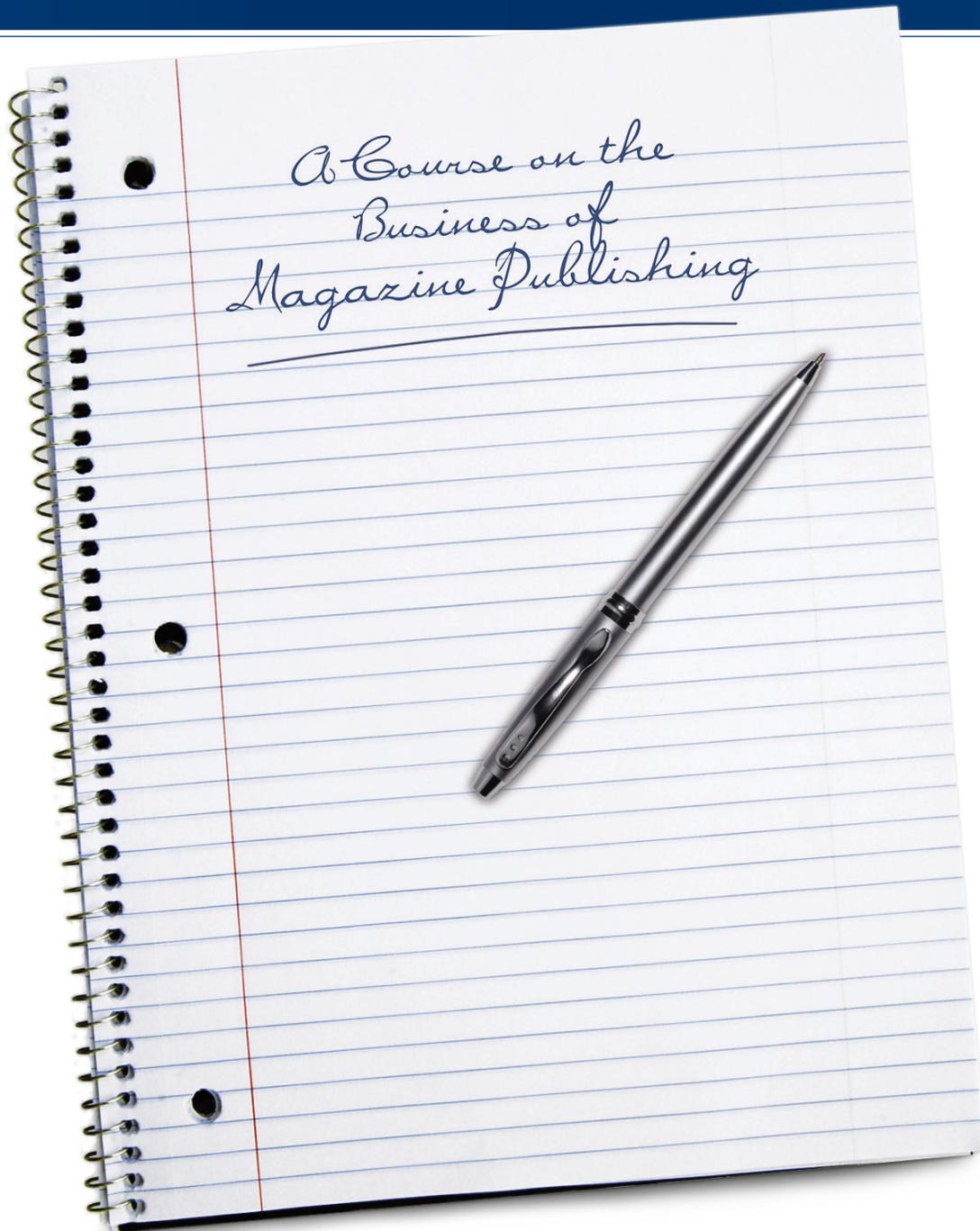


MAGAZINE TRAINING INTERNATIONAL

MANAGING THE MAGAZINE *with* CONFIDENCE AND SKILL



MANAGING THE MAGAZINE *with* CONFIDENCE AND SKILL

A Course on the Business of Magazine Publishing

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MANAGING THE MAGAZINE *with* CONFIDENCE AND SKILL

UNIT 1 THE BIBLICAL BASIS OF PUBLISHING

UNIT 2 UNDERSTANDING THE SEVEN PHASES OF A PUBLICATION'S LIFE CYCLE

UNIT 3 DEVELOPING A BUSINESS STRATEGY

3-A NavPress Mission/Vision/Shared Values

3-B CTI purpose statements

UNIT 4 WORKING WITH PEOPLE

4-A Staff functions and qualifications

4-B & 4-C Job description

4-D Self-appraisal questionnaire

4-E Annual review sample

4-F Interview evaluation sample

4-G Performance goals

4-H Sample success map

UNIT 5 RESEARCH: KNOW THE READERS OF YOUR PUBLICATION

5-A Basic types of survey questions

5-B Sample survey

5-C Turning Readers into Talkers

UNIT 6 GENERATING INCOME

6-A Have You Checked Your Pockets?

6-B Publication-related products

6-C Fundraising from foundations

UNIT 7 FINANCIAL MANAGEMENT

7-A Sample annual publication budget

7-B Annual publication budget worksheet

7-C Sample budget

UNIT 8 CRAFTING THE EDITORIAL PRODUCT - THE CONTENT

UNIT 9 FINDING READERS IN PRINT AND/OR ONLINE

9-A Analyzing a circulation source

UNIT 10 DISTRIBUTION AND FULFILLMENT

10-A Customer service role play

UNIT 11 PRODUCTION FUNDAMENTALS

11-A Printer questionnaire

11-B Sample printer invoice

UNIT 12 ADVERTISING

12-A Sample rate card

UNIT 13 THE MAGAZINE BUSINESS PLAN

13-A 20 Steps to a Successful Magazine Start-up

i Coping with economic chaos

ii Why New Magazines Fail

iii Glossary of terms

vii Recommended resources for further study

viii The best ideas I learned from each unit

ix Questions I still have about this subject

x About the authors

xi About the publisher

UNIT 1 The biblical basis of publishing

I. COURSE OVERVIEW

A. Brief review of the session topics

B. Structure of the sessions

1. Bring to each session your manual, Bible, pen or pencil, and writing paper.
2. Sessions will be interactive with lots of questions and exercises.
3. Feel free to ask a question or suggest an example at any time. Stop us if we use a word you don't understand.
4. At the end of every unit take a few minutes to write down your best idea from that unit or questions you still have. You may use the pages viii and ix.

II. BIBLICAL BUSINESS ETHICS

Biblical ethics instruct us to pay attention to persons, motives, and situations.

Introductory questions to think about:

1. Are we tempted to cut corners for short-term gains in money, power or prestige?
2. Does being honest mean you have to tell your readers and staff everything you know?

A. Dependence upon God

Proverbs 3:5-6 *With all your heart you must trust the Lord and not your own judgment. Always let him lead you, and he will clear the road for you to follow.*

Psalm 118:8-9 *It is better to trust the Lord for protection than to trust anyone else, including strong leaders.*

1. Dependence on God is the foundation for ministry and publishing.
2. Dependence must be practically demonstrated—through regular prayer, listening to God, etc.

Matthew 8:10 *Taken aback, Jesus said, "I've yet to come across this kind of simple trust in Israel, the very people who are supposed to know all about God and how he works."*

Hebrews 11:6 *It is impossible to please God apart from faith. And why? Because anyone who wants to approach God must believe both that he exists and that he cares enough to respond to those who seek him.*

B. Commitment to righteous behavior

1 Timothy 6:11 *Timothy, you belong to God, so keep away from all these evil things. Try your best to please God and be like him. Be faithful, loving, dependable and gentle.*

Matthew 5:37 *When you make a promise say only "Yes" or "No." Anything else comes from the devil.*

1. Honesty—Keep your word to your staff, vendors, subscribers, etc. If you cannot do something, it is better to say "no" than to say "yes" and then disappoint people.
2. Fairness—Overcome prejudice.
3. Purity—In your own private behavior.
4. Kindness and graciousness—In dealing with customers and vendors.
5. Submission—To God and to authority

“God’s work should never become a substitute for God himself.”

Jim Bakker

C. Respect others in your dealings with them.

Philippians 2:3-5 *Don't be jealous or proud, but be humble and consider others more important than yourselves. Care about them as much as you care about yourselves and think the same way that Christ thought.*

1 Peter 2:17 *Respect everyone and show special love for God's people. Honor God and respect the emperor.*

1. Show respect to your own staff, vendors, printers, and other business associates.
2. Christ's example shows us how we can respect others and be humble while still disagreeing with others at times.

D. God expects us to be faithful stewards (or administrators) of the resources he has given us.

Read the parable of the talents in Matthew 25:14-30

Matthew 25:29 *For everyone who has will be given more, and he will have an abundance. Whoever does not have, even what he has will be taken from him.*

1. What does God expect his faithful servants to have that he will reward? What does the "good and faithful" servant have that the lazy servant didn't have?
 - Courage
 - Willingness to take risks
 - He understood what the Master wanted
2. Stewards are household administrators who are put in charge of the Master's resources. They are expected to make these resources grow and serve the needs of the Master. What resources has God put into your hands as his steward?



IN-CLASS EXERCISE

In small groups discuss practical applications of how each of the principles apply to your publishing activities and daily life. If your group cannot think of an example for each principle, discuss any of the following situations:

1. Is borrowing money from a friend to help pay bills a lack of dependence on God?
2. Are there any situations where it is acceptable to use copyrighted articles or graphics or pirated software without permission?
3. Is it biblically appropriate to not pay employees who work for you or to pay them different amounts?

Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

UNIT 2 Understanding the seven phases of a publication's life cycle

INTRODUCTORY EXERCISE: Briefly write answers to the following questions for your publication or the publication you wish to create:

1. Why do you want to launch a publication (whether in print, online, or both formats)?
2. Are you prepared to take a disciplined approach to launching your publication?
3. Are you thinking carefully about how you will fund the publication?

I. CONCEPT PHASE

What is the concept for your publication? A concept is often born out of passion, but should be validated by:

- Studying the intended audience you want to serve.
- Studying the other publications or Web sites that currently exist to serve your audience.
- Researching directly what your intended audience wants to read and why.

II. TEST CONCEPT PHASE

You should develop a sample or prototype for the publication and then show it to your intended audience and advertisers over a period of time in order to learn their thoughts and reactions to your new publication.

Key action points:

- Raise funds to conduct a test.
- Create a business plan.

III. FUNDING PHASE

The next step is to raise funds to launch the publication. Before entering into contracts or agreements with publishing vendors:

- Raise funds to carry out operations for at least six months and at best, one full year.

IV. LAUNCH PHASE

This is when publishing begins. The launch phase can be from one to two years depending upon the type of publication you are publishing and the frequency of publishing.

Key action points:

- Hire key staff.
- Arrange for appropriate vendor partners. (printing, Web site hosting and design, etc.)

V. GROWTH PHASE

In the growth phase the publication is growing and embraced by the audience.

Key action points:

- Make on-going investment in the publication (or Web site) to keep pace with needs and interests of the audience.

VI. OPTIMUM PHASE

A publication is at its optimum stage when it breaks even financially and circulation (or site traffic if this is a Web only publication) remains stable.

Key action points:

- Conduct audience research to ensure that the publication continues to serve and challenge the intended audience.

VII. DECLINE PHASE

The decline phase is indicated when the publication's audience is shrinking and/or the financial stability of the magazine is in question.



IN-CLASS EXERCISE

Briefly write answers to the following questions for your publication or the publication you wish to create:

1. What phase is your magazine in right now?
2. What important decisions do you need to make right now based on the phase you are in?

Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

UNIT 3 Developing a business strategy

INTRODUCTORY EXERCISE: Briefly write answers to the following questions for your publication or the publication you wish to create:

1. Who is the target audience for your publication? Who are you trying to reach?
2. What are you trying to accomplish (your purpose) through your publication?
3. How do you know you are or are not accomplishing your purpose?
4. What kinds of content or spiritual ministry does your target audience really want from your publication?

I. STRATEGIC PLANNING

Strategic planning is the process of directing a publication's resources toward selected objectives. A good plan is like a map that must be followed. Its guideposts or landmarks appear in the budget column of your monthly statements. The plan's fallibility is indicated in the variations between actual and budgeted sales and net profits.

A. How do you define specific publication objectives?

Strategies should answer the question: What is the maximum that can be achieved in this direction? Publishers must make decisions in these three areas to reach their strategic objectives.

- Editorial and production related decisions such as content and format, frequency, number of editorial pages, amount of color, etc.
- Circulation decisions such as paid versus controlled, sources of subscriptions, types of offers, promotion budgets rate base targets; and most importantly, price of subscriptions and renewals.
- Advertising decisions such as cost per thousand, promotion levels, rate base, and the position the magazine and its sales team take in the marketplace relative to competitors.

B. A strategic plan will define the specific need, or niche, the publication will fulfill.

One of the greatest dangers in defining a need is to start with a lot of preconceptions. You may recognize a need in the marketplace, but does your intended audience recognize the need? It is the readiness with which the audience recognizes its need, rather than the need itself that makes the difference between success and failure.

1. *A niche should be specific.* What makes a need weak and another strong? Usually specificity. The more specific a need is, the easier it is to define and meet.
2. *A niche should be narrow.* It is much harder to find support for a publication in a wide but shallow niche than in a deep though narrow niche.
3. *A niche should be lasting.* Temporary niches are fine for a publication that will be published only one or two times.

C. A valid strategic editorial niche has three basic requirements.

1. The need must be an editorial need—i.e. one that can be filled by entertainment, explanation or information—the kind of things a publication can provide.

2. The need must be acknowledged by the prospective audience. It is extremely difficult to convince readers first that they have a need if they are not aware of it.
3. The need should be one the prospect looks forward to filling.

D. What is the purpose of having a business strategy?

1. A business strategy provides daily focus, direction, and a “roadmap” for your publication.

Examples: Similar to a compass on a ship; like the difference between a shotgun versus a rifle and scope.

2. Without a clear business strategy:
 - Your staff may easily get confused or disagree on direction and plans.
 - Elements of the magazine (format, distribution, content, etc.) may not work together effectively.
 - The magazine does not operate with focus or impact, or loses what focus it has.
3. Definition—A business strategy defines what you want to do (purpose), where you want to go (vision) and how you want to get there (goals).

E. The four key parts of a complete business strategy

1. A clear focused purpose (the river)—A purpose statement defines what you want to do (also called your mission).
2. A defined vision (the future destination)—A vision defines where you want to go in the future.
3. A set of defining values (the banks of the river)—Values define the limits of your activities.
4. Specific, measurable goals (the individual steps towards the horizon)—Goals define how you will get there.

“
If you do not know what you are aiming at, you will never hit it. Or, if you are aiming at nothing you will hit it every time.
 ”

II. YOUR PURPOSE (THE RIVER)

A. Your purpose should be defined in a mission statement that should not change much year to year.

1. Who (audience) do you want to serve with your publication.
2. What type of content will you publish?
3. How will the audience benefit from reading your publication?



B. Specific illustrations of each part of a purpose statement

1. Target audience (who):
 - a. Should be specific. (*Examples: Christian pastors, young parents, Christian lay leaders, teens, Christian businessmen and women, etc.*)
 - b. Should not cover too many audiences at the same time.
 - c. Must be reachable. (Can your target readers access your publication in print and/or on the Internet?)
2. Describe the content (what):
 - a. Content is specifically geared to your target audience (what they want and need)

3. What it will do for them (result):
 - a. Should be specific. (*Examples: “Develop in readers a deeper relationship with Christ;” “Help parents know how to raise godly children.”*)
 - b. Should be something you know you can actually do.

C. Test of a good mission statement

1. Does it guide our decisions of how and what we publish?
2. Is my purpose statement practical for decision making?



IN-CLASS EXERCISE

1. Identify which purpose statements on page 3-B have strong statements about “who,” “what,” and “how.”
2. Working alone or in publication teams, write a brief purpose statement for your publication (10 minutes). Then share your purpose statement with the entire group (five minutes).

“Where there is no vision the people perish.

Proverbs 29:18”

III. YOUR VISION (THE FUTURE DESTINATION)

A. Your vision defines where you want to go.

1. Can be short-term (six months to one year) or long-term (two-to-five years).
2. Includes a challenge that is not easily attainable—which requires God’s intervention to accomplish. (*“I am the Lord, the God of all mankind; is there anything too hard for me?” Jeremiah 32:27*)
3. Vision is like the final destination of a trip which has not yet been completed. It is a picture in your mind of where you want the magazine to be some day.
 - a. Example: *“Pray! magazine will be the official voice of the worldwide prayer movement (with over 25 organizational partners); will be financially self-sustaining after five years (with a stable circulation and the largest library of ancillary prayer products); and will play a significant role in bringing prayer back into the life of the local church.”*
 - b. Types of vision statements:
 1. Financial: *“Will be self-supporting in five years...”*
 2. Size: *“Will reach 10,000 people within five years...”*
 3. Impact: *“Will be the leading Christian youth magazine in our country...”*
 4. Audience: *“Will double the number of theologically and pastorally-trained pastors in our country...”*
 5. Staffing: *“Will provide adequate financial support for a publishing staff of 10 people...”*
4. How to develop a vision statement
 - a. Spend extended time alone with God asking him to give you a vision of what he wants to do with your publication in the future. A vision answers the question, “Where does God want us to be or what does he want us to be doing three, five or ten years from now?”
 - b. The vision he gives you may be different than you expect.
 - c. Share your vision with your team repeatedly and humbly, assuming that it may take time for them to understand or accept it.

IV. YOUR DEFINING VALUES (THE BANKS OF THE RIVER)

- A. **Values are your principles or standards.** They define what you believe in regarding your relationships, theology, standards of work, ethics, financial principles, etc.

- B. Values come from answering the question:** “Regardless of whether the business is going well or poorly, what do we value that will never change?”
- C. Since value statements are your principles, they never change over time or because of circumstances.**
- D. Examples of value statements:**
 1. *We value excellence in everything we do.*
 2. *We value treating employees with respect, helping them to develop in their skills and paying them a fair wage.*
 3. *We value demonstrating our dependence on God through regular prayer, looking to him to meet our needs, and seeking his will daily.*
- E. Agree on your key value statements as a team** and annually evaluate how well you are achieving each value.

V. YOUR GOALS (THE STEPS TOWARDS ACHIEVING YOUR VISION)

- A. Goals define the specific short-term steps** you will take to eventually reach your vision.
- B. Goals need to be specific, measurable, achievable, realistic and timely (S.M.A.R.T. goals).**
- C. Examples of goals:**
 1. *By December 31st begin publishing.*
 2. *Put together a list of at least 20 potential advertisers and mail a rate card to them by the end of the year.*
 3. *Evaluate the effectiveness of our editorial content by mailing a reader survey and evaluating its results within three months.*
- D. Every six or twelve months determine your goals for the next year.** Refer to your goals often so that everyone knows them and works to achieve them.



IN-CLASS EXERCISE

1. Working alone or in publication teams, write a brief vision statement for your publication (10 minutes). Share your vision statement with the entire group (five minutes).
2. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).



