

IMPACT



FRENEMIES AMONG BRANDS

If competing brands praise one another, does it send the right signal to consumers, or are they better off dissing the rival in their ads? Here's our shot at finding out whether considerate or competitive advertising works better for a brand

CMO FEATURE

Crompton makes hanging out at home cool again...



INTERVIEW

Shreyasi Goenka: DNA's 'CEO without the title'

OF FRENEMIES AMONG BRANDS, SHREYASI GOENKA AND RAJ NAYAK

Congratulations are in order for the industry's King of Hearts! The highlight of the exchange4media Conclave held last week was the special exchange4media Influencer Award conferred on industry veteran, ace achiever and the ever cheerful Raj Nayak, CEO of Hindi Mass Entertainment, Viacom 18. We salute Raj, a friend of IMPACT and present what bigwigs of the Media & Entertainment industry had to say about him winning the award.

Who doesn't enjoy watching a good fight... especially when prestigious brands roll up their sleeves to exchange blows, and get downright dirty splashing mud all over their competitors, a belt in a hand? Now cut to a scenario where brands take the higher moral ground, acknowledging each other's presence, even welcoming their competitors in a certain space... would that be more interesting to watch? Does Scene 1 or Scene 2 help brands grab more eyeballs? Our cover story makes an attempt to find out.

Crompton is one of the oldest Indian consumer durable companies with a legacy of close to eight decades behind it. While consumer durable companies are one of the biggest spenders in advertising, Crompton has been pretty silent on this front for a while now. But, the company is now back in the game to continuously keep its branding visible to the consumer. At the heart

of Crompton's marketing strategy is marrying consumer insights with innovative products. Biwa Chakrabarti, Vice President, Brand and Channel Management, Crompton tells us more about it and also talks of the importance of reinvention to stay relevant.



In this issue, we profile Shreyasi Goenka, wife of Zee Entertainment and Enterprises Ltd MD Punit Goenka, who is Content Advisor at DNA, the English daily from Zee Media Corporation Limited. She talks to us about the newspaper's refreshed content and recently launched New Delhi edition, explaining the newspaper's 'interest-based segmentation' approach, USP of the new offering and strategy to make DNA relevant to a young audience going forward.

A lot happened last week, and our Happenings section brings you a whiff of all the action. First up, the exchange4media Conclave 2016, which boasted speakers of the ilk of Nick Emery of Mindshare, Mairardo de Nardis of OMD Worldwide and the man of the moment, Anshu Goswami, amongst others. We also bring you glimpses from the jury meet of the Indian Marketing Awards 2016. Mindshare's party for Nick Emery and the latest Off The Cuff where Shekhar Gupta and Chetan Bhagat had a most interesting chat with Patanjali brand ambassador and yoga guru Baba Ramdev.

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EDITORIAL OFFICE
101/102/103, Exchange 4 Media Group
101/102/103, Exchange 4 Media Group

Distributed by:
Dattajee News Agency - CNA

PRINTED AT
Sri Sri Multimedias Printers Pvt. Ltd.,
Mumbai-400 001, Maharashtra, India
Printed at: 101/102/103, Exchange 4 Media Group

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For advertising rates contact: 022-2612 0000

CONTENTS



FRENEMIES AMONG BRANDS

16

CMO Interview

12

CROMPTON MAKES HANGING OUT AT HOME COOL AGAIN...

BISWA CHAKRABARTI, VICE PRESIDENT, BRAND AND CHANNEL MANAGEMENT, CROMPTON



Spotlight

26

THEME-BASED PAGES ARE THE USP OF DNA: SHREYASI GOENKA



Happenings

26

TalkingPoint

32

THE NEW VHS WILL HAVE MORE OF ENTERTAINMENT AND THE POP CULTURE QUOTIENT: FERZAD PALIA

THIS IS A GREAT OPPORTUNITY FOR ADVERTISERS TO UNLOCK THE POTENTIAL OF NAT GEO: SWATI MOHAN



EXCHANGE4MEDIA CONCLAVE 2016 A BIG SUCCESS WITH MAINARDO DE NARDIS, NICK EMERY, SHEREEN DAVER, ARNAB GOSWAMI AND UMANG BEDI AS SPEAKERS

NESTLE'S SURESH NARAYANAN CHAIRS JURY MEET FOR THE INDIAN MARKETING AWARDS 2016

HINDSHARE INDIA HOSTS A DINNER PARTY FOR ITS GLOBAL CEO NICK EMERY

Creative Showcase

36

SHOWCASE OF THE LATEST AD CAMPAIGNS



Back Beat

58

TACKLING DISTRACTIONS BY AVLESH SINGH CEO AND CO-FOUNDER, WEBENGAGE + QUIZ



Theme-based pages are the USP of DNA: Shreyasi Goenka

DNA, the English daily from Zee Media Corporation Limited, refreshed its content and donned a new masthead as it launched an edition in New Delhi on Dussehra day. **Shreyasi Goenka**, Content Advisor - DNA, talks to us about its 'interest-based segmentation' approach, USP of the new offering, and the challenge of keeping the Print medium relevant to a young audience

