Chapter-1

Section I

INTRODUCTION

Online contributory encyclopedia Wikipedia defines the term 'Public Sector' as "…a part of the state that deals with the production, ownership, sale, provision, delivery and allocation of goods and services by and for the government or its citizens, whether national, regional or local/municipal". ("Public Sector", 2011)

"Public Relations means different things for different people. Theoreticians consider it a philosophical and moral concept. The PR practitioners see in it nothing more than the art of 'getting things done'". (Mehta, 2004)

In a country like India, whose main tenets still stand on social principles, despite the liberalization of the economy, the public sector holds a very important position. It is responsible for extending most of the basic services entitled to the citizens of any country such as law and order, defense, food, health, transport, water, education, power supply etc. Even though sectors such as transport, education, health and power have been privatized marginally, an overwhelming portion of the population still depends on the government for these facilities.

Presently, in India, there are more than a hundred departments functioning under various ministries of the central government along with approximately 250 central public sector undertakings. The structure is similar in the states as well. Since most of these departments or undertakings deal with services directly or indirectly connected with the people, it is very important for them to maintain a strong, transparent and reliable public relations or communications set up.

A majority of the public sector undertakings or enterprises which mostly function independently and report to their respective ministries generally have their own public relations infrastructure. There was a time when professionals from other fields used to fill up the position of the public relations officer. However, with the passage of time, trained mass communication experts are now being meticulously picked for these posts.

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The central government also maintains an extensive publicity and information set up. The Press Information Bureau (PIB) has officials deputed with all major ministries, directorates and zonal or regional centres across the country. Examinations are held under the aegis of the Union Public Service Commission (UPSC) to recruit officials for these posts. The state governments also follow the same pattern and have dedicated directorates of publicity and information. The main activity of these departments is to communicate the development and welfare initiatives taken up by the governments to the people.

1.1 Public Relations in the Public Sector – A Detailed View

Interestingly, public relations existed as an arm of the government agencies much before the private sector realized its potential. The public relations boom in India started in the 1990s following the opening up of the economy, while the Press Information Bureau (PIB) was created way back in 1919 even before the independence of the country.

> In the old British days, the organization (PIB) came into being as the Bureau of Public Information (BPI). The name was a little inappropriate inasmuch as the Bureau was not conceived as an office where the public could get information on the doings of a foreign government. The colonial rulers were often secretive but some high-minded persons who manned the set- up in the earlier days were bold enough to think of serving the Press in a proper manner.

> The BPI, no doubt, performed its task under the colonial rule well. Then came Independence and the Government of free India saw quickly the value of a centralised agency to service the Press. In those days only the print media mattered. But soon the radio effectively voiced the feelings of a newly independent people and the definition of the Press went on changing. (Bhatt, 2000)

The Press Information Bureau today is one of the biggest sources of information for the Indian media with 39 regional as well as branch offices across the country, with the headquarter in New Delhi. PIB has more than 1,400 accredited journalists based in Delhi including many foreign correspondents from prestigious publications.

The Public Sector Undertakings generally have dedicated departments to handle the public relations responsibilities with an officer of the rank of general manager handling it. In the current scenario, the top Maharatna PSUs would have an annual public relations budget of around a hundred crores, however, the importance given to the public relations departments of the PSUs often depend on the attitude of the top management. If the top executive or the board of directors are media savvy, the PR apparatus gets a lot of work, if they are not, then the PR people end up doing very little apart from printing leaflets and brochures.

In the states, the directorates of information and publicity, more or less work on the pattern of the PIB. They have officers attached to the ministries and departments and every district has a district level public relation officer. The department is generally headed by a director, who is a senior state service or IAS officer.

With the passage of time, the role and nature of work of these public sector professionals under the government has tremendously changed. Even a couple of decades back, the independent media landscape of the country primarily consisted of a few newspapers and magazines only. The radio and the television services available in India, i.e, the All India Radio (AIR) and Doordarshan were both state owned. Internet had not yet made its foray into the offices and bedrooms of the nation yet.

Therefore, quite obviously the media relations activities of those times were rather limited or minimal in comparison to the highly demanding scenario now when the 24X7 news environment compels public relations professionals of all spheres, either private or government to respond to their queries almost immediately. The primary activity of the public relations officers was to bring out literatures such as brochures, leaflets, hoardings etc conveying the details of the projects taken up by the government. They would also be required to set up stalls during various fairs and conclaves for the same purpose. In addition, these public relations officials were seen as smooth talkers who had the necessary connections to make logistical arrangements such as flight bookings, hotel accommodations etc apart from entertaining clients, guests, VIPs etc during official meetings, seminars etc. Many of these government run public relations departments also have dedicated archive sections which record most of the important government events through photographs as well as video records.

1.2 Growth and Development of the Public Relations Industry in India

The public relations industry of India today is worth over 10 billion US dollars with more than 500 independent public relations agencies functioning in different parts of the country. All major corporate entities also have extensive public relations or corporate communications machineries who have a say in almost all important activities of the organization starting from the very selection of a new product or service to its eventual launch in the market.

Indian PR industry is growing at an annual rate of 32% and likely to double its size to over US$ 10.56 billion by 2012 from over US $6 billion presently since corporates are relying more on PR professional to hike their brand image to take maximum benefits of current economic boom for increased sales & turnover volumes.

Since demand for PR professionals are rising and so are opportunities galoring for relationship industries and it is because of this reason it has shown a growth rate of about 22-25% in last couple of years which has now risen to 32% and the trend will continue in future and even grow for better. ("PR and its future prospects", 2012)

"Though some international PR agencies (usually offshoots of advertising agencies) like Ogilvy PR set base in India in mid-1980s, they floundered to find a firm footing especially since their core focus remained mainly in advertising services. By the early 1990s, after the opening up of the Indian economy, several other PR agencies, notably Perfect Relations, 20:20 MSL (erstwhile 20:20 MEDIA), Text 100 and Genesis started with a core focus on PR alone. This decade also saw the advent of Indian IPO agencies offshoots like Ad factors PR which began to offer PR services as a freebee along with their IPO services.

If the 90s were the starting block for the Indian PR sector, the next decade was the growth era. Significant in this time was the full buyout of Genesis by Burson Marsteller, and the investment in [Hanmer & Partners] by MS&L, a Publicist company. Edelman entered India with by taking over Roger Periera, the grand old man of PR. In 2002, specialist agencies like Blue Lotus Communications took birth with a focus on specialized sectors like Healthcare, Technology, Finance and Brands.

With the decade almost coming to a close, 2008 saw the birth of i9 Communications, as a specialist in consumer communication, with special focus on Brands, Lifestyle, Entertainment and Hospitality PR. Several such boutique agencies also started in other parts of the country". ("Public Relations in India", 2015)

1.3 New Media – Concept and Definitions

"New Media is a 21st Century catchall term used to define all that is related to the internet and the interplay between technology, images and sound. In fact, the definition of new media changes daily, and will continue to do so. New media evolves and morphs continuously. What it will be tomorrow is virtually unpredictable for most of us, but we do know that it will continue to evolve in fast and furious ways." (Socha B., Eber-Schmid b, 2012)

From the above mentioned definition of the term 'New Media', it can be deciphered that it is a rather broad term which encompasses almost all the new age innovations that have taken place in the domain of communications. Coming out from the audio – visual era when televisions and radio were regarded as the zenith of communicative success by mankind, we have now moved towards a world woven by the internet. The barriers of geography have been breached like never before and the world today can be seen by the press of a button on our mobile phones. The revolution in the telecommunication sector also has been exemplary and therefore, most new innovations in the world of communication are witnessing a marriage between the world of internet and mobile telephony.

To understand the world of new media in greater details, let us analyse how the sector evolved gradually. The first and foremost pillar of the 'new media' paradigm was undoubtedly the internet, since it facilitated the instantaneous communication of thoughts and ideas to a large audience with the potential for immediate feedback at a reasonable cost.

"The first recorded description of the social interactions that could be enabled through networking was a series of memos written by J.C.R. Licklider of MIT in August 1962 discussing his "Galactic Network" concept. Licklider was the first head of the computer research program at DARPA, starting in October 1962. While at DARPA he

convinced his successors at DARPA, Ivan Sutherland, Bob Taylor, and MIT researcher Lawrence G. Roberts, of the importance of this networking concept.

Leonard Kleinrock at MIT published the first paper on packet switching theory in July 1961 and the first book on the subject in 1964. Kleinrock convinced Roberts of the theoretical feasibility of communications using packets rather than circuits, which was a major step along the path towards computer networking.

In late 1966 Roberts went to DARPA to develop the computer network concept and quickly put together his plan for the "ARPANET", publishing it in 1967. "The ARPANET eventually paved the way for the invention of the internet. The World Wide Web or www which facilitated the proliferation of websites was created by the Conseil Européen pour la Recherche Nucléaire, or European Council for Nuclear Research (CERN), a provisional body founded in 1952 with the mandate of establishing a world-class fundamental physics research organization in Europe". The first ever website belonged to CERN and was created in 1993". ("The ARPANET," 2015)

The next round of new media development brought in the concept of the email. Electronic mail completely revolutionized the way people communicated as letters, attached documents could be sent immediately and the delivery of the same was also ascertained. Some studies say that the "email is much older than ARPANet or the Internet. It was never invented; it evolved from very simple beginnings.

With the World Wide Web, email started to be made available with friendly web interfaces by providers such as Yahoo and Hotmail. Usually this was without charge. Now that email was affordable, everyone wanted at least one email address, and the medium was adopted by not just millions, but hundreds of millions of people." (Peter, 2011)

The next generation of new media tools are better known as the social media, which facilitates inter personal as well commercial communication on a real time basis through the World Wide Web. Facebook and Orkut started operations in 2004 giving millions of users an opportunity to share their views, photographs, videos etc with the rest of the world. While Google's product Orkut would up operations in 2014, many other social media platforms have redefined the definition of communication.

While Facebook facilitates the sharing of views, photographs, web links, videos etc among friends, Twitter has brought in the concept of microblogging where the users have to confine their views and opinions to only 140 characters. Interestingly, its short format has encouraged many celebrities, politicians etc to take to Twitter since conveying a short message and reaching out to millions of 'followers' is neither time consuming nor expensive. The effective use of social media by the Bharatiya Janata Party as a public relations tool was one of the main reasons for the party's resounding victory in the Lok Sabha elections last year.

With the passage of time, the social media space has further evolved. Apart from Facebook and Twitter there are many more products of the same nature. Google's Youtube is a video sharing platform. The popularity of YouTube has reached such a stage that no Hollywood or Indian film is ever released without first sharing the trailer on this platform. Instagram is a photosharing platform, which is also gaining popularity rapidly. Similarly, Linkdin is another very popular social media site for professionals. Now it has almost become imperative in the corporate world to check a prospective employee's LinkedIn profile before proceeding with the recruitment process.

Skype is a telecommunications application software product that specializes in providing video chat and voice calls from computers, tablets, and mobile devices via the Internet to other devices or telephones/smart phones. Though launched back in 2003, off late this software has gained great popularity.

Google Plus, the social media product of the Google group may not have become very popular as a social media platform in comparison to big brother Facebook, but its unique selling point lies in the fact that every Gmail.com user automatically gets a Google Plus account created as a result of which it has emerged as one of the favourite choices for the public relations professionals for conveying their message across.
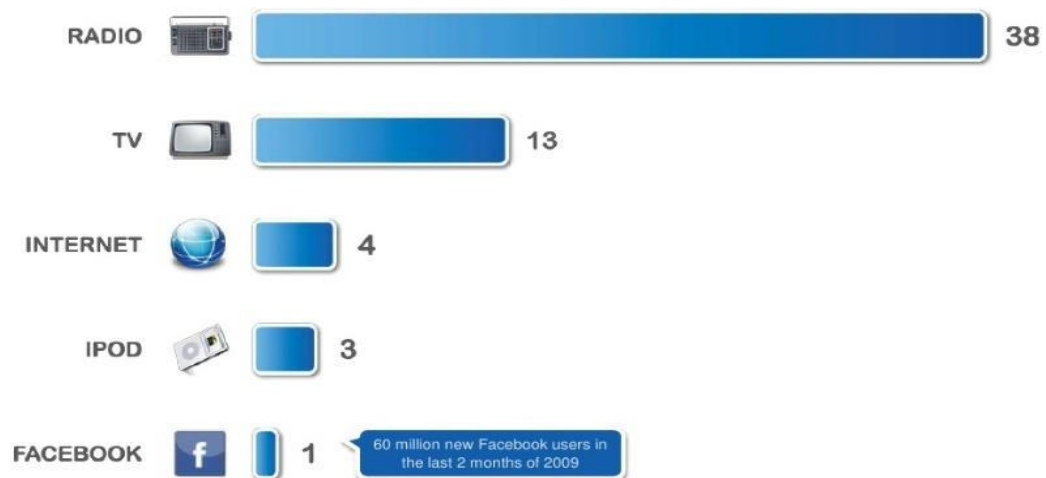
Similarly, "there are hundreds of other social media sites dealing with a range of topics such as music, video sharing, photography, marketing, micro blogging etc. however, Facebook with a whopping 966 million users and Twitter with more than 500 million users are much more popular than the other social media sites". ("There are hundreds of other social media," 2012)

Interestingly, apart from the US based social networking sites like Facebook and Twitter, which have a global appeal, especially in the English speaking world, there are many sites with considerable presence in specific regions. Vkontakte is a popular social media site with presence in Russia, Ukraine and to a lesser extent Kazakhstan, Moldova, Belarus and Israel. Similarly Badoo is popular in countries like Italy, Spain, France and parts of Latin America. ("There are hundreds of other social media," 2012)

Some other popular social media sites which have also gained popularity are tumblr, pinterest, youku, google plus etc, which also have many subscribers. Public Relations professionals all over the world now look at these sites as potential carriers of their message. These are platforms where they can reach their desired customer base directly without any via media.