1. With the purpose and vision statements I have just written for my publication, should the content of my magazine change in any way?
2. Should the design and graphics change?
3. How will this affect the way we market and sell our publication?
4. Do my purpose and vision statements clearly define the target audiences we are trying to reach?

NavPress Publishing Group

OUR MISSION

To reach, disciple and equip people to know Christ and to make Him known by publishing life-related materials that are biblically rooted and culturally relevant.

OUR VISION

It is our vision that annually ten million people worldwide would be introduced to Christ, engaged in the Word and effectively serving God and others through the influence and resource of NavPress products.

We also envision a future where our spiritual products and services will be perfectly matched and customized to the needs of each reader (“a market of one”), often delivered instantaneously, and will be fully effective in achieving their goal of spiritual transformation in the reader’s life.

OUR SHARED VALUES

1. **CREATING VALUE**—That our work will add value to the message of our authors; as responsible stewards we generate profit and a return on the investment of our time and finances; to be self-sustaining.
2. **CREATIVITY and INNOVATION**—To solve any problem or issue that one faces in life by combining seemingly contradictory solutions in a unique way; recognition that everyone can be creative in life; to produce products that excite and wow.
3. **DEPENDENCE ON GOD**—Demonstrating in practical ways our daily dependence on God; that everything we publish will be biblically rooted and thus trustworthy.
4. **ENJOYING WORK**—Experiencing fun as an important part of work; laughing and playing together as a way to build relationships; work as holistic and meaningful.
5. **EXCELLENCE**—Developing products and services of the highest quality within the restraints of time and finances; being leaders in design and product impact.
6. **FREEDOM**—To experiment responsibly; to fail; to try new things; to be oneself.
7. **INTEGRITY**—Fairness, consistency and truthfulness; in all our interactions with one another, vendors and customers we follow through and do what we say we will do.
8. **INTERACTIVITY**—To “fish in one another’s pond;” respecting and seeking input from one another; cross-functional input and teams; mutual evaluation and learning.
9. **LIFE CHANGE**—Every employee will develop and grow in their life, spirit and skills through their time spent at NavPress; a commitment to lifelong learning; that our products will change lives in significant ways.
10. **RESPECT and GRACE**—For the rights, opinions and feelings of all people; through fulfillment of one’s promises and commitments; relating to one another according to grace; for the message, partnership and ministry of our authors.

Christianity Today International

Magazine Purpose Statements

Books & Culture

To edify, sharpen, and nurture the evangelical intellectual community by engaging the world in all its complexity from a distinctively Christian perspective.

Campus Life

To help Christian high school and early college students navigate adolescence with their faith intact.

Christian History

To connect contemporary Christians to their spiritual heritage by communicating church history in an engaging, accurate, and visual way.

Christian Reader

To encourage Christians to live out their faith by providing inspiring models and clear teaching in a convenient digest format.

Christianity Today

To provide evangelical leaders a sense of community, coherence, and direction through thoughtful, biblical commentary on issues and through careful, caring reporting of news events.

Leadership

To strengthen church leaders by producing an honest and practical journal that encourages biblical faithfulness and pastoral effectiveness.

Marriage Partnership

To strengthen marriages by communicating with hope and encouragement God's design for lifelong commitment, sexual fidelity, sacrificial love, and mutual respect.

Today's Christian Woman

To help Christian women grow in their relationship to God by providing practical, biblical perspectives on marriage, sex, parenting, work, health, friendship, and self.

Your Church

To provide church leaders with theologically sound, factually accurate, and truly helpful counsel on the business aspects of ministry.

UNIT 4 Working with people

INTRODUCTORY EXERCISE:

Read 1 Corinthians 12:12,15,22,26-27 and Ephesians 6:5-9. (Substitute “leader” for “master” and “employee” for “slave.”)

1 Corinthians 12:12,15,22,26-27 *Our bodies have many parts, but the many parts make up only one body when they are all put together. So it is with the “body” of Christ. If the foot says, “I am not a part of the body because I am not a hand,” that does not make it any less a part of the body. And some of the parts that seem weakest and least important are really the most necessary. If one part suffers, all parts suffer with it, and if one part is honored, all the parts are glad. Now here is what I am trying to say: All of you together are the one body of Christ and each one of you is a separate and necessary part of it.*

Ephesians 6:5-9 *Slaves [employees], obey your leaders [employers]; be eager to give them your very best. Serve them as you would Christ. Don’t work hard only when your leader [employer] is watching and then shirk when he isn’t looking; work hard and with gladness all the time, as though working for Christ, doing the will of God with all your hearts. Remember, the Lord will pay you for each good thing you do, whether you are an employee or free. And you leaders [employers] must treat your employees right, just as I have told them to treat you. Don’t keep threatening them; remember, you yourselves are slaves to Christ; you have the same Master they do, and he has no favorites.*

People are your most important asset. If your mission is to change people’s lives, you need to start with yourself and your own staff.

“**People are your most important asset.**”

I. BASIC STAFF FUNCTIONS AND QUALIFICATIONS

A. See staff function descriptions and qualifications. (See page 4-A)

B. Key questions every employee wants answered

1. “What do you want me to do?” (Job Description)
2. “Will you give me what I need to do the job?” (Resources and Training)
3. “Will you tell me how I am doing?” (Evaluation)



HANDY TIP

Revise and update job descriptions at least yearly and review the updated versions with each staff member.

C. The value of job descriptions

1. Clearly defines what you expect from employees.
2. Helps you manage people realistically and know what to delegate.
3. Helps employees know what their job is, how much time they should spend on each part of their job and how their performance will be evaluated.
4. Helps match the right person to the right job.

D. Elements of a job description See the sample job description and observe its six key parts. (See page 4-B)

1. Title
2. Supervisor

3. Qualifications
4. General description
5. Responsibilities
6. Performance criteria



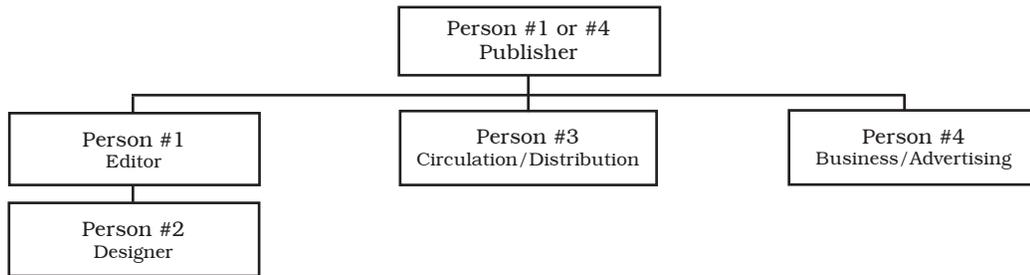
IN-CLASS EXERCISE

Write a job description for your own job or another job that is critical to your publication.

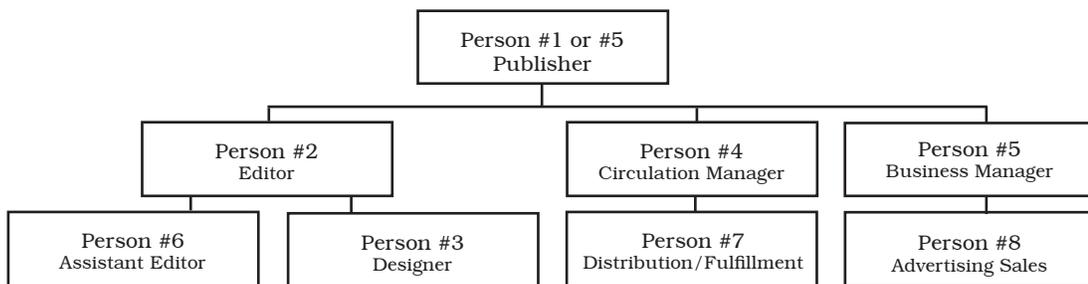
E. Staff Organization

1. There is no one right way to organize your staff. Organize your team according to your needs.
2. Every publishing group needs a top manager with a team comprised of peers.
 - a. Every person is critical to the overall success of the publication.
 - b. Respect team members and give everyone an opportunity to contribute according to their gifting and skills.
 - c. Always look for ways to develop people’s gifts and help them grow.

Sample Organization Chart—Publishing Company



Sample Organization Chart—Larger Publishing Company



“It’s better to be small and efficient than too big and broke.”

II. FINDING THE RIGHT STAFF

- A. Start with the right editor.** Since the editor selects the content of the publication, this is your most important decision.
- B. Avoid adding too many staff members too quickly.**
- C. Carefully interview potential employees, even if you already know them.** Get interviewees to talk more about what they have *already done* in previous jobs (past experience) than what they want to do (future hopes). (See pages 4-F-1 and 4-F-2.)

D. To find good employees, look for people everywhere you go who are hard workers, want to learn, have a servant's heart and a positive attitude.

E. Hire for character and train for experience.

F. Factors involved in deciding to add a staff position:

1. If the function becomes critical to your purpose and publication.
2. When you can provide enough work to keep them busy.
3. When you can financially afford the position.
4. When you need better control over that function.

III. HOW TO TREAT YOUR STAFF

A. Recognize that people are your greatest asset and the key to your future.

B. Do not manage by fear or by making demands. It doesn't work in the long term.

C. Be a team-builder, not an authoritarian dictator.

D. Show that you care about people by taking a personal interest in each person with whom you work.

E. Spend more time finding the good in people instead of finding fault. Compliment often.

F. Learn to listen.

G. Let people be a part of the decision-making process.

H. Direct communication.



IN-CLASS EXERCISE

Which of the above points are your weakest and strongest in your own management style?

Which are the most important?

IV. HOW TO WRITE EFFECTIVE PERFORMANCE GOALS (See pages 4-G)

A. What do you want them to do?

B. When should it be done?

C. Must be specific.

D. Breakdown goals by week, quarter, or year. (See page 4-H-1)

V. EVALUATING STAFF PERFORMANCE

"Now the most important thing about a servant is that he does just what his master tells him to." (1 Corinthians 4:2)

A. The purpose and value of evaluating staff performance is to:

1. Evaluate the quality of their work.
2. Identify areas where they need to improve.
3. Set goals for future performance and growth opportunities.

B. Notice the key parts of two different evaluation forms. (See pages 4-D)

1. Strengths of the employee.
2. Areas for improvement.
3. Goals for the future.

“Most of us can live on a compliment for a month.”
Mark Twain

C. How to conduct an evaluation:

1. Praise strengths first.
2. Be honest about areas of weakness.
3. Evaluate staff members at least once a year.
4. Conduct the staff evaluation in a relaxed and private setting.
5. Use an evaluation form and give the staff member a copy of the completed form when done.

VI. WORKING WITH VOLUNTEERS

A. Treat volunteers with the same respect as staff members.

B. Show appreciation to volunteers in practical ways.

C. Offer them opportunities to learn and grow in the job skills.

D. Conduct an informal performance evaluation with volunteers at least once a year.



IN-CLASS EXERCISE

1. For each employee who works on your magazine, make a brief list outlining:
 - a. Strengths of the employee
 - b. Areas for improvement
 - c. Goals for the next year
2. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).
3. Take a few moments to pray silently for your staff or a specific staff member about whom you are concerned.

Basic Staff Functions and Qualifications

A. Publisher

1. FUNCTIONS

- a. Maintain the purpose, vision, and focus of the publication.
- b. Oversee staff and office facility.
- c. Ensure that all parts of the publication (articles, graphics, advertising, distribution, etc.) work together and accomplish the purpose.
- d. Responsible for financial performance and accountability.

2. QUALIFICATIONS

- a. Experience in supervising people.
- b. Proven leadership ability.
- c. Knowledge of all aspects of the publishing process.
- d. Maturity of character.
- e. Knowledge of financial systems and reports.

B. Editorial staff

1. FUNCTIONS

- a. Plan editorial direction and content of the publication.
- b. Develop and work with writers.
- c. Edit manuscripts.

2. QUALIFICATIONS

- a. Understanding and commitment to the purpose or mission of the publication.
- b. Clear understanding of the audience needs and interests.
- c. Written communication and editing skills.

C. Design staff

1. FUNCTIONS

- a. Work with editors to determine the overall look and feel of the publication.
- b. Develop and work with artists, photographers, and printers.
- c. Design publication pages and approve quality of printing.

2. QUALIFICATIONS

- a. Understanding and commitment to the purpose or mission of the publication.
- b. Experience with computers and design software.
- c. Creative skills with an overall sense of visual appeal and balance.

D. Circulation/distribution staff

1. FUNCTIONS

- a. Plan and implement promotional efforts to find readers.
- b. Maintain customer names and address files.
- c. Maintain and develop means of getting the publication to the readers.
- d. Determine the size of the print order.

2. QUALIFICATIONS

- a. Self-starting problem solver with creative and analytical abilities.
- b. Experience in promotions and print processes.
- c. Detail-oriented with the ability to manage multiple projects simultaneously.

E. Business/advertising staff

1. FUNCTIONS

- a. Plan and implement financial budgets, reports, and processes for the publication.
- b. Identify advertising prospects and build long-term advertising relationships.
- c. Find higher quality and lower-cost ways of doing business.
- d. Negotiate the printer contract and costs.

2. QUALIFICATIONS

- a. Honesty and integrity of character.
- b. Excellent people skills and customer focus.
- c. Experience in finance and sales.

SAMPLE JOB DESCRIPTION

Title: Circulation Manager

Supervisor: Publisher

Date Written: May 24, 2016

Qualifications

1. Maturity of character and Christian spirituality.
2. At least two to four years experience in marketing, preferably with experience in direct marketing and magazine circulation.
3. Full agreement with our statement of faith and enthusiastic support of our mission, vision and values.
4. Good writing and communication skills as demonstrated by previous marketing copy writing. A good communicator.
5. Analytical skills as demonstrated in marketing or sales data analysis and project management.
6. A strategic planner and implementer of that strategy. A market-sensitive strategist.
7. Demonstrated administrative skills with a high degree of personal organization and follow-through.
8. Strong computer skills.

General Description

The circulation manager manages the process of acquiring new subscribers and readers of the magazine as well as renewing them. He/she develops the overall circulation strategy, develops the marketing pieces and programs, and analyzes their results for maximum effectiveness.

Responsibilities

- | | |
|---|-----|
| 1. Oversee, direct and develop the circulation strategy and programs. | 25% |
| 2. Develop copy, graphic design and printing of all promotional elements. | 25% |
| 3. Manage and maintain analysis and interpretation for all circulation campaigns, maximizing their effectiveness. | 25% |
| 4. Manage the budgets and administrative affairs of the circulation department. | 10% |
| 5. Contribute as a member of the magazine publishing leadership team. | 15% |

Performance Criteria

1. On at least a semi-annual basis, produce a satisfactory management report that demonstrates the profitability of all marketing campaigns.
2. At least 90% of all deadlines are met.
3. Meet all annual department budget goals.

JOB DESCRIPTION EXERCISE

Title: _____

Supervisor: _____

Date Written: _____

Qualifications

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

General Description

Responsibilities

1. _____ %
2. _____ %
3. _____ %
4. _____ %
5. _____ %

Performance Criteria

1. _____
2. _____
3. _____
4. _____

SELF-APPRAISAL QUESTIONNAIRE

Name: _____

Supervisor: _____ Date: _____

1. Please identify and rank the three key functions you perform in your current job.
 - a.
 - b.
 - c.
2. What specific skills are required for each of the three key functions?
 - a.
 - b.
 - c.
3. Which of these skills would you consider your strength?
4. Which of these skills need some improvement?
5. What steps are you taking to make these improvements? How could our business help you?
6. Were any new duties added to your job this past year?
7. If yes, what were they, and how would you rate your performance of them?
8. List your specific accomplishments during the past year. Please rank them.

9. Is there any task in your job that you consider useless or busy work? Please explain.

10. What improvements would you like to make to your job?

11. Do you feel your level of responsibility is (circle one):

Too much

Too little

About right

Please explain:

12. Would you describe your job satisfaction as (circle one):

High

Pretty good

Okay

So-so

Low

Please explain:

13. What goals do you feel we should set for the coming year?

14. If you could do any job, what job or jobs do you think you might like to have in the future?

15. What additional skills would you need? How do you propose to acquire them?

16. Do you have skills that are not presently being utilized? If so, what are they?

SAMPLE SIMPLE ANNUAL REVIEW REPORT

Name _____

Title _____

Supervisor _____

Date of Review _____

1. Area of Responsibility _____

Significant strengths:

Improvement opportunities:

Goals:

2. Area of Responsibility _____

Significant strengths:

Improvement opportunities:

Goals:

3. Area of Responsibility _____

Significant strengths:

Improvement opportunities:

Goals:

4. Area of Responsibility _____

Significant strengths:

Improvement opportunities:

Goals:

5. Area of Responsibility _____

Significant strengths:

Improvement opportunities:

Goals:

**GROUP PUBLISHING
ANNUAL REVIEW**

for _____

Anniversary Date (_____)

	Achvd	Not Achvd	5 Key Annual Goals (listed in order of importance with 1 being most important) by _____
1.			
2.			
3.			
4.			
5.			
			Staff Member consistently meets or exceeds job description (if not achieved must have reason) Provide Reason: _____

	Achvd	Not Achvd	Post-poned	N/A	1st Quarter Objectives to be accomplished by _____ (3 months from annual review date)
					Staff Member consistently meets or exceeds job description (if not achieved must have reason) Provide Reason: _____

	Achvd	Not Achvd	Post-poned	N/A	2nd Quarter Objectives to be accomplished by _____ (6 months from annual review date)
					Staff Member consistently meets or exceeds job description (if not achieved must have reason) Provide Reason: _____

	Achvd	Not Achvd	Post-poned	N/A	3rd Quarter Objectives to be accomplished by _____ (9 months from annual review date)
					Staff Member consistently meets or exceeds job description (if not achieved must have reason) Provide Reason: _____

Achvd	Not Achvd	Post-poned	N/A	4th Quarter Objectives to be accomplished by _____ (1 year from annual review date)
		Staff Member consistently meets or exceeds job description (if not achieved must have reason) Provide Reason: _____		

HAS JOB DESCRIPTION CHANGED, OR IS JOB DESCRIPTION MORE THAN 2 YEARS OLD?

IF YES, PLEASE ATTACH NEW JOB DESCRIPTION.

JOB DESCRIPTIONS MUST BE UPDATED A MINIMUM OF EVERY 2 YEARS!

To be signed at the time of the goal/objective setting:

It is agreed that the above written goals/objectives have been set to be accomplished in the time frame above and a copy of the Supervisor's 5 Key Annual Goals has been reviewed by the staff member.

Staff member's signature Date _____
Supervisor's signature Date
Business Unit/Dept. Leader Initial _____

To be signed at the time of the goal/objective evaluation:

Staff member and supervisor indicate by signature that the previously agreed upon goals/objectives have been evaluated.