BY SRABANA LAHIRI & SIMRAN SABHERWAL

On October 4, 2016, Shreyasi Goenka tweeted, "Delhi... DNA an English daily from Mumbai makes its debut in your city on October 11th. We are counting on your support!" Goenka, who had taken on the role of Content Advisor - DNA, earlier in April, was at the forefront of the new edition and relaunch of the English daily from Zee Media Corporation Limited (ZMCL). Since its birth in the maximum city in 2005, following a high decibel advertising campaign, DNA is yet to mount a formidable challenge to market leader The Times of India. In the meantime, DNA saw a change in management, ending ZMCL's JV with the Dainik Bhaskar group, and transitioning editorial leadership as well. Now, while one has to wait and watch to see how it plays out between the challenger and established players, what DNA promises is a differentiated product, with Goenka, a self-confessed "news junkie with an interest in politics", steering it ahead.

THE CONTENT MAKE-OVER

Goenka first got involved with DNA in 2013, when she helped put together the film and gossip section of the paper. After Hrs. She was part of the launch campaign with actor Shah Rukh Khan and also instrumental in getting celebrated names such as Twinkle Khanna to write for the paper, an idea which paid off extremely well. However, the editorial team went through a transition phase. Editor-in-chief CP Surendran quit in April 2015. An editor internally was given charge on an interim basis before the mandate was handed over to Rohit Gandhi who had initially been brought on board as editor-in-chief to helm Zee's ambitious global news channel, WION.

Deepak Lokhande has now been appointed as resident editor of the Mumbai edition. Goenka says, "When the management decided that we would remain in the business and not wind up the newspaper, it was clear that it couldn't continue in its current form. There was a lot of brain-storming on how to make the paper stand out and how to redefine Print media specifically with the challenge of the incumbent leading daily, digital and breaking news." Working on the critical insight that the reading time of newspapers has decreased, the focus was on giving people content that they would want to read. The strategy adopted was to replicate "a book" with interest-based pages, each with a specific theme, which Goenka believes "hasn't been done in any newspaper globally". Addressing a wide range of issues - religion, health, sexuality & LGBT, environment, education, animals - the idea is to provide readers with relevant content that would kindle their interest. With two pages dedicated to city news, Goenka has taken a conscious call not to devote space to routine civic issues like drains and potholes, but focus on "bringing positivity and vibrancy to the paper". She calls it "the clutter-busting approach of adopting an interest-based segmentation as opposed to the traditional geography-based segmentation."

While it took time for the editorial team to buy into the idea, key leadership appointments helped carry the message forward. "News has to be informative and talk about what is relevant today," says Goenka, whose favourite page is dedicated to teenagers where once a week a history professor decodes events from the past and makes it relevant to the youth of today. On Sundays, the paper also has its opinion section curated by youngsters. The new-look DNA also has a



'My dream is to open a contemporary art museum in Mumbai'

Q] Tell us a little about yourself. How is Shreyasi Goenka as a person?

Well, I grew up in a charged atmosphere surrounded with people discussing news all the time. Like a good Marwari girl, I got married at 21 and came into a family with the same environment. Initially, I worked for a couple of years with my brother-in-law at Fun Republic. After my children Anandini, Vivardhan and Udayan were born, I got back to work and helped set up the Ahmedabad project with him. I spotted an opportunity at the Jaipur Literature Festival and was instrumental in getting ZEE on board as a partner. I have many interests and am particularly interested in contemporary art and décor. I collect and visit museums and attend as many shows as I can. My dream is to open a contemporary art museum in Mumbai.



With two pages dedicated to city news, Shreyasi Goenka has taken a conscious call not to devote space to routine civic issues like drains and potholes, but focus on “bringing positivity and vibrancy to the paper”. Her favourite page is one dedicated to teenagers, where once a week, a History professor decodes events from the past and makes it relevant to the youth. On Sundays, the paper also has its opinion section curated by youngsters.

It was when I produced a special supplement for Zee’s 20th anniversary special that I first thought about what I could do at DNA. With my kids grown up, the idea to jump into action grew. However, I had apprehensions that I would be starting out after my three kids had fairly grown up, and spoke to a friend who helped me overcome my doubts. I am a passionate mother and see to it that my children appreciate what they have and care about the have-nots around them.

Q] Taking on a corporate role must be taxing, especially as both you and your husband Punit Goenka, MD of Zee Entertainment Enterprises Limited, must be two very busy people?

To be completely honest, I am not that busy. I oversee

things and try to be home by 4.30 pm, which is when my children get home. I try to be available for them as much as possible. As for Punit, it’s a great synergy because he is very apolitical and very focused on his entertainment business. He rarely knows what is happening outside of it, so I am the one who keeps him abreast of what’s going on.

Q] Do you remember your earliest association with news?

