertainment industry extraordinary'.

As part of the initiative, the organization put out full-page advertisements in national dailies, prominently mentioning rival industry players including Sony Pictures, SUN TV, Viacom 18 and Star India.

The campaign stems from Punit Goenka's belief that the evolution of the Indian entertainment industry is the result of the collective success of the industry and not one company alone.

we were programming for the consumer, choosing the programme and its time slot. Next 25 years, we have to listen to the consumer as to where (device), when and how (long or short format) he wants to consume the content."

Amit Goenka, CEO - International Broadcast Business, ZEEL said that in the next 25 years, there will be need to create more and more local content.

ZEEL's new logo and brand identity have been designed by the well known **Martin Lambie-Nairn**, Creative Director, ML-N, to represent the company's mission of celebrating the world and unifying it with entertainment. The circular form of the new brand logo symbolizes continuity and inclusiveness while the special colour - amethyst - represents creativity and transformation. The visual property, Exuberance - a colourful explosion of creative energy - signifies ZEE's potential.

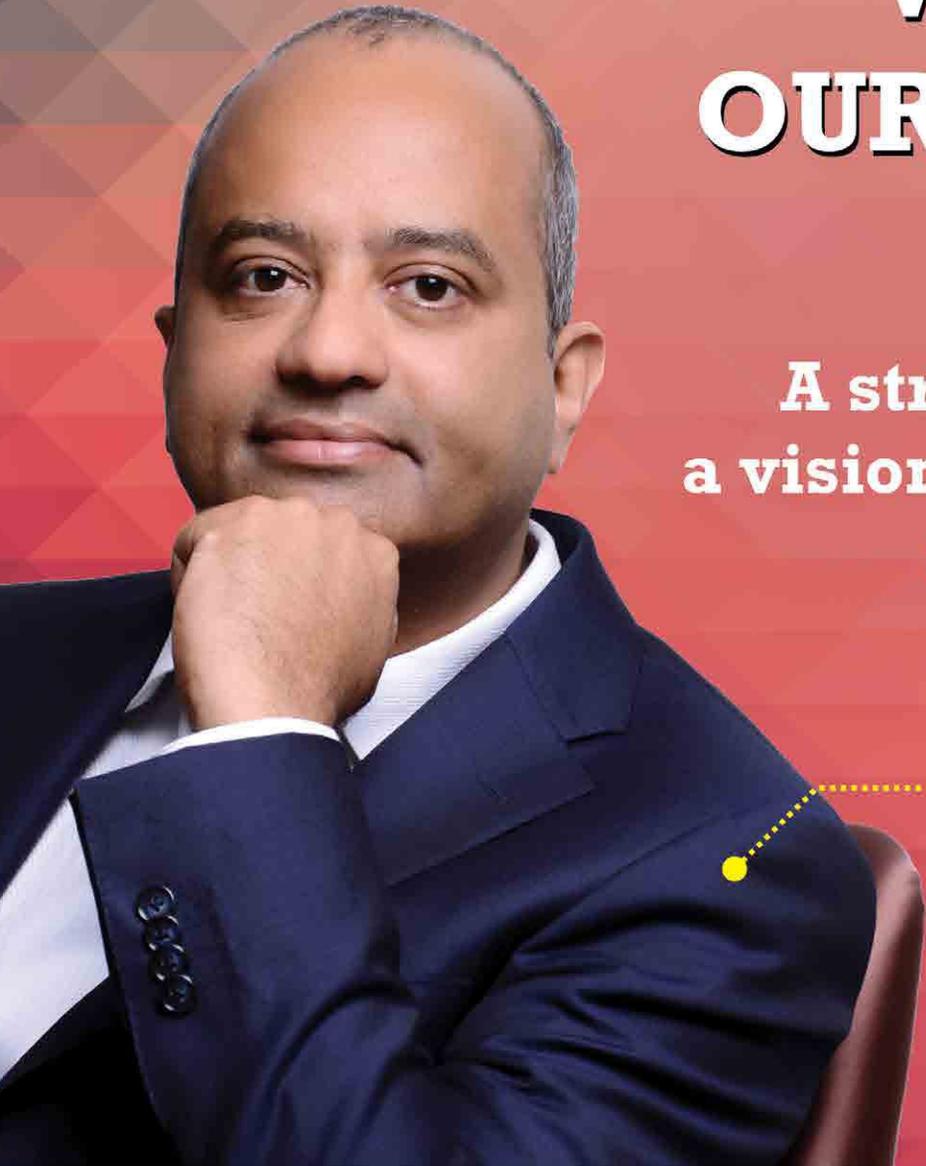


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Ashish Kudalkar (Regional Manager West - Sales & Business Development):
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INDUSTRY MOURNS THE DEMISE OF GAUTAM ADHIKARI

SAB Television Network Chairman and whole-time director Gautam Adhikari passed away at his residence in Mumbai on October 27, 2017, following a massive heart attack. A condolence meet held on October 30 saw a huge turnout of his industry peers, family and friends