Staff member's signature Date _____
Supervisor's signature Date
Business Unit/Dept. Leader Initial _____

To be completed at goal objective evaluation

Comments or Additional Accomplishments:

SAMPLE INTERVIEW EVALUATION

Name of Applicant: _____ Date: _____

Job interviewing for: _____

This is: phone interview interview in our office

Interviewer: _____

rating scale: 5 - outstanding: applicant is exceptional, far superior to others
 4 - very good: applicant clearly exceeds standards
 3 - good: applicant is competent and dependable, meets standards
 2 - improvement needed: applicant is deficient or below standards
 1 - unsatisfactory: applicant is generally unacceptable
 N/A - not applicable

General Factor	Score	Supportive details or comments
1. SERVANTHOOD: extent applicant appears to work with a spirit of servanthood (Exemplary service and stewardship).		
2. QUALITY: extent applicant appears to deliver excellence. Demonstrated a good “enough” is simply not good enough attitude at a previous job.		
3. INNOVATION: extent applicant appears to be innovative, inventive and creative.		
4. AUTHENTIC LEARNING: extent applicant demonstrates the ability to be a life long learner.		
5. PEOPLE FRIENDLINESS: extent applicant appears to be friendly, fun, fair, and forgiving. Demonstrated ability to share concerns with those who can best affect a situation and communicate directly. Demonstrated ability to handle differences with tact.		
6. EXPERIENCE: extent background and experience are consistent with essential functions of the job.		
7. EDUCATION: extent schooling is relevant and sufficient for essential job functions.		
8. JOB KNOWLEDGE: extent applicant possesses the practical/technical knowledge essential to perform job functions.		
9. COMMUNICATION SKILLS: extent applicant effectively expressed or conveyed ideas (good eye contact, active listener, appropriate questions).		

General Factor	Score	Supportive details or comments
10. INTEREST LEVEL: extent applicant appears to have a true desire and interest in our organization and in the position.		
11. INITIATIVE: extent applicant appears to be willing to seek out new assignments and readily assume additional duties.		
12. COMPOSURE: extent applicant appears to be in control. Ability to handle stress.		
13. OVERALL IMPRESSION: extent overall appearance, manner and responsiveness are consistent with job requirements.		
14. SPECIFIC FACTOR:		
15. SPECIFIC FACTOR:		
16. SPECIFIC FACTOR:		
TOTAL SCORE:		

COMMENTS:

-
1. Did the applicant arrive/call for the interview on time?
 2. Was the applicant appropriately dressed, well-groomed and neat?
 3. Were the applicant's responses complete or evasive?
 4. Were the applicant's remarks about past employers neutral/positive/negative?

HOW TO WRITE EFFECTIVE EMPLOYEE PERFORMANCE GOALS

When writing goals, keep the following criteria in mind for more definitive, effective statements. Well-written goals are:

- ♦ Stated in terms of end results to be achieved.
- ♦ Measurable; i.e., stated in terms of quantity, quality, cost and time.
- ♦ Clear, concise, and unambiguous.
- ♦ Realistic, practical, and in conformity with overall organizational goals. Objectives could include such areas as expense control, turnover, absenteeism, service, affirmative action, employee development or productivity enhancements.
- ♦ Ambitious enough to pose a reasonable challenge to the individual.

Each goal statement generally begins with an action verb that can be observed and measured, followed by a measurable end result and a time frame. A sample list of action verbs follows. Finally, the goals may be prioritized by listing them in the order of their importance.

EXAMPLES OF GOALS

Complete Statement			Vague Statement
Action Verb	Measurable End Result	Time Indicator	
Reduce	new account hold over from 20% to 15%	by year end 20__	Reduce new account holdover.
Increase	sales by 10%	by June, 20__	Increase sales.
Reduce	production costs by 20%	by December, 20__	Reduce production costs.
Achieve	write-off run rate of 10%	by year end, 20__	Achieve a reasonable write-off run rate.
Control	turnover holding to 30%	annual rate	Control turnover.
Answer	92% of all authorization calls	within 30 seconds	Answer a majority of authorization calls within 30 seconds.
Process	new account applications	within 15 days	Process new account applications.

WRITING EFFECTIVE PERFORMANCE GOALS (EMPLOYEE)

Exercise:

This is an exercise designed to give you practice in writing performance goals.

Instructions:

1. Consider your key job duties and responsibilities.

2. Develop one job-related performance goal. Identify whether this is a business or personal development goal.

Performance Goal:

The goal statement should begin with an action verb, include the measurement and time frame in which it is to be accomplished.

Action Verb	Measure	Time Frame

Does the goal meet the criteria for effective performance expectations?

- Challenging and Attainable
- Observable
- Measurable: Quantity? Quality? Time? Cost?

What ideas do you have for the action plan to achieve this goal?

ACTION VERBS

accepts	clears	develops	generates	perceives	sets up
accomplishes	collaborates	devotes	gives	performs	shows
achieves	collects	directs	grasps	places	signs
acquaints	commands	discusses		plans	solves
acquires	communicates	displays	handles	practices	specifies
acts	compares	disposes	helps	prepares	speaks
adapts	completes	disseminates	hires	prevents	stimulates
adheres	complies	distinguishes		proceeds	studies
adjusts	comprehends	distributes	identifies	processes	submits
administers	computes	drafts	implements	produces	summarizes
advances	concentrates		improves	programs	supervises
advises	concurrs	effects	informs	projects	supplies
analyzes	conducts	emphasizes	initiates	promotes	supports
applies	confers	employs	inspects	proposes	
appraises	conforms	encompasses	installs	provides	takes
appropriates	connects	encourages	insures	pursues	terminates
approves	considers	enforces	instructs		traces
arranges	consolidates	enhances	interacts	receives	trains
ascertains	constructs	enlightens	interprets	recognizes	transcribes
assembles	consults	establishes	interviews	recommends	treats
asserts	contemplates	evaluates	investigates	records	
assigns	continues	examines	issues	regulates	uses
assists	contributes	executes		reinforces	utilizes
assumes	controls	exercises	maintains	relates	
assures	conveys	expedites	makes	releases	verifies
attains	coordinates	explores	manages	reports	
attends	corrects	expresses	meets	represents	weighs
authorizes	correlates		monitors	requires	writes
audits	corresponds	faces		researches	
	creates	facilitates	negotiates	resolves	
builds		finds	notifies	responds	
	decides	focuses		reviews	
calculates	dedicates	follows-up	obtains	revises	
capitalizes	delegates	formulates	operates		
carries out	demonstrates	fosters	organizes	schedules	
challenges	delivers	fulfills	oversees	secures	
checks	designs	furnishes		seeks	
circulates	determines		paces	selects	
classifies	devises	gains	participates	serves	

SAMPLE SUCCESS MAP
(puppet-maker supervisor)

ONE YEAR GOALS (by 11/1/16). Within the next year I will accomplish the following:

1. Increase departmental production to 500 units per month.
2. Reduce defects to 2% of total units per month.
3. Anticipate and meet seasonable demands so puppets never go out of stock.
4. Reduce unit costs by 10%.
5. Improve my 180-degree ratings to at least company averages.

QUARTER 1 OBJECTIVES (by 2/1/16).

1. Increase staff to 8 full-time puppet-makers.
2. Create and institute inspection program to screen for defects.
3. Create day-by-day historical record of demand by SKU.

QUARTER 2 OBJECTIVES (by 5/1/16).

1. Increase production to 400 units per month.
2. Establish at least one alternate supplier for each part.
3. Order raw materials in time to have needed stock on hand, and avoid rush shipping charges.
4. Reduce fur waste by 30% per unit.
5. Determine staff perceptions of my leadership style, strengths, and weaknesses.

QUARTER 3 OBJECTIVES (by 8/1/16).

1. Increase production to 450 units per month.
2. Find material and supplier to reduce stuffing cost by 20%.
3. Install robotic stitcher within budget.

QUARTER 4 OBJECTIVES (by 11/1/16).

1. Develop trained cadre of at-home workers to cover peak times.
2. Get training in relational skills.

THIS WEEK'S TOP 5 PRIORITIES to be accomplished by 6/10/16

Yes

- _____ 1. Complete staff training for zero-defect hemming procedure.
- _____ 2. Obtain written commitment from Acme Eye as alternate supplier for mouse eyeballs.
- _____ 3. Order all materials now for projected September unit demand. In-house due date of August 20. All vendor agreements signed with vendor penalty of 2% of invoice for each day late.
- _____ 4. Using new patterns, increase yield to 4 mice per yard of gray fur.
- _____ 5. Introduce, get buy-in, and get sign-offs from our 3 fur cutters for new productivity standards

Signed: _____ Coach: _____

UNIT 5 Research: Know the readers of your publication

INTRODUCTORY EXERCISE:

Answer the following questions as a group:

Have you done any formal research on who your readers are or what their interests are? What type of research did you do?

I. THE KEYS TO EFFECTIVE RESEARCH

A. Make clear research goals. Ask yourself:

1. What is the most important information we need to find out about our readers?
2. How do we intend to use that information to change our publication, marketing, or advertising?

B. Ask effective questions. Good questions produce reliable results. Don't ask for information that you cannot act on.

C. Maintain a limited focus. Don't try to research everything you want to know all at once.

D. Make a commitment to evaluate and apply the results.

Quantitative Research	Qualitative Research
Research that is based on a large sample size, tests many factors, is projectable, defines data about customers.	Research that is based on a small sample size, provides in-depth information on a few factors, is not projectable, defines customer feelings or beliefs.
Types: <ul style="list-style-type: none"> • Mail surveys • Telephone interviews (large number) • In-magazine surveys • Online surveys 	Types: <ul style="list-style-type: none"> • Focus groups • One-on-one interviews • Telephone interviews (small number) • Informal research

II. TYPES OF RESEARCH

A. Written surveys or questionnaires—More quantitative, larger number of responses

1. Surveys in the magazine or on your Web site: self-selecting respondents
2. Mailed or emailed surveys: more objective and accurate
3. Surveys handed out at conferences, concerts, special events, etc.

B. Focus groups—more qualitative, smaller group of people (*See article starting on page 5-C-1.*)

1. A small group of readers or Web site visitors (eight to 12 people) who are asked their opinions about a variety of publishing questions: feelings, ideas, article topics, graphics, etc.

2. Caution: Write out focus group questions and ask them exactly as they are written. Never give your own opinion or bias the group's answers.
3. Tape record the focus group and interpret the results cautiously due to the small number of participants involved.
4. Conduct focus groups in multiple numbers with the same questions for each group.

C. Secondary research—Research conducted by others that relates to your publication or audience

1. Governmental reports and research
2. Local newspaper reports
3. Research reported in other magazines, denominational reports, library reference books, or on the Internet.

D. Interviews—Asking a limited number of questions live or over the telephone

1. Interview people at concerts, churches, special events or any place your target audience gathers.
2. Create a standard list of questions that every interviewer must use.
3. Caution: The interviewer can easily bias the information by the way they listen to or report the information. Use simple, short-answer questions in interviews.

E. Informal research—Other ways to obtain information about your readers that cost very little.

1. By observing the popularity of different issues of the magazine (measured by the percentage of sales of newsstand copies or by reader letters).
2. Talk to readers when you meet them.

III. WRITE GOOD RESEARCH QUESTIONS

A. Write your questions carefully. Readers may interpret them differently than you intended.

1. Have other members of the staff evaluate the research questions so that the questions are as clear as possible.
2. Ask several members of your target group to look at your questions and evaluate them as to whether they are clear.

B. Avoid too many open-ended questions.

1. If you list options in a question, make sure that all major choices are listed. Use an "other" category to cover options you have not thought of.
2. Tell readers exactly how you want them to enter their responses. (Examples: "Check all that apply," "Check only one," "Rank on a scale of 1 to 5 with 1 meaning 'not interested' and 5 meaning 'very interested'").



IN-CLASS EXERCISE

Write a plan for the types of research you want to conduct next year (or over the next one to two years).

IV. WHAT YOU NEED TO KNOW ABOUT YOUR READERS

A. Editorial preferences and feelings

1. Family needs and struggles
 - a. "What areas in your home life do you struggle with?"
 - b. "What is your marital status: single, married, divorced, widowed or widower?"

2. Spiritual life and needs
 - a. "What are the most common obstacles to your spiritual growth?"
 - b. "In which areas of your daily Christian life would you like help?"
3. Ministry involvement
 - a. "What types of ministries are you involved in?"
 - b. "What is your spiritual gift or gifts?"
4. Types of articles or editorial material
 - a. "Check your three favorite types of editorial material from the following list: Poetry, interviews, editorial column, letters from readers, sermons, news, personal stories, how-to articles..."
 - b. "What is the one part of our magazine that you always read first?"



**HANDY
TIP**

Do not rely on just one type of research. Use a variety of research methods and compare the results across types. Every form of research has validity if interpreted and applied correctly and in context.

B. Design and graphics preferences

1. "Check the types of graphics that most appeal to you: photos, original artwork, sketches, cartoons, scenery..."
2. "Is the size of print in our magazine: too big, just the right size, too small?"

C. Demographic information

1. "What is your gender: male or female?"
2. "What is the highest level of education you have completed?"
3. "From the following list check your primary occupation..."
4. "What is your age?"
5. "What type of church do you normally attend?"

D. Purchasing habits

1. "From the following list indicate the types of books that you normally purchase: fiction, Bible studies, children, youth, women's issues, theology..."
2. "Please check all of the following Christian products that you have purchased in the past 12 months..."

Examples: books, posters, videos, music tapes, CDs, Christian-themed jewelry and clothing, plaques, and bookmarks.

E. Customer satisfaction and quality

1. "Please complete the following statement: (*Name of magazine*) would better serve my needs if..."
2. "How satisfied are you with the level of subscription service you receive from our magazine: very satisfied; satisfied; dissatisfied? If dissatisfied, please tell us why."
3. "How would you rate the overall quality of our magazine compared to other magazines: Superior; no different; inferior? If you mark inferior, please tell us why."

V. ANALYZING AND USING RESEARCH

A. Analyze the results of individual questions as well as combinations of questions.

Example: *How do male readers answer the survey compared to female readers?*

- B. Statistical analysis of research results is only the beginning.** You also need to interpret what the numbers are telling you.
- C. Track research results from study to study** to identify trends or significant changes.
- D. Analyze and discuss research results as a team** to help you plan future editorial content and improve the publication.

VI. HOW TO INCREASE SURVEY AND INTERVIEW RESPONSE RATES

- A. Send an advance letter or email** asking the reader to respond to the survey that will be coming in the mail or via email in a week.
- B. Attach a stamp to a pre-addressed response envelope.** If the survey is sent via email, include a live link embedded in the email that the responder can click to begin answering survey questions.
- C. An incentive** of some type encourages recipients to respond to your survey. (\$1 is often used in the U.S. for mailed surveys)
- D. Generally you need between 200-300 responses** in order to be able to make reliable decisions and changes based on the results of research.



IN-CLASS EXERCISE

As time allows, do one or several of the following exercises:

1. Write a list of 10-15 things that you want to know about your readers.
2. Write 10 specific questions that you could include in a survey of your readers.
3. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

TAKE HOME PROJECT—When you return home, work on the following with your staff:

1. What are at least 10 critical things we need to know about our readers?
2. Develop specific survey questions that you can ask to find answers to these critical needs.
3. Determine who will analyze the results and how you will apply what you learn from the research to improve your publication.



HANDY TIP

The two most important things to remember about research are:

1. *What do you need to learn about your readers?*
2. *How are you going to use that information?*

BASIC TYPES OF SURVEY QUESTIONS

1. Yes/No Questions

A simple question that can be answered with “Yes” or “No.”

Example: Did the last issue arrive in the mail clean and undamaged?

- Value of this type of question—Simple and straightforward.
- Weakness of this type of question—Answers can sometimes be misleading since only two options are allowed.

2. Multiple Choice Questions

A question with a limited number of answers from which the reader must select.

Example: What is your age group?

- a. Less than 20 years old*
- b. 20-29 years old*
- c. 30-44 years old*
- d. 45-59 years old*
- e. 60 years old or older*

- Value of this type of question—Limits the reader’s choices.
- Weakness of this type of question—The choices provided must cover all possible options for the reader and must be specific.

3. Open-Ended Questions

A question that suggests no answer but leaves space for the reader to write out an answer.

Example: What is the most difficult spiritual problem you face today?

- Value of this type of question—Gives reader the freedom to list any answer or answers they desire.
- Weakness of this type of questions—Reader’s answers can be hard to compile and analyze.

4. Rating Questions

A question that asks readers to give a qualitative rating to an opinion.

Example: On a scale from one to 10 (10 being the most valuable), rate how valuable this magazine is to your ministry as a pastor.

- Value of this type of question—Ranking allows readers to express their opinion or the degree to which they agree with the question.
- Weakness of this type of question—Rating questions are sometimes confusing to readers.

5. Combination Questions

A question that combines two or more different types of questions.

Example—How would you rate the overall quality of our magazine? a) Very high, b) Average quality, c) Low quality. If you answered “Low quality,” please tell us why.

- Value of this type of question—Allows the reader to provide more information or depth about their opinion.
- Weakness of this type of question—Can be difficult for readers to understand and the staff to interpret.

Campus Life

READER SURVEY

ABOUT CAMPUS LIFE & YOUR SUBSCRIPTION

1. How long have you subscribed to CAMPUS LIFE?

- 1 1 year or less 2 2 years 3 3 years 4 4 years or more

2. If your subscription would expire today, would you renew it?

- 1 Definitely yes 2 Probably yes 3 Maybe 4 Probably not 5 Definitely not

3. When it comes to talking about God, CL is... 1 Right on 2 Too religious-sounding 3 Not spiritual enough

4. Which of the following artists/bands would you like to see in CAMPUS LIFE?

- 1 All Star United 5 Mancy A'lan Kane 9 Seven Day Jesus 13 World Wide Message Tribe
 2 Burlap to Cashmere 6 Newsboys 10 Skillet 14 Steven Curtis Chapman
 3 Kirk Franklin 7 Newsong 11 The Waiting 15 Other _____
 4 Michael W. Smith 8 Petra 12 Third Day 16 None

5. What is one thing we should never drop from CL? _____

6. What is one thing we should immediately drop from CL? _____

ABOUT YOU

1. What is your sex?

- 1 Female 2 Male

2. Which of the following best describes your current school level? (Check ALL that apply)

- 1 Junior high
 2 High school ⇨ a. Freshman b. Sophomore c. Jr. d. Sr.
 3 College ⇨ a. Freshman b. Sophomore c. Jr. d. Sr. e. Graduate School
 4 Currently not in school

3. What is your current employment status?

- 1 Full-time 2 Part-time 3 Not employed

ABOUT THE SEPT/OCT 2008 ISSUE

1. Did you receive the September/October 2011 issue of Campus Life before receiving this survey?

- 1 Yes ⇨ please continue.
 2 No ⇨ please **do not** fill out the rest of the survey, fold and return in the enclosed Business Reply Envelope. If you wish to reach us regarding this you may call Customer Service at 1-800-678-6083.

2. Think of a friend of yours who you're pretty sure is not a Christian. When you have someone in mind, answer this question: Would you give this issue of CL to that friend to read?