I have been a news junkie as far back as I can remember. We used to watch the video news magazine Newstrack. I used to watch them on repeat! I always had an opinion on politics and have always taken a side, since 1984, I think... I distinctly remember the day when Prime Minister Indira Gandhi was killed and what I felt then.

THE DELHI LAUNCH

The entry of DNA to the capital, so far the bastion of Hindustan Times and The Times of India, was not really a surprise. According to Goenka, "Delhi was chosen as the first stop outside Mumbai, as it is a vibrant and evolving city, an important market with a huge presence of corporates and having a set of affluent people with a disposable income." On how the Delhi edition has fared so far, Goenka says that the new paper has been accepted by the political class, the reading classes and literati, while candidly admitting that DNA in Delhi is the most expensive newspaper in India, priced at Rs 10 a copy. "The price is a deterrent. The numbers can be better and we are working towards it. We have seen steady numbers since the launch and will be coming out with a way to make it a little more attractive, price-wise," she adds.



The launch in New Delhi and restaging in Mumbai was amplified with a 360-degree marketing campaign across OOH, Television, Digital, Radio and touchpoints like corporate parks, airports, premium malls and multiplexes. The campaign was rolled out in two phases - Announcer (with the theme Say No To Junk News) and Revealer (focusing on the brand proposition - More You Know, More You Become). It was outdoor and digital-heavy with Radio and other mediums for support. The teaser phase of the campaign ran longer in the capital city as it was unaware of the paper. The four-pager sampling exercise that the paper launched, which introduced the readers to the editorial team and asked them the pointed question whether the city had space for one more paper, was a success with readers.

trending page which covers not the obvious big trends, but the smaller interesting trends which many would have otherwise missed on social media. Says Goenka, "There is a lot of appreciation for the new pagination. If someone cares to read, then there is really plenty to read. If you were to open any other paper and compare, I guarantee you would read more stories in DNA than in any other paper. The front page of newspapers can't look terribly different. A lot of times, in the pursuit of trying to be different, you may miss out on something. So our focus is on the treatment of headlines to stand out." Another key change is the use of a bigger point size for copy to ensure easy reading of the newspaper.

THE FEATURE FACTORY & MORE

The newsroom has been redesigned with each page being managed by a page head, with a clear mandate to get the best contributors a cross domains. Another addition is the "feature factory" - a separate features desk. Any news which is not topical is forwarded to the features desk where it is honed and worked on as a feature before it makes it way to the pages. Goenka says, "It's a bit of an experiment because it's not a traditional news room. We have fewer people than other publications but we are trying to make it work with newer and fresher ideas. There is a lot of zeal within the team to deliver because it's something we have not done earlier."

A "revolutionary" move according to Goenka is moving the opinion Page to Page 2. Says Goenka, "After the front page, Page 2 is the most important page in the paper and it gets lost amid classifieds and obituaries. We have given the opinion page its due respect on Page 2." Committed to the new product, Goenka is hands on in charting DNA's content strategy. She talks to the page heads regularly and is part of the brainstorming sessions with the editorial team. She also has the circulation and marketing teams reporting to her. "I am like the CEO without the title," she quips.

DRIVING SYNERGIES AT ZMCL

While the ZMCL network consists of 11 news channels, including eight regional channels, DNA is its only initiative in the English space. Goenka acknowledges that driving synergies isn't easy as the television news set-up is in Hindi. But, with WION now taking off and Rohit Gandhi leading both ventures, synergies between DNA and WION are being leveraged. The new DNA masthead sports colours in sync with the WION colours. "The colours - grey and yellow, are WION colours. Sublimely, we have conveyed that this is a synergized organization," Goenka says.

CHALLENGES & OPPORTUNITIES

A big driving factor for Goenka is the fact that despite social media and easy access to news, the youth today is misinformed. "Digital news has its advantages and also huge disadvantages as there is so much of un-curated content. People readily believe content put out on social and digital media and on websites, and that is really frightening. Sometimes, destructive competition puts out wrong news. It is the job of bonafide media to correct and rectify that. In the Print medium, fact-checks are more solid and we can be assured that the news is bonafide if it is in Print. This is important," she says. Driving the point with the example of the Modi government's recent demonetization drive, Goenka says that DNA has a page dedicated to dispelling rumours surrounding the entire process. Also, the digital platform is being used to do a "DNA fact check". "All a reader has to do is tweet about any news or rumour they have heard and DNA will verify if the information is right or not," she explains.

A big challenge, she says, is the fact that globally, readership numbers are declining and newspapers see de-growth with more and more people consuming content on digital platforms. Though DNA's target audience is an aspirational I5+, Goenka honestly says that that she "doesn't live in fool's paradise" and knows that for the younger generation, it's digital and not the newspaper which is the preferred medium for content. She adds, "A challenge is that there are more lucrative things to do for Print and other media. The challenge is the medium itself. Another challenge is the competition - there is just too much of that."

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