

## **Opine Diaries: Disrupting Digital Reading and Writing Space through Innovation**

**Nidhi Mathur**

**Teena Singh**

New Delhi Institute of Management

New Delhi

**Saurabh Gupta**

O P Jindal University

Raigarh, Chhattisgarh

Prepared by the authors for the Case Writing Workshop held on November 4–5, 2025, and the Case Competition held on January 5–7, 2026.

Cases from the EDII Case Centre, Ahmedabad, are developed solely as a basis for classroom discussion. They are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

© 2026 Entrepreneurship Development Institute of India (EDII),

**EDII Case No. CC2664**

23 January, 2026



Centre for Research in Entrepreneurship Education and Development

Entrepreneurship Development Institute of India

Ahmedabad

[www.ediindia.org](http://www.ediindia.org)

## **OPINE DIARIES: Disrupting Digital Reading and Writing Space through Innovation**

**Nidhi Mathur  
Teena Singh  
Saurabh Gupta**

### **Abstract**

The purpose of the case study is to explore the innovative business model of Opine Diaries (OD). OD is a digital platform created for Bloggers, writers, poets and writers which is free for the readers. The two creators of OD have an experience in the entertainment and media industry, which has led them to realize the need for a digital platform. The founders have created a unique value proposition for digital content readers and writers. OD was a distinctive platform portraying digital disruption in the self-publishing industry. The company started in 2021 and faced problems of budget and market penetration as the established media outlet set their narratives. The main question is how Opine Diaries can create competitive advantage with their innovative business model. The case discussion will further address the strategic issues for business growth and the prospects of the business model. More specifically the possibility of digital strategies can be explored for OD. The Opine Diaries case also examines an entrepreneur's decision to expand a digital self-publishing platform into a service-based ecosystem through Opine Studio, highlighting the strategic and entrepreneurial trade-offs involved in scaling a platform venture under resource constraints.

### **Keywords**

*Digital Disruption, Innovation, tech start-up, Self-publishing*

## Introduction

Diwakar was sitting with Kumar Harshit (Cofounder OD) after a hectic day; Diwakar has spent more than 10 years in the Bollywood and was pondering upon his journey. It was the month of June 2021 both the friends after their struggle to manage their earnings in the COVID times empathizing with the writers who are not able to get a platform to share their work thought to do something for them. They decided to launch a digital platform to provide these writers a livelihood opportunity and started Opine Diaries in December 2021. They have very limited funds and were not able to get any prospective investor for their venture so they invested around 2,00,000 INR to initiate their idea. They were also in a dilemma that whether this venture be able to get quality content and generate profits for survival. They both believed that digitalization can be a boon for this industry and they launched this tech-start up. However, as the platform scaled, new challenges began to surface, particularly related to content quality, differentiation, and sustainable monetization. They were not able to generate sufficient revenue and in April 2024 the founders got a project to make short film and as a response to these challenges, the founder introduced **OD studio, a dynamic production house**. At this juncture, the entrepreneur faced a critical decision. Should Opine Diaries continue to prioritize rapid platform growth and inclusivity as there are lots of operational challenges ? Or should it strategically scale Opine Studio to deepen value creation and strengthen competitive positioning?

## The Launch of opine Diaries

In India there are a lot of self-publishing houses, offering a range of services to help authors publish and distribute their books independently. These services typically include editing (developmental editing, copyediting, and proofreading), book design (custom cover design and interior formatting), and assistance with production, such as ISBN assignment and print-on-demand setup but there are very limited self-publishing digital platforms. Opine Diaries (OD) was set up in July 2021 with the objective of providing a digital platform to the writers, where they can contribute from remote areas. Devmani and his co-founder created a team with their personal savings to fund the project. OD made it possible for the aspiring artists to submit their writings, blogs on a digital platform directly on internet without involving a publishing house. OD was a unique platform for Indian writers who have limited access to traditional publishing houses and are not able to pay hefty charges. In a digital space with immense problems for

writers & readers, OD offered an app-based solution to facilitate a writing space that is accessible, liberal & digitally seamless offering a number of options for the consumers to choose from and the creators to serve. OD is channelizing the creators to their preferred audience & the audience to their preferred content in the most convenient manner, digitally.