- 1 Definitely yes 2 Probably yes 3 Maybe 4 Probably not 5 Can't think of one
Why? _____

3. How would you rate this month's cover for CAMPUS LIFE?

- 1 Excellent 2 Nice! 3 Not Bad 4 Not Good 5 Stink-o

4. Which article will you remember most from this issue? (tell us article and page number) _____

Why? _____

5. Which photo or illustration did you like most from this issue? (tell us article and page number) _____

Why? _____

What Do U Think?

We want to know what you had read in this issue before receiving this survey—so please do not read any more until you complete it.

Open the enclosed issue to page 4. **CIRCLE** the appropriate letter below to indicate how much of each article you read (if any) up to this point:

- If you didn't read the article, circle **(D)**
- If you started reading the article but did not finish it, circle **(S)**
- If you finished reading the article, circle **(F)**

Pages(s)	Article	CIRCLE YOUR READING		
		Didn't Read	Started Reading	Finished Reading
4	@Campus Life: I Missed My Chance...	D	S	F
6-7	Speak Up!	D	S	F
8	My Life as a Student: "What's She Doing Here?"	D	S	F
10-11	Power Pack: What's the Cost of Faithfulness?	D	S	F
12, 14, 16, 19	Let's Talk: Why Did I Have to Move?	D	S	F
14	It's Your Turn	D	S	F
24	Movie Sequels: The Fed-X Files	D	S	F
26-28	Music: Poetry in Motion	D	S	F
30-31	Music: Faith in Tough Times	D	S	F
32	Music: Tell Me About It	D	S	F
34	Music: Quick Tales	D	S	F
38-40	Mr. Lonely	D	S	F
44-47	Special Section: Why I'm Not a Christian	D	S	F
47	Special Section: What to Listen For	D	S	F
48-49	Special Section: I Want to Be Here for You	D	S	F
49	Special Section: How to Share Christ with a Friend	D	S	F
50-51	Special Section: Care Enough to Share	D	S	F
54-55	Tales from the Crisper!	D	S	F
56-58	Take A Stand	D	S	F
60-63	Not Good Enough	D	S	F
63	How to Help a Friend	D	S	F
65	Life at McPherson High: Gear Goof-ups	D	S	F
66-67	You're So Narrow-Minded!	D	S	F
67	Here's how you can practice true tolerance	D	S	F
68-70	"I Could Have Been Mad at God..."	D	S	F
74-75	Salt & Light: Green Bay Snackers	D	S	F
78, 80, 82, 84, 86	Love, Sex & the Whole Person	D	S	F
88	Adventures in Dating	D	S	F
90	Extreme Faith: Am I Really Forgiven?	D	S	F
94-95	Strange World: Preposterously Pampered Pets	D	S	F
96	One More Thing: Feeling Lonely?	D	S	F

Hey! What Are You Standing Around For?
PLEASE MAIL THIS SURVEY ON OR BEFORE OCTOBER 16, 2016.

Thanks for your time!

Turning Readers Into Talkers

At a recent missions magazine conference, Hope Grant, research analyst at Christianity Today, Int'l., challenged publishers to try focus groups—a research method that uncovers the truthful “middle-ground” materials other forms of research sometimes fail to detect. “Focus groups are energizing,” Grant says. Interlit hopes readers will agree.

INTERLIT: Describe your role as research analyst at Christianity Today, Int'l.

GRANT: My job is to be in touch with the people who read the eight magazines we publish—to find out what people are reading, what they're not reading, and what they're interested in reading in the future. I condense what I learn and give summaries to decision makers. This helps them avoid costly mistakes. And by “costly” I don't just mean money.” Time and energy are worth something. Research has a direct effect upon resources.

INTERLIT: What kinds of research do you do?

GRANT: I work with both “quantitative”—where readers circle numbers and letters on a survey and somebody counts the numbers of males, females, and so on—and “qualitative” research, which is more subjective and less reliant on clear-cut statistics. Focus groups are qualitative research. Those without any experience in research may feel more comfortable starting with this approach.

INTERLIT: What is your definition of a focus group?

GRANT: A focus group is really a discussion group with a specific purpose. It has a moderator who directs the discussion, moves it along, and tries to get answers for all the decision-makers' questions.

INTERLIT: What kind of questions prompt you to arrange a focus group?

GRANT: Focus groups are good for preliminary research—the kind of information you need before you launch a new product.

INTERLIT: What are some other uses for focus groups?

GRANT: Many publishers use focus groups for product development. Let's say you have something that's already on the market. Before you put money into any kind of changes, you better find out if people are going to see those changes as positive.

INTERLIT: Are focus groups a good replacement for surveys?

GRANT: It's true that interacting with people turns up nuances that one could never catch with a survey. But I wouldn't do away with

survey research altogether—rather, focus groups are a good foundation from which to continue other, more specific, or quantitative, forms of research.

For example, let's say you're planning on sending a survey to about a thousand people, but you're not sure if the questions are phrased exactly right. What can you do? Test the survey in a focus group. A focus group is a good opportunity for getting reactions to test questions, and it may generate new ideas or approaches.

INTERLIT: What are some unique benefits of the focus group format?

GRANT: For starters, focus groups provide immediate information. If you have a good idea and you want to test it, and you don't have time to do a mail survey, then focus groups are a good choice. Focus groups will uncover the undertones, the flavors, the degrees of feeling. And it's helpful when you can put real people's faces to those feelings.

Editors, too, often tell researchers how helpful it is to put flesh and blood on their demographics statistics. They think they know their readers, and they probably do to an extent, but it's good to touch base with the people who are actually reading their work.

It's also wonderful to see readers interact with each other. I've led some groups where participants exchanged names and addresses. They wanted to get together again. It's energizing.

Lastly, focus groups uncover that nice “middle-ground” material that often can't be found any other way. It's hard to get people to include both sides of reality—especially Christians. They don't want to be offensive. Even “letters to the editor” tend to either sing the praises of a publication or condemn it.

INTERLIT: How do you go about organizing a focus group?

GRANT: First, define why you need or want one. Is it to help launch a new product? Or do you want to make substantial changes to something that's already out in the market? Try to cover one topic well rather than mixing a lot of unrelated objectives together.

After you've defined the purpose of your focus group, decide on the number of people you want to include. If you invite more than eight or ten, not everyone has a chance to contribute. It's important that everybody says something—that you get as wide a variety of opinions as possible.

A moderator, of course, will also be a member of the group. Moderators must remain objective so they can encourage the focus group members to be honest about what they think. Moderators are responsible for guiding the group's discussion and for making sure all the right questions get asked.

INTERLIT: How formal should the group be?

GRANT: It depends on your purpose and your budget. A formal setting, such as a rented business facility, can cause participants to take the discussion more seriously, but it also costs more. If you choose this approach, you may want to plan two focus groups back-to-back so you can get the most use from the money you invest in the facilities. You may also need to offer prospective participants an incentive—maybe a meal or a small honorarium. Most will be busy with work, and depending on where you hold the meeting, some or all will have travel expenses.

Semi-formal groups can be held in a local hotel conference room or in a restaurant’s private dining room. The moderator can be someone from your staff instead of a hired professional, and the incentive could be a nice meal or a year’s subscription to a magazine.

INTERLIT: Do different kinds of focus groups reveal different kinds of information?

GRANT: Absolutely. While participants may seem to open up more in a less formal group, the information may not be as useful as what you would get from a formal group. If people see you as professional and well-prepared, they will be more likely to provide thoughtful answers to your questions.

Informal focus groups do, however, have a place and a purpose. Here’s an example of what I consider an informal focus group. I recently attended a few women’s Bible studies to help a publishing company test interest in women’s study Bibles. I called the leaders in advance, explained what I wanted to do, and asked if they would mind giving me some feedback. I let them meet for the first hour and then I came with my discussion guide and a set time limit.

I usually take an editor with me to meetings like this, and she sits there quietly, absorbing what’s going on. But if someone says something that I don’t pick up on, or that could be expanded upon, the editor may nudge me or say “What did you mean by that?” We have an agenda, but it’s flexible.

While informal groups are appealing because of their ease and low cost, it’s best to use them only as the first phase of a broader research plan. We tape all focus groups and keep transcripts, so at least we will have records of the terms the group is using. That helps us know how to phrase questions when we draft questionnaires.

INTERLIT: Are there any disadvantages to using focus groups?

GRANT: Of course. To start, it’s easy to be biased. When selecting a group, it’s easy to choose people with a conscious or unconscious set of criteria in mind. If you hold the meeting in this part of the country, you automatically exclude

others for travel reasons. Holding a meeting at a particular time or day or the week might exclude others.

It’s also easy to take comments out of context. Discussion groups generate emotion. Separating the emotion from facts is not always easy. A good sampling of focus group members is perhaps the only way to control the accuracy of the data you receive.

INTERLIT: How do you get a good sampling of focus group members?

GRANT: We use our own mailing lists to re-create a “slice” of our audience. For example, if our demographic data says that one-fourth of the audience is single, then we contact single people

SCREENER for write purpose of focus group here

(name, address, telephone number of potential group member)

“Hello, my name is (name of caller), and I’m calling on behalf of the editors of (name of magazine). I am randomly contacting subscribers in (the name of city) area to see if they would be interested in attending a discussion group. Do you have a few minutes to talk now?”

YES (—>) Continue
NO (—>) Make an appointment for () or thank and discontinue conversation.

“I will be inviting 12 women who regularly read (name of magazine) to a lunch/discussion group on (date) at (time). The purpose is to get readers’ opinions, both positive and negative. Would you be interested in being part of that group?”

YES (—>) Continue
NO (—>) Thank and discontinue conversation.

“I need to ask you a few questions before I can extend an invitation to join the group.” (Include questions that help you find a representative sample—married/single men, homemaker/working women, people with/without children, etc.)

As you record answers, look over the “tally sheet” to see if this person contributes to the desired demographic mix. Then either invite the individual to attend the focus group or explain that you are looking for more people who... (fill in the blank).

Before hanging up with a focus group member, remember to:

- Reiterate the agreed-upon time, date, and place.
- Tell the participants they will receive a letter of confirmation.
- Mention any incentives offered.
- Provide a number participants can call if they have questions.

“Screener” sheets are the scripts focus group facilitators use to find a good sampling of people to invite to their discussions. The callers, or interviewers, try to find interested readers who represent different kinds of readers.

A screener sheet also helps callers remember necessary details while explaining the purpose and process of the focus group.

from the list until we have the right percentage for the group. We have a “screener,” or list of questions, that helps us quickly identify whether a person is the kind we need to include in a balanced group. [See sample on page 4-D.]

INTERLIT: What if an organization has only names and addresses—no other information on readers? How can they choose a balanced group?

GRANT: Having a list is at least a good start. A magazine could randomly select 50 names in an area and sponsor an informal dinner—allowing time for questions and discussion. But the best focus groups come from data that has been collected from a demographic survey. Once you know the percentages of different kinds of people in your readership, you’ll know how to select the right proportions and types of people for the focus group.

INTERLIT: Do focus groups always include people from mailing lists? Aren’t publishers interested in getting new readers?

GRANT: Getting new subscribers is hard, and what would motivate them to come to a focus group discussion about a publication they’ve never read? On the other hand, most of the readers I meet are delighted to have a chance to meet with an editor or to be asked to meet with other readers. They think it’s an exciting opportunity.

INTERLIT: Let’s say I’m ready to plan a focus group. Where do I start?

GRANT: Pull together your research proposal. If you spend time defining what information you want and setting a schedule, the research has a better chance of getting done than if you say, “Well, I think we’d like to do this sometime in the spring.” The results of a focus group are only as good as the planning that’s behind them.

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RESEARCH PROPOSAL

PURPOSE: To determine which features women—who regularly study the Bible—most want in a study Bible.

TYPE OF STUDY: Research will be conducted by focus group discussions among adult women in four cities. Editors will be present at each meeting. Editors and the publisher will compile a report within two weeks after the last discussion.

SAMPLE: Focus group participants will be drawn from the subscribers to (name of Christian women’s magazine) in each of the four cities of _____.

TIMING: Below is a tentative schedule for the project:

- Review and approve site selection (date)
- Determine guidelines for screener (date)
- Make arrangements in each city (date)
- Participant recruiting begins (date)
- Facilitator’s guide for meetings complete (date)
- Details finalized; participants confirmed (date)

PROPOSED LOCATIONS AND COSTS:

This section will be completed by those doing the research for those who need to authorize payment for the research. It is best to offer alternatives, such as the costs associated with six cities instead of four, from which decision-makers can choose. Research facilitators will need to investigate the cost of travel, food, and if necessary, lodging for all involved.

A research proposal helps focus group facilitators set dates and plan for expenses at the beginning of the project. A proposal then keeps the project on schedule.

DISCUSSION GUIDE

Opening/greeting. Note: Try to help everyone become at ease with each other and the situation. (5 min.)

1. Why do you subscribe to this magazine? (5 min.)
2. What is your favorite part of the magazine? (5 min.)
3. What parts do you usually skim over? Why? (15 min.)

Note: Probe readers’ reasons for not liking a particular part of the magazine. Is it because of the content or the format? Has anything in particular offended them?

4. What are the biggest challenges you face in daily life? *Note: Take good notes, noting facial expressions and any hesitancy people have when addressing certain topics.* (10 min.)
5. What kind of help do you look for in these situations? (10 min.)
6. What kind of features could the magazine include that would help you address these issues? (10 min.)

Note: Try to look for clues that will help editors decide not only on content, but also on formats. Do readers enjoy first-person stories better than “how-to” articles? What about devotionals? What kinds of literature do they most enjoy?

7. What are your opinions concerning the cost and “look” of the magazine? How could we make it more useful/appealing? *Leaders will continue to tailor questions to fit the product under discussion while sticking to the time limit.*

Focus group leaders foster interaction among members while accomplishing specific goals. Having a guide—and notes—such as the one above helps.

UNIT 6 Generating income

Read Matthew 25:14-30 (the parable of the talents) from The Message version of the Bible:

A man went off on an extended trip. He called his servants together and delegated responsibilities. To one he gave five thousand dollars, to another two thousand, to a third one thousand, depending on their abilities. Then he left. Right off, the first servant went to work and doubled his master's investment. The second did the same. But the man with the single thousand dug a hole and carefully buried his master's money.

After a long absence, the master of those three servants came back and settled up with them. The one given five thousand dollars showed him how he had doubled his investment. His master commended him: "Good work! You did your job well. From now on be my partner."

The servant with the two thousand showed how he also had doubled his master's investment. His master commended him: "Good work! You did your job well. From now on be my partner."

The servant given one thousand said, "Master, I know you have high standards and hate careless ways, that you demand the best and make no allowances for error. I was afraid I might disappoint you, so I found a good hiding place and secured your money. Here it is, safe and sound down to the last cent."

The master was furious. "That's a terrible way to live! It's criminal to live cautiously like that! If you knew I was after the best, why did you do less than the least? The least you could have done would have been to invest the sum with the bankers, where at least I would have gotten a little interest."

"Take the thousand and give it to the one who risked the most. And get rid of this 'play-it-safe' who won't go out on a limb. Throw him out into utter darkness."

Risk is a necessary element of growth. Take many little risks rather than one big gamble.

I. REGULAR SOURCES OF PUBLICATION INCOME

A. Develop income from single-copy sales

1. Consider: What are the primary places where you can sell individual copies of your publication? (concerts, kiosks, church book tables, Christian bookstores, etc.)
2. How do you sell it at these places? (commission, direct, agents, etc.)
3. What problems do you encounter selling single copies, and how have you overcome these problems?

B. Develop income from subscriptions

1. Different types of subscriptions—individual, group, gift.
2. Never sell subscriptions until you are prepared to service them with appropriate record keeping, distribution systems, and consistent frequency.
3. Price subscriptions so that the longer a person subscribes, the larger discount they receive off the regular single-copy price.



HANDY TIP

The most stable publications have income from multiple sources. "Don't put your eggs in one basket." Always continue to test new income-generating ideas.



HANDY TIP

Sources of income

- Sources of income will change over the years for a publication.
- Sources of income affect financial stability. The more sources of income a publication has, the more financially stable it will be.
- Build sources of income wisely. Focus your efforts on building sources of income that have the greatest potential for future success and growth.

4. Promote subscriptions through ads or inserted papers in the publication, outer wraps on the publication, the post office, agents, or through flyers handed out to people at churches, concerts, conferences, etc.

C. Develop income from bulk sales

1. Bulk sales are the sale of multiple copies of each issue to one location (such as selling 50 copies to a single church).
2. Promote bulk sales through promotional pieces sent to the leaders of organizations (churches, Christian ministries, businesses, etc.).
3. Price bulk sales slightly above cost plus delivery (if most bulk copies are given away free to organizational members).

D. Develop income from back issue sales

1. Back issues have continuing value to readers if the majority of the content of the publication is relevant year after year.
2. Promote back issue sales through ads in the publication.
3. Price back issues at whatever is the perceived value to the reader. They typically sell for the cover price—sometimes more.

E. Develop income from selling memberships

1. Some publishers have encountered success selling an annual membership that includes the publication as a primary benefit of membership.
2. The membership infers that your reader (in print, online, or both) belongs to a like-minded group interested in a particular topic.

F. Develop income from advertising

1. Advertising income generally grows slowly but can become a significant source of consistent income.
2. Advertising can be viewed as a direct income source (if advertisers pay for ads) or an expense reducer (if you trade advertising for services).

G. Develop income by providing professional services

1. You may sell design services, editing, proofreading, computer time, marketing consulting, etc.
2. This is a good source of income that can fill unused computer or staff time. Be careful that it doesn't impact the quality of your publication.

H. Create and host events that are related to your content and the interests of your audience. The event can be designed for your entire audience or specific segments.

1. Examples can include seminars, rallies, training sessions, camps, etc.

Work is not a substitute for prayer, but neither is prayer a substitute for work or for careful preparation.

IN-CLASS EXERCISE



For each of the previous sources of regular publication income, list at least one or two specific ways your publication can start (or can improve) income generation in that area (10 minutes). Then prioritize the top five ideas that have the greatest potential for generating the most income with the least amount of effort and expense.

How Sources of Income Vary Between Magazines

Christianity Today Int'l Magazines	Advertising	Circulation	List Rental	Back Issues/ CD-ROM
<i>Your Church</i>	99%	0%	1%	0%
<i>Christianity Today</i>	62%	32%	4%	0%
<i>Leadership</i>	28%	65%	6%	1%
<i>Christian Reader</i>	10%	85% (bulk)	4%	0%
<i>Christian History</i>	5%	66%	7%	19%

II. GENERATING INCOME FROM PUBLICATION-RELATED PRODUCTS

A. What are ancillary products?

Publication-related products (or ancillary products) are other products developed by the publication staff that are related by content or audience to the core publication.

B. Principles for developing ancillary products:

1. Synergy—Ancillary products should strengthen your core publication and not detract from or cheapen it.
2. Quality—Each ancillary product should have its own recognized value.
3. Effectiveness—Ancillary products take time and attention to develop. Make sure they do not detract from the time your staff should be devoting to your core publication.
4. Value—Develop only the products that have the highest potential for income and can be marketed to the same publication audience.
5. Re-use—Ancillary products that re-use editorial content from the publication often have the highest value to readers.