To counter the popularity of these regional platforms, global Facebook, facilitates the use of the regional languages. Social networking in the regional languages has become very popular in India also with many people using Hindi, Bengali and other languages in their scripts for expressing opinions on the site. This way, these sites have moved beyond the domain of the English speaking elite of the nation.

Years to Reach 50 Million Users

RADIO	38
TV	13
INTERNET	4
IPOD	3
FACEBOOK	1

60 million new Facebook users in the last 2 months of 2009

Source: United Nation's Cyberschoolbus Document, Apple, Facebook

The United Nations Cyberschoolbus, a forum designed to educate and raise awareness about the United Nations among students interested in model UN sessions or related

research projects, had done a study on the time that a medium takes to reach 50 million users with a message. In this study, it was found that while radio would take 38 years to reach 50 million users, television would take 13 years to reach that may people, social media site Facebook would take only one year to reach the same number of people.

Blogs, which initially seemed like platforms for the expression of one's creative instincts today is an industry in itself. All sectors have their dedicated blogs and the bloggers are often invited for briefings and requested to write about specific products and services by the promoters of those products or services. Bloggers meets are a common phenomenon which are used by public relations professionals to get their information across to the target users.

Other new age innovations such as search engine optimization and geo targeting are also integral parts of new media. Through search engine optimization, efforts are made to reach out to the readers by using key words in the web content which would help the content in featuring prominently on the list generated by the search engines. In geo targeting, data about the location of the user is collected and relevant information is sent across in the form of advertisements or 'suggestions' in case of social media.

Another comparatively recent facet of new media is the increasing popularity of web based messaging services. WhatsApp with a user base of about 800 million subscribers world over is leading the sector while many other players in the market are also vying for attention such as Line and Wechat. These messaging services have also gained immense popularity since heavy videos, audios can also be seamlessly sent along with pictures. From the commercial perspective, groups can be created with a large number of users as a result of which, a large number of people can be conveyed a message at one go. The difference with the SMS services of the mobile service operators is that in case of this web based applications, audio visual data can be seamlessly sent.

Another major innovation that has immensely influenced the new media sphere is the advent of the smart phones. These smart phones not only provide the routine calling services, but have excellent internet surfing features as a result of which social media as well as ecommerce sites can easily accessed through these mobile handsets.

Operating systems such as Andriod, Blackberry, Apple and Windows facilitate the surfing of a range of sites as well as applications keeping the user connected round the clock to the rest of the world.

In the 1990s, the Personal Digital Assistant (PDA) sets gained popularity which ran on operating systems made by brands like Palm, Blackberry and Windows. In 1996, Nokia released the Nokia 9000 Communicator which combined a PDA based on the GEOS V3.0 operating system from Geoworks with a digital cellular phone based on the Nokia 2110, which is often regarded as one of the primary versions of the smart phone.

In 2007, Apple Inc. introduced the iPhone, one of the first smartphones to use a multi-touch interface. The iPhone was notable for its use of a large touchscreen for direct finger input as its main means of interaction, instead of a stylus, keyboard, or keypad typical for smartphones at the time.

2008 saw the release of the first phone to use Android called the HTC Dream (also known as the T-Mobile G1). Android is an open-source platform founded by Andy Rubin and now owned by Google. Although Android's adoption was relatively slow at first, it started to gain widespread popularity in 2010, and now dominates the market.

These new platforms led to the decline of earlier ones. Microsoft, for instance, started a new OS from scratch, called Windows Phone. Nokia abandoned Symbian and partnered with MS to use Windows Phone on its smartphones. Windows Phone then became the third-most-popular OS. Palm's webOS was bought by Hewlett-Packard and later sold to LG Electronics for use on LG smart TVs. BlackBerry Limited, formerly known as Research In Motion, also made a new platform from scratch, BlackBerry 10.

Almost simultaneously, the computer market was also undergoing tremendous evolution. The traditional personal computer was being gradually replaced by laptops, which were lighter, sleeker and could be carried anywhere. Now tablets have taken over the space of the laptops. These are small audio visual wonders which can be used for almost all the services the laptop offers. In addition, many tablets also offer calling services which is an added bonus. While the laptop would have a screen of about 14 to 15 inches, the tablet is just half the size and can effortlessly sneak into pockets.

Smart phones and tablets ensured that using the new media tools was not confined indoors. Now people could access these tools on the move, which led to a very fast increase in the number of users. In fact, now the number mobile internet users would easily outnumber those using the internet from a personal computer or a laptop. It is indeed interesting that devices such as tablets were seen as mere fantasies even in the fifties and the sixties of the last century. In the 1968 film, 2001: A Space Odyssey, the reference of a 'newspad' can be seen, which is very similar to the modern day tablet.

Apple's IPad was launched in the year 2010, and it gave the tablet market a real Philip. Subsequently, almost all other computer as well as mobile brands entered the fray and today the tablet market world over has become extremely competitive as well as price sensitive.

Because of the rapid proliferation of mobile devices, the growth of mobile applications has also gained popularity. Generally, referred to as 'apps' these are custom made platforms which can be accessed directly on the mobile or tablet without accessing the internet. Detailed information can be taken from the app even when it is offline, therefore, reducing the requirement to access the internet all the time. This facility has particularly become popular among the ecommerce companies since they can conveniently load all details in the app, and once downloaded the user can keep surfing even when he is offline. Recently, popular ecommerce based clothing line Myntra has shifted to an entirely app based business model, which probably indicates towards the future when app based systems will rule the new media world.

> The first recognisable apps came with Psion's range of handheld computers – mostly PDAs – that used the EPOC operating system. First released in the early 90s the sixteen bit machines (SIBO) which ran EPOC allowed users programmes such as a word processor, database, spreadsheet and diary. Later models in the range, running a 32-bit OS, would come with up to 2MB RAM and allow users to add additional apps via software packs (or via download if you were lucky enough to own a modem). EPOC, which was programmed in OPL (Open Programming Language) and allowed users to create their own apps, would later form the backbone of the Symbian operating system. (Bates, 2014)

1.4 New Media as a Tool of Public Relations

However, before we progress further with the rest of the study, we must understand how the new media tools actually function. We must analyse how they are employed and what are their benefits in comparison to the traditional communication tools of public relations which have been in existence for many years now.

1.4.1 Benefits

Low cost campaigns

With the passage of time, the cost of advertising through the print as well as electronic media has tremendously increased. For maximum visibility, it has become imperative to target only the publications with the highest circulation or the channels with the best Television Rating Points (TRP) and for obvious reasons, buying space in such premium media is very expensive.

For example, a half page display advertisement on the Delhi edition of The Times of India would cost a staggering thirty lakh rupees ("Rates,"2015). Similarly, even as per the discounted rates of the Directorate of Audio Visual Publicity (DAVP), the per 10 seconds rate of leading entertainment channel Star Plus for the prime time 8 to 11 PM slot is over Fifty Thousand Rupees ("Rate Card,"2015). Despite the huge expenditure, the statistical data available about the 'reach' of the campaigns is inaccurate and vague.

In contrast, opening a page on social media sites like Facebook and twitter costs almost absolutely nothing. Anybody with decent knowledge of computers can start a social media page. Even if any organization chooses employ a professional agency for the purpose, the whole exercise wouldn't cost more than a few thousands.

However, for optimizing the reach of a page with the maximum possible 'likes', the social media sites offer packages. Facebook.com charges Rs. 1,453 every day for 70 to 281 'likes' for a page (www.facebook.com). Even without any expenditure, Facebook pages can be promoted by asking friends to share among their friends and so on. If a certain product or service has potential, its page often goes viral and attracts lakhs of 'likes' in no time without any promotion.

Similarly, for starting websites with only basic information, the cost is negligible. There are many domain space providers who provide dot.com addresses without any expenditure. There are many small time entrepreneurs all over the world who have made it big after starting to promote their products or services through humble websites. In India, the e-commerce site, Flipkart had made a very humble beginning as a site selling books. Today it is a multi-million dollar behemoth selling almost everything.

Immediate Feedback

The exorbitant cost of reaching out to customers through the newspapers as well as television channels has been discussed earlier. However, the extent of their reach or the supposed success or failure of the campaign is very difficult to assess. Campaign planners often rely on TRP reports or circulation data issued by the Audit Bureau of Circulation (ABC) for selecting media but there is practically no reliable way to find out whether enough number of readers or viewers have read or seen the intended message.

In case of social media, however, the exact data about the people who have seen the message can be easily found out. The first trailer video of the recently released film 'Dil Dhadakne Do' was viewed by over one million people on YouTube within 24 hours of its uploading which gave its producers sufficient idea that the first look of the film had been liked by the people.

"The theatrical trailer of **'Dil Dhadakne Do'** has been viewed over one million times on YouTube in less than 24 hours of its release online, and the numbers are only growing with plaudits from commoners as well as celebrities". ("Ranveer Priyanka Anil Anushka Dil Dhadakne Do trailer goes viral," 2015).

The websites, blogs can also leave message boards below the desired information where the readers can post their comments after reading the information. This is almost akin to the 'Letters to the Editor' column of newspapers. The only difference is that, in case of the websites, blogs, social media pages etc, the feedback is immediate.

Control over the dissemination of information

For ages now, public relations professionals all over the world have issued press releases or organized press conferences to share their information or opinion. However, in such cases, the 'gatekeeper' of the information is the journalist. There are innumerable cases, where the journalists do not present an information or opinion in manner in which the concerned organization wants it to. There are instances, when the press releases are not carried at all leaving the public relations professionals with very few options, since carrying the information in a certain manner as desired by the concerned organization is not binding on the journalists and they are absolutely free to add their own perspective to it.

With the advent of the internet – the websites and the social media, the public relations professionals need not rely on the journalists for sharing their information with the rest of the world. In the changed scenario, they are themselves the 'gatekeeper' of the information and can reach millions of readers even without relying on the conventional media. Increasingly, many politicians, film stars, sportspersons are writing their own blogs and tweeting the information about their activities to the readers directly.

The Twitter handle of the Prime Minister's office has a whopping 6.55 million followers (www.twitter.com). Therefore, if any information is shared on this handle, it would reach a huge number of people immediately. Similarly, the websites also have provisions by which the number of visitors to the site can be calculated. This gives an accurate idea about the number of people who have visited the site.

Instant reach

Another major advantage of the internet based media tools is that the reach of the information is absolutely immediate. Once any piece of information is put on social media or on a website, it immediately reaches every corner of the world wherever the internet is available. In case of conventional media especially newspapers, television or the radio, the immediacy is absent as they would share the information desired only at their specified time. In addition, newspapers, television or radio channels do not have the capacity to reach every corner of the world without relying on the internet.

1.5 New Media Penetration in India

One of the long standing arguments against the increasing use of new media tools in India in either PR or advertising is the supposedly low penetration of internet based platforms among the population, especially in the rural areas and among senior citizens and women. However, as per a research by www.internetlivestats.com in 2014, India ranks third in the world in terms of the number of internet users just behind China and the United States. But despite the high number of people using the internet, the total percentage of the Indian population using internet is just 19.19 percent, while in China, it is 46.03 percent and in the United States, it is a whopping 86.75 percent. ("Internet Usage," 2014).