### **Journey of Opine Diaries to OD studio**

Dev Mani and his team started with the opine diaries and as they move ahead they faced fund limitations. So they decided to raise funds from the investors. After giving a number of pitch deck presentations to various investment bankers in India and abroad they finally got success in October 2022. The project got a fund under the MSME project under an incubation center in the U.P state. The basic requirement is to create an MVP (minimum viable product). The project got a boost with funds they received. In 2024 OD launched a creative platform OD studio to diversify their services. The OD studio became functional in a very small span of time a dynamic production house built on the foundation of originality, emerging from a vibrant community of content creators and musicians. OD studio has generated revenue of 35-40 lacs INR in a span of around one and a half years. The founders were optimistic about both the ventures. Talking about the present scenario of OD, Devmani said

*“ Opine studio is at halt presently but we need to work on the Operational needs of the business after the emergence of AI”*

### **Scenario for Indian Publishing Industry**

The Indian publishing Industry is large, valued around US Dollar 10.4 billion according to reports in 2024. It is also expected to grow at a CAGR of approximate 6% from 2025 to 2030. The industry contributes to India's economic development, not only by promoting learning and education, but also by creating employment for more than 1.2 million people. At present the Indian publishing industry is dominated by academic publishing and educational material. The revenue generation is mainly from textbooks, academic materials, and reference books. The market share for trade publishing is still struggling with very low volumes. There are very few publishing houses who are engaged in fictional, non-fictional and general reading.

The publishing industry faced inefficiencies across its value chain, including complex distribution channels, high costs and challenges related to ease of doing business. All these

factors affect its financial sustainability. In comparison to mature publishing markets worldwide, India faced a significant issue across the distribution chain in terms of longer payment receivables cycles.

The COVID-19 pandemic has further disrupted the publishing industry in India. The imposition of strict lockdowns led to limited sales, delayed payments for publishers and a steep collapse in the supply chain. While print book sales have come to a complete halt due to bookstores being closed, the sale of e-books witnessed significant growth in that period.

In mature markets such as Norway, U.K. and U.S, digital formats are becoming key growth drivers for publishing. India still has mere 10 % of the market. Increased penetration of technology into the lives of the Indian population is bound to change the nature of knowledge consumption. There is a strong potential for new business models to emerge like **subscriptions, self-publishing, and open access.**

### **Entrepreneurial Ecosystem in Publishing: Indian Context**

India's entrepreneurial ecosystem with respect to publishing has evolved rapidly with digital infrastructure, rising internet penetration, multilingual demand, and startup-friendly policies.

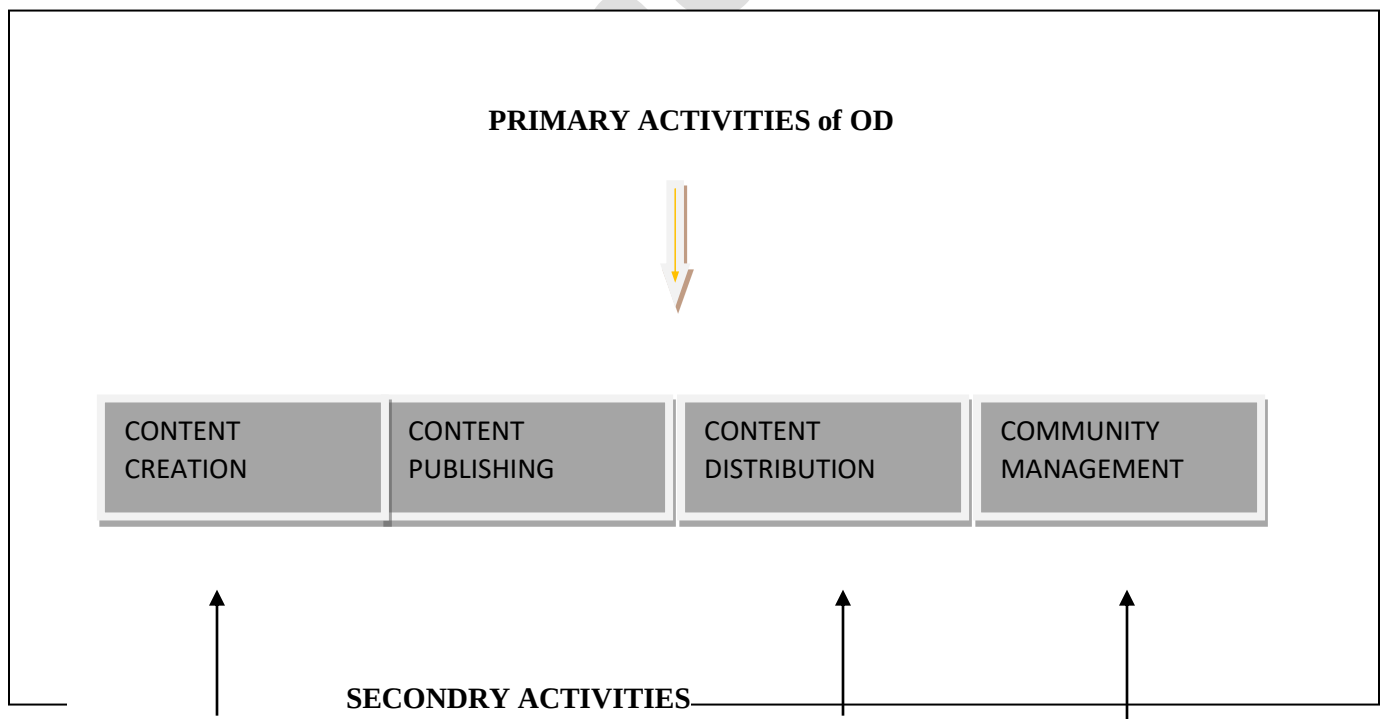
The growth of **self-publishing platforms such as Opine Diaries, Notion Press, White Falcon Publishing, and Blue Rose** has significantly lowered entry barriers for first-time authors. Platforms like **Amazon KDP and Kindle India** have further integrated Indian writers into global markets. The ecosystem is supported by **technology enablers** such as print-on-demand services, digital payments (UPI), social media marketing, and AI-based editing and analytics tools. Government initiatives like **Digital India, Startup India, and National Education Policy (NEP)** indirectly strengthen publishing entrepreneurship by promoting digital literacy, content creation, and knowledge dissemination.