HANDY TIP

Usually the ancillary products that have the most value and produce the highest income are also those that generally take the most work to produce (books, seminars, curriculum) but are worth the effort. Only develop low-cost and low-effort products (bookmarks, calendars) after you have tried the higher-value products first.

C. How to produce and sell ancillary products

1. The editors can develop ancillary products during breaks between issues of the core publication if they have spare time.
2. Ask volunteers or freelance editors to develop products.
3. Partner with other book publishers to benefit from their expertise in book production, printing, sales, and distribution.
4. Advertise the products in the core publication, in renewal notices, at seminars or church conferences, etc.
5. Contact bookshops and book tables about selling your ancillary products for a commission.
6. Produce inexpensive ancillary products to use as gifts to new or renewing subscribers.
7. Examples of ancillary products can include: (See page 6-B)
 - Email marketing/Newsletters
 - Customized content for segments of your organization
 - Customized content for those “outside” your organization

- Content licensing
- Data
- Services for advertisers
- Webinars
- Events - live and virtual
- Knowledge Center: resources via digital learning
- Books (hardback, paperback and/or eBooks)

“
It is better to have many small-gift donors than just a few large-gift donors.”



IN-CLASS EXERCISE

Group discussion:

1. What ancillary products have you developed that have been profitable?
2. What ancillary products have you developed that did not produce a profit or were not worth the effort?
3. What other creative ancillary products have you thought of developing?

III. FUNDRAISING

A. The purpose of fundraising

The purpose of raising funds from others is to provide start-up money to develop a business or ministry that eventually will be self-supporting. It is not wise to be permanently dependent on donations.

B. Possible ways to approach readers for donations

1. Ask readers to donate money to pay for subscriptions for the poor, prisoners, pastors, or missionaries.
2. Price magazine subscriptions lower than normal, but on subscription cards, renewal notices, invoices, etc., ask readers to give an additional donation.
3. Offer a gift (a book, tape, video, etc.) to readers who give a larger donation.

C. Where do I find major donors?

1. For the sake of the future health of your ministry, develop donors from within your own country.
2. Local donors will stay with you longer than long-distance or foreign donors.
3. Look for donors who have an interest in literature, publishing, or in your target audience and have similar doctrinal views.
4. Potential donors—People who have lived or studied internationally, successful business people, your own church or denomination, friends, family, other ministries, people who have a passion to reach the same target audience as your publication, etc.
5. See article on pages 6-A-1 to 6-A-2.



HANDY TIP

It takes time to develop donors. Usually people will not give the first time you approach them. Invest the time to let potential donors become familiar with you and your ministry and develop a vision for it.

D. How to approach a potential donor

1. Know intimately the purpose and audience of your publication.
 - a. Know how to answer the questions: “Why is this publication needed?” and “How will it change people’s lives?”
 - b. Know your vision and give the donor legitimate reasons to donate funds.

2. Create a business plan and proposal that answers the following questions:
 - a. What is the problem you are trying to address with this publication? (the need)
 - b. How do you hope to make a difference?
 - c. How will you accomplish it? (details of the publication)
 - d. Why are you qualified to produce this publication?
 - e. What will it cost? (budget)
 - f. How will the publication succeed and become self-sustaining?
3. Asking for the donation.
 - a. If you don't know the donor well, take along someone who does.
 - b. Give them an opportunity to participate in something God is doing.
 - c. Clearly state how much you want them to give.
 - d. Ask for an amount that is in keeping with their resources (not too much, not too little).
 - e. Suggest creative ways they can give:
 - Cash, donate printing, equipment, give gift subscriptions, etc.
 - Suggest to larger donors that they can give their gift over several years.
 - Suggest making a matching gift.
 - Ask initial donors to give a "leadership gift" that will be large enough to encourage other donors to give.
 - f. If they don't give at first, don't give up. They may give eventually.
4. Follow up donors and potential donors regularly with updates, letters describing ministry accomplishments, etc. Thank donors often regardless of the size of the gift.

E. Remember, fundraising takes time. Don't become discouraged when people don't immediately give.

“People give to people, not to organizations.”



IN-CLASS EXERCISE

1. Working alone or in publication teams, list different projects you can suggest to donors and list the names of potential donors you can approach for each project.
2. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

Have You Checked Your Pockets?

Raising local support for Christian publishing

DONNA R. DOWNES

“Of the many [publishers] that start, few survive independently for seven years, unless the founder had already made a success in some other firm.” So stated Stanley Unwin in *The Truth About Publishing* (George Allen & Unwin, Ltd.).

Such news might dampen the enthusiasm of even the most determined novice publisher. Unwin, however, was writing to publishers in the West, where the obstacles to private enterprise are fewer than in other areas of the world. Add the complex problems of developing nations, and the logical conclusion is that you have to be rich or extremely foolish to try your hand at publishing.

Nothing but problems!

According to African publishing expert, S. I. A. Kotei, African publishers face multiple problems before they even begin publishing: national policies that discourage private enterprise, lack of trained manpower to support the publishing effort, and an underdeveloped market for locally-published materials (*The Book Today in Africa*, S. I. A. Kotei, UNESCO).

Along with these problems, there is this: inadequate funding!

Lack of foreign exchange, poor distribution channels, volatile paper prices, and lack of consumer buying power make publishing a pretty risky venture for the average indigenous entrepreneur. And these realities are probably the main reason Christian publishers in developing countries have depended on foreign donor agencies for so long, even after leadership has switched from foreign to national personnel.

Why depend on donors?

Foreign donors facilitate foreign exchange, provide stability for risky ventures, and offer technical expertise and equipment either lacking or unaffordable in the local setting. That's why Christian publishers in developing nations have often opted for the “easier” money foreign donors are willing to give, rather than face the struggles and discouragements of trying to raise resources locally. In the name of “furthering the Kingdom of God as quickly and efficiently as possible,” they look to the West for help.

As one African put it, “Why waste the time and effort to compete with so many for so few funds when there are foreign funds available for less effort? It's a matter of spending my time efficiently.”

The trouble with this approach, however, is that usually the foreign finances come with some degree of foreign control. Editor Emmanuel Aye, writes:

Foreign mission societies and parachurch organizations have a suffocating grip on Christian activi-

ties in Africa. Through financial support for projects and ministries they started, some of these organizations continue to dominate the Christian scene in Africa, often unwilling to tap local creativity and resources. (“*The African Christian Missionary and His Contribution to Mission*,” Daystar University College)

Even more important, the more one relies on foreign donations and investors, the more one creates the impression that needs can be continually cared for by others.

According to one pastor, encouraging foreign donations results in preventing “our brethren here from experiencing the joy of giving generously to God.”

Another African writer says that African believers have become “mere spectators” as they have watched the resources of the West pour into Christian enterprises.

What about partnership?

No one, of course, is calling for a stop to foreign donations. That would be impractical and even counterproductive. Besides, donations are in keeping with the biblical concept of sharing.

However, encouraging a more equitable partnership is healthy. First of all, it promotes indigenous control of private enterprise. Secondly, it encourages local involvement in Christian endeavors.

How, then, can local involvement be encouraged? And are there even enough local prospects to tap?

Below are six suggestions for creating indigenous support for Christian publishing. All are based on the premise that it's better to check one's own pockets, so to speak, before looking into the pockets of others.

1. Develop strong ties with the Christian business community.

Few people would deny (at least here in Africa) the rapid growth of middle and upper classes who run businesses and purchase various luxuries such as cars, videotape recorders, and family vacations. What's more, many of these business leaders claim to be Christians (about 70 percent in Kenya). Think of these people as potential investors or donors in Christian publishing enterprises.

In one three-month period in 1987, 5 million Kenya shillings (or U. S. \$250,000) were given by Kenyan citizens and business people to private charities—only one of which was Christian. These same people could be regularly informed about, and encouraged to give to or invest in, viable Christian publishing ventures. All this requires is clearly presented proposals which include the costs, benefits, and potential profitability of various projects.

Be aware that some of these people may want

to participate as investors, receiving a projected return on their investment, while providing low or no-interest loans. Others may simply wish to donate funds to further the Gospel through publishing.

2. Encourage non-monetary involvement to reduce operational costs.

Donation of funds is not the only form of giving. Look at the enormous amount of nonmonetary giving during the building of the tabernacle. Or look at the sustenance given to the Levite priests. God obviously places value on all resources, not just monetary ones. Encourage the donation of equipment (typewriters, computers, and even printing equipment), especially when businesses run by Christians are changing their technology and are disposing of key items.

Donation of temporary office space (especially for start-up ventures) is another idea.

Also, encourage voluntary donation of time from Christian professionals. (For example, accountants, auditors, and graphic artists.) Involve key Christians in your publishing venture without committing a great deal of capital to salaries. If it will help to draw workers in, offer training for writers, editors, graphic artists, and production people. Internship workers can cut salary costs while giving you extra help.

Even young people from local schools or churches can be mobilized to provide occasional help in projects by folding, sorting, stapling, binding, or packing publications. And non-monetary contribution is one positive way to encourage Christians of all economic and social levels to be involved in your work.

A student recently told me about one young author who received a surprising amount of community support. The young man's father, neighbors, and church members were so convinced of the importance of his new book that they sold several cows and sheep to raise money for publishing and marketing it.

3. Invest your "idle funds."

Don't let your money sit in non-productive current checking accounts when it could be earning interest—even if only for a few days.

Let's say your country's average interest rate is about 12 percent annually on savings accounts, and you receive U. S. \$10,000 for a particular publishing project. You have about three weeks before a portion of that amount must be paid out. In that three weeks, you could generate almost U. S. \$80 in interest alone.

Of course, actual operating costs must be figured wisely so that funds in current accounts may be kept at a minimum while still allowing you to cover expenses. However, the extra accounting effort is worth it.

4. Consider profitable sideline businesses or investments.

It never ceases to amaze me how many publishers—Christian and secular—provide a saleable product or service to subsidize their work. Some cater to businesses, private consumers,

and schools, offering to provide photocopying, typesetting, graphics, and commercial printing. Others invest in rental property.

The principle is simple: If you can keep your editorial staff and equipment operating all the time by taking on commercial work, they become more profitable and the proceeds can be applied to new ventures.

5. Don't underestimate the value of partnerships or "networking."

Small publishers, each without enough resources to do what they want, can accomplish very little. However, when a few small publishers combine efforts, sharing personnel and resources, the result may be highly marketable products.

If you're new at publishing, think "partnership" first, rather than trying to go it alone. Even if you're an established publisher, partnerships can be beneficial. It is quite common in Kenya, for example, for local and international publishers to team up in the production of textbooks. The international publisher provides production and marketing costs in exchange for local market expertise and a share of the profits. In such cases, the local publishers benefit from wider distribution (and sale revenues) for publications sold outside their country, something they could not have accomplished otherwise.

6. Lastly, don't overlook government and community organization aid.

If your Christian publishing project in some way encourages national development, literacy, family planning, or other social agendas, it is possible to apply for government or community project aid.

Some may fear that this type of aid comes with too many strings attached. However, if such publications have a ready market (and the government sponsors will recommend and distribute the publications for you), such projects will help pay for others that are not as easily financed.

These six ideas simply scratch the surface of the possibilities for local support. As publishers share their creative ideas, the possibilities will grow even more. For, indeed, our pockets aren't always as empty as we think or have been led to believe.

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Publication-related products (ancillary products)

Books (hardback, paperback, or eBooks)

- Repackaged publication content
- Tracts
- Reprinting past columns from the publication
- Devotionals
- Bible studies

Note: Publish the book yourself or work with another book publisher. Sell books to your readers, bookshops and others.

Internet resources

- Webinars
- Knowledge Center: resources via digital learning

Church bulletin inserts

Curriculum

- Bible studies
- Small group materials
- Sunday school materials
- Publication discussion guides

Publication binders (for back issues)

Conferences or seminars

- Publication-sponsored
- Market to your readers and non-readers
- Writing workshops
- Present the same themes as in the publication
- Speakers from your staff or authors

Email marketing/Newsletters

Article reprints

Special issues

- Customized content for segments of your organization
- Customized content for those outside of your organization

Membership clubs or programs

Audio and video recordings

- Editors speaking
- Authors reading their articles
- Taped conferences or seminars

Other products

- | | |
|-----------------------------|-----------------------------|
| • Calendars | • Content licensing |
| • Greeting cards | • Data |
| • Mugs | • Services for advertisers |
| • Clothing—tee shirts, hats | • Events - live and virtual |
| • Posters/framed art | • _____ |
| • Bookmarks | • _____ |

Fundraising for publishing from foundations

Organizations or foundations that have funded new magazine and book publishing:

- **Langham Literature International** (formerly known as Evangelical Literature Trust) (UK) <http://www.langhampartnership.org>
- **Feed the Minds** (UK) www.feedtheminds.org (e-mail: headoffice@feedtheminds.org)
- **Society for Promoting Christian Knowledge** (UK) www.spck.org.uk (e-mail: spck@spck.org.uk) SPCK may not be involved in providing grants any longer but an inquiry will confirm this.
- **Tyndale House Foundation** (USA) www.tyndalehouse.org/ (e-mail: tyndalehousefoundation@aol.com or tyndalehousefoundation@ameritech.net) Phone: 1-630-668-8300
- **World Association for Christian Communication** www.wacc.org.uk or <http://www.waccglobal.org/en/programmes/wacc-project-support-how-does-it-work.html> (e-mail: wacc@wacc.org or info@waccglobal.org)
- **Emmaus Road Trust** (UK) Colin Macpherson (email: ert@cali.co.uk)

Books that list foundations:

- **The Foundation Directory**, 2011 Edition, ISBN 978-1595423610 (The Foundation Center). A new directory is published every year and older copies may be available.
- **National Guide to Funding in Religion**, 7th Edition, ISBN 978-1931923415 (The Foundation Center)
- **Guide to Funding for International and Foreign Programs**, ISBN 978-1595421821 (The Foundation Center)
- **Foundation Reporter**, 38th Edition, ISBN 978-1569954959 (The Taft Group)

Web sites that list foundations:

- <http://foundationcenter.org/getstarted/topical/international.html> for list of foundations within other non-U.S. countries
- <http://foundationcenter.org> Foundation Center electronic search of foundations for free (brief information) or \$29.95/month (for in-depth information and search capabilities)
- <http://www.tgci.com/> The Grantsmanship Center offers training and resources for grantseekers and non-profits.

UNIT 7 Financial management

INTRODUCTORY EXERCISE:

Answer the following questions as a group:

1. Do you produce financial reports on your publication at least once a year?
2. Do you have a written budget for this year?
3. Is there at least one person on your staff who is responsible for financial management?
4. Do you keep detailed records of actual income and expenses?

I. BASIC PUBLICATION ACCOUNTING

A. Financial system

Any publication, regardless of size, needs to have an accounting and budgeting system. The basic financial system should include:

1. A staff member assigned to manage the financial reports and budget. (Choose someone who is good with numbers.)
2. A basic accounting system (manual system, computer program or hire an outside accountant).
3. A written budget.
4. A method for comparing actual income and expenses against the budget.

B. Team involvement

To assure that everyone understands the financial condition of the publication, hold regular team meetings (at least quarterly) to:

1. Review the financial reports together.
2. Discuss major variances from the budget.
3. Decide on how you will respond to major variances.

C. Handling future income and expenses with subscriptions

If you sell subscriptions, integrity demands that you save some of the subscription money to pay the expenses for future issues.

Example: If you sell a two-issue subscription for \$2.00, you can spend \$1.00 to pay for the printing and expenses of the first issue but you must save the other \$1.00 to pay for the expenses of the second issue.

D. Security

For anyone that handles money, make sure that at least one other person double-checks his or her work.

E. Basic financial principles

1. Keep publication income and expenses separate from other non-publishing activities (if any).

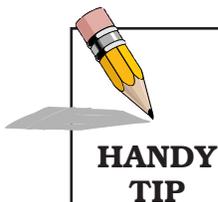
“Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it?”

Luke 14:28



HANDY TIP

Keep your publication's budget and financial system separate from any larger organization that you are a part of. If you publish more than one publication, prepare separate budgets for each publication.



Be sure to account for inflation in your budget. Err on the side of over-estimating inflation. Things will almost always be more expensive tomorrow than they were yesterday.

2. Record the amount of every expense and income, however small, and record what type of expense or income it is.
3. Produce reports of all your income and expenses by source at least once every issue. Review the reports with your key staff members.
4. Save every receipt or a record of every expense in a logical filing system.

II. PLANNING A BUDGET

“Budget”: *A written financial plan that guides your publishing and financial decisions that may or may not be achieved.*

A. Why budget?

1. A budget forces wise planning.
2. A budget allows you to measure how the publishing plan is working.
3. A budget shows you where you need to adjust or control spending.

B. Steps in making a budget. *(See sample budget page 7-A)*

1. Start by discussing with your team your publishing plan and goals for next year. Then estimate the number of copies of each issue you think will be printed next year.
2. Estimate the income (if any) and expenses for each function or department for the next year.
 - a. Get bids from printers and suppliers.
 - b. Don't forget to account for inflation, both for expenses and for planned increases in subscription prices.
 - c. Look at any receipts or records you already have on hand.
 - d. Talk to other publishers to see what expenses they typically pay.
3. Suggestions for estimating income and expenses in key categories.
 - a. Subscription income
 - Remember that some subscriptions expire and others start during the year, so not all subscriptions will have a full year's income.
 - For multi-year subscriptions, only budget for the issues to be mailed in that year.
 - b. Single-copy income: Only budget income after accounting for unsold returns.
 - c. Product sales: Only budget income after discounts.
4. Divide the final budget into periods according to the number of issues produced in a year.
5. If the bottom line of the budget comes out with a loss for the year, keep working on revising the income or expenses until the budget balances. You may need to commit to fund raising or make hard decisions about some of the expenses in order to get it to balance.
6. Be as realistic as you can be. It is better to end up with a realistic budget that shows you making no money than an unrealistic budget that shows you making a profit that you will not have.

C. Use the budget during the year.

1. After each issue is delivered, fill in the actual income and expenses and calculate the variance between budgeted amounts and the actual results. If some income or expense figures are not yet available (for example, a printer's invoice or single-copy income has not yet arrived), estimate what you think they will be and update the figure later.
2. Discuss with your staff the variances (between budget and actual income and expenses) by asking the following questions:
 - a. Why did this variance occur?
 - b. Can we change anything in the future to keep this variance from happening again?
3. Avoid accusing people by asking: "Who caused this variance?" Instead, focus on what can be done to correct it in the future.
4. If variances continue to grow during the year, consider revising the budget in the middle of the year to keep it realistic. But don't give up on budgeting.

D. Budgets are meant to be planning tools relating vision to reality. Budgeting should supply you with much more than numbers. An effective budget should:

1. Incorporate the budgeter's goals and aspirations as they relate to his or her partnership with the company.
2. Reveal the budgeter's perception of the realities, including money, people, circumstances - that will facilitate or impede reaching those goals.
3. Propose a plan for using those realities to reach the objectives.