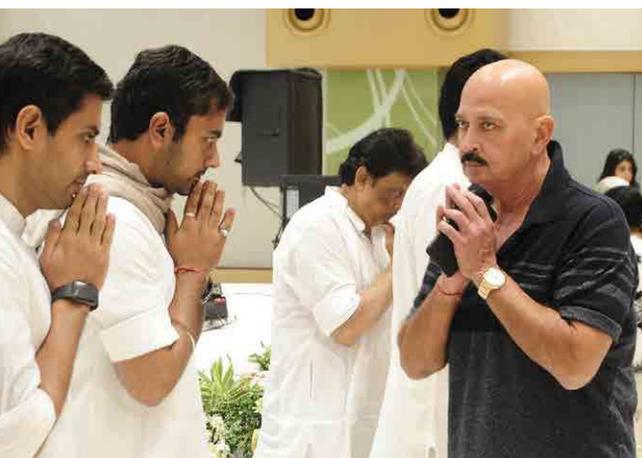
Gautam Adhikari, Chairman and whole-time director of the SAB Television Network, breathed his last at his residence in Mumbai on Friday, October 27, 2017 after suffering a massive heart attack. He was 67 and leaves behind his wife and two children.

Gautam Adhikari, along with his brother **Markand Adhikari**, had started Sri Adhikari Brothers (SAB) Group in 1985. The company initially produced serials in Marathi, but soon ventured into the film distribution and production business. Adhikari has to his credit many films and serials that he has directed in his career. He is also considered as one of the pioneers of the Marathi TV industry.

In 1995, the SAB Group became the first publicly-listed Television production company in India. Later, Gautam Adhikari co-founded SAB TV, the country's first Hindi comedy channel, but sold it to Sony Entertainment Television (now Sony Pictures Networks). The late Adhikari's creative vision continues to guide the SAB Group.

A condolence prayer meeting held in Mumbai on October 30, 2017, saw a massive turnout. Among those who paid their last respects to Gautam Adhikari were **Raj Nayak** of Viacom18, **Shashi Sinha** of IPG Mediabrands, **NP Singh** of Sony Pictures Networks, **Annurag Batra** of BusinessWorld and **Nawal Ahuja** of exchange4media, actors **Rakesh Roshan**, **Jeetendra**, **Raza Murad**, **Shailesh Lodha** among others.





Gautam Adhikari was not just a personality, but an institution in himself. I have not seen any director who knew the camera so well that he could flirt with it. If I compare him with Alfred Hitchcock, I won't be wrong. If there were 26 shots in a scene, he would have the angles of each shot etched in his mind. He never did any writing work for his scenes. With one camera set-up, in one shift, he could make an entire episode, that too with amazing quality -- it was just remarkable. He was a genius. His work is an inspiration for forthcoming generations.

RAZA MURAD,
Actor

Gautam Adhikari, a person coming from a small town, became the toast of Juhu and set up the famous Sri Adhikari Brothers. His life is a story of self-confidence, determination, commitment and living life on his own terms. He was a person who smiled through his struggles and created his own milestones. His work was his passion.

These days, with 3-4 TRPs, we start smiling, he made shows with 30-35 TRPs back then. Whatever is said about his great acumen would not be good enough testimony for his brilliant work.

SHAILESH LODHA,
Actor



'He gave us a place in the industry'



ABHIGYAN JHA
Undercover Productions Ltd

I cannot believe Gautam Adhikari is gone. About 24 years ago, I called him and asked for a meeting. I was poor, unknown and without recommendation. He asked me why I wanted to meet him. I said Sir, I would like to give you a copy of my book 'November Rain'. Immediately, he asked me to meet him, took the book and asked me what it was about. He promised to read it, and I thought that was it.

Within a week, two calls came. One was from his office, asking me and my wife Mrinal to go and meet Jeetendra's daughter Ekta, who was planning to start a production company. And the other was to ask us to send stories for Gautam Sir's hit show, Commander.

Gautam Adhikari actually read our book and gave us a place in the industry. Mrinal has now written more drama episodes than any other writer in India. A lot of her hits have been with Ekta - starting with India's first supernatural show 'Maano Ya Na Maano', and Adhikari was the visionary who paired them.

He backed a very innovative story of ours for Commander - and that helped us always stick to our guns later when anyone objected to our new ideas.

He was already famous and extremely busy. He didn't need to meet a new aspiring writer with no credentials. But he did make time. He did more than that - he provided opportunities for us to make our mark.

I can never repay his debt. Now, Mrinal and I try to help others in exactly the same way. I have lost two people this October who listened to me and Mrinal when we had nothing going for us and gave us our first assignments - Kundan Shah and Gautam Adhikari - all I can say is: Thank you, Sirs! May you always shine on!

'LIVE LIKE A LOCAL WHEN YOU TRAVEL; GET TO KNOW THE PEOPLE...'

Rohit Ohri swears by AirBnB's tagline 'Live like a local' and completely sticks to it. An avid traveller who takes at least two vacations a year, he says that he has not once booked a hotel while travelling with family for close to 10 years. He prefers to eat what the locals eat, be it fried grasshoppers in Mexico, the blood of cows in Tanzania or the finest Sushi in Japan...



ROHIT OHRI

Group Chairman
 & CEO, FCB India

TRAVEL FOR ME IS EDUCATION

I always get to see, experience and learn new things. I have seen many people who travel a lot but insist on their own style of food and the comfort of a 5-star hotel. What's the point then? The more open your mind is, the more you absorb. And when you come back to work after that, you are an enriched person.