The India@digital.bharat report compiled in January, 2015 by the Boston Consulting Group (BCG) and the Internet and Mobile Association of India (IAMAI) claimed that India would topple the United States as the second largest internet using nation by the year 2018 with more than half a billion users. Users in rural areas are expected to go up from 29 per cent in 2013 to nearly 50 per cent in three years. The number of women users is expected to increase from 28 per cent in 2013 to 35 percent by 2018, the report said. (Kashish, 2015)

The same report also found that India had already emerged as one of the top markets globally for social media as well as e-commerce sites. "India is the second largest market for social networking giants such as Facebook and LinkedIn. 58,000 new users get connected on to a social network every day. E-commerce is shifting users from shopping in stores to shopping on the go. Chinese smartphone manufacturer Xiaomi recently sold 75,000 of its Mi3 models exclusively online in five rounds of flash sales on Flipkart, with most of the sales lasting for less than 10 seconds." (Kashish, 2015)

Rank	Country	Internet Users	1 Year Growth %	1 Year User Growth	Total Country Population	1 Yr Population Change (%)	Penetration (% of Pop. with Internet)	Country's share of World Population	Country's share of World Internet Users
1	China	641,601,070	4%	24,021,070	1,393,783,836	0.59%	46.03%	19.24%	21.97%
2	United States	279,834,232	7%	17,754,869	322,583,006	0.79%	86.75%	4.45%	9.58%

Rank	Country	Internet Users	1 Year Growth %	1 Year User Growth	Total Country Population	1 Yr Population Change (%)	Penetration (% of Pop. with Internet)	Country's share of World Population	Country's share of World Internet Users
3	India	243,198,922	14%	29,859,598	1,267,401,849	1.22%	19.19%	17.50%	8.33%
4	Japan	109,252,912	8%	7,668,535	126,999,808	-0.11%	86.03%	1.75%	3.74%
5	Brazil	107,822,831	7%	6,884,333	202,033,670	0.83%	53.37%	2.79%	3.69%
6	Russia	84,437,793	10%	7,494,536	142,467,651	-0.26%	59.27%	1.97%	2.89%
7	Germany	71,727,551	2%	1,525,829	82,652,256	-0.09%	86.78%	1.14%	2.46%
8	Nigeria	67,101,452	16%	9,365,590	178,516,904	2.82%	37.59%	2.46%	2.30%
9	United Kingdom	57,075,826	3%	1,574,653	63,489,234	0.56%	89.90%	0.88%	1.95%
10	France	55,429,382	3%	1,521,369	64,641,279	0.54%	85.75%	0.89%	1.90%

(www.internetlivestats.com, 2014)

On the basis of the studies mentioned above, it is obvious that internet based media has great potential in the country. With its massive population and vast territory, internet would be the most potent tool to reach the maximum number of people in the shortest possible time. While in terms of percentage, the penetration seems slow, it is sure to expand exponentially in the years to come.

" ....in 2001 there were approximately 7 million Internet users in India. This number has grown by 25 times in the last 12 years at a compounded rate of over 30 percent y-o-y. Today, approximately 40 million Indians are online everyday, spending around 40-45 hours over the Internet per month." (Kashish, 2015)

1.6 Some Successful New Media Case Studies

There have been many new media success stories world over where, PR campaigns run on the internet based platforms have made a huge impact. Let us have a look at some of those case studies:

US presidential elections, 2008

One of the earliest examples of effective use of new media as a public relations tool was the the 2008 US presidential campaign of the eventual winner and present

President Barack Obama. The Democratic candidate used Twitter and Facebook to differentiate his campaign. The social media pages were constantly updated and a lot of focus was laid on continuous interaction with the followers. The effective use of the social networking sites gave Obama's campaign access to e-mail addresses, as posted on social network profile pages. With such an exhaustive email database, a separate email based campaign was also launched.

Lok Sabha elections, 2014

Not many years later, present Indian Prime Minister, Narendra Modi repeated the same new media strategy with great success in the 2014 general elections, in which party, the Bharatiya Janata Party (BJP) thumped to a massive victory. With the hash tag #Achchedin (good days), Modi launched a multipronged campaign on social media sites such as Facebook and Twitter. The party's publicity videos were launched via youtube and no stone was left unturned to turn the videos viral. Maximum attempts were also made to gauge the mood of the voters. The campaign was managed very professionally by a specialized agency.

Just like Obama became popular as the first social media president of U.S.A, Modi, popularly known as NaMo, also notched the tag of first social media prime minister of India. Talking about facts and statistics, Narendra Modi also became the second most-liked politician on Facebook. Modi's achievements, credentials and impeccable personality are not the only reason behind this popularity on social media. His party impressively stormed social media platforms by engaging the users into important conversations. The tagline "Ab Ki Bar Modi Sarkar" and "Twinkle Twinkle Little Star Ab Ki Baar Modi Sarkar" became viral on Facebook, Twitter, and Instagram, and left a lingering message in the minds of people. The volunteers of the party struck conversations with common people and understood their frame of mind and attitude, which in turn helped them to create a buzz.

Where on one side politicians were trying to form a direct connection with the potential voters on Facebook and Twitter by posting and tweeting regularly, the active users on the other hand began to engage with each other on the political front. Social media was not only a way for our netas to make a difference, but it also gave a chance to people to comprehend each other's

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mind-set and influence opinions by sharing knowledge and spreading awareness on a personal level. Indian politicians clearly followed the footsteps of Obama and discreetly used the hashtag strategy on Twitter. Trending hastags like #Electio2014, #NaMo, and #ArvindKhejriwal made people aware about the latest elections developments. ("Social media: The Game Changer," 2014)

The Ice Bucket Challenge, 2014

The Ice Bucket Challenge was started as a campaign to raise funds for the treatment and research of the Amyotrophic Lateral Sclerosis, popularly known as the ALS disease. The campaign went viral on social media and many celebrities all over the world participated in it. In 2014, the campaign collected over a hundred million US dollars through the campaign.

"It was a really viral campaign which had the participation of several celebrities (including Mark Zuckerberg, the CEO of Facebook, the social network where this action went more viral than anywhere else), bloggers, and a lot of social network users who spontaneously participated in this action." ("Communication Campaigns," 2014)

Oreo Biscuits social media campaign, 2013

Global biscuit brand Oreo was one of the first brands in this sector to effectively use the new media tools. Their social media campaigns, at one stage had made them one of the fastest growing brands on Facebook globally.

"Oreo India had launched a Facebook-led social media campaign which made them the fastest growing Facebook pages in the world at that time. The brand created content units which connected it with an important event of the day on which the post was made.

For example, on June 21, it posted a visual update reminding people that it was the longest day of the year, an obvious fact. But to connect it with the brand, it used a stretched pack of Oreo biscuits. The first thing you notice about the posts is the use of the product and its packaging as a visual device to explain the event that it talks about in the post. Later on, Oreo India also took its 'Daily dunks' initiative to the

community by launching Dunkathon. It had done a wonderful job with their innovative content creation." ("25 best Indian social media campaigns" 2013)

Parle G's new media campaign, 2013

Popular biscuit maker Parle G was looking to start an online activity which would reemphasize the brand's philosophy that children get energy and become more attentive in their daily activities if they eat the biscuit. Therefore, they launched the 'Parle G Future Genius' campaign with the help of a microsite.

"Parle G was attempting to reach out to parents and kids by engaging them in an online activity to reinstate the brand philosophy. The campaign was an opportunity to interact with the core target group and build a strong relationship with them.

They had launched a microsite thefuturegenius.com and roped in Ruskin Bond, a famous writer for the site. The micro site contains a couple of sections namely Genius Gyaan, Parents Quotient and Diary of a Genius.

In a nutshell, the campaign clearly demonstrated that is not just content that works, it is content, which adds value to the society that does the magic." ("25 best Indian social media campaigns," 2013)

However, when it comes to the adoption of the latest technologies available to the public relations professionals, the public sector has been found to be lagging far behind their private sector counterparts. New media tools such as the internet; its constituents like e-mail services, blogs, podcasts and much later social media were immediately picked by the private sector to take their products and services to the people. However, the government run agencies have been rather sluggish to do the same. In the last ten years, most of the government agencies have designed their own websites. Government entities such as the National Informatics Centre (NIC) have been created to facilitate the same. But, the sites continue to be slow, unattractive and in many instances loaded with inaccurate or stale information.

Today, the public relations scenario is becoming more and more interactive. Public relations practitioners are not depending on traditional media tools such as newspapers or television only to air their information. Rather, they are effectively using the social media to launch and promote their products or service. Today, no

product starting from a soap to a car would be launched without registering presence in the social media sites such as facebook or twitter. The biggest benefit of using the social media is that the product gets immediate feedback from lakhs of people and the whole exercise is not very cost intensive either.

The advent of the new media tools has provided an excellent platform to the market to showcase their products and services. The tools are also interactive with the provision of immediate feedback. Gone are the days when taking out expensive advertisements on newspapers or television channels were the only tool of reaching out to the target audience. Now, companies simply launch low cost social media campaigns and manage to reach thousands of prospective buyers.

Rather unfortunately, the Indian public sector has been rather slow in adapting to these new age innovations. For example, the online reservation service run by the Indian Railways Catering and Tourism Corporation (IRCTC), an undertaking of the Indian Railways is extremely inefficient and often causes inconvenience to the users who depend on it for their travel bookings. As a result, apart from the railway bookings, IRCTC also finds it difficult to compete with other private entities such as Thomas Cook, DPauls etc in selling general holiday packages to tourists.

Even today, many of these organizations also do not have official facebook pages or twitter handles, which have become the norm for most of the organizations of the private sector. Therefore, we often notice that whenever, the government run establishments are pitted against the private players in an open market situation, they are found wanting in terms of customer service, which in turn harms their business prospects.

Due to reasons such as procedural delays, red tape and on occasions, plain reluctance to adopt something new, the public sector fails to effectively use these measures. For example, the state owned Bharat Sanchar Nigam Limited (BSNL), the Mahanagar Telephone Nigam Limited (MTNL) are running in losses in comparison to the burgeoning business of Bharti Airtel or Vodafone. While it cannot be denied that the BSNL or the MTNL have also failed to provide quality services, but at the same time, they have also failed to sell their products as efficiently as their private sector rivals.

In the banking sector also, the private banks such as HDFC and ICICI have introduced a slew of new age services based on new media. "Banks like ICICI Bank Ltd., HDFC Bank Ltd. etc. are thus looking to position themselves as one stop financial shops. These banks have tied up with computer training companies, computer manufacturers, Internet Services Providers and portals for expanding their Net banking services, and widening their customer base." ("Report on Internet Banking, RBI," 2001).

The above mentioned report shows that private banks were using new media effectively even more than a decade back, while their public sector counterparts with much larger market shares in the banking sector were slow to adapt to the same. Probably, many more such examples can be shown in the other sectors as well.

The situation of the public sector undertakings in the states is even more discouraging. Though they also have to compete with the private sector in many spheres, their public relations infrastructure is mostly archaic and old fashioned. Most states have a directorate of information and publicity which still carries out age old functions such as publishing government advertisements, print publicity folders etc. But there is hardly any effort to reach out to the people through the more modern means. Though, it may be added that many chief ministers and senior ministers have professionally managed Facebook and Twitter accounts through which they communicate with the people.

For example, road transport is one sector in which most state governments operate and compete with their private rivals. But barring a few state transport corporations, none of the other such undertakings have any web presence. Transport corporations of states like Rajasthan and Himachal Pradesh, which are popular with tourists, have pretty effective websites with provisions such as web booking of tickets. They also have presence on the social media. But other states like Assam, West Bengal and Bihar have no such facility.

On the contrary, private bus operators are utilising the web for business even in the interior areas of states like Assam. Jagannath Travels, a private operator which runs buses between the state's nerve centre Guwahati and the southern Assam towns of Silchar, Karimganj and Hailakandi offers tickets on the popular bus ticketing site www.redbus.in, which gives them a definite business advantage over the state run

Assam State Transport Corporation (ASTC), since many people travel up to Guwahati by air or railway and want to immediately travel to these towns by connecting buses. Such passengers want to pre book tickets for the buses as getting tickets real time is often very difficult. The website of ASTC – www.assamtransport.com doesn't offer any online booking services and most of its links are either dysfunctional or under construction.

Therefore, in such a scenario, it becomes absolutely imperative to study the potential of the new media as tools of public relations in the Indian public sector sphere as such a study may finally indicate the measures that can be initiated to change the present state of affairs. Among the public sector establishments also, there are a few organizations which have kept pace with the changing times and have adopted these measures with tremendous success. These success stories, if analysed properly, would also tell us what ails the communications strategies of the other government run organizations.

In this study, we shall take up case studies of two very prestigious and prominent government run establishments of Delhi, the national capital. The Delhi Traffic Police and Delhi University are two such central government run institutions, which have overcome unprecedented challenges and bottlenecks to implement new media tools for communicating to their target audiences. They not only have interactive websites but also have presence in the social media sphere via facebook. The Delhi Traffic Police has been complimented for immediately taking up complaints posted on their Facebook page. They also run very popular WhatsApp and mobile application services which provides free alerts to the subscribers about the traffic bottlenecks in the city. Both these institutions also run helpline services for the convenience of the people.