E. Budget discrepancies indicate a problem, and most problems are rooted in one or more of five mistakes:

1. The budgeter's goals were unrealistic.
2. The budgeter overlooked or misunderstood the realities.
3. The budgeter's strategy for reaching the goals within the given realities was defective.
4. The budgeter did not follow the intended strategy.
5. The realities changed in a way that was not foreseen.

III. MANAGING EXPENSES

A. Every member of the publishing team is responsible to control expenses.

B. If expenses exceed income, you have only two options:

1. Reduce expenses.
 - a. Delay expenses until the next month or next issue.
 - b. Reduce the size or print run of the next issue.
 - c. Trade for services or products to produce the next issue.
 - d. Other ideas _____
2. Find additional sources of income (sell more subscriptions, new donors, money from your parent organization, etc.) or pay for the loss out of your own resources.



IN-CLASS EXERCISE

1. For the accounting suggestions listed on the previous page, put a check mark next to the top two or three suggestions that would most help your publication.
2. Write out your own list of income and expense categories based on those that are most common for your publication. This list will be the starting point for your budgeting process.
3. For each expense category, make a list of the basic costs that would be included in that category.

Sample Annual Publication Budget

	Issue #1 Budget	Issue #1 Actual	Variance	Issue #2	Issue #3	Total Budget
Copies/Issue	1000	950	(50)	1050	1100	3100
Income						
Subscription	\$ 300	\$ 275	(\$25)	\$ 300	\$ 350	\$ 950
Subscriptions— gift	\$ 50	\$ 50	\$ 0	\$ 50	\$ 50	\$ 150
Subscriptions— group (bulk)	\$ 50	\$ 50	\$ 0	\$ 50	\$ 50	\$ 150
Single copy sales	\$ 500	\$ 450	(\$50)	\$ 525	\$ 525	\$1550
Advertising	\$ 200	\$ 210	\$ 10	\$ 200	\$ 200	\$ 600
Donations/offerings	\$ 500	\$ 500	\$ 0	\$ 500	\$ 500	\$1500
Product sales						
Back issue sales	\$ 100	\$ 90	(\$10)	\$ 100	\$ 100	\$ 300
Contract work						
TOTAL INCOME	\$1700	\$1625	(\$75)	\$1725	\$1775	\$5200
Expenses						
Publication printing/paper	\$ 750	\$ 650	(\$100)	\$ 785	\$ 800	\$2335
Promotional printing				\$ 150		\$ 150
Postage/delivery	\$ 100	\$ 80	(\$20)	\$ 105	\$ 110	\$ 315
Salaries	\$ 350	\$ 350	\$ 0	\$ 350	\$ 350	\$1050
Rent/utilities	\$ 200	\$ 200	\$ 0	\$ 200	\$ 200	\$ 600
Supplies/equipment						
Writer's fees	\$ 100	\$ 75	(\$ 25)	\$ 100	\$ 100	\$ 300
Photography/ Illustrations	\$ 50	\$ 100	\$ 50	\$ 50	\$ 50	\$ 150
Telephone/e-mail	\$ 20	\$ 20	\$ 0	\$ 20	\$ 20	\$ 60
Transportation/ entertainment						
Legal fees/taxes						
Course & seminars— staff development						
TOTAL EXPENSES	\$1570	\$1475	(\$ 95)	\$1760	\$1630	\$4960
Net Income/Loss	\$ 130	\$ 150	\$ 20	(\$35)	\$ 145	\$ 240

Annual Publication Budget
(Assumes four issues per year)

	Issue #1	Issue #2	Issue #3	Issue #4	Total Budget
Copies / Issue					
Income					
Subscription					
Subscriptions— gift					
Subscriptions— group (bulk)					
Single copy sales					
Advertising					
Donations /offerings					
Product sales					
Back issue sales					
Contract work					
TOTAL INCOME					
Expenses					
Publication printing/paper					
Promotional printing					
Postage/delivery					
Salaries					
Rent/utilities					
Supplies/equipment					
Writer's fees					
Photography/ Illustrations					
Telephone/e-mail					
Transportation/ entertainment					
Legal fees/taxes					
Course & seminars— staff development					
TOTAL EXPENSES					
Net Income / Loss					

Sample Budget

2016 Group Budgets						
Issue	Mar/Apr	Actual	May/June	Actual	Jul/Aug	Actual
House Ads	8	8	6	8	8	11
Mag Ads	5	6.5	5	9.5	5	8.5
Paid Ads	25	27.16	26	34.16	34	29
Total Ads	38	41.66	37	51.66	47	48.5
Ed Pages	46	50.34	47	52.34	45	55.5
Total Pages	84	92	84	104	92	104
Edit%	55%	55%	56%	50%	49%	53%
Print Quantity	42,500	39,000	40,000	40,000	41,000	41,000
Sales goal	\$ 67,000	\$ 89,338	\$ 70,000	\$ 88,000	\$ 90,000	\$ 80,704
Bind ins				\$7,647		\$ -
Display Rev				\$ 80,353		\$ 80,704
Rev per page	\$ 2,680	\$ 3,289	\$ 2,692	\$ 2,352	\$ 2,647	\$ 2,783
Prep Budget	\$ 2,184	\$ 2,319	\$ 2,184	\$ 2,836	\$ 2,600	\$ 2,900
Print Budget	\$ 23,439	\$ 21,702	\$ 23,071	\$ 26,409	\$ 27,247	\$ 27,000
Postage	\$ 16,000	\$ 10,255	\$ 11,000	\$ 9,986	\$ 11,000	\$ 10,000

UNIT 8 **Crafting the editorial product — your content**

INTRODUCTORY EXERCISE: Write a description of the editorial concept in twenty-five words or less so that a sales promotion writer, an advertising salesperson, or a receptionist can understand and communicate it to an interested outsider.

I. EDITORIAL CONCEPT

The editor needs a clear vision of the editorial concept and must have the conviction and strength of personality to reproduce the vision issue after issue. Important decisions must be made in order to guide the editor in maintaining the vision.

A. Who will create and design the content?

1. Content can be created in-house, out-of-house, or some combination of both.
2. Some publications have paid editors; others rely on volunteers, or a combination of both.

B. How will content be created consistently in features, departments, and columns?

1. Are the subjects and approach in line with the overall editorial content?
2. Are there enough different articles to provide the necessary variety so that at least one article will be read with interest by every reader?
3. Are article lengths appropriate to the subject matter and to the time the reader anticipates spending with the publication?
4. Is the headline accurate as well as interesting?
5. Is the subhead an additional incentive to read?
6. Do the lead paragraphs grab the reader and make him/her want to read on?
7. Does a reader finish an article with the sense of having spent time valuably or enjoyably?

C. Does the design complement the editorial concept?

1. Is the designer sensitive to pacing; the flow of visuals as the reader moves through the publication? The reader must experience variety yet have the reassurance of familiarity.
2. Do you use pull quotes, graphs and art/photos to encourage readers to “read on?”
3. Is the illustration genuinely related to the subject, or is it included simply to lighten the visual load?

II. EDITORIAL STRUCTURE AND PLANNING

A number of factors influence the process of editorial planning:

- A. Change**—Publications are services over time, and they serve living people who change over time. Hence the editorial product is always changing to some degree, but change should only be introduced to preserve the focus of the publication.
- B. Relevance**—The better the editors know the readers, the more appropriate, and therefore effective will be the editorial blend. The secret to good editing is the ability to make a publication’s editorial relevant to more people, without diluting its focus.
- C. Mix**—Every issue should include a variety of articles, columns and items that will enable all segments of the targeted audience to take away at least one or two ideas from the issue. (This is particularly true of publications with bimonthly or quarterly frequencies.)

- D. Emphasis**—Editorial should be primarily targeted to serve the most important segment of the publication's audience.
- E. Pacing**—Deep wells of technical or dry material tend to cause readers to put a publication aside with the hope that they may be able to get back to it later. However, more often than not, they never do. Pacing involves weaving heavier editorial with lighter content.
- F. Planning**—Editorial planning should cover a sequence of issues.
- G. Inventory**—An inventory, or backlog, of editorial material can be a tremendous asset, particularly when you need content quickly because additional advertising has been sold or when a planned article doesn't pan out. It is important that a good system be put in place to track the inventory. Every six months the inventory should be purged for material that is outdated or simply not good enough to publish.

UNIT 9 Finding readers in print and/or online

IMPORTANT DEFINITIONS:

Readers: All the people who read a particular issue of your publication

Subscribers: People who pay in advance to receive a specific number of issues of your publication.

I. POTENTIAL SOURCES OF READERS

A. Church distribution—Selling or distributing the publication through local churches.

1. Denominational publications often are best sold or distributed through churches.
2. Examples: Church book tables, magazine racks or holders, church bookstores.

B. In-publication promotions—Cards or other printed promotions inserted in the publication.

1. Insert cards (loose or bound in)
2. Order forms printed in the publication
3. Outer wrap
4. Inserted envelopes

C. Book table sales—Book tables set up by the staff at concerts, festivals, special events, or anywhere you can set up a table to sell or distribute copies of your publication.

D. Conference distribution—Selling or distributing the publication at conferences.

E. Renewals—Selling an extension subscription of the publication to current subscribers for an additional year or period of time.

1. Start sending renewal notices long before the subscription expires.
2. Send out as many renewal notices as are cost-effective compared to other circulation efforts.
3. Copy and format should vary with each renewal effort.

Sample Renewal Schedule

Effort	Timing	Format	Offer
1	4 months before expiration	Letter A	Early bird \$10 for 6 issues
2	2 months before expiration	Letter B	\$12 for 6 issues
3	At expiration	Magazine wrapper	\$12 for 6 issues
4	1 month after expiration	Letter C	\$12 for 6 issues
5	3 months after expiration	Telephone call	\$8 for 3 issues

(If your country allows for “automatic renewal” you may mail invoices instead of standard renewal letters.)



IN-CLASS EXERCISE

1. Group discussion: How do you renew subscribers in your country?
2. Determine the best renewal schedule for your publication. Determine the actual format for each renewal effort.



HANDY TIP

Renewing existing customers or readers (selling the same customer another issue) is vital to your survival. It is your most profitable long-term source of income and stability. It is always cheaper and easier to sell an existing customer another issue than it is to find a new customer.

- F. Brochures and pamphlets**—Printed material that explains your publication and is handed out at events, churches, etc.
- G. Joint promotions**—Placing your own brochure in someone else’s mailing or publication (bartered or paid for).
- H. Consignment**—Paying other people (especially current readers) a commission to sell your publication directly to readers.
- I. Post office distribution**—Selling copies or subscriptions through the postal system for a commission.
- J. Gifts**—Promotional efforts asking current readers to purchase copies or subscriptions to give as a gift to their friends, children, grandchildren, etc. Gifts require a special fulfillment system to manage.
- K. Friends/referrals**—Obtaining the names of friends of current readers either at no charge or in exchange for a small gift.
- L. Retail sellers**—Single copy sales through registered retail sellers such as kiosks, newsstands, bookshops, or church-operated book tables.
- M. Group (bulk) subscriptions**—Selling multiple copies distributed to a single location (churches, college groups, businesses, etc.).
- N. Voluntary request**—People who voluntarily contact you requesting a copy or a subscription to your publication.
- O. Direct mail**—Mailing a promotional piece to a list of potential readers to sell them a subscription to your publication.
- P. Free distribution**—Handing out free copies of the publication (on trains, street corners, at church, etc.).
- Q. Advertising**—In other publications.
- R. Radio/TV**—Very expensive unless you own your own radio or TV ministry.
- S. Internet**—Promote your publication, Web site or digital publication via ads placed on your own Web site, other Web sites, ads placed on Google Ads, etc.



HANDY TIP

Often you obtain a larger response by distributing promotional brochures that describe your magazine instead of distributing free copies of the magazine. And, it costs much less.



IN-CLASS EXERCISE

1. In small groups, discuss what circulation sources you have found that work well for you. Each group should pick one or two examples to present to the large group.
2. From the above list of potential sources, identify at least three that you think are worth pursuing for your publication. Then decide how you will test and evaluate each in the next year.

II. CIRCULATION PRINCIPLES

A. It is best to grow and maintain readers for your publication or Web site from a variety of sources. You should not rely on one method alone.

1. Some of the main sources of circulation—Single-copy, gift, subscription, group, and renewals.
2. The greater variety of circulation sources, the more stable a publication will be.
3. Circulation sources usually change over time:

Circulation sources for a sample publication

Circulation source	Year 1	Year 2	Year 3
Book tables	20%	15%	10%
Subscriptions	10%	15%	30%
Gifts	5%	10%	10%
Group subscriptions	60%	50%	40%
Kiosks/newsstands	5%	10%	10%

B. Build circulation with the most profitable sources first, then the less profitable sources next.

1. Regularly calculate the profitability of each source by including (*See Sample 9-A*):
 - a. The actual income generated from selling that issue or subscription.
 - b. The total cost spent to acquire a reader. (Printed materials, labor, commissions, etc.)
 - c. Direct magazine costs (paper, printing, writers' fees, shipping, etc.).
 - d. Future income potential from selling future issues of the publication to the same reader.

Selling a subscription

	Year 1	Year 2	Year 3	Year 4
+ Income	\$ 10.00	\$10.00	\$10.00	\$10.00
- Acquisition Cost	\$ 10.00	\$ 0.50	\$ 0.50	\$ 0.50
- Cost of Magazine	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
= Net Profit	-\$ 3.00	\$ 6.50	\$ 6.50	\$ 6.50

\$16.50

- One-year subscription \$10.00
- Cost of magazine \$ 0.50 per copy
- 6 issues per year
- Acquisition cost: Year 1—Expensive
Year 2—Cost of renewal letter

Selling single copies (4 out of 6 issues)

	Year 1	Year 2	Year 3	Year 4
+ Income	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00
- Acquisition Cost	\$ 3.20	\$ 3.20	\$ 3.20	\$ 3.20
- Cost of Magazine	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
= Net Profit	\$ 2.80	\$ 2.80	\$ 2.80	\$ 2.80

\$11.20

- Reader buys 4 out of 6 issues
- Single copy price \$ 2.00 each
- Cost of magazine \$ 0.50 per copy
- Acquisition cost: 40% of single copy price

Profitability = Actual income – total acquisition costs – direct cost of magazine + future income potential

2. When you find a profitable source, do everything you can to maximize the number of readers from that source before you shift your focus to less profitable sources.
3. Every source will have a natural limit on the number of readers that can come from that source.

C. Promoting paid subscriptions or memberships

1. It usually costs more to sell the first subscription to a reader than to sell individual copies, but you make up the money on the renewals.
2. Do not sell subscriptions unless you are ready to manage them with a proper fulfillment system. To start selling subscriptions you need:
 - a. Stability (able to produce future issues reliably).
 - b. Predictability (able to produce issues on a regular schedule).
 - c. An adequate fulfillment system (*See Unit 10*).
 - d. An adequate financial system (so that the money is properly handled).
3. Subscriptions usually become the “life blood” of profitable and stable magazines.
4. Readers will only pay for a subscription when they see a benefit (predictable delivery, lower cost, special prize) compared to buying single copies.
5. If possible, sell subscriptions that can start with any issue during the year (instead of starting all subscriptions with the January issue). This will produce a more even source of income throughout the year.

D. Pricing strategies for single copies and subscriptions

1. Begin by studying the newsstand cost and subscription cost of existing secular and Christian magazines. Your price should match what people are already used to paying for other magazines.
2. Determine subscription pricing first.
 - a. Subscription price ideally should cover at least direct costs, shipping, and a percentage of indirect and promotional costs.
 - b. Include an estimate for inflation.
 - c. The basic subscription period is usually for one year. All other periods are derived from the one-year price.
3. Determine your single copy cover price next.
(Should be priced higher than the equivalent one-copy price of a one-year subscription.)
4. Determine group or bulk pricing last.
(Should be priced lower per-copy than the single copy or subscription price since shipping and promotional costs are lower.)

“
It is better to price your magazine higher at first than to price it too low and have to raise prices soon afterwards.”



HANDY TIP

Unless your publication is independently wealthy, choose your promotional efforts based upon those that can generate the most income for the least amount of initial expense and effort. In other words, work to achieve the greatest Return On Investment (ROI) both in time and money.

E. Types of subscription offers

Type of Offer	Wording of the Offer	Initial Response Rate	% Who Will Pay	Net Response Rate
Order with payment	"Please send me a subscription to magazine X. I have included my payment of \$10."	1%	100%	1%
Order with invoice	"Please send me a subscription to magazine X and send me an invoice for \$10."	2%	70%	1.4%
Trial subscription with invoice	"Please send me a trial subscription to magazine X. If I like the magazine I will pay the invoice for \$10. If not, I am under no obligation."	5%	40%	2.0%
Free issue offer	"Please send me a free issue of magazine X. If I like the magazine I will send in a subscription order with my payment of \$10."	7%	20%	1.4%

(Numbers are for illustration only. Response rates may differ for each magazine.)

F. Keep testing new marketing ideas every year.

1. As you test new brochures, new offers, new sources, etc., you will find more efficient ways to find new subscribers.
2. Most effective things to test: Your offer (price, gift or number of issues), different audiences or lists, the promotion piece, different circulation sources.
3. Put different promotion codes on each test group to track response rates separately. Always keep mailing a control group (the original package) along with the test groups until a test group shows better response.

Example Of A Test Mailing (3000 pieces)

Mailing Lists	Control Package	Test Package #1	Test Package #2
	1. Standard letter 2. Trial subscription offer card 3. Standard outer envelope	1. Standard letter 2. Trial subscription offer card 3. Test outer envelope A	1. Standard letter 2. Free issue offer card 3. Standard outer envelope
List #1 (Friends)	Quantity-900 (Code A)	Quantity-300 (Code C)	Quantity-300 (Code E)
List #2 (Pastors)	Quantity-900 (Code B)	Quantity-300 (Code D)	Quantity-300 (Code F)

G. Keep your Web site current.

1. Update content daily or several times a week.
2. Ask subscribers and visitors to your Web site for their email address. Use the email address to then notify them when special content is posted or to promote offers for subscriptions and products.
3. Link your site to other appropriate sites whose content will interest your audience and it is aligned with your mission and content.



IN-CLASS EXERCISE

1. Determine the price you will offer for the various types of subscriptions (one-year, two-year, gift, group, etc.) and the single-copy price.
2. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

Analyzing a Circulation Source

Assumptions:

- One-year (six issues) subscription: \$10
- Circulation source—1,000 flyers mailed
- 1% of people will subscribe
- 50% renewal rate
- Flyers cost \$0.10 to mail
- Cost of each magazine issue: \$0.50

Year One:

Marketing expense: 1,000 flyers x \$0.10 = \$100

Subscription income: 1,000 flyers x 1% = 10 subscriptions; 10 subscriptions x \$10 = \$100

Magazine expense: 10 subscriptions x 6 issues x \$0.50 = \$30

Income	\$100
(less) Marketing expense	(100)
(less) Magazine expense	(30)
Net loss year one	\$(30)

Year Two:

Subscription income: 10 subscriptions x 50% renewal = 5 subscriptions; 5 subscriptions x \$10 = \$50

Marketing expense: \$0

Magazine expense: 5 subscriptions x 6 issues x \$0.50 = \$15

Income	\$50
(less) Marketing expense	0
(less) Magazine expense	(15)
Net profit year two	\$35

UNIT 10 Distribution and fulfillment

INTRODUCTORY EXERCISE: Act out the attached customer service play on page 10-A (requires two to four participants). Think about your publication. Which one of these scenarios do you think best describes what your typical customers experience when they call your publication?