MY MEMORABLE EXPERIENCES

It has to be the first time when we did scuba-diving in Phuket. That was truly an immersive experience, felt like I was on another side of the planet that I had never been to - the stillness of the sea, the never-seen-before creatures, and a place where in a way we were the fish in the water. I have been to several parts of Europe and Africa; those are great too, but this was a definitive moment. The other memorable moment was my first safari in Tanzania. We were in the Serengeti plains, with so many animals around us; the daybreak and the sunset - it's hard to describe how breathtaking it was.

SKIPPING THE 5-STAR HOTELS

For close to 10 years, we have only rented apartments whenever we travel abroad. Once we reached Athens very late, and couldn't pick up anything for breakfast. I walked down the street at 7am the next morning, when all the shops were shut, but spotted a lady with loaves of bread sticking out of her bag. There had to be a bakery nearby! I walked in the direction that she was coming from, and sure enough, I discovered this beautiful bakery inside somebody's house. They had the most delectable breads and pastries. Such things you can't experience if you just call room service.



FORGET MONUMENTS, FOCUS ON PEOPLE

When you go somewhere, you have to experience the local cuisine, how the local people live, what's a day in their life like, because that's the fun part of travelling. You see many monuments and churches; after some time, you don't remember which church you saw in which country, in which era it was built and by whom. It becomes a bit of a blur. But, what you definitely remember is the people, the taste and sound of the country.

MY WISHLIST

I am absolutely against having one because we live with targets every day - relationship goals, financial

EVERYTHING EXOTIC
 ABOUT DESTINATIONS AND FLAVOURS





BEST TRAVEL FOOD MEMORY

I am fascinated by the different types of Sushi you get in Japan and the beauty of Japanese detailing. For example, you order a Sushi platter, and it comes to you on a huge block of ice lit from below, which glows like a glacier. On that, they place chunks of fish and the Sushi rolls. Then in a small village in Tanzania, we ate whatever the tribe had cooked - which turned out to be the blood of cows! Then, somewhere in Mexico, we had fried grasshoppers.

3 THINGS I CAN'T TRAVEL WITHOUT...

My wallet, credit cards and my phone. Everything else can be bought anywhere in the world.

MY TRAVEL MANTRA

Don't switch off! I would like to be in a no-network zone when I am on a beach, but not completely disconnected during holidays, simply because you know more about the places to eat, places to visit, by being online. Whenever we pick an AirBnB place, the person whose house we are staying in sends us updates on the festivals, cuisine we must try, etc., on our phones. The important thing is to disconnect your mind from everything else, that way you can enjoy the devices as almost play things.

targets, etc. So why add another one to the list? I read something beautiful once - 'Experiences of life are like sand, when you grasp it, some part will spill out, and some will stay in your hand.' So, don't worry about what spills out. The world is so huge. In one lifetime, you can't see everything. See things in such a way that they truly live in your memories forever.

(As told to Neeta Nair)



Rohit Ohri and his wife Vanessa

GO PLACES

SAT - SUN, 9 P.M.

FOX life





BRAND:
DALDA
MOTHER-IN-LAW



AGENCY



I believe Dalda is a brand that still manages to hold on to its core values, but reflects everything we stand for. The new campaign is a reflection of this dichotomy, and

hence is a Humankind idea. It reflects the way we have changed as people, and yet makes one think how far we have evolved in our thinking.

Rajdeepak Das

Chief Creative Officer, Leo Burnett, South Asia

CLIENT



India and specifically Indian Kitchens are experiencing a huge lifestyle and mind set change. The key anchor of this change is the women who within her

own kingdom i.e., the Kitchen try to inculcate the new mindset. We aim to bring across a visual representation of these positive changes we are observing around us through our two new TV commercials.

Milind Acharya

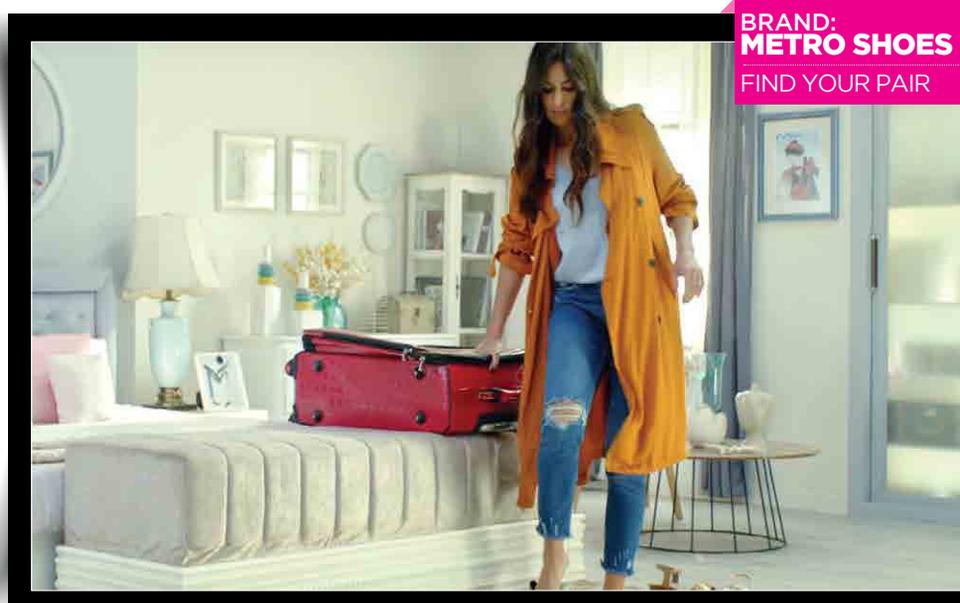
Marketing Head, Bunge India

CREDITS

CREATIVE AGENCY:
LEO BURNETT INDIA

CHIEF CREATIVE OFFICER:
RAJDEEPAK DAS

PRODUCTION HOUSE:
PRODIGIOUS, CODE RED
FILMS



BRAND:
METRO SHOES
FIND YOUR PAIR



AGENCY



With the huge splurge of international, local and .com brands, we felt the need to highlight Metro as a contemporary brand, a brand which has always been evolutionary and in

sync with the latest trends. Metro has a huge loyalty base and we decided to reach out to a wider audience while maintaining the warmth of a home-grown brand