Now let us take a closer look at the profiles as well as the new media practices of these establishments:

1.7 Organisational Overview

1.7.1 Delhi Traffic Police

Introduction

Delhi Police is arguably the largest metropolitan police force in the world today, with a bigger strength then the police forces of major global cities such as London, Paris, New York and Tokyo. At present, its strength is approximately 76,000 personnel. The Delhi Police force is divided into three ranges, 11 districts and 180 police stations. A Commissioner of Police heads the Delhi Police. Unlike all other police departments across the country, the Delhi Police does not report to the provincial government of the National Capital Territory of Delhi, rather it directly reports to the Ministry of Home Affairs, Government of India.

The jurisdiction of the Delhi Police spans over approximately 1,500 square miles, with a population of about 1.6 crores. The challenges faced by the force are multifarious as being the national capital, Delhi is always a target of the terrorist and insurgent groups.

Delhi Police's Traffic wing is in charge of implementing the majority of the new media tools used by the organisation. The city of Delhi today has more than 65 lakh vehicles registered. In addition, lakhs of vehicles from the neighboring states, which are part of the National Capital Region, also ply on the city's roads every day. In fact, Delhi has more vehicles than the number of vehicles combined in the other three Metropolitan cities of Mumbai, Chennai and Kolkata. To add to these issues, Delhi also has the most extensive road network, in comparison to any other major city of the country. Being the national capital, the safe movement of VIPs and dignitaries without causing major traffic disruptions is another continuous challenge. These vehicles are also major contributors to the pollution levels of the city, due to which the Police also has to cooperate with the pollution control authorities in reigning in the erring vehicles. Therefore, managing traffic in such a humungous and ever growing urban centre is a monstrous challenge. Presently, the Delhi Traffic Police is headed by a Special Commissioner.

Now let us take a look at the history behind the establishment, development and further expansion of the Delhi Traffic Police, one of the largest city based police forces in the entire world.

Historical perspective

The era of the Kotwals: Delhi has a long history of policing through the famed institution of the Kotwal. Malikul Umara Faqruddin is said to be the first Kotwal of Delhi. He became the Kotwal at the age of 40 in 1237 A.D. and was also simultaneously appointed as the Naibe-Ghibat (Regent in absence). Because of his integrity and sagacity he had a very long tenure, holding the post through the reigns of three Sultans Balban, Kaikobad and Kaikhusrau. On one occasion, when some Turkish nobles had approached him to secure the withdrawal of Balban's order confiscating their estates, the Kotwal is recorded to have said, "My words will carry no weight if I accept any bribe from you. It is presumed that the Kotwal, or Police Head quarters was then located at Qila Rai Pithora or today's Mehrauli.

Another Kotwal mentioned in history books is Malik Alaul Mulk, who was appointed by Sultan Allauddin Khilji in 1297 AD. Sultan Alauddin Khilji once said of him, "He deserves the Wizarat (Prime Ministership) but I have appointed him only the Kotwal of Delhi on account of' his incapacitating corpulence."

When Emperor Shahjahan shifted his capital from Agra to Delhi, in 1648, he appointed Ghaznafar Khan as the first Kotwal of the new city, bestowing on him also the very important office of Mir-i-Atish (Chief of Artillery).

The institution of Kotwal came to an end with the crushing of the revolt of 1857, the first war of freedom by the British and, interestingly, the last Kotwal of Delhi, appointed just before the eruption of the first war of freedom, was Gangadhar Nehru, father of Pandit Motilal Nehru and grandfather of Pandit Jawaharlal Nehru, India's first Prime Minister. ("About us," 2012)

During the British rule: An organised form of policing was established by the British after the first war of freedom of 1857, with the adoption of the Indian Police Act of 1861. Delhi being a part of the Punjab, remained a unit of the Punjab Police even after becoming the Capital of India in 1912. In the same year, the first Chief

Commissioner of Delhi was appointed and was vested with the powers and functions of the Inspector General of Police.

According to the 1912 Gazette, Delhi District was under the control of a DIG of Police with his headquarters at Ambala. The police force in the Delhi district, however, was commanded by a Superintendent and a Deputy Superintendent of Police. The total composition of the force then was two Inspectors, 27 Sub-inspectors, 110 Head Constables, 985 Foot Constables and 28 Sawars. The rural police was in the charge of two Inspectors with their headquarters at Sonepat and Ballabgarh respectively with 10 police stations. In addition, there were seven outposts and four 'road posts'.

In the city there were three large police stations of Kotwali, Subzi Mandi and Paharganj. In the Civil Lines, there were spacious police barracks where the Reserve, Armed Reserve and recruits were accommodated. ("About us," 2012)

Post Independence Period: Delhi Police was reorganised in 1946 when its strength was almost doubled. In the wake of partition, a large influx of refugee population rolled in and there was a sharp rise in crime in 1948. It was on 16th February, 1948 that the first IGP of Delhi was appointed and the total strength of Delhi Police was increased by 1951 to about 8,000 with one Inspector General of Police and eight Superintendents of Police. A post of Deputy Inspector General of Police was created in 1956. With the rise in the population of Delhi, the strength of Delhi Police kept on increasing and in the year 1961, it was over 12,000. Presently, the sanctioned strength of Delhi Police is 83,762.

In the year 1966, the Government of India constituted the Delhi Police Commission headed by Justice G.D. Khosla to go into the problems faced by Delhi Police and it was on the basis of the Khosla Commission Report that the Delhi Police was once again reorganised. Four Police districts, namely, North, Central, South and New Delhi were constituted. The Delhi Police Commission also recommended the introduction of Police Commissioner System which was eventually adopted from July 1,1978.

The population of Delhi and the attendant problems of policing kept on multiplying and following the recommendations of the Srivastava Committee, the strength of Delhi Police was increased to the present level of above 76,000. ("About us," 2012)

The Traffic wing of the Delhi Police is its biggest section. It has been a part of the Delhi Police machinery ever since its reorganization in 1946. With a staff strength of approximately 5,800 personnel, it is generally headed by an officer of the rank of the Special Commissioner or Joint Commissioner. The wing is responsible for the overall traffic management of the city along with other ancillary aspects such as VIP movements, road diversions for construction work, dharnas etc.

Public Relations Challenges

Any traffic police force working in any part of the world will always be in front of the public eye. If the traffic situation of a place is under control, the efforts made by the traffic police there may go completely unnoticed. However, in the event of deterioration in the same, the traffic police will always be the first to get brickbats from the public.

The public relations challenges of the Delhi Traffic Police are more profound than probably any other police force in the country. Being the capital of the nation, any major traffic breakdown in the city immediately becomes national news.

The media presence in Delhi and the adjoining areas is massive. Approximately 500 newspapers, of almost all major languages are published from here. Another 100 television channels are also active all through the day. Innumerable internet news portals further add to the numbers. Even though the Frequency Mode (FM) radio channels are not allowed to broadcast news programmes, but they do discuss the major events taking place in the city and also contact the Delhi Traffic Police for relevant answers.

The innumerable queries made by the journalists on a daily basis have to be answered satisfactorily to preserve the image of the traffic police. In the event of a failure to address even one of the queries, the impression of the force among the masses may take a severe beating.

Being a modern urban centre, people here are also very active on the social media. Any incident, connected to traffic immediately goes viral on social networking sites such as facebook or twitter with lakhs of people demanding immediate redressal from the police.

Another major challenge is of course the presence of a huge number of political leaders and bureaucrats in the city due to which the public relations mechanism of the Delhi Police as a whole is always under tremendous pressure to ensure that the media queries are addressed adequately and no incident is allowed to acquire political overtones.

The traffic situation in the city is widely reported by the media. The traffic police gets terrible bad press if there are traffic snarls due to rains or some procession or dharna in any part of the city. The public relations machinery has to be on its toes gauge such possibilities and take proactive measures.

New media tools used by Delhi Traffic Police

The Delhi Traffic Police has adopted a slew of new media tools, as a part of its public relations strategy. As the social media today has obliterated the status of the journalist as the gate keeper of information, the Delhi Traffic Police has tried to reach the masses directly through the effective use of social media and short messaging services (SMS). In addition to these, they also have a comprehensive and well maintained website along with a number of custom made helpline services.

Social Media Presence: In the year 2010, the Delhi Traffic Police made its foray into social media with official pages on both Facebook and twitter to tackle traffic related complaints and queries. These pages are regularly monitored and updated by a specialized agency engaged by them. The Facebook page started in April, 2010 has more than 2.5 lakh likes and when it was checked the last time, more than 3,900 people were active on the page. The twitter page of the Delhi Traffic Police is also popular with more than three lakh followers. The twitter handle also regularly uploads information about traffic bottlenecks or diversions around the city. But it has some constraints as the tweets have to be confined to only 140 characters. People regularly post their complaints and grievances aided by photographs and videos on these pages and efforts are made by the department to address them.

SMS Service: Delhi Police provides information about pending fines, penalties etc of vehicles, if one sends an SMS with the relevant vehicle number to them on the number 9811452220. This vehicle was introduced in 2002 and is one of the oldest new media initiatives taken by the force. The SMS service started by the Delhi

Traffic Police before the Commonwealth Games, 2010 to alert the vehicle users about the areas with traffic snarls, was received very positively by the people as any mobile user could become a subscriber of this free service simply by sending an SMS to the number – 09219592195. Subsequently, this service was withdrawn as the Delhi Traffic Police introduced other traffic update services through the mobile chatting service Whatsapp and a dedicated mobile application.

Delhi Traffic Police Website: The Delhi Traffic Police runs an interactive website which complements its social media and sms services. Apart from the routine features of such websites such as history of the organization, messages from the top functionaries, mission statements etc the site contains details of its sms service, traffic helpline etc. The site also carries separate sections displaying its press releases, advertisements etc. Other traffic specific information such as procedure for no entry permissions, driving license application status, fault monitoring system etc are also displayed on the home page of the website. Another interesting feature is the FAQ section that provides quality insight for drivers such as driving tips, vision requirements etc.

WhatsApp number: The Delhi Traffic Police has launched an official Whatsapp service from October, 2014, through which complaints, photographs, videos and suggestions can be sent to them regarding Delhi's traffic situation. Through a dedicated mobile number - (+91)8750871493, the citizens can reach the Traffic Police authorities and post their queries.

Delhi Traffic Police mobile app: The mobile application of the Delhi Traffic Police was launched in May, 2014. The app can be easily downloaded from Google play store for Andriod users. It is convenient for the users with a host of sections such as Traffic Advisory, Traffic Alert, Taxi/Auto Fare, Complaints, Signal Fault, Towed vehicles,Emergency Contacts, FAQ, Offences, Lost Report etc.

"This Delhi Traffic Police Application aims at increasing public engagements and providing them with easy access to information about traffic situation in Delhi. The vision is to enable public to avail information about traffic and to utilize e- services provided by Delhi Traffic Police in future," the description of the app mentions.

Delhi Police Website: The Delhi Police maintains a comprehensive yet easy to use website - www.delhipolice.nic.in. The site includes all details related to the various helpline services run by the police. It also has an e-mail service through which the people can get in touch with the police to air their grievances and complaints. The tendering procedure of the department, often a contentious issue for the government agencies also finds a place with all tender notices uploaded online along with publication in the newspapers as per norms. A press release section is also there from where the journalists can check and download both latest and old press releases. The traffic branch of the department also runs a separate website – www.delhitrafficpolice.nic.in, which is also pretty comprehensive.

1.7.2 University of Delhi

Introduction

The University of Delhi is one of the premier centres of higher education in India. This university, run by the central government was established in 1922. At present, there are 16 faculties, 86 academic departments, 77 colleges and five other recognized institutes spread all over the city, with 1,32,435 regular students and 2,61,169 students in the non-formal education programme.

Many very distinguished luminaries of the nation, who have excelled in various fields of expertise, have passed out from the university. Legendary actor Amitabh Bachchan, Myanmarese pro-democracy activist Aung San Su Kyi, author Amitav Ghosh, former President Fakhruddin Ali Ahmed, actor Shah Rukh Khan, noted litterateur Khushwant Singh, entrepreneur Rahul Bajaj are some of those many celebrities who had their education in this prestigious institution.

The university attracts lakhs of applications every year from different parts of the country as well as abroad for its undergraduate and post graduate courses. In fact, accommodating students from all over the country, without compromising on the academic standards of the institutions under it is one of the major challenges for the university.