Additionally, **angel investors, incubators, and university entrepreneurship cells** increasingly recognize publishing startups as a part of the broader **creator economy**, enhancing access to mentorship and early-stage funding.

### Value Chain Model and Revenue Projection: OD

The Opine Diary is a self-publishing digital platform which has value chain model that differ from the traditional models. It focuses primarily on digital processes, community engagement, and user-generated content accompanied by support activities. The value chain model of the OD is illustrated as follows:

#### VALUE CHAIN MODEL



DEVELOPING  
PLATFORM

MARKETING

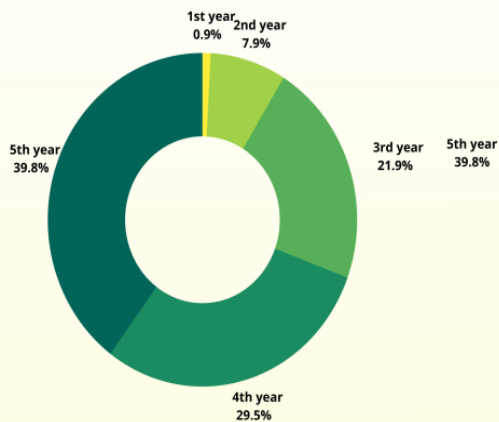
CONTENT  
MODERATION

USER ENGAGEMENT

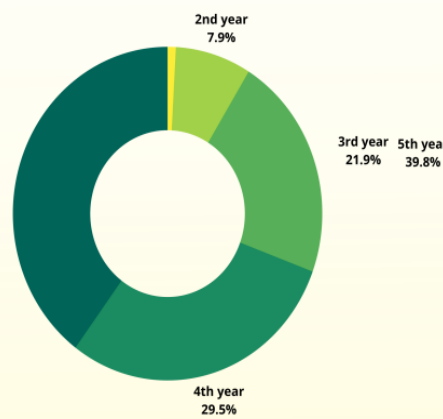
Source: Created by Authors

The model of Opine Diaries (OD) illustrated that the platform created value for writers and readers through a sequence of interconnected activities. The founders have estimated a revenue projection for 5 years from advertisement, brand collaboration and affiliate marketing.

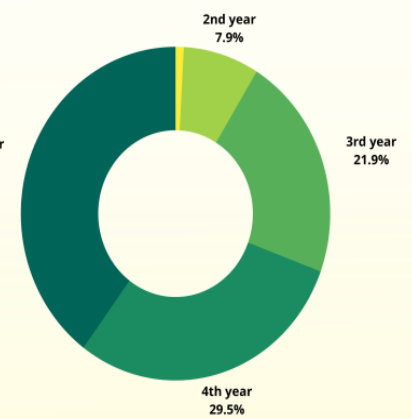
## Revenue Projection



**Advertisement:** Upon generation of 3 Rs/person at a conversion rate of 25%.



**Brand Collaboration:** Upon generation of 1 Rs/person at a conversion rate of 25%.



**Affiliate Marketing & Brand Collaboration:** Upon generation of 1.50 Rs/person at a conversion rate of 25%.

Source: Provided by Protagonist

Devmani and his cofounder estimated a **five-year revenue projection** for Opine Diaries based on **three monetization streams**: Advertisement, Brand Collaboration, and Affiliate Marketing with Brand Collaboration. Each stream is illustrated through a donut chart showing the **progressive contribution of revenue over five years**, highlighting a clear **growth-oriented trajectory**.