Sameer Makani

Managing Director, Makani Creatives

CLIENT



The idea of the films is to showcase the delight of finding your pair of shoes which is what we have always aimed for with our brand Metro Shoes. We are happy with the constant

endeavours taken up by Makani to facilitate us with ideas that connect and relate well with our audience

Farah Malik

Managing Director and CEO, Metro Shoes

CREDITS

CREATIVE AGENCY:
MAKANI CREATIVES

EXECUTIVE CREATIVE
DIRECTOR:
ANANT MEDEPALLI

DIRECTOR:
LLOYD BAPTISTA

PRODUCER:
SANJAY RODRIGUES



BRAND:
MANKIND PHARMA
#SHUTTHEPHONEUP

AGENCY

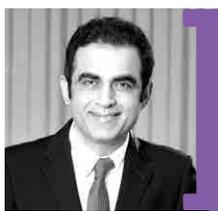


People usually think of safe sex as just using protection. When we came across the alarming statistic of 19% of couples in India filming their intimate moments, we

realised that protection means a lot more than just using a condom and that 'safe sex' as a term should be broadened and redefined in today's society.

Akashneel Dasgupta
ECD and Sr. V.P., ADK Fortune

CLIENT



Manforce being a leading brand in the category has a larger responsibility in addressing relevant issues related to safe sex. This campaign brings to light the sensitive yet

important issue of more and more couples filming their moments of intimacy. We found the time is right to educate couples on the seriousness of the problem.

Rajeev Juneja
CEO, Mankind Pharma

CREDITS

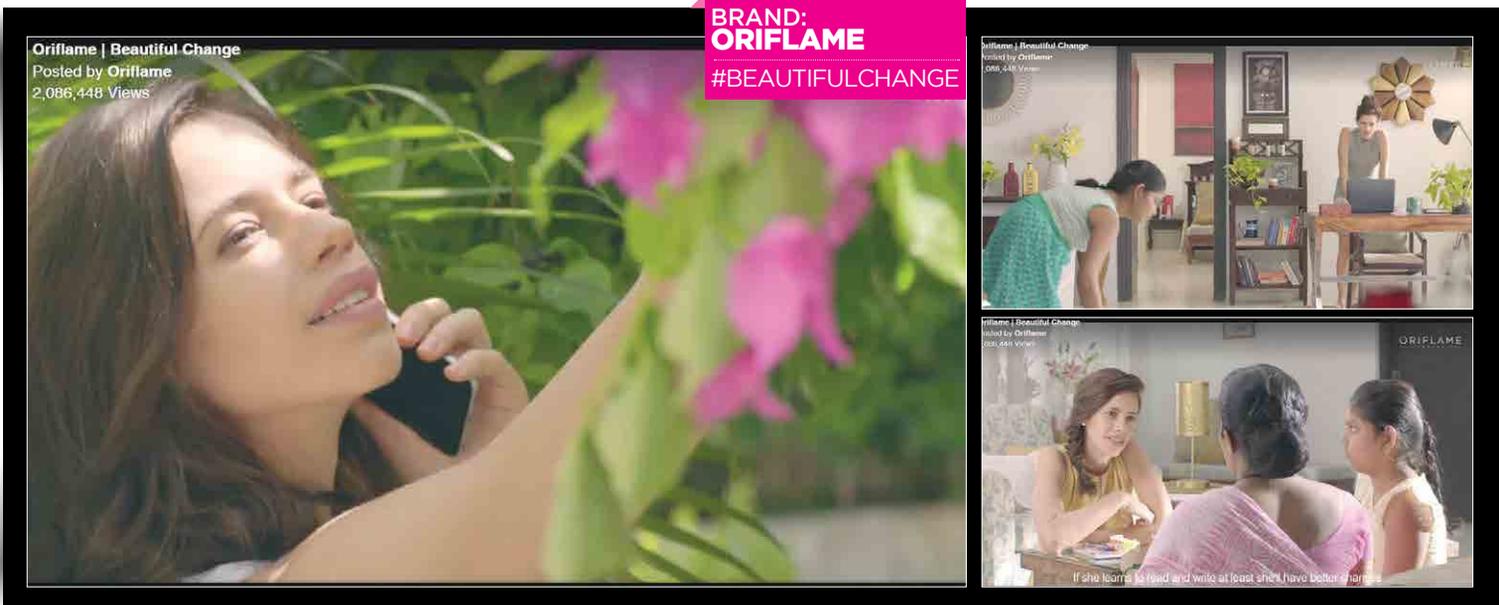
CREATIVE AGENCY:
ADK FORTUNE

SR V.P. & ECD:
AKASHNEEL DASGUPTA

PRODUCTION HOUSE:
ABSOLUTE PRODUCTIONS

DIRECTOR:
MANOJ PILLAI

PRODUCERS:
PUNEET BHATIA, PRAFULL SHARMA



BRAND:
ORIFLAME
#BEAUTIFULCHANGE

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Oriflame | Beautiful Change
Posted by Oriflame
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Oriflame | Beautiful Change
Posted by Oriflame
2,086,448 Views

AGENCY



This was not just a great film for us to make but an important one too. The thought behind the film is pertinent and we hope that it initiates these important conversations on social

media and otherwise.