The university is also well known all over the country for introducing many innovative and modern initiatives oriented towards the benefit of the students. The

digitisation of the entire admission process in which more than a lakh applications are made every year is one of those initiatives.

The student's union elections of the university are also among the most high profile in the students' politics scenario of the entire country. Many national level leaders are known to have learnt the tricks of the trade as student leaders here. Delhi Chief Minister Shiela Dikshit, Union Ministers Salman Khurshid, Kapil Sibal, Ajay Maken, Communist leader Sitaram Yechury, BJP leader Maneka Gandhi are some of those eminent leaders.

Historical perspective

The Early Days: When the University took birth, only three colleges existed in Delhi then: St. Stephen's College founded in 1881, Hindu College founded in 1899 and Ramjas College founded in 1917, which were subsequently affiliated to it. The University thus had a modest beginning with just three colleges, two faculties (Arts and Science) and about 750 students. In October 1933, the University offices and the Library shifted to the Viceregal Lodge Estate, and till today this site houses the offices of the main functionaries of the University. The University has grown into one of the largest universities in India.

Sir Maurice Gwyer, the then Vice-Chancellor, realizing the importance of a distinguished faculty to act as role models, relentlessly searched for talent all over the country and roped in men of eminence to this University, such as Prof. D.S. Kothari in Physics, Prof. T.R. Sheshadri in Chemistry, Prof. P Maheshwari in Botany and Prof. M L Bhatia in Zoology. ("About us," 2012)

Establishment of South Campus: When the University of Delhi expanded in many directions to keep pace with a rapidly growing city, South Campus was established in 1973 to facilitate access for the residents of South Delhi. It moved to its present location on Benito Juarez Road, near Dhaula Kuan, in 1984. The Campus is now spread across 69 acres of green, hilly terrain and its buildings blend attractively with the natural surroundings. The various departments are located in the Faculty of Arts and the Faculty of Inter-disciplinary and Applied Sciences. S.P. Jain Centre for Management Studies is also located at the South Delhi Campus. Besides these, the Campus has a good library, a Health Centre, a Bank, a Post Office, DTC Pass Section

and administrative and examination blocks. South Campus also provides some residential quarters for faculty members and the non-teaching staff. Outstation students are offered accommodation in three hostels. ("About us," 2012)

Present position: Five Departments namely Chemistry, Geology, Zoology, Sociology and History have been awarded the status of the Centres of Advanced Studies. These Centres of Advanced Studies have carved a niche for themselves as centres of excellence in teaching and research in their respective areas. In addition, a good number of University departments are also receiving grants under the Special Assistance Programme of the UGC in recognition of their outstanding academic work. 10 Departments (Germanic & Romance Studies, Hindi, Persian, Geography, Music, East Asian Studies, Anthropology, Mathematics, B.R. Ambedkar, M. I.L.) are getting grants under DRS, two Departments (Buddhist Studies, English) are getting grants under DSA, three Departments (English, Buddhist Studies, Social Work) are getting grants under AISHSS and three Departments (African Studies, East Asian Studies, Developing Countries Research Centre) are getting grants under Area Studies Programmes. Department of Adult, Continuing Education and Extension and Women's Studies & Development Centre of the University are also getting special funding from UGC. The University today boasts of as many as 15 big libraries apart from libraries in colleges.

The University Science Instrumentation Centre (USIC) which is now situated close to the Physics and Chemistry Departments houses a number of sophisticated and high-end research instruments. These instruments are used quite frequently by Teachers and Research Scholars of postgraduate departments of the University as well as by many other institutions in Delhi and its neighbourhood. The University has recently laid fibre-optic network in the North and the South Campuses connecting all colleges and departments. ("About us," 2012)

Public Relations Challenges

Purely from the point of view of public relations, the university, being such a mammoth institution faces an array of challenges. Further, being located in the capital of the country, all the activities taking place in it are always subjected to an enormous level of media scrutiny.

The main challenge for the institution is of course to ensure that its admission process does not face any undue media criticism. Over a lakh applications are received every year from across the country for the university's undergraduate courses. Any mismanagement during the process receives tremendous amount of negative media coverage not only in Delhi but the entire country. Therefore, the public relations professionals involved with the university are always on their toes during this period, when they have to provide daily updates to the media regarding minute details such as the dates of submission of forms, cut off percentages etc.

The elections for the student's union are another important annual event when the public relations mechanism remains on high vigil. While the media coverage during this period mostly revolves around the candidates, their political affiliations as well as their campaigning strategies, issues related to the management of the elections, neutral attitude of the management, adherence to the poll code of conduct etc can potentially bring bad press to the institution. Therefore, such issues require careful handling.

Certain other challenges which are faced by most academic institutions across the world are issues related to the safety of the students, especially female students, practice of ragging in the colleges and hostels, agitations by teaching and non teaching faculties etc. the university of Delhi is also not aloof from these challenges and the public relations team of the university also has to take into consideration these aspects.

New media tools used by the University of Delhi

The University of Delhi has also adopted new media tools very effectively to interact with all the major stakeholders. The university uses many state of the art new media devices such as an interactive website with provisions such as the downloading of admission forms, a helpline number that is operational round the year and presence in social media platforms such as Facebook and twitter. Now let us analyse these new media tools in further details:

Presence in Social Media: The University of Delhi has an official page on the social networking site, Facebook, where the university uploads information about all events taking place in the institution. Important notifications including links to examination

results also find a place there. The page already has more than seven lakh 'likes' (721,995) and when checked last on the 28th June, 2015, more than 7,000 people were talking about the page. Prospective students are also free to post their queries on the page and the university authorities take their time out to answer them.

The University of Delhi also has an official YouTube channel, which is used for live streaming of videos as well as uploading of other videos. This is a very progressive step since most foreign universities of global repute have dedicated YouTube channels. Many private Indian universities also have provided this facility. However, when checked last (on 29th June, 2015), this page was not being utilized very actively.

University of Delhi Website: The University of Delhi maintains a comprehensive as well as informative website - www.du.ac.in. Apart from containing the routine information that exists in all websites of educational institutions such as details about the university, its departments, faculty members etc, the website also uploads admission forms, which are downloadable in nature. All notifications related to examinations, results etc are uploaded in the site. The website also prominently displays a section on its homepage called "Latest @ DU", which contains all relevant information about the events taking place in the institution.

The homepage also prominently displays information about the infocentre of the university which maintains a helpline number – 155215/011-27006900 as well as offers an e-mail id – infocentre@du.ac.in on which queries can be made by the people. This apart, all the e-journals of the university are also hyperlinked on the homepage itself, which is a great boon for researchers and academically inclined people. The website is also used effectively for delivering messages of social relevance. For example, a link declaring the university's zero tolerance policy to ragging is prominently displayed on the homepage. When clicked the link takes the readers to another page which comprises of press releases, brochures and guidelines etc related to the university's stern approach towards the evil practice of ragging.

There are links to other important aspects of the institution such the school of open learning, tenders floated by the university, details as per the Right to Information Act, 2005 etc. Though the site looks rather busy with so much information stuffed on the homepage, it is certainly informative and convenient for prospective students who intend to gather information about it before taking admission here.

From the session of 2015, the University of Delhi has also strated online admissions of students. Under this new arrangement, the students will not only be able to download forms but will also be able to fill up the forms online and submit. The online procedure can be accessed from the university's website. Along with the website, a dedicated mobile application with the name - DU UG admissions 2014-15' which can be downloaded from the university's website.

1.8 Statement of the Problem

The new age media tools are today completely redefining the manner in which the media is used. Gone are the days when people used to wait anxiously for the morning newspaper to get information about the major events of the previous day or used to huddle around radio and television sets to listen or watch news bulletins.

"New media is becoming the preferred term for a range of media practices that employ digital technologies and the computer in some way or another." (Dewdney & Ride, 2006).

Everything is now available on the press of a button. People access to information about the latest developments on the move with the help of their mobile phones, palmtop and laptop computers. With the advent of social networking sites such as Facebook, Twitter, LinkedIn and Orkut, the dissemination of information has become even more fast and prompt.

"The new interactive medium threatens both the status quo and promises an exciting new way of learning about the world." (Fuller, 1997)

Therefore, with new media changing the media landscape tremendously, the discipline of Public Relations cannot stay aloof. They have had to redesign their operational strategies almost overnight to keep pace with these developments. PR Campaigns which used to revolve around well coordinated press conferences and distribution of press releases now also have to include the strategies related to the optimum use of new media tools, especially social media.

For example, during the anti graft campaign by social activist Anna Hazare in 2012, the entire public relations strategy hovered around the effective use of the social media tools. There were more than hundred accounts on Facebook dedicated to

Hazare and his campaign with more than 300,000 followers. With internet news portals flashing constant updates and 24X7 channels following all his activities, the campaign gained mass popularity within a very short span of time.

The multi million rupee public relation industry of the country which caters to the publicity requirements of the Indian corporate world has also woken up to this fact. All the major PR agencies have dedicated and specialized teams to work on digital and new media tools. News tracking agencies that used to track news coverage for the corporate houses now have special mechanisms to track the number of hits that a news story gets on a particular website.

However, an intriguing aspect of the new media boom is that, the public relation setups of the government organisations of India as well as the public sector undertakings are still reluctant about the use of these tools. They still prefer to adopt the conventional methods for publicity purposes even though there are specialized agencies in place to even manage social media in the country today.

This study will try to look into the public relation practices of two Delhi based public sector entities – The Delhi Traffic Police and the Delhi University, which have tried to tread a different path. The Delhi Traffic Police and the University of Delhi have opened Facebook pages where they are inviting suggestions as well as grievances from the people. Delhi Traffic Police is also running a very effective mobile application service which provides real time traffic updates from across the city. It may apparently appear that such a step is suicidal in nature from the point of view of public relations because the people would then get a direct opportunity to voice their grievances and complaints on a public forum. However, just the opposite has happened. These departments, especially the Delhi Traffic Police, have gained immense goodwill because of this step and they are being seen as a department which genuinely cares for the people.

One of the greatest merits of the new media tools is that they are cheaper and easier to use. For example, maintaining accounts on social networking sites is absolutely free and does not cost a penny. Similarly, designing interactive websites is also not very cost intensive. The public sector is often seen as inefficient and careless about the needs of the common man. However, if new age media devices are effectively put to

use, these departments and undertakings can build great brands and garner immense publicity without any major investment.

1.9 Objectives of the Study

1. To find out and analyse the most important new media tools which are impacting the public relations industry in India.

2. To evaluate the impact that these tools have had on the public relations industry of India.

3. To analyse the changes that have come in the core competencies of the public relations professionals due to the introduction of new media.

4. To study the positive impact that new media has been able to generate as regards the functioning of two of Delhi's premier government organizations – the Delhi Traffic Police and the Delhi University.

5. To assess the potential of new media in garnering publicity and enhancing the image of the public sector departments of India.

1.10 Research Questions

In this study, the researcher will attempt to analyse in what manner the new media has changed the public relations scenario in India. The following will be the major research questions:

1. What has been the overall impact of new media on the Indian Public Relations scenario?

2. In what way have the public relation agencies or departments changed their strategies after the invention of these new media devices?

3. What are the major examples in the Indian corporate world, where the adoption of new media tools have boosted the popularity and credibility of a brand?

4. What has been the impact of the new media tools on the popularity and credibility of the Delhi Traffic Police and the Delhi University?

5. What is the potential of new media tools in improving the brand value of India's public sector departments?

6. What are the reasons for the reluctance of the public sector departments in adopting new media tools for public relations purposes?

1.11 Operational Definitions

New Media: The term 'New Media' means those new tools which are being introduced into the media sphere with the gradual improvement in the information technology sector. In the eighties, when the internet started entering into the households and offices of the developed world, the term new media was often used to define internet which made a huge difference to the way the media was functioning. However, with the introduction of social media sites such as Facebook and Twitter, now the same term is being used to define these new innovations.

Public Sector: The term 'Public Sector' can be defined as a constituent of the state that carries out important public service activities for the benefit of the people on behalf of the state administration. Certain undertakings, which are run by the government for profit and capital raising objectives, also come under the purview of this term. In a nutshell, anything that is run by the government can be termed as 'public sector'.

Public Relations: The term 'Public Relations' has been defined differently by many different scholars. In short, it can be explained as a practice through which a company or an organization establishes and maintains a relationship with the public as a whole or its main stakeholders. Various activities such as relationship development with stakeholders, awareness campaigns on various issues, media relations, event management etc come under the broad ambit of the term 'public relations'.

Case Study Research: Case Study Research is the practice of studying and analyzing specific products, services, developments or innovations of a certain discipline in order to prove a certain trend or theory related to that particular discipline. For example, in this particular study, the case studies of the Delhi Traffic Police and University of Delhi will be taken up to show how the adoption of new media tools in public relations can benefit the overall functioning and brand image of public sector organizations in India.