I. FULFILLMENT AND CUSTOMER SERVICE

A. Definitions

Fulfillment—The process and systems that maintain customer records, produce mailing labels for issues mailed, produce labels for bulk copies delivered to destinations, produce email lists for publications delivered via email, and properly handles the money if the publication is paid for by the reader.

Customer service—The process of addressing customer questions and problems that results in satisfied and informed customers.

B. Principles of providing excellent customer service

1. The customer is not always right, but as far as they are concerned, they are never wrong. Solve customer problems without making them feel guilty.
2. Treat the customer the same way you want to be treated.
3. Take time to listen.
4. Everyone is responsible for customer service. That means every member of your staff has the responsibility and should have the freedom to take care of customer problems.
5. A happy customer is your publication's best advocate and salesperson. An unhappy customer usually will tell 10 other people about how dissatisfied they are.

C. Fulfillment systems

1. Accurate recordkeeping is required to handle your customer (recipient) records.

You need a reliable system for maintaining customer account information which should include at a minimum:

- Name and address
- Subscription payment information
- Expiration date
- Type of subscription (regular, multi-copy, gift, free)
- Number of copies
- Promotion code
- Email address

“Never promise more than you can deliver, and always deliver more than you promise.”



HANDY TIP

If you want to sell subscriptions, make sure you have a fulfillment system in place that can handle more extensive recordkeeping that includes expiration date, subscriptions payment information, and renewal timetable. Never sell subscriptions before your systems are ready.

Other possible fields:

- Gift donor name and address
 - Last renewal effort sent
 - Last invoice sent
 - Last issue sent
2. One staff member should be assigned to manage the fulfillment system and respond to customer problems quickly.
 3. What a fulfillment system does:
 - Maintains customer subscription records
 - Produces mailing labels for subscriber copies plus postal information
 - Produces mailing labels for renewal notices
 - Manages the proper accounting of subscriber money
 - Records customer service problems
 - Properly handles different types of subscriptions
 4. Always print a reasonable quantity of extra copies of every issue to take care of customers' complaints for missing or damaged issues.



IN-CLASS EXERCISE

Discuss as a group the fulfillment system you use. What changes do you need to make in order to provide quality customer service and adequate recordkeeping?

II. DISTRIBUTION

A. Definition

Distribution—The method used to deliver the magazine to readers or resellers.

B. Basic distribution principles

1. As far as the customer is concerned, you are responsible for the magazine's delivery to them in a timely, undamaged, and consistent manner no matter who actually delivers it.
2. Every publication should develop multiple distribution methods.
3. One staff member should be assigned to manage and track distribution of the publication.

C. Distribution methods

1. Hand delivery
2. Postal system delivery—Issues delivered through the postal system to the post office or home address.
 - Make friends with postal officials and treat them with respect.
 - What creative ways have you found to save money on postal delivery or to overcome postal delivery problems?
3. Distributors—A person or company who delivers your publication to retail sellers.
4. Church distribution—Agreements with local churches who receive multiple copies of your publication and distribute them to members.
5. Electronic—FAX, e-mail newsletter, digital magazine, or Internet delivery
 - Electronic delivery can supplement a printed publication or replace printing.



IN-CLASS EXERCISE

1. Discuss as a group the distribution methods you are finding most effective for your publication (10 minutes).
2. Break up into small groups of four-to-six people and discuss how your publications can work together to create cooperative distribution methods and sharing of mailing lists (15 minutes). Then share the best ideas in the large group (10 minutes).
3. Note the best ideas from this unit (*page viii*) and questions you still have (*page ix*).

Customer Service Role-Play

(Telephone rings)

Staff member: Hello, thank you for calling “The Best Christian Magazine.” Our magazine exists to provide you the best biblical content in our entire country to help you in your personal spiritual growth. Nobody publishes a better magazine. How can I help you today?

Caller #1: I recently was given a copy of your magazine and really liked it. I live in Little Village. How can I get the next issue?

Staff member: Well, we really don’t know when the next issue will come out, and I’m not sure if we can get it to you in Little Village. Maybe you can just pick up a copy next time you are traveling in our city?

Caller #1: I can’t afford to travel to pick up a copy. There must be some way I can purchase your magazine and get it delivered to my home.

Staff member: Why don’t you just send us your money and we’ll try to send you a copy whenever we publish it next.

Caller #1: Why would I do that? Let me think about it. *(hangs up)*

(Telephone rings again.)

Staff member: Hello, thank you for calling “The Best Christian Magazine.” Our magazine exists to provide you the best biblical content in our entire country to help you in your personal spiritual growth. Nobody publishes a better magazine. How can I help you today?

Caller #2: Six months ago I gave you my subscription form and money at a conference and I haven’t received any magazines that you promised to send me.

Staff member: What is your name and your address?

Caller #2: My name is _____ and I live at 123 AAA Street in Little Village.

Staff member: Just a moment, let me check my records. *(Pause)* I’m sorry but we don’t have any record of your sending us any money. If you can send us the price of a year’s subscription we’ll be happy to send you a subscription to our magazine.

Caller #2: But I already paid my money to you.

Staff member: I’m sorry but we have no record of that.

Caller #2: Are you telling me you are not willing to believe that I personally paid you?

Staff member: I’m sorry but we don’t do business that way. Goodbye. *(hangs up)*

(Telephone rings again.)

Staff member: Hello, thank you for calling “We Try Harder Magazine.”

Caller #3: I need to talk to someone about how dissatisfied I am with your magazine.

Staff member: I’m sorry that you are dissatisfied. Can you briefly describe how we have disappointed you?

Caller #3: Well, my last issue arrived here a month late and it came all torn up and ripped. And I didn’t really think the articles in the previous issue were very helpful to me either.

Staff member: I’m really sorry that the post office mishandled your copy. Our records show that we did ship the issue on time, but we can’t control how the post office handles it. And as far as not getting anything out of the previous issue, we stand behind every issue we publish with our satisfaction guarantee. So, can we make it up to you by extending your subscription by two free issues, one to make up for the inconvenience of a torn issue and the other to make up for the issue that wasn’t as meaningful to you?

Caller #3: Well, thank you so much. I really do like your magazine, but felt like I needed to call.

Staff member: We really appreciate your call since we don’t know that problems exist unless people like you call us and let us know. Now that we know about this problem we’ll get in touch with the post office and see if we can improve the delivery of future issues. And I’ll be sure to pass your comments on to the editor about the previous issue. Is there anything else we can do for you?

Caller #3: Not really, but as long as I’m on the phone, could you send me a renewal notice so I can extend my subscription for another year?

Staff member: I’ll be happy to do that. I’ll put the renewal notice in the mail myself today. Thank you for calling. *(Hangs up)*

UNIT 11 Production fundamentals

INTRODUCTORY EXERCISE:

Decide which of the following statements you think are true or false:

1. A four-color magazine is better than a one-color or two-color magazine.
2. The bigger a magazine is, the more money readers will be willing to pay for it (the more they will value it).
3. Publishing a magazine more frequently is better than publishing it less frequently.
4. The more money I spend on printing and paper, the more readers will notice and appreciate the quality.
5. Publishing a publication online does not require production expertise.

I. BASIC PRODUCTION DECISIONS

A. Publication frequency: How often is best?

1. The right frequency for a publication is based on:
 - a. The availability of quality editorial content.
 - b. The size and capacity of your staff to consistently produce a quality publication.
 - c. The willingness and ability of readers to pay for each issue.
 - d. Your ability to fund in advance the creation (print or digital) of each issue.
2. Different frequencies are proper for different magazines. (*Look at examples of various magazines and their frequencies.*)
3. Application:
 - a. Based on the factors listed above that determine magazine frequency, do I have the best frequency for my magazine?
 - b. If I had to save money, would I be able to lower the frequency and still have a quality product?
4. It is better to produce a quality publication on a consistent basis than to increase frequency and miss deadlines or reduce quality.

B. Publication color: How many colors should you use?

1. The effective use of color in a publication is based on:
 - a. The expectations of your audience and what they are willing to pay for. (Example: Expectations of children versus pastors.)
 - b. The type of editorial content (news versus highly-visual content).
 - c. How the publication is distributed (kiosk versus church distribution; physical versus digital).
 - d. How much readers are asked to pay for the publication (free versus paid).

“More is not necessarily better in regard to publication frequency, color, or size.”



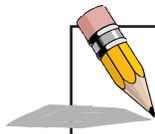
HANDY TIP

Don't overuse color. It is very acceptable for a publication to have a mixture of four-color, two-color, and black/white in the same issue. If you increase the use of color, do so in very small steps.

2. Different color decisions are proper for different magazines. (*Look at examples of various magazines and their use of color.*)
3. Application (*continued*):
 - a. Based on the factors listed above that determine magazine color, am I using color economically for my magazine?
 - b. If I had to save money, would I be able to use less color and still have a quality product?

C. Publication size: How big is enough (number of pages and size)?

1. The correct size for a publication is based on the same factors as frequency.
2. Different sizes are proper for different publications. (*Look at examples of various magazines and their sizes.*)
3. Often significant amounts of money can be saved by changing the magazine size by small amounts so that the pages fit standard sizes of paper.
4. Application (*continued*):
 - a. Based on the factors above that determine magazine size, do I have the appropriate size for my magazine?
 - b. If I had to save money, would I be able to reduce the size and still have a quality product?



HANDY TIP

It's better to be smaller in size with high-quality editorial and graphics than bigger with inferior editorial and graphics. Don't add "filler" to make your publication bigger.



IN-CLASS EXERCISE

Evaluate your own publication based on the following questions:

1. Would subscribers be willing to pay more for our publication if we made changes to it?
 - a. If yes, what would we change?
 - b. If no, is there anything that could be left out that readers would not miss?
2. How effectively are we using color in our publication?
3. If we had to reduce the number of pages, frequency, or use of color in order to survive, which would we do first and why?
4. Have a short discussion on question number 3 as a group.

II. PRODUCTION IDEAS THAT CAN SAVE YOU MONEY

A. Choosing a printer or digital partner

- Visit a printer or digital vendor to learn the printing process.
- Compare the extra services, ability to make deadlines, and quality that printers provide—not just the price they charge.
- Work with printers who correct their mistakes without consistently making excuses.

- Find out if they have the right equipment to handle your specific needs and publication. (See *sample printer questionnaire on page 11-A.*)
- If possible, trade advertising space, design services, computer time, etc., for printing.
- Insist on an itemized bill that separates charges for paper, ink, press-time, binding, etc. (See *sample printer invoice on page 11-B.*)

B. Paper (if printing a physical magazine)

- Know the various types of paper that you can use. Compare actual samples.
- Some grades of paper are more stable in price over time than others. Low-to-medium grades of paper as well as generic grades typically are more stable.
- Be careful of hidden costs such as paper shipping and printing waste.
- Consider mixing different paper stocks in the same publication to reduce costs.

C. Color and ink

- Don't overuse color. The careful placement of color makes your publication clean and easy to read.
- If you take advertising, don't mix two-or four-color ads with four-color editorial on the same page.
- If you want to print in four-color, consider printing in two PMS colors instead. If you choose the correct combinations of PMS colors, the combined effects can look like four-color printing.

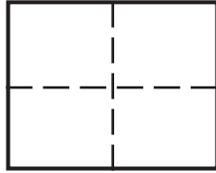
Never buy a more expensive grade of paper than you need.

PMS Ink Combinations for a Two-Color Magazine		
<u>Text Color</u>		<u>Accent Color</u>
PMS 2695	←→	PMS 144
PMS 281	←→	PMS 124
PMS 281	←→	PMS 186
PMS 262	←→	PMS 582
PMS 350	←→	PMS 179
PMS 281	←→	PMS 179
PMS 3272	←→	PMS 2627
PMS 2627	←→	PMS 144

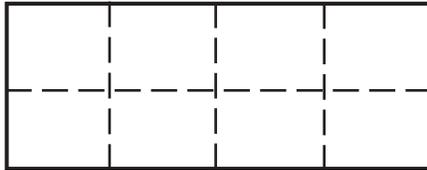
D. Use of signatures (sections of the publication)

- Fewer, bigger sections are cheaper than many smaller sections.
- Bound-in inserts can typically be positioned only at section breaks.
- Work with your printer to find the most cost-effective combination of sections for your publication.
- If you mail your publication in an envelope, you may use the same paper for the cover as you use for the inside pages. If you mail the publication by itself, you may need thicker paper for the cover.

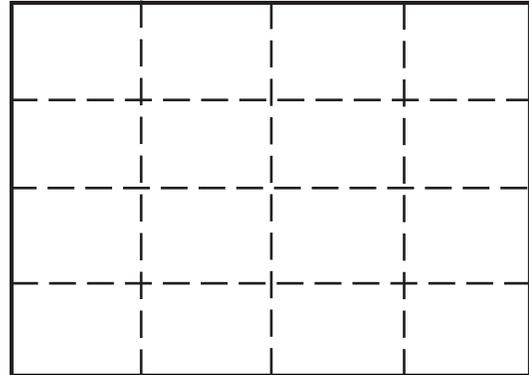
8-PAGE SIGNATURE



16-PAGE SIGNATURE



32-PAGE SIGNATURE



E. Other ways to save money on production

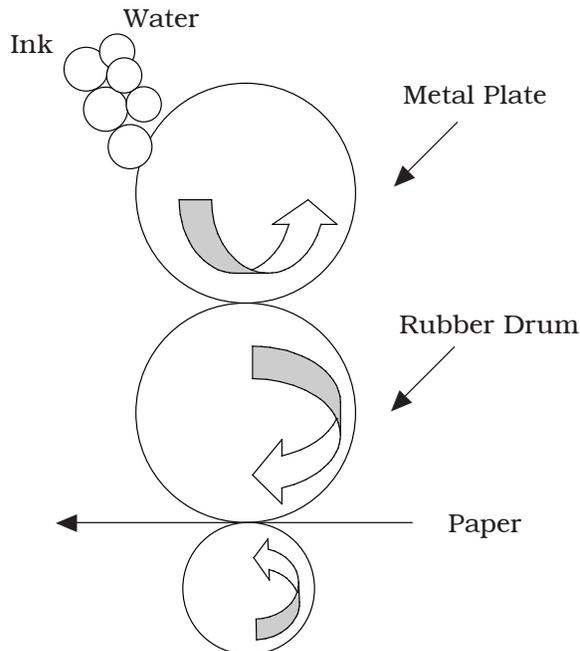
- Occasionally use the same photos and illustrations multiple times in the same publication or in different issues.
- Print cards or inserts to be bound in the publication for several issues at the same time.
- Use the same design layout for columns and departments from issue to issue.
- Get price quotes in writing. Try not to pay for anything without a written invoice and always check the final invoice for accuracy.
- Watch out for "extra charges" and do not pay for anything you did not initially agree to.
- Ask your suppliers (printer, film separator, etc.) to show you how you can save money by doing something differently.



IN-CLASS EXERCISE

Look back over the money-saving suggestions given in this lesson and check the top two or three ideas that you can immediately apply.

The Offset Printing Process



PRINTER QUESTIONNAIRE

(SHOULD ACCOMPANY YOUR BID SUBMISSION)

1. Can you accept electronic files? If yes, what formats and transmission methods do you prefer?
2. Can your bindery operation handle bind-in cards and pre-printed inserts?
3. Can your bindery operation handle blow-in cards?
4. Do you have the ability to cost-effectively print bind-in cards and inserts in-house? Please explain:
5. Briefly explain the mailing (lettershop) services you offer:
6. Do you have a full-line in-house film operation? If so, please give us an estimate of current film charges:
7. What type of labels do you require for efficient labeling of magazines? Please list specifications for all label formats you can accept:
8. Do you offer storage facilities for previously printed magazines?
9. Briefly explain how you handle the processing and distribution of supplemental magazine updates:
10. Do you offer prompt payment discounts (10 days)? If so, please clarify available terms:
11. Can we lock-in contract rates for manufacturing-related charges?
12. How do you issue credits on billing/invoicing/printing errors?
13. Briefly describe your current paper buying practices and pricing philosophy:
14. After reviewing the enclosed sample copy of our magazine, please describe how your company's production, film, printing, binding and distribution processes might improve our magazine and/or save us money:
15. After reviewing the enclosed production schedules, please briefly discuss any potential problems you see or any improvements you could bring to our current schedules:
16. Please include at least three current magazine client references (must include contact name, name of company, mailing address, phone number, and—if available—e-mail address):

REALLY GOOD PRINTING COMPANY

Magazine and Book Printing
P.O. Box 123, Anytown, USA 12345
Telephone (456) 123-4567

Great Christian Magazine
Attn: Accounts Payable
777 Anystreet
Main City, USA 12345

May 3, 2016
Invoice No. 75432
Customer No. 1234

17,100 copies – April 2016
GREAT CHRISTIAN MAGAZINE
40 pages, self-cover

Printing:

2 16-page signatures 2/2 1,329.71

8-page signature 2/2 619.54

Output imposed film:

40 2-color @ 20.00 800.00

Bindery:

17,200 Saddle stitch 1-4 pockets 365.88

Addressing/mailing:

10,457 Processing mail lists (7,000 copies and above) 208.20

257 Hand apply return address labels @ .10 each 25.70

2,453 Special mailing with invoice and envelope 363.76

Miscellaneous:

1 Jiffy envelope @ 2.40 each 2.40

13 Cartons @ 2.90 each 37.70

257 9"x12" mailing envelopes @ .15 each 38.55

17,100 Insert handling fee @ 3.00 per thousand 51.30

2 Alterations @ 19.10 each 38.20

Paper consumption:

4,385.33#'s 50-pound Husky Offset @ 44.05 cwt. 1,931.74

Postage/Shipping:

Periodicals (see supporting postal forms) 2,306.06

Federal Express, UPS, USPS (see supporting documentation) 610.30

INVOICE TOTAL

\$8,729.04

DUE UPON RECEIPT

To insure proper credit please remit copy of invoice with payment

UNIT 12 Advertising

INTRODUCTORY EXERCISE: Discuss the following question as a group:

Why are some Christians against advertising in Christian publications?

I. MAGAZINE ADVERTISING

A. What is advertising?

The use of some kind of media (magazines, newspapers, radio, television, flyers, loudspeakers, etc.) to present a message to a target audience in order to: 1) show them how your product or service can meet a need they have, and 2) encourage a response (call, send in a card, come to an event, etc.).

In other words, advertising is: *Delivering a specific message to a specific audience to create a defined response.*

As publisher, you make the determination as to whether you want or need to solicit advertising in your publication. Readers consider appropriate advertising as content and often welcome it. The primary reason to sell some amount of advertising is to generate income and thus, support ongoing publishing. If you do not anticipate selling subscriptions, then selling advertising becomes an even more important activity within your publishing endeavor.