Suvajyoti Ghosh
MD and Chief Creative Officer of Brandmovers India

CLIENT



We're proud to kick-start Oriflame's global #beautifulchange campaign in India with this lovely film featuring Kalki Koechlin, our brand ambassador. As a brand,

Oriflame believes in sustainability and this film voices that sentiment. We truly hope the film strikes a chord with the audience and encourages them to make a beautiful change as well, in their own way.

Naveen Anand
Senior Director, Marketing, Oriflame South Asia

CREDITS

CREATIVE AGENCY:
BRANDMOVERS INDIA

MANAGING DIRECTOR AND CHIEF CREATIVE OFFICER:
SUVAJYOTI GHOSH

PRODUCTION HOUSE:
ILLUSIONIST FILMS

DIRECTOR :
RAAJ KAUSHAL

COMPILED BY - NEETA NAIR
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neeta.nair@exchange4media.com



01

THE 9TH REALTY PLUS CONCLAVE & EXCELLENCE AWARDS 2017 REACHES THE NATIONAL CAPITAL

The 9th Realty Plus Conclave and Excellence Awards 2017 – North, hosted in New Delhi, saw some of the biggest names of the Indian Real Estate industry in attendance. The Conclave themed 'Realty Revives' comprised panel discussions on 'Affordable Housing-A Game-changer' and 'RERA: Experience & Influences'. The award ceremony recognized the excellent work done by players in India's Real Estate sector.



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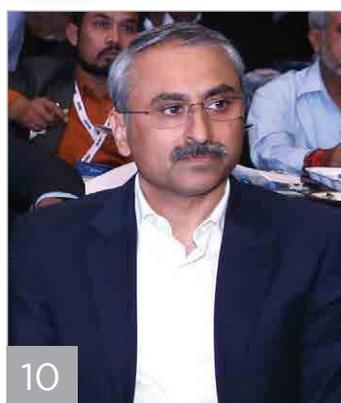
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11

- 01** Rohtas Goel of Omaxe Group with Jaideep Gandhi of Jaya Advertising, Pradeep Aggarwal of Signature Global and and Amit Wadhvani of Sai Estate Consultants
- 02** PSN Rao of Delhi Urban Arts Commission
- 03** BG Vyas and Vivek Goyal of Kajaria Ceramics with Ratika Bhargava of Select Group
- 04** Neeraj Bansal of KPMG
- 05** Pankaj Bansal of M3M Group
- 06** Mili Majumdar of GBCI India
- 07** Rahul Sinha of Mapsko
- 08** Guninder Singh of Vipul Group
- 09** Advocate Anoop Bose
- 10** Sanjay Malhotra of Emaar MGF Land
- 11** Mayuri Aggarwal of SARE Homes



12



13



14



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16



17

12 Realty and retail analyst Dheeraj Dogra with Pranav Ansal of Ansal Properties and Infrastructure, Neeraj Bansal, Amaresh Singh of Luthra & Luthra Law Offices and Amit Wadhvani
13 Ananta Raghuvanshi of DLF Universal
14 Shekhar Dutt, Former Governor of Chattisgarh with his wife Sushmita Dutt
15 Sanjay Wadhwa of SWBI Architects
16 Anup Kumar, KR Meena and Vimal Kumar of LIC India
17 Jayant Barua of Signature Global
18 Pradeep Jain of Parsvnath Group with Pradeep Aggarwal, Anuj Puri of Anarock Property Consultants, Rohtas Goel, Anushree Shrivastava of zVesta and Vineet Relia of SARE Homes
19 Winners of Realty Plus Conclave and Excellence Awards 2017- North



18

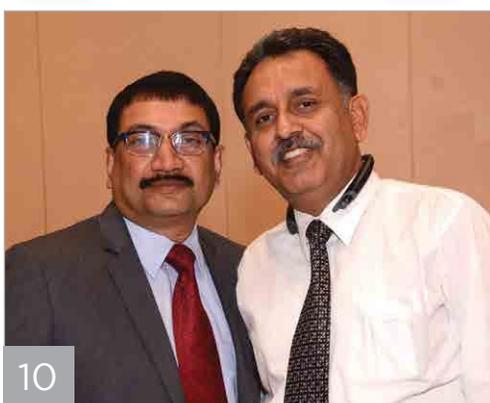


19



BRANDS WITH THE BEST SOCIAL FOOTPRINT WIN BIG @AMAR UJALA CSR AWARDS

The inaugural edition of Amar Ujala CSR Awards held in New Delhi recognized six leading companies for their outstanding work in the field of Corporate Social Responsibility. Union Ministers Piyush Goyal and Vijay Goel were present to honour these companies. It was followed by a special Conclave on 'CSR - The Road Ahead', where experts spoke on the various options and opportunities in CSR-related initiatives.