In all three revenue models, revenue contribution is minimal in the **first year (around 0.9%)**, reflecting the early-stage nature of the venture and initial user acquisition phase. The contribution increases gradually in the **second year (7.9%)** and more significantly in the **third year (21.9%)**, indicating growing platform adoption and improved conversion effectiveness. By the **fourth year (29.5%)**, revenues gain substantial momentum, culminating in the **fifth year contributing nearly 40% (39.8%)** of total projected revenue, suggesting maturity and scale.

From a pricing and conversion standpoint:

- **Advertisement revenue** is generated at **₹3 per person**, assuming a **25% conversion rate**.
- **Brand collaboration revenue** is estimated at **₹1 per person**, also with a **25% conversion rate**, indicating a lower per-user monetization but scalable volume.
- **Affiliate marketing and brand collaboration** combines both approaches, generating **₹1.50 per person at a 25% conversion rate**, representing a balanced monetization strategy.

### Challenges faced by OD

The challenges faced by OD in the current scenario from the point of view of the founders are:

- Maintaining quality content for the readers: The platform is self-publishing where the contributors can upload diverse content freely. Hence it is a challenge to regularly monitor the content to maintain quality.
- Revenue generation through various mediums: The business model is new hence there are limited avenues for revenue generation. Mr. Harshit co-founder told that “We have very limited advertisements on OD and still we are struggling for profits”.
- Maintaining publication volume on the platform: The content creators were not much aware of the OD platform. The team has to make efforts to bring volume content from poets, writers and other content creators.
- Competition from Big players of multimedia: The multimedia market has a number of media houses who have already a strong market base. OD has to create a new niche market for its unique self-publishing platform.

*“Creative entrepreneurship is a two-edged sword one is creation done by a person and the other is demand which is not driven by individuals creative expression but by the market , so it is important to balance both putting individual creativity in the demand to make it your art, your creation!”*

Kumar Harshit (Co-Founder)

Besides the above challenges OD has also to deal with the platform visibility issues, like maintaining SEO (search engine optimization) to get remarkable attention on the digital media.

### **Future Road Map: OD**

The founders of opine diaries were optimistic about their platform. Devmani tripathi has a vision to expand the Opine diaries in four stages as below:



## Conclusion

The case study is focused on the journey of an artist who has created an innovative digital platform for the writers and poets exploring a sustainable business model. The biggest challenge for the opine diaries is to generate revenue from the model, and OD studio came into existence and they started making AD films, videos and reels. Devmani and Harshit are in a dilemma that whether the business model they have created will help them in creating competitive advantage, as there are big media houses. Whether they will be able to create a space for the writers and bloggers maintaining quality content for the readers? Will the OD studio launch complement with OD original or should the founders focus only on self-publishing platform?

This case invites students to analyze how an entrepreneur navigates a strategic inflection point in a digital publishing startup. It further explored how the entrepreneurs balance platform logic with service expansion under uncertainty in a dynamic entrepreneurial ecosystem.

NOTE: The case study is original work exploring the digital self- publishing platform of the Opine Diaries and the challenges to sustain its innovative business idea. The students can be instructed to go through all the links shared to have a better understanding of the platform.

**References:**

<https://thestartupcaffe.com/diwakar-mani-tripathi/>

<https://www.linkedin.com/company/opinediaries/?originalSubdomain=in>

<https://keemiyacreatives.com/2025/05/05/publishing-trends-in-india-2025/>

<http://opinediaries.com>.

<https://theodstudios.com/>

<https://www.statista.com/outlook/amo/media/books/physical-books/india?>

<https://www.youtube.com/channel/UC1G1JL3StOrQNdPoThEPtzw>

[www.ey.com/en\\_in/insights/strategy-transactions/the-now-next-and-beyond-of-the-indian-publishing-industry?](https://www.ey.com/en_in/insights/strategy-transactions/the-now-next-and-beyond-of-the-indian-publishing-industry?)

Specimen Copy

## Exhibit I



## Exhibit II

The screenshot shows the YouTube channel page for 'The OD Creative'. The channel has 107 subscribers and 76 videos. The bio states: 'Opine Diaries is an initiative by OPINEDIARIES Private Limited. It got established in 2021 ...more'. Below the bio, there is a 'Subscribe' button and a link to 'opinediaries.com and 5 more links'. The channel's banner features the text 'Something COMING UP'. The left sidebar shows navigation options like Home, Shorts, Subscriptions, History, Playlists, Watch later, and Liked videos. The 'Explore' section lists Trending, Shopping, Music, Movies, Live, Gaming, and News. The main content area displays a 'Shorts' section with several video thumbnails, including one with Hindi text: 'माया मरी न मन मरा, मर-मर गए शरीर, आशा तुझ्या न मरी, कह गए दास कबीर।' and another with English text: 'LET HIM BE A GIBBON, AND THE ONLY ONE WHO'S SPOKEN WAS THE WISEMAN OF LENDRET'.