1.12 Significance of the Study

New media is expected to become the primary mode of communication in the years to come. In many countries of the developed world, mainstream publications of the print media are already suffering losses since most of the information nowadays is generated through social media. In such a scenario, it is extremely important to study the role and potential that new media may have on the public relations and communications strategies of the public sector. This study is surely going to show the way forward to the public sector organisations about affectively implementing new media tools in their public relations strategies.

Section II

1.13 Methodology

Content analysis, social media analysis and sample surveys are the main methods by which the study has been carried out. Content analysis of three leading print media publications have been analysed to find out whether the two government entities being studied have been benefited by the employment of new media tools. Surveys were carried out to monitor whether the target audience of these departments benefited by new media or not.

The newspapers which were selected for the content analysis are – The Times of India, Hindustan Times and The Indian Express. These newspapers were selected as these have very high readership in the National Capital Region. The detailed reasons for their selection have been enumerated in the ensuing chapter.

Moreover, these newspapers provide very detailed coverage of the affairs of the city and traffic and university admissions are very widely reported. In fact, The Times of India and Hindustan Times have been carrying out centre-spreads on the admission procedure and cut off percentages for more than a decade now.

Social media analysis of the Facebook and Twitter pages of both Delhi Traffic Police and the University of Delhi was undertaken to analyze how these pages were actually reaching out to their target customers. The number of updates put up by these organisations, the following comments, speed of response back to the people, rate of increase of followers and other things were the main points on the basis of which the

social media analysis was made. In addition, the websites of these organisations were also thoroughly studied to assess whether they were really of any substantial help to the target audience.

1.13.1 Data Collection Tool : For the survey, a sample size of 404 persons was taken for the survey on Delhi Traffic Police, while a sample of 405 persons was taken for the University of Delhi. In case, of the survey on Delhi Traffic Police, primarily vehicle owners and some drivers were involved, while for the University of Delhi, students, prospective students, their parents and relatives were involved. Out of 404, 104 replied for being considered for the analysis of data in terms of their response towards the activities of Delhi Police. In case of University of Delhi, 405 questionnaires were distributed out of which 105 questionnaires were returned for analysis of response.

The structured questionnaire was prepared to get a clear idea about how the new media tools employed by the Delhi Traffic Police and the University of Delhi were helping people get relevant information pertaining to the traffic situation in the city as well as the admission procedure of the university which attracts lakhs of aspirants every year.

1.14 Data Interpretation

1.14.1 Content Analysis

In order to establish the effectiveness of new media as a tool of public relations for the University of Delhi as well as the Delhi Traffic Police, the content analysis of the print media coverage of these two organizations was extremely necessary since the media coverage not only gave an insight into the various new media tools employed by these organizations, but also reflected on the response these new initiatives got from the target audience.

The analysis also brought to light how the media covered these organizations prior to the introduction of the new media tools and how they covered them after the introduction of these tools. For the purpose of conducting the content analysis, three frontline English daily newspapers were selected. These three newspapers were – The Times of India, Hindustan Times and The Indian Express.

The collective readership of these three newspapers in the national capital is approximately 40 lakhs, with Hindustan Times leading with about 23 lakh readers. In addition, it was felt that the primary target groups of both the organizations under study – students studying or planning to study in Delhi University and the vehicle owners who generally drive on the streets of Delhi or employ drivers for the same purpose mainly read these mainline English newspapers.

The content analysis mainly takes into account the coverage of Delhi Traffic Police three months prior to and three months after the introduction of the new media tools such as SMS service, social media pages etc in October, 2010. Similarly, the analysis on the University of Delhi takes into account three months prior to and three months after the introduction of the online forms system in June, 2012. However, to make the study more in-depth, the researcher has also studied certain random newspaper coverages of the years 2008 and 2009 and they gave a more detailed idea about the problems the city's drivers as well the students or their families were facing prior to the introduction of these new initiatives.

In addition, Delhi Traffic Police launched two new initiatives – mobile application and Whatsapp number in 2014, due to which the news coverage of 2014 has also been studied for a better understanding of the research topic. The University of Delhi also introduced the online admission process from 2015 as per which, the form can not only be downloaded but can also be submitted online without any paper work. Therefore, news coverage of this particular development has also been covered by the researcher.

For the purpose of content analysis, 71 news items pertaining to the Delhi Traffic Police and the University of Delhi could be found and the following findings have been deducted on the basis of these clippings. For the key findings of the content analysis, we shall analyse the coverage of both the University of Delhi and Delhi Traffic Police one after another.

- **Convenience of the target audience, leading to positive media coverage and image building**

  University of Delhi: The news items analyzed clearly indicated that the introduction of new media tools resulted in greater convenience for the students as well as the vehicle owners. This convenience, in turn, contributed

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to the increase in number of positive news coverage for both the organizations, which can be termed as a success for the public relations machineries of both these organizations.

For example, the Hindustan Times' headline of a news item on 4th June, 2012 read, "Jump the queue, fill out application forms online this yr". In this news item, the correspondent Ms. Mallica Joshi writes, "After a year of no application forms, Delhi University is set to bring back centralised OMR forms for the admission process that begins on June 4. The only difference is that this year the forms can be filled out online as well".

In another story dated 12th June, 2012, the same newspaper reports, "Glitch-free website spurs aspirants to apply online". It quotes a parent of a student as saying "I had to go especially go to Delhi to get a form when my elder daughter had applied to DU. This year, I simply registered online and paid the money on Thursday evening. The whole process is very simple and saved me a lot of time and money," this obviously indicates that the online procedure contributed to the increase in popularity of Delhi University as well as convenience of the target audience.

The fact that introduction of the online procedure was highly awaited and was received very positively by the media can be noticed in a news item published on The Times of India, dated 11th December, 2011. In this story, the correspondent, Mr. Manash Pratim Bhuiyan reports, "In an attempt to make admissions in DU smooth and student-friendly, the university is considering making the application process online from the next session. A high-powered committee, comprising 16 college principals besides representatives of the university, is going to discuss the pros and cons of making the application process online as recommended by the ministry of human resource development."

A similar story was carried by the Indian Express a year earlier on 1st June, 2010 with the headline, "DU likely to accept forms online next yr". In the story, attributed to the news agencies, the correspondent writes, "Delhi University might start the process of offering and accepting forms online from

next year, thus easing out the admission process problems of thousands of outstation students.

The University now has enough bandwidth to make this possible, but the problem is the large scale construction work that is on, particularly on the roads, that might make the process of laying down cables a time-consuming job, Vice Chancellor Deepak Pental said here today.

Thousands of outstation students seeking admission to the University have to camp in the capital when the admission season begins to personally purchase and submit forms. There has been a growing clamour in recent days for making admission forms of DU available online."

Similarly, after the opening of the official Facebook page of the University of Delhi on 30th May, 2011, Hindustan Times wrote with the headline, "DU makes its Facebook debut".

Ms. Shefali Saxena, the correspondent writes, "Keeping up with the times and to make accessing information easier, Delhi University started its page on the social networking site Facebook on Monday.

On the very first day of its launch, the traffic on the page was quite heavy. By 9.30 pm, more than 800 students had liked the page and many others had posted questions in the discussion section."

Covering same event, the Indian Express wrote, With its helplines and open-days flooded with pre-admission queries, Delhi University on Monday launched its Facebook page for students, giving them another avenue to sort out their questions, raise their grievances and offer suggestions.

At the first Open Day at the South campus, officials of the University were bombarded by a series of questions by curious students and concerned parents as they sought to clear their doubts about the new admission norms and other details and nuances of several courses.

Vice Chancellor Dinesh Singh said at the institution's social networking profile,a link to which is available on the University's website, he will himself try to answer several of the queries posted by students.

The above examples clearly indicate that the introduction of initiatives such as presence on social media brings a great deal of goodwill to the organization and enhances its credibility. All major publications had covered this venture of the University of Delhi when they had launched their Facebook page.

When the online admission procedure was launched by the university in May, 2015, Hindustan Times reported with the headline, "DU releases admission guidelines, online admissions from May 28".

In the story, the correspondent, Ms. Shradha Chettri writes, "In a bid to minimise the use of paper, the online registration for Delhi University's (DU) undergraduate courses will begin from May 28 this year. This is the first time online registration will begin earlier than the offline one.

Ending speculation, DU has retained its offline admission procedure but will begin it only by June 5. For both the online and offline processes, the registrations end on June 15. Over 60,000 seats in 61 DU colleges are up for grabs.

"We wanted more students to register themselves online and discourage offline registration, so we have taken this decision after much deliberation," said JM Khurrana, the dean of student welfare.""

On the same development, the Indian Express reported, "The admission process for the 54,000 seats in Delhi University (DU) is set to begin from May 28. This year, in order to encourage more registrations, the university has decided to take the online route first and start registrations from Thursday, while offline registration will begin from June 5.

"We plan to discourage students from applying offline. The university earlier sold both offline and online pre-registration forms for undergraduate courses on the same date," J M Khurana, Dean of Students' Welfare at DU, said.

Apart from the university's website, students can also fill forms on the mobile-based android application 'DU UG admissions 2014-15'. It can be downloaded from the university's website.

Delhi Traffic Police: In case of the Delhi Traffic Police also, it can be noticed that the introduction of new media facilities such as SMS updates on traffic snarls immensely contributed to the improvement in its good will and image building.

For example, on 17th July, 2010, The Times of India reported, "Cops to SMS jam updates". Presenting a very positive image of the police force, the story says, "Starting Friday, commuters can get mobile updates from the traffic police on traffic congestion in the city. The updates will be sent via SMS after one subscribes to the service. So all you need to do before setting out from home is check your SMS inbox and decide the route you should take based on the advice of the cops."

Hindustan Times carried a story by the news agency, Indo-Asian News Service (IANS) on 19th July, 2010 which says, "Its Twitter and Facebook accounts have thousands of followers. Now, the Delhi traffic police's SMS alert service on traffic jams and diversion updates, launched three days ago, has already logged 21,240 subscribers with a majority describing it as a "world class service".

It could also be noticed that the introduction of the SMS service had a lasting impact on the image building exercise. A year later in July, 2011, also The Indian Express reported, "The Delhi Traffic Police's efforts to ease congestion on city roads by using unorthodox methods seem to have borne fruit. Nearly a year ago, the department had initiated an SMS service that provided commuters with updates on traffic jams, bottlenecks and congestion. Today, the service has turned out to be a major success," the report said.

After the introduction of the WhatsApp number in October, 2014, the Times of India reported with a Press Trust of India story with the with the headline, "Delhi traffic police launch new WhatsApp helpline".

In the story, the correspondent writes, "The Traffic Police had recently asked Delhiites to come forward and complain about illegal parking in the city through their Facebook page and traffic helpline numbers 1095 in order to

curb the menace of 'parking mafia'. The launching of a WhatsApp helpline is seen as a step forward in this direction.

Delhi Police has been making concentrated efforts of late to utilize the potential of WhatsApp, the popular messaging app to reach out to the citizens and also for effective communication among themselves."

On the same topic, Hindustan times reported with the headline, "Delhi traffic cops now on WhatsApp, invite complaints from public". The correspondent, Saumya Pillai writes, "Soon after the number was opened to the public, complaints and queries started pouring in from across the Capital. In a few hours, over 250 messages were received on the number.

To reach out to the traffic officials the complainant only has to mention the nature of the offence, which could be a traffic violation, unauthorised parking, overcharging, refusal or misbehaviour by auto or taxi drivers, faulty traffic signals or any other issue related to traffic management in the city.

A video footage or a photograph can also be attached along with the name of the complainant, the place where the incident has happened and the date and time of occurrence."

The extensive coverage of the launch of the WhatsApp number also indicates that such initiatives facilitate positive press coverage and increases the goodwill of the organization. These steps are not at all cost intensive but at the same time, are easy to implement.

The launch of the mobile application of the Delhi Traffic Police also got tremendous coverage in the media. Hindustan Times carried a news item attributed to the news agency Indo-Asian News Service which wrote, "Through this mobile application - a brainchild of Delhi Traffic Police - the commuters will also be able to report about faulty traffic signals.

The application, which can be downloaded from Google play Store, also has a feature to enable measuring of distances and calculating fares.

Besides, the application will also provide information on accident-prone areas and water logged areas. The application will be made available for Windows phones and iPhone."

- **Relatively higher negative media coverage, prior to the introduction of these new media tools**

University of Delhi: A thorough analysis of the media content generated about Delhi University prior to the introduction of these new media tools amply proves that the quantum of negative coverage about the university, especially the admission procedure was much higher. In fact, there were stories in the media that stressed on the importance of starting the online admission process.

A report on the Hindustan Times, dated 31st May, 2010, said," Time to accept forms online". This story by Ms. Mallica Joshi cites the example of an outstation student, who faced a lot of difficulties because the online procedure was not available.

"Vishal Jha (17), a Delhi University (DU) aspirant from Lucknow, reached the Capital on Friday evening so that he could buy the centralised admission form on Saturday, complete all formalities and return to his hometown the same day. But he couldn't, as things didn't go as per his plans.

"It was difficult for me to find my way around the South Campus and I couldn't reach the form-selling counter on time. I will have to wait till Monday to get the form. It would have been much easier if the option to apply online was also available," he said".

The above news story shows how the absence of new media initiatives in 2010 was leading to a poor image of the university and attracting criticism. Another news story on The Indian Express, dated 31st May, 2011, showed how fake websites and links were cashing in on the absence of credible information online about the university and confusing the admission aspirants.

The story headlined, "Internet search on Delhi University admissions leads to fake website" says, "Fake websites promising information on the Delhi

University admission process are confusing students. Many complaints are being highlighted during the Open House programmes."

Another story carried by the same newspaper attributed to the news agencies dated 10th May, 2010 says, "Thousands of outstation students seeking admission to the University have to camp in the capital when the admission season begins to personally purchase and submit forms. There has been a growing clamour in recent days for making admission forms of DU available online."

Delhi Traffic Police: Similar to the media coverage of the Delhi University, the same trend can also be noticed in case of the Delhi Traffic Police. It can be easily noticed that before the introduction of the new media tools, the number of negative media coverage were higher.

In a story dated, 20th January, 2008, Hindustan Times reports, "'Smart policing' can clear traffic jam" indicating towards the need to bring in tech savvy new media reforms in traffic policing.

 The story by Mr. Sidhartha Roy says, "Mumbai and Kolkata always had them but traffic jams and chaos are becoming a part of life in the capital too. With 54 lakh vehicles out on the city roads every day and construction projects all around Delhi, this is expected but should we just crib and curse while stuck in mile-long jumps till the Commonwealth Games delivers us from the mess? No, there is solutions available only if the government, traffic police and civic agencies are willing to implement them."

In another story dated 12th August, 2009, The Times of India reports how rains spelled disaster for the motorists in the capital and how there were no mechanisms to alert the motorists beforehand about the areas with traffic jams.

"One spell of rain is all it takes to throw traffic completely out of gear on the capital's roads. Commuters relived the horror of the last downpour after Tuesday's rain caused water logging on several major arterial roads. Signals were left on the blink, resulting in jams during the evening rush hour. The worst affected were Ring Road and Outer Ring Road where water got collected at several spots."

- **Scope for improvement in the implementation of the new media tools**

  University of Delhi: While the response to the introduction of new media tools has been very positive and has contributed to the building of a positive image for the university, there were also a few news stories that brought to light the scope of improvement in the implementation of these tools.

  In a story dated 12th June, 2012, the Hindustan Times reports," Facebookers post spurious details on DU page". The story by Ms. Vartika Soeny says," Misleading information, abuses and advertisements. Delhi University's Facebook page, which has information about the admission process as well as other varsity-related matters, is replete with such content.

  The content, most of it posted by students and aspirants, have the potential to create confusion about the admission process."

  However, such stories were limited in number and were probably teething troubles in the process of the implementation of the new media initiatives.

  Delhi Traffic Police: In case of Delhi Traffic Police, the response to the introduction of traffic updates via SMS received overwhelmingly positive response. However, in case of the introduction of some other new media tools such as e-challans, there were some news stories that criticized the delay in implementation.

  In a story dated, 13th August, 2013, the Hindustan Times reports, "Delhi: After delays, e-challan finally sees light of day". The story also mentions, "The e-challan project had faced a number of administrative and technical roadblocks. These included the machine malfunctioning due to weather conditions and the inability of policemen to operate the devices."

  However, similar to the coverage of the Delhi University, such stories were very few in number and primarily focused on problems in the process of implementation and not the usefulness of the initiatives. For example, the above mentioned story also appreciates the initiative and says, "The e-challan has replaced a traffic policeman's age-old challan book. It aims to help the police catch repeat offenders as it will be linked to the central database and

will provide the policeman a record of previous traffic violations, if any. Traffic police claim the device will enable them to raise at least Rs. 120 crore per annum through e-challans, about three times the average annual amount of Rs. 45 crore."

1.15 Survey Findings

Two separate surveys on the target audience of the Delhi University and Delhi Traffic Police was conducted to gauge the popularity of the new media tools employed by them and their success as a public relations tool. Let us have a look on the key findings:

1.15.1 Delhi Traffic Police

For studying the impact of new media tools employed by the Delhi Traffic Police for the benefit of the city's vehicle users, a survey was done on 104 persons. Out of the sample, 40 belonged to the age group of 20 to 30, 48 to the age group of 31 to 40 and 16 were above 41. 56 of the respondents were males while 48 were females.

Table no. 1.1

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Are you aware of the new media practices introduced by the Delhi Traffic Police authorities such as sms updates, facebook page, 24X7 helplines, mobile applications etc?	68	36	0	104
In Percentages (%)	65.38	34.61	0	100

- When the respondents were asked whether they were aware about the various new media initiatives of the Delhi Traffic Police, a very encouraging 65 percent said they were aware of the same.

Table no. 1.2

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you used Delhi Traffic Police's WhatsApp service on traffic updates?	04	100	0	104
In Percentages (%)	03.84	96.15	0	100

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- To the surprise of the researcher, 96 percent of the respondents opined that they had not used the WhatsApp facility run by the Traffic police, which was in contrast to many media reports that suggested that the WhatsApp facility was a huge hit with the commuters. However, despite the negative figures of the survey, there is no doubt that the WhatsApp service was received very positively by the media, which justifies its success as a public relations mechanism.

Table no. 1.3

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
If yes, has it been helpful for you in negotiating the city's traffic?	04	16	84	104
In Percentages (%)	03.84	15.38	80.76	100

- Since, an overwhelming majority had already said that they had not used the facility; over 80 percent respondents said they had no idea whether the initiative was successful.

Table no. 1.4

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you ever visited Delhi Traffic Police's website for getting any information?	64	40	0	104
In Percentages (%)	61.53	38.46	0	100

- Over 61 percent of the respondents also said that they had visited the Delhi Traffic Police website, while a substantial 38.46 said they have never visited the website, though this might be because of the low internet penetration among a substantial portion of the Indian population.

Table no. 1.5

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Was it helpful?	60	08	36	104
In Percentages (%)	57.69	7.69	34.61	100

- Over 57 percent of the respondents also said that they found the website helpful. Only a meager 7.69 percent of those surveyed said that the website was not helpful. This is certainly a positive indication towards the success of the new media tools as a public relations tool.

Table no. 1.6

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Do you think it is inadequate and requires improvement?	44	20	40	104
In Percentages (%)	42.30	19.23	38.46	100

- However, over 42 percent of the respondents opined that the website was still inadequate and would require further improvement in comparison to a much lesser 19.23 percent who believed the website was adequate. This is one aspect where there is definite scope for improvement.

Table no. 1.7

Survey Question	A (Yes)	B (No)	C (Cant Recall)	Total Responses
Have you ever visited the official Facebook and Twitter Pages of Delhi Traffic Police?	32	64	08	104
In Percentages (%)	30.76	61.53	07.69	100

- An encouraging 30.76 percent respondents also said that they had visited the Facebook or Twitter pages of the Delhi Traffic Police. Many also communicated verbally that they follow the Twitter handle very regularly to get traffic updates.

Table no. 1.8

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
If yes, then are the pages informative and helpful for getting information regarding the activities of the Delhi Traffic Police?	30	04	70	104
In Percentages (%)	28.84	3.84	67.30	100

- Almost 29 percent of the respondents also opined that they found the social media pages helpful. This figure is sure to further increase with the increase in the number of social media users in the country.

Table no. 1.9

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you come across any other traffic police force in the country that offers so many new media options?	08	60	36	104
In Percentages (%)	7.69	57.69	34.61	100

- Over 57 percent of the respondents also did not know of any other traffic police force which employs such new age tools. However, this may also have to do with the fact that they were all residents of the National capital who have visited other cities only occasionally.

Table no. 1.10

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
If yes then do you think the new media initiatives of those traffic police forces are better than Delhi Traffic Police?	08	08	88	104
In Percentages (%)	7.69	7.69	84.61	100

- Since most were not aware of any such initiative by the traffic police forces of other cities, close to 85 percent of the respondents couldn't comment on this particular survey question.

Table no. 1.11

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Do you think, the new media initiatives taken by Delhi Traffic Police have further enhanced the image of traffic police ?	84	00	20	104
In Percentages (%)	80.76	0	19.23	100

- The most encouraging part of the survey highlighted that a whopping 80.76 percent of the respondents believed that the introduction of these new media tools had enhanced the image of the Delhi Traffic Police. There were many who hadn't even used these tools but agreed that they were contributing positively towards the image building of the traffic police force.

1.15.2 University of Delhi

For studying the impact of new media tools employed by the University of Delhi for the benefit of the prospective students as well as their family members, a survey was done on 105 persons. Out of the sample, 44 belonged to the age group of 18 to 25, 21 to the age group of 26 to 35, 30 to the age group of 36 to 50 and 10 were above 51. 58 of the respondents were males while 47 were females.

Table no. 1.12

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Are you aware of the new media practices introduced by the University of Delhi authorities such as online forms, Facebook page, YouTube channel, 24X7 help lines etc?	**84**	**21**	**0**	**105**
In Percentages (%)	**80**	**20**	**0**	**100**

- A very positive 80 percent of the respondents claimed that they were aware of the new media initiatives taken by the Delhi University. Only 20 percent respondents, mostly belonging to the age group of 36 to 50 and 51 and above said that they were not aware about the new media tools.

Table no. 1.13

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you ever downloaded the admission forms available on University of Delhi's website – www.du.ac.in for yourself or someone else?	**82**	**23**	**0**	**105**
In Percentages (%)	**78.09**	**21.90**	**0**	**100**

- Over 78 percent of the respondents also claimed that they have downloaded forms from the Delhi University website, which speaks volumes about the success of the new media initiatives of the university.

Table no. 1.14

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Was the downloading process easy and convenient in comparison to the traditional practice of purchasing forms from the college counters?	68	19	18	105
In Percentages (%)	64.76	18.09	17.14	100

- Over 64 percent of the respondents also said that they found the online forms procedure much more convenient than the conventional method of collecting forms from the college counters.

Table no. 1.15

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you ever visited University of Delhi's website for getting any information?	102	0	03	105
In Percentages (%)	97.14	0	2.85	100

- A whopping 97.14 percent also claimed that they had visited the university website, which also shows that internet penetration is very high among the students.

Table no. 1.16

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Was it helpful?	85	15	05	105
In Percentages (%)	80.95	14.28	4.76	100

- Over 80 percent of them said that they found the website helpful. This indicates that the students, prospective students and their families do depend on the Delhi University website for getting the required information about the university.

Table no. 1.17

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Do you think it is inadequate and requires improvement?	72	26	07	105
In Percentages (%)	68.57	24.76	6.66	100

- However, 68.57 percent respondents also said that the university website needed to improve further. This is one observation the university authorities would probably like to look at and consider.

Table no. 1.18

Survey Question	A (Yes)	B (No)	C (Cant Recall)	Total Responses
Have you ever visited the official Facebook and YouTube Pages of University of Delhi?	66	30	09	105
In Percentages (%)	62.85	28.57	8.57	100

- Almost 63 percent of the respondents also said that they had visited the social media pages of the university which again is an indication of the high internet penetration among the student community.

Table no. 1.19

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
If yes, then are the pages informative and helpful for getting information regarding the activities of the university?	60	15	30	105
In Percentages (%)	57.14	14.28	28.57	100

- Over 57 percent claimed that those pages were helpful for them in getting updates about the university. This certainly indicates the success of the social media measures as source of information as well as a public relations mechanism.

Table no. 1.20

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Have you come across any other government university in the country that offers so many new media options?	51	28	26	105
In Percentages (%)	**48.57**	**26.66**	**24.76**	**100**

- A substantial 48.57 respondents also claimed that they were aware of other government universities which were offering such facilities. Since students and their families research about multiple educational institutes, this figure is not surprising. In addition, various top level government institutes such as the IITs and the IIMs certainly have such measures in place.

Table no. 1.21

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
If yes then do you think the new media initiatives of those universities are better than University of Delhi?	22	10	73	105
In Percentages (%)	**20.95**	**9.52**	**69.52**	**100**

- 69 percent of the respondents couldn't comment much whether the new media initiatives of other universities were better than those of Delhi University. This is also obvious since most of them are focused or associated more with Delhi University than any other educational institution.