- 01** Probal Ghosal of Amar Ujala with Union Ministers Piyush Goyal and Vijay Goel and Ranjit Singh of Maruti Suzuki
- 02** RG Agarwal of Dhanuka Agritech
- 03** Dr Harish Bhalla of International Melody Foundation and Vinod Agnihotri of Amar Ujala
- 04** Piyush Goyal with Suresh Jandial of ONGC
- 05** Anuttam Sen of Amar Ujala
- 06** Vineet Narayan of Brij Foundation
- 07** Chetan Sharma of PowerGrid Corporation
- 08** Yashovardhan Azad of Central Information Commission
- 09** Vijay Goel with Piyush Goyal and BC Tripathi of GAIL
- 10** Sumanta Pal and Partha Kunar of Amar Ujala
- 11** Piyush Goyal with Rajeev Sharma of Power Finance Corporation



THE GOOD LUCK ISSUE - asks industry leaders what 'luck' means to them - in the context of their careers, brand stories around good luck, people who they think have been incredibly lucky in the industry, stories around a lucky charm, thing or person in their lives, or even an anti-take on how they do not believe in luck!

#IMPACTGoodLuck #IMPACTturns13

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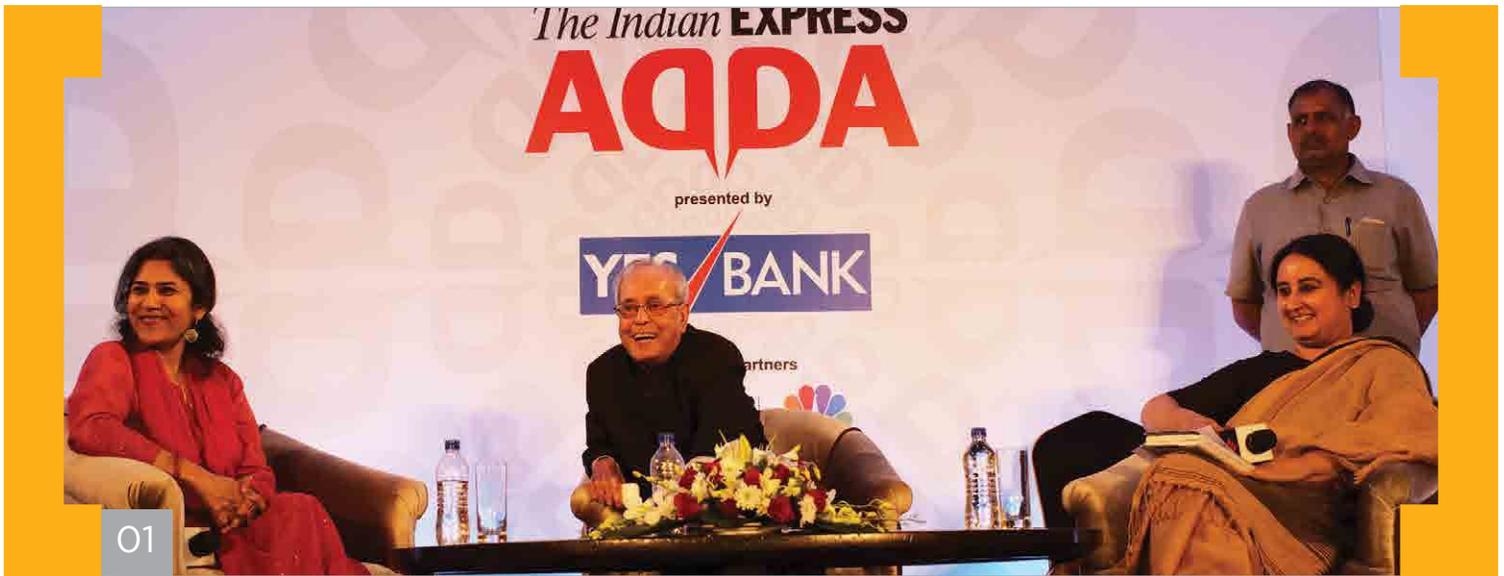
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Regional Manager, Sales & BD, West - ashish.kudalkar@exchange4media.com

BANGALORE - Sneha Walke | 09845541143

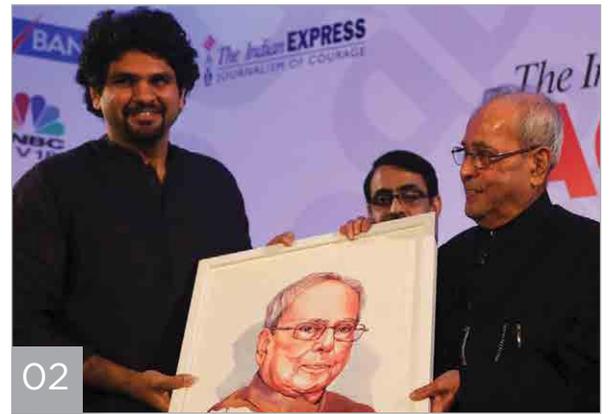
GM-South & VP, Special Projects - sneha@exchange4media.com



01

PRANAB MUKHERJEE SPEAKS ABOUT THE NEED FOR A STRONG OPPOSITION IN DEMOCRACY @EXPRESS ADDA

Former President of India Pranab Mukherjee was the guest speaker at the recently concluded Express Adda in Delhi. Mukherjee spoke on a range of issues including the role of people's movements in a Constitutional democracy, the need for a strong Opposition and how India is in the safe hands of its people. The guests at the session included high level diplomats from several countries.