B. The role of advertising

1. Brings willing buyers and sellers together.
 - a. Suppliers have a product or service that people need.
 - b. Publications have an audience that suppliers need to reach with their product or service.
 - c. Advertising brings both together.
2. Advertising can be a part of your mission to help people know about quality Christian products and services.

C. What does your magazine have to offer advertisers?

1. A targeted audience
2. A consistent frequency of publishing content (regardless of format)
3. Design and writing skills (to assist advertisers in designing ads)
4. Knowledge about how to get the audience to respond (you know your readers the best)
5. A distribution method (that could take orders and distribute their products)
6. Technical equipment (to produce ads)



IN-CLASS EXERCISE

Discuss as a group the products or services Christian businesses, churches, denominations, bookstores, publishers, etc., have that people want and could benefit by being advertised.

II. SELLING ADVERTISING

A. How to identify potential advertisers (marketing partners)

1. Who needs new ways to sell their products or services to stay in business or attract new business?

- Who makes or sells Christian products that your readers would want if they knew about them?
- What Christian products or services do your readers already buy? Who supplies them?
- Who might be willing to support your publication by purchasing advertising?

B. How to price advertising

- Start by calculating the cost-per-thousand (CPM) rate for a full-page black and white (B/W) ad in your competitor's magazines (if any). $CPM = \text{price of the ad} / \text{total circulation in thousands}$.
- Determine how your magazine's ads will be priced compared to your competition's CPM, and then calculate your own full-page B/W ad price. (Price of your ad = $CPM \times \text{your total circulation in thousands}$.)
- Calculate your full-page four-color (4/C) ad price by adding to the B/W ad price the cost of 4/C prepress, film, ink, and any other direct costs.
- All other advertising prices (for multi-page insertions, premium locations, fractional ads) are discounts or premiums based on the B/W and 4/C ad prices.
- If you have no competitors that sell advertising, set your ad prices to at least be greater than all direct production costs (prepress, film, paper, printing, shipping, taxes, etc.) divided by the number of pages in an issue.

Advertising Pricing Example

- Assume your competitor sells a one-page B/W ad for \$1,000 with a circulation of 10,000, and your magazine has a circulation of 6,000.
- Competitor's cost-per-thousand (CPM) is $\$1000 / 10 = \100 CPM
- Your 1-page B/W ad could be priced at $\$100 \text{ CPM} \times 6 = \600
- You can then derive the other advertising page rates using the following suggested chart:

Color	1 Page Ad	1/2 Page Ad	1/3 Page Ad
B/W	\$600 (100%)	\$400 (67%)	\$300 (50%)
2/C	\$660 (110%)	\$450 (75%)	\$330 (55%)
4/C	\$780 (130%)	\$540 (90%)	\$360 (60%)

Cover 2-\$1000 (150%), Cover 3-\$950 (158%), Cover 4-\$1100 (183%) (all 4/C) (Percentages are based on the price of the ad in relationship to the price of a one-page B/W ad. Ad rates are for illustration purposes only and may change for your magazine)



IN-CLASS EXERCISE

Using the chart above as an example, put together your own advertising rate sheet using the ad sizes and ink colors that fit your magazine. If you do not know what an appropriate base rate should be for a one-page B/W ad, ask other class members.

C. How to sell advertising

- Don't offer advertising until you can deliver what you promise (targeted audience, quality publication, guaranteed distribution).
- Use your research data to clearly prove how your publication's audience and benefits are unique compared to other publications.



HANDY TIP

Always take the time to teach advertisers how they can be more successful selling their product or service through your publication. (Best time to advertise, how to use response devices, possible tie with editorial theme, suggest more effective layout and copy, appropriate size of ad, etc.)

3. Write out your advertising guidelines including:
 - a. How advertising fits the purpose of your magazine.
 - b. Identify advertisers or advertisements that do or do not fit your publication.
 - c. Who makes final advertising decisions.
 - d. Acceptable graphic appearance.
 - e. Truthfulness of advertising copy.
 - f. A statement that you reserve the right to reject any advertisement.
4. Be honest and realistic with potential advertisers:
 - a. Some companies will not be successful by advertising in your publication.
 - b. Don't raise expectations about response rates beyond what is realistic.
 - c. Be willing to suggest other publications that may be a better place for certain advertisers.
5. Offer creative ways for advertisers to pay for the ad (barter, trade space with other publications, commission, first-time discounts, frequency discounts, etc.).
6. Produce a rate card that lists acceptable ad sizes, pricing, mechanical specifications and publishing schedule. *(See sample rate card, page 12-A)*
7. Send complimentary copies of every issue to potential advertisers.
8. Send a media kit to potential advertisers with some or all of the following pieces:
 - a. Cover letter
 - b. Rate card
 - c. Copy of a recent issue of your magazine
 - d. Reader profile
 - e. Information on special issues or special themes coming up

III. Other types of advertising

- A. Seasonal advertising supplements**—for mission organizations, Christian schools, book publishers, etc.
- B. Advertising inserts**—brochures, flyers inserted in the magazine or mailed with it.
- C. Advertising cards**—cards inserted in the magazine, either bound in or freestanding.
- D. Advertising wraps**—an extra cover around the magazine with an advertisement.
- E. Small-advertiser section**—section in the magazine that combines many small advertisements.
- F. Classified advertising**—like want ads in the newspaper.
- G. Card packs or coupon books**—cards or coupons from other advertisers combined in an envelope or booklet and mailed to your subscribers.
- H. Web site banner ads**—space ads of varying sizes
- I. Web site sponsorships**—an advertiser is noted as sponsoring a specific place on the Web site.



IN-CLASS EXERCISE

1. In small groups:
 - a. List at least five potential advertisers for your publication.
 - b. What specific products or services do they offer that could be advertised?
 - c. What can you realistically expect to get from them in money or trade to pay for the advertisement? What creative ideas could you offer them?
2. Make a list of the types of advertising from III. above that could be appropriate in your publication.

(Sample of a simple rate card)

Pray! magazine

RATE CARD

Rates

Circulation – Rates are based on an average circulation of 35,000 copies per issue during the term of this rate card.

Advertising Reservations

Phone: 719-531-3558

Fax: 719-598-7128

Email: bob.yates@navpress.com

Black & White

	1X	3X	6X
Full Page	\$1255	\$1215	\$1175
2/3 Page	1025	995	965
1/2 Page-Vertical	925	895	865
1/2 Page-Horizontal	825	805	775
1/3 Page	615	595	575
1/6 Page	415	405	395

Two Color (ROP)

	1X	3X	6X
Full Page	\$1445	\$1405	\$1355
2/3 Page	1215	1175	1145
1/2 Page-Vertical	1115	1085	1045
1/2 Page-Horizontal	1015	985	955
1/3 Page	785	765	735
1/6 Page	565	545	535

Premium Pages

	1X	3X	6X
Cover 4	\$1775	\$1725	\$1665
Cover 2	1705	1655	1605
Cover 3	1665	1615	1565

We Print

	1X	3X	6X
Bind-In Card (2C/1C)	\$1045	\$1015	\$985

Mechanical Specifications

Publication Trim Size: 8-1/4" x 10 3/4"
Printing Process: Web offset; saddle-stitch
binding; high folio lap; jogs to head.
Bleed: Allow 1/8" for bleed trim.
Screens: Maximum 133 line screen for ads.

Magazine Issue & Theme

Space Closing & Materials Due

Issue 19
Jul/Aug 2016
Prayer and Worship

5/11

Issue 20
Sep/Oct 2016
**Developing a Practical
Prayer Life**

7/13

Issue 21
Nov/Dec 2016
**Making Your Church a
House of Prayer**

9/14

Issue 22
Jan/Feb 2017
Revivals in History

11/9

Issue 23
Mar/Apr 2017
Cultural Aspects of Prayer

1/11

Issue 24
May/Jun 2017
**Three Essential Prayer
Promises**

3/13

Discounts & Ad Policies

1. 25% discount for new advertisers.
2. 15% agency discount.
3. 2% 10 days payment discount.
4. No cancellations after closing.
5. Net payments due in 30 days.

UNIT 13 The magazine business plan

Proverbs 24:3-4 *Any enterprise is based on wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts.*

Proverbs 16:9 *We should make plans—counting on God to direct us.*

Proverbs 27:12 *A sensible man watches for problems ahead and prepares to meet them. The simpleton never looks, and suffers the consequences.*

INTRODUCTION:

Now that we have reviewed the various elements of a publishing operation, the business plan should be prepared.

Every magazine startup is different. Thus, every business plan will be unique. The following list of elements of a magazine business plan is included not to imply that every plan needs to contain every element, but to provide a complete list from which to create your own unique plan. A good magazine start-up, however, should have as complete a plan as possible.

Crafting a magazine business plan does not stop with the creation of the first issue. A comprehensive business plan also serves as a roadmap that guides the direction of the magazine through its years of production and provides new staff with a concise understanding of the magazine. If you are working on an existing magazine, then this list of elements can assist you in creating your first business plan or in further developing an existing plan.

The value of a complete magazine plan:

1. It forces a publishing team to think through every aspect of publishing and the publication.
2. The process of planning helps you make important decisions that will affect the publication.
3. The entire publishing team can agree on the publication's content, direction, and policies.
4. The business plan can be shared with potential donors as an effective fundraising proposal.
5. Future staff members can quickly read the plan and understand the publication.

“Good plans shape good decisions.”

I. STRATEGIC DESCRIPTION

- ❑ **Purpose statement**—Explains what your magazine is trying to accomplish for your readers. The mission of your magazine generally doesn't change with time. A useful mission statement can begin with the phrase “The mission of my magazine is to...” (See unit 3.)
- ❑ **Vision statement**—Explains where you want your magazine to be or be doing in the distant future (three to five years away). It is your dream of the future. Your vision generally will change over time. A useful vision statement can begin with the phrase “In three to five years my magazine will be...” (See unit 3.)
- ❑ **Goals**—Statements that explain how you will accomplish your mission and reach your vision. Goals are short-term steps along the way and may be rewritten every year.

“It’s not the plan that is important, it’s the planning process.”

II. EDITORIAL DESCRIPTION

- ❑ **Name and logo**—Describes why you selected the final name of the magazine and why its logo is designed the way it is.
- ❑ **Editorial objectives**—Specific statements that explain how the content of your magazine will accomplish its mission and change readers’ lives. These objectives focus on change in the reader’s life, not what happens in the editorial process or department.
- ❑ **Reader profile**—A detailed description of your target reader. It describes a composite of the ideal reader in great detail (usually several pages long) and includes:
 1. Demographic information—age, education, denomination, family status, employment, etc.
 2. Personal information—how they think, how they feel, spiritual interests and struggles, values, what they read, etc.
 3. Rationale for reaching this reader—why it is important to reach them.
 4. Description of what will characterize your readers five to ten years from now.
- ❑ **Product positioning**—Describes how the magazine is unique and how it offers more value than its competitors. Every product has competition, either from existing publications or from other factors that influence the reader. A product positioning statement includes a detailed description of each publication, activity, or force that competes for the reader’s attention and finances.
- ❑ **Research results**—Detailed results of any pre-publication surveys, focus groups, secondary research or other studies that have been conducted on your target readers.
- ❑ **Editorial plan**—Detailed explanation of the publication’s content. It accounts for every page of editorial in the publication including:
 1. Description of the writing style and editorial philosophy.
 2. Purpose statement for every column, section and department.
 3. Suggested article topics for at least two years’ worth of publications.
 4. Description of special features such as cartoons, graphs, author biographies, sidebars, etc.
- ❑ **Sample articles and columns**—Include at least one complete general article and a sample for every unique column or department.



IN-CLASS EXERCISE

Pick one of the specific categories listed above for the “Strategic Description” or “Editorial Description” and begin writing it out now. (10 minutes)

III. CREATIVE DESCRIPTION AND FORMAT

- ❑ **Proposed format**—Description of and rationale for the publication’s size, number of pages, binding style, ink colors, and frequency.
- ❑ **Printer bids**—Include at least two actual printer bids (estimates of cost) for a typical issue (not based on the first issue, which may have a different page count or quantity). [See pages 11-A and 11-B.]
- ❑ **Creative description**—Detailed explanation of the visual look of the magazine including:
 1. Graphic style and philosophy.
 2. Layout grid, color palette, and typography (with explanation justifying each).
- ❑ **Sample pages**—Actual designed cover, article and column.

IV. MARKETING DESCRIPTION

- ❑ **Potential audience size (universe)**—The number of people in your target audience (with supporting research).
- ❑ **Circulation test**—Explanation of how you will test the willingness of your target readers to pay for an issue or buy a subscription to the magazine. (Use of focus groups, actual sample issues, mail survey, sample mailing, etc.)
- ❑ **Circulation plan**—The different marketing sources or channels that are available to you and how you will reach your readers. Should cover several years of circulation plans with specific quantities and response rates.
- ❑ **Subscriber record management**—Describes the actual method you will use to maintain subscriber records (name, address, expiration date, etc.) such as the use of a computer fulfillment program, standard database, 3x5 cards, or a manual system. (See pages 10-1 and 10-2.)
- ❑ **Distribution plan**—Describes where the magazine will be stored and how you will distribute it. (Postal mail, churches, private courier, kiosks, etc.)
- ❑ **Circulation growth plan**—An issue-by-issue estimate of how many subscribers you hope to have and copies distributed (listed by circulation type) for at least a one-year period.



IN-CLASS EXERCISE

Pick one of the specific categories listed above for the “Creative Description” or “Marketing Description” and begin writing it out now. (10 minutes).

“
A good plan today is better than a perfect plan tomorrow.”

V. ADVERTISING DESCRIPTION

- ❑ **Advertising policies**—Describes your advertising philosophy including:
 1. The types of ads you will accept.
 2. How the ads will serve readers.
 3. Who will design the ads.
 4. Whether ads will be sold, traded or free.
- ❑ **Potential advertisers**—Lists of all potential advertisers.
- ❑ **Advertising projections**—An issue-by-issue estimate of how many ads you hope to sell (listed by ad size) for at least a one-year period.
- ❑ **Rate card**—An actual rate card with pricing schedule. (See page 12-A.)



HANDY TIP

Questions to ask before you start a magazine

1. *Is it the will of God for me to start a magazine? If so, how do I know?*
2. *Are there other magazines that have the same or a similar focus? If yes, should I join forces with them instead of starting a similar magazine?*
3. *Do my target readers really want a new magazine and are they willing to pay for it? How do I know?*
4. *Can a new magazine survive financially in my country's economy at this time?*
5. *Who will support our initial startup and for how long will we need their support?*
6. *Are there enough good writers who can support this magazine? If not, how will I train them?*

—word of wisdom from a publisher in Croatia

VI. FINANCIAL PLAN

- ❑ **Financial policies**—Describes your financial philosophy and values. (Includes how you will handle debt, protect subscribers' money, when you will pay bills, etc.)
- ❑ **Potential fundraising sources**—List all potential donors. (Individuals, churches, organizations, foundations, etc.)
- ❑ **Fundraising plan**—A detailed plan indicating how you will raise the needed funds, who will participate in the fundraising appeals, and your estimated timeline.
- ❑ **Financial plan**—A detailed accounting of expected income and expenses by source for at least a one-year period.
- ❑ **Critical decision goals**—Specific dates and major events that will trigger “go/no-go” decisions concerning the future of the magazine. Such decision points might include requirements for things such as:
 1. Management approval deadlines
 2. Research findings
 3. Circulation test results
 4. Fundraising goals
 5. Renewal rates

VII. PERSONNEL PLAN

- ❑ **Startup personnel**—Who will be involved in starting the magazine (including their qualifications).
- ❑ **Personnel plan**—A specific list of staff who will be needed to produce the magazine for at least a one-year period.
- ❑ **Job descriptions**—Separate job descriptions for all staff members. (*See pages 4-B and 4-C.*)



IN-CLASS EXERCISE

Pick one of the specific categories listed above for the “Advertising Description” or “Financial Plan” and begin writing it out now. (10 minutes)



1. Assign each section of this business plan to the appropriate staff members to develop over the next month.
2. Meet as a staff to review the work each staff member has done.
3. Compile a final draft of your complete business plan.

MAGAZINE WEEK MANAGEMENT ADVISOR

20 STEPS TO A SUCCESSFUL MAGAZINE START-UP

by Donald L. Nicholas and S. Thomas Low, Jr.

What should we consider in starting a new publication? To answer this question, we at Lighthouse are relying on our experience in launching or re-launching more than a dozen publications in the last two years.

To round out our commentary, we've called on two publishers who have recently launched new publications, Steve Voit, Vice President/New Products Division for IDG Communications, and Robin Wolaner, publisher of *Parenting* magazine.

The 20 steps in a successful start-up are broken into three phases. First is the Concept Phase, when an editorial idea is focused to its target readers. Next is the Test Phase, where these ideas are examined and a business plan is developed. Finally, there is the Launch Phase, when everything is ready to go.

CONCEPT PHASE: IDEAS FOCUSED, COMPETITION ANALYZED

Step 1: Focus Product Idea

Without a very strong product concept you have nothing. What will you provide your readers? And why are they going to want it? Get the concept down in a simple position statement of one to three sentences. Identify your editorial competitors and gather at least six month's worth of their magazines. Look at what they're doing and figure out how your concept is different—how it will position you against them.

Step 2: Focus Market Niche

Who's going to take time out of their life for your product? Who exactly? You must provide a simple and logical explanation of who wants to read your magazine. Why will they need your magazine? You should arrive at a market target focused numerically on that universe (group) of people who (1) have an established interest in what you'll be writing on, (2) are proven magazine readers, (3) are part of either a growing or very stable audience, and (4) are not adequately served by an existing magazine.

Step 3: Gather and Analyze Circulation Data

How often will you publish? What type of circulation will you need (free, controlled, paid)? How will you market your magazine (subscriptions, single copies)?

Step 4: Gather and Analyze Advertising Data

What are your target advertising categories? Who are your potential advertisers? What will your rate structure be? First, research competitors or similar publications, examining rate structure, active advertisers and advertising categories, staffing, and promotion.

Step 5: Conduct Reader and Advertiser Surveys

Steve Voit is a believer in talking with potential readers and advertisers. "Probably the single most amazing thing about the way people launch a publication is how little they really do talk to advertisers," he says. He suggests that actually surveying potential readers and advertisers can be most revealing.

The survey can be as simple as impromptu talks at events or gatherings frequented by your targets or as complicated as telephone surveys. Your potential readers gladly share their preferences concerning content, layout, frequency and design. And potential advertisers can tell you about their future advertising plans.

Step 6: Determine Circulation Type and Frequency

Historically, the three methods of distribution had very specific uses. Free distribution was used by publishers whose circulation needs, market, and advertising base were small and locally oriented. Controlled distribution was used by trade publishers. Their readers' management and purchasing responsibilities meant that your advertising pages were as interesting and important to the reader as your editorial pages. Paid distribution was used by consumer publishers with a regional or national audience whose payment for a magazine was the best gauge of its reading habits.

The feelings of your potential readers and advertisers about frequency of publication are nearly as important as their opinions about the editorial content. To reduce costs, your first year or two of publishing should be at the lowest frequency acceptable to both readers and advertisers. You