Table no. 1.22

Survey Question	A (Yes)	B (No)	C (Cant Say)	Total Responses
Do you think, the new media initiatives taken by University of Delhi have further enhanced the university's image?	67	5	33	105
In Percentages (%)	**63.80**	**4.76**	**31.42**	**100**

- In conclusion, 63.80 percent respondents claimed that these new media initiatives introduced by the University of Delhi management had enhanced the image of the university. Therefore, as students of Mass Communication, we can say that new media has indeed proved to be a successful public relations tool for the Delhi University.

1.16 Social Media Analysis

The study of the new media tools employed by both Delhi Traffic Police and the University of Delhi cannot be complete without the detailed analysis of the social media usage of both these organisations since, the new media tools employed by them depend on these internet supported platforms. The social media pages of the organisations under study have been studied on the basis of the following basic parameters: reach, daily activity, clarity of information, response time to queries and people's response.

1.16.1 Delhi Traffic Police

The Delhi Traffic Police has presence on both Facebook as well as Twitter. Apart from a website, they also have an official app, which updates the users about the traffic situation in the national capital. The analysis of the social media tools are as follows:

Facebook

Delhi Traffic Police has been running a Facebook page since 2010. It is quite prompt with updates and has a large number of regular subscribers. The analysis of the performance of the Facebook page is as follows:

- **Reach:** As on 26th June, 2015, the official Facebook page of the Delhi Traffic Police has 2,03,133 likes, which is among the highest for any social media page of a government organisation. In comparison, the page of the Mumbai Traffic Police has only 1,060 likes and that of the Kolkata Traffic Police has about 66,000 likes. However, if we take into consideration the fact that Delhi has about 65 lakh registered vehicles, the reach of the Facebook page does look very insignificant minuscule. However, this initiative has brought the Delhi Traffic Police a lot of positive press coverage and general goodwill, which are important parameters of any public relations initiative.

- **Daily activity:** The second parameter on which the social media analysis has been done is the frequency at which information is shared by the Facebook site. A thorough study of the page reveals that the Delhi Traffic Police is pretty active in sharing information. On an average, there are about eight to 10 posts detailing about the areas with traffic snarls of vehicular breakdowns. In addition, the page is also utilized to highlight the public service initiatives of the Delhi Traffic Police such as organization of road safety weeks, various training programmes etc.

- **Clarity of information:** No social media page can become popular if the information shared is not clear and precise. In case of the Delhi Traffic Police, the clarity of information is commendable. In short sentences often involving about 20 words, details are shared about traffic jams. Aspects such as exact location, nature of the problem are clearly mentioned. The humane side of the force is also displayed as the Traffic Police also invariably promises to take the necessary measures and expresses regret about the problem. Further, most of the posts are bilingual in both English as well as Hindi, which ensures that the information reaches a larger audience. One specimen of a post is:

"Breakdown of DTC bus no. DL1PC 8878 at Dwarka Sector-1 Power House Red Light, causing congestion, shall be removed soon. Inconvenience regretted"

- **Response time to queries:** The response time to the queries made by the people is also quite prompt. In most of cases it was observed that a reply was sent from the Delhi Traffic Police within a couple of hours, which signifies that the page was being monitored. Another praiseworthy aspect of the page is that, the complaints, negative feedback from the visitors have not been edited out. Rather attempts have been made to address them. Due to this gradually, the last few months, the number of abusive comments have also come down.

- **People's Response:** The final parameter of the social media analysis was the participation of the people in the page. In this aspect, we found that greater participation and interaction from the subscribers of the page is necessary. For most of the posts, the numbers of comments were below 10 and the number of likes or shares was also around the same. This signifies that while a lot of people have 'liked' the page, many are not interacting as actively as they should.

However, a media report on London based daily the Daily Mail conveys very interesting data, that over 22,000 offenders have been booked by the effective use of the Facebook page.

"Logging in to Facebook has turbocharged the Delhi Traffic Police. They hopped aboard the social networking bandwagon just two years ago and have already booked more than 22,000 traffic offenders via the site. The road rule violators netted on the Net include 725 policemen and several VIPs.

The fact that the force's FB page has attracted over 1.23 lakh members is also ample evidence that this unique experiment to open a real-time, two-way communication channel with civic-minded residents of the Capital is a runaway hit. It has enabled road-users to interface smoothly with the traffic police by bypassing bureaucratic bottlenecks." (The Daily Mail, London, 2012)

Twitter

The Delhi Traffic Police also runs a Twitter Handle. The following is the analysis based on the parameters already mentioned above:

- **Reach:** As on 26th June, 2015 the official Twitter handle of the Delhi Traffic Police - @dtptraffic had a mammoth 3,16,010 followers. In comparison, the official Twitter handle of the Mumbai Traffic Police - @Mumtrafficpol had only 71 followers and Kolkata Traffic Police didn't have a Twitter handle at all. This clearly shows that in using the extremely popular site Twitter also, the Delhi Traffic Police has stolen a march over the traffic police forces in the other big cities of the country.

- **Daily activity:** The tweets posted by the Delhi Traffic Police are the same that are posted on the Facebook wall. On an average there are about ten tweets everyday, which is quite impressive. In total, Delhi Traffic Police has tweeted more than 25,000 times so far. Since the tweets cannot exceed 140 characters, a lot of photographs are also regularly posted to convey the various initiatives taken by the Traffic Police in the city.

- **Clarity of Information:** Since Twitter, in its format allows only 140 characters, the tweets are generally crisp and short. Delhi Traffic Police uses easy language and conveys the details pretty clearly. Apart from informing about the snarls, they also convey when the jam has been cleared. For example, on 25th June, 2015, a tweet said, "Traffic is now normal on Ghazipur flyover".

- **Response time to queries:** Unlike Facebook, queries made by the users were much lesser on Twitter. The Delhi Traffic Police uses Twitter primarily to provide information and responds to the queries on Facebook.

- **People's Response:** Much like Facebook, the interactive response of the people on Twitter is not significant. There are very few comments,

retweets etc. In conclusion, it would be fair to say that both the Facebook and Twitter pages of the Delhi Traffic Police are professionally managed and the number of their followers are sure to grow in the years to come, as more and more people come under the ambit of using the internet based media platforms.

WhatsApp

In another praiseworthy initiative, the Delhi Traffic Police has launched an official WhatsApp service, through which complaints, photographs, videos and suggestions can be sent to them regarding the national capital's traffic situation. Through the number (+91)8750871493, the citizens can reach the Traffic Police authorities and post their complaints. The initiative was launched in October, 2014.

Such has been the popularity of this new initiative, that up to February, 2015 more than 84,000 complaints had been received by Delhi traffic Police, out of which about 7,500 complaints had been settled after due verification, a report by the news agency Press Trust of India has claimed.

Apart from sending complaints, suggestions through messages, pictures and video clips, the WhatsApp helpline can also be used if anybody's vehicle is towed away for improper parking. However, the WhatsApp number can't be analysed as per the parameters on which the other social media platforms have been studied since the format of WhatsApp is entirely different.

1.16.2 The University of Delhi

The University of Delhi also has presence on the leading social media site – Facebook and a channel on the video streaming site Youtube. The following is an analysis of how these pages are performing as tools of public relations:

Facebook

The Facebook page of the University of Delhi - https://www.facebook.com/UniversityofDelhi, is fairly popular with the social media users with a huge number of followers. Let us analyse how the page performs on the pre-set parameters.

- **Reach:** The official Facebook page of the University of Delhi has more than seven lakh (7,21,999) 'likes' when last checked on 25th June, 2015. Only within the last week preceding 25th June, 2015, there were a very encouraging 2,487 new likes which proves that a lot of students either studying in the university or desiring to study there visit the Facebook page to get information about the important events and notifications of the university. It is interesting to note that none of the government run universities in the other Metropolitan cities such as the Jawaharlal Nehru University, Delhi, the University of Mumbai, the University of Calcutta or the Annamalai University, Chennai have official Facebook or Twitter pages.

- **Daily Activity:** The University of Delhi's Facebook page does not give daily updates. Rather on an average there are about one or two posts a week. The analysis of the activity of the page during the 2015 undergraduate admission season shows that, though the page did share the link of the admission notice on 28th May, 2015, there have been no further posts on the process including the link to the first cutoff lists. Instead, there are posts about various seminars, events etc. The university must utilize the Facebook page and its tremendous list to spread the relevant information more easily to the people.

- **Clarity of information:** The information shared on the page is clear and relevant links are provided. The site also frequently carries photographs of various events that keep taking place in the premises. However, as mentioned earlier, there is dearth of adequate information on a range of issues which confront the students especially during the admission season.

- **Response time to queries:** On this parameter as well, the Facebook page doesn't fare too well. There is apparently no mechanism in place to monitor and reply to student queries. There are plenty of queries from visitors but the university authorities have not replied to them. Rather other individuals or unofficial forums about the university have responded back. Various other privately managed websites as well as

Facebook accounts with names such as shiksha.com, myshikshasathi.com, letsgetadmission.com are giving replies to the queries and also putting links of their respective sites.

- **People's Response:** The people's response to the page is superb. The page is always buzzing with activity with many prospective students making queries and private individuals or groups answering them. The response is also largely positive and we didn't notice many negative comments on the page. While the performance of the university management in managing the page and putting up updates leaves a lot to be desired, they must be complemented for starting the page ahead of the other leading government universities of the country and providing students with an opportunity to at least post their queries.

YouTube

The University of Delhi has an official YouTube channel, the link of which is provided on the home page of their website – www.du.ac.in. It is indeed a commendable step by the university authorities to start a video channel since such a step has not been taken by any other traditional government university in India.

Youtube is a video streaming site, from the Google stable, on which videos can be shared by the people. It is extremely popular among the internet users as videos of almost all types starting from entire movies, songs, movie trailers, news clippings, recordings of sports events, animation films can be found. Official Youtube channels can be opened on which videos pertaining to that particular organization or institution can be uploaded as well as live streaming can also be done. For a university, Youtube can be very beneficial since, many types of videos such as classroom lectures, important seminar presentations, guest lectures etc can be easily uploaded on the Youtube channel so that many more people can access them with convenience.

However, unfortunately, it would be impossible to study the Youtube channel on the parameters mentioned earlier because the activities on it are nominal and the university management doesn't seem too keen to utilize this service very frequently. While the Facebook page of the university has over seven lakh 'likes' its Youtube counterpart has only 394 subscriptions when accessed last time on 28th June, 2015.

The last video streaming arranged on the Youtube channel was in February, 2015 and the account has not been used by the university management ever since. Especially during the admission season, such a facility could have been brilliantly utilized.

The activity on the channel is absolutely negligible with just two videos and one live streaming session. The fact that one of the videos, titled "India in the 21st century" by the then Vice Chancellor Dr. Dinesh Singh got more than 1,700 views suggests that if utilized well, this avenue could generate a lot of interest among the internet users.

Some observations

From the social media analysis of the Facebook and Youtube accounts of the University of Delhi, the following observations can be made.

- The University of Delhi has certainly taken a pioneering step by realizing the potential of the new media tools in reaching out to the public. As mentioned earlier, no other prominent state run university In India has so far engaged with the social media the way the university of Delhi has. But its utilization by them certainly leaves a lot to be desired. The posts on the Facebook page are not at all regular and many important events such as declaration of results etc are not covered by the page. The Youtube channel is also inactive and there haven't been any major video uploaded in the last few months. In contrast many private universities in India and prominent global universities regularly use YouTube to share their seminars, guest lectures, conclaves etc.

  In comparison, the YouTube channels of two foreign universities, to which the University of Delhi has subscribed, are much more active. While the University of Michigan, United States has uploaded over 800 videos on a range of topics, the Youtube channel of the University of Edinburgh, Scotland has over 500 videos (as on 28th June, 2015).

- The absence of a Twitter account is another issue about which the university management must take cognizance. Twitter is a very popular social media platform and youngsters always remain connected with it. Therefore, if the University of Delhi opens a Twitter account and maintains it regularly, it would not only help the students and their families, but will also bring them a lot of positive press as well as general goodwill. Prominent Indian private

universities such as Amity University and Lovely Professional University have dedicated Twitter handles with thousands of tweets about their activities and a substantial number of followers. The government run Indian Institutes of Management in Lucknow and Kozhikode also have official Twitter handles with more than 8,000 followers each.

- The demand for online information about the important notices, events etc of the University of Delhi is very high. There are many private websites such as www.shiksha.com, www.letsgetadmission.com etc, which are catering to the requirements of the students. There are many unofficial pages on Facebook also which are indulged in such activities.

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