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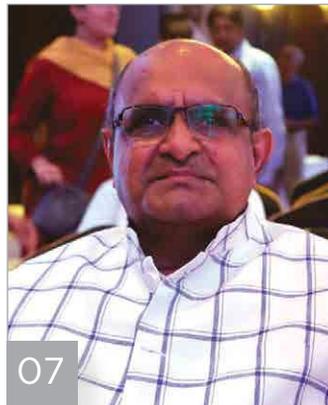
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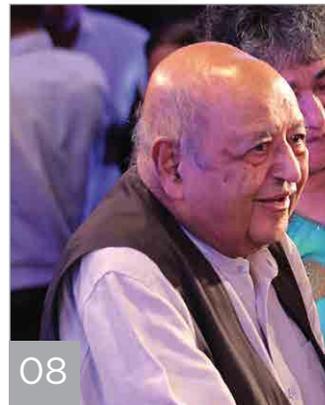
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- 01** Seema Chishti of The Indian Express with former President of India, Pranab Mukherjee and Vandita Mishra of The Indian Express
- 02** Anant Goenka of The Indian Express and Pranab Mukherjee
- 03** Constitutional jurist and senior advocate Fali Nariman, with his wife Bapsi Nariman and author Mark Tully
- 04** Ambassador of Georgia, Archil Dzuliashvili
- 05** Ambassador of Greece, Panos Kalogeropoulos
- 06** Ambassador of Angola, Manuel Eduardo Bravo
- 07** KC Tyagi of JD(U)
- 08** Former ambassador, KS Bajpai
- 09** Advisor to Deputy Chief Minister of Delhi, Atishi Marlena
- 10** Congress leader P Chidambaram with Pranab Mukherjee

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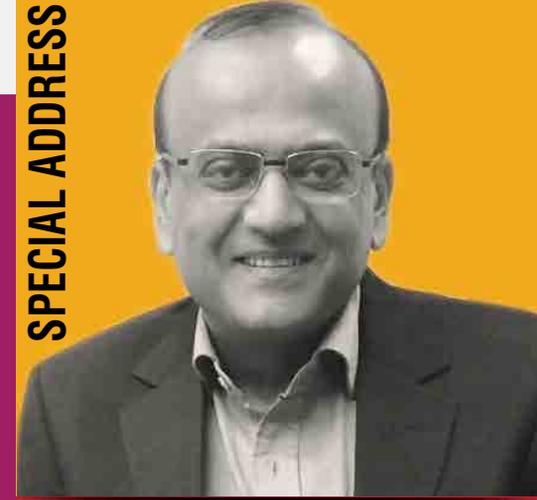


JURY CHAIR ADDRESS



Sanjaya Baru
Secretary General, FICCI

SPECIAL ADDRESS



Rohit Bansal
Group Communications
Reliance Industries Limited

SPEAKERS



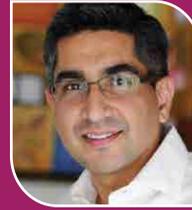
Deepa Dey
India - Head Communications & CSR
GlaxoSmithKline Consumer Healthcare



Kunal Kishore Sinha
Founder and Director
Value 360 Communications



Nikhil Dey
President
Genesis Burson-Marsteller



Nitin Mantri
CEO
Avian Media



Shabnam Siddiqui
Director, Centre of Excellence for Governance,
Ethics and Transparency
United Nations Global Compact Network India

JURY MEMBERS



Archana Datta
Ex - Director General,
Prasar Bharati India



Deepa Sapatnekar
Consumer PR Lead, APAC
Head of Communications
LinkedIn India



Jayaram Ramanathan
Vice President
Corporate Communications
Aviva Life Insurance in India



Manan Shah
Director Marketing - India
Truecaller



Mona Kwatra
Head of Corporate Communications,
Edelweiss Group
India



Suresh Vaidyanathan
Director Of Communications
MobiKwik



Nandini Chatterjee
Chief Communications Officer
PwC



Prateek Chatterjee
Senior Vice President, Corporate
Communications & Marketing,
NIIT Limited, India



Rashmi Vasishth
Director - Public Relations &
Corporate Communications, The
Leela Palaces, Hotels and Resorts,
India



Sheetal Singh
Head
Corporate Communications
Micromax



Sudeep Bhalla
Sr. Vice President
Corporate Communication &
Sustainability,
Vodafone India Limited



Swati Bhattacharya
Group Brand and
Communications Head
CK Birla

Attendees: PR and Communications heads, Marketing professionals, brand custodians from various industry, PR agency executives, media companies and other industry senior luminaries

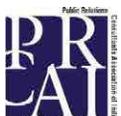
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Gagandeep Kapani: +91 9871 550 553 | gagandeep.kapani@exchange4media.com
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For sponsorship opportunities, contact:

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Ashish Kudalkar (Mumbai): Regional Manager West - Sales & Business Development | ashish.kudalkar@exchange4media.com | +91-9820541742
Sneha Walke (Bengaluru): VP Special Projects & South Head | sneha@exchange4media.com or +91 9845541143



LESSONS I LEARNT FROM THE MOUNTAINS

BY SANDEEP BALANI

Head of India, Outbrain

"Not until we are lost do we begin to understand ourselves". – Henry David Thoreau

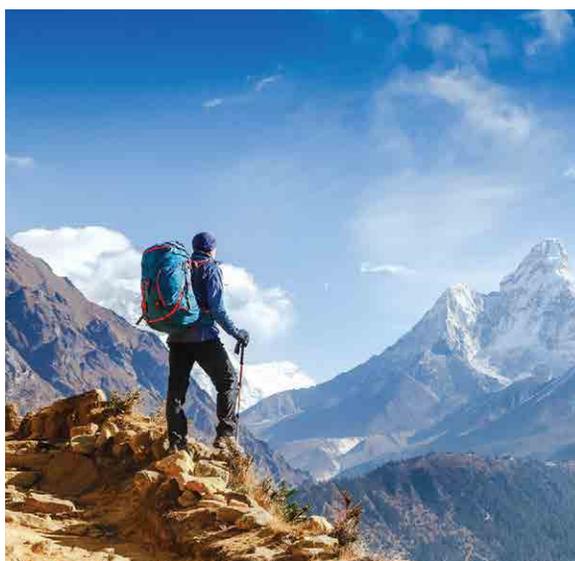
Trekking as a journey started for me in my quest to spend more time with nature and explore the roads less travelled. Over a period of years, it became a journey of gaining experience and exploring not only the different sides of nature but also the different sides of 'self'. From exploring places like Stok Kangri and Everest Base camp in the Himalayas to Nilgiris in the South and the Sahyadri ranges in the West, it has been a journey of great exposure and fun. One of the most cherished achievements in treks is not reaching the peak but enjoying the journey by making new friends and meeting new people from varied backgrounds.

As someone who has always enjoyed taking the road less travelled, I've come to realize after years of trekking adventures that each hike offers a distinctively different experience - and that the derivative is immense learning and knowledge gained.

Fear of Unknown: There's a lot you can do to prepare for a trek. In fact, we often embark on treks knowing some of the challenges that lie ahead. Yet each time, almost inevitably, we encounter a new adventure or a challenge that must be overcome. For instance, while climbing a peak at Stok Kangri, oxygen levels drop drastically and the body needs to adapt to those changes. Regular medical check-ups are required to ensure that blood pressure is maintained.

Such situations not only force us to leave our comfort zone, but also spur us to think of solutions which are innovative, untested, and out-of-the-box. This concept of rising to the challenge is not new; we find this especially stark when going through a major life transition, when we're in between jobs, or adapting to a new management at the workplace.

Changing paths and directions: Reaching the peak of any mountain is always a personal highlight, but it is in the valley and troughs that I truly learn how to summit the next peak. It is common to get lost along the way, barred by higher elevations or risky climate conditions like rain and snow - but more critical, though, is how we learn from these situations. For instance, treks like Harishchandragad in the Sahyadris have seven different routes with different difficulty



levels. Based on the trekker's experience and climatic conditions, they need to adapt the best route.

In the business world, one concept we've heard over and over again is 'Change Management', where as a group, we need to handle change well in order to thrive. This is no different from scaling a mountain, where the odds of reaching the peak depend on how well we react to changes in the planned route and how we regroup ourselves to move forward.

Smaller steps lead to bigger achievements: It is good to sometimes look at the mountain peak as a source of motivation, but it can get disheartening as the destination then appears to be quite a distance away. The best way to adapt to this is to focus on the smaller steps taken. In fact, during the final stretch, what we often do as trekkers is to concentrate on the shoes of the trekkers in front. This allows us to focus on each step, no matter how fatiguing they may be.

As the saying goes, sometimes taking smaller steps in life is more fruitful than larger leaps.

It's not always about learning; have fun: Trekking is an immersive and experiential activity, but do remember to enjoy the journey. It can teach you a lot about life, so don't get caught up with defining the destination alone, or reaching it. Similarly in life, it is all about living in the moment, whether alone or with your loved ones. Nothing beats having a good time.

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QUICK QUIZ

1. Which of the following FMCG brands increased its net profit by 16% in Q2 FY18?

- P&G
- Hindustan Unilever
- Patanjali
- Dabur

2. Name the creative agency that bagged the mandate for Wildcraft?

- Ogilvy India
- Leo Burnett
- Happy McGarrybowen
- L&K Saatchi & Saatchi

3. According to a recent analysis by Zapr, which Indian TV show has claimed 50% Hindi GEC viewership?

- Kaun Banega Crorepati
- Bigg Boss
- Crime Patrol
- Sa Re Ga Ma Pa Little Champs

4. Which Indian publication recently launched its Virtual Assistant Service?

- Hindustan Times
- Dainik Jagran
- Indian Express
- Times of India

5. Which malted nutrition drink is completing 70 years of operations in India?

- Complan
- Horlicks
- Bournvita
- Boost

6. Sawaal Kijiye Apne Namak Se is the campaign for which salt brand?

- Saffola Salt
- Tata Salt
- Patanjali Namak
- Nirma Shudh

7. Identify this person



- Richa Arora
- Vani Gupta Dandia
- Anjali Hegde
- Malishka Mendonsa

[This quiz is about the previous issue of IMPACT. Send your answers to impact@exchange4media.com along with your full postal address and phone number. Answers and name of winner will be announced on www.impactonnet.com on Wednesday.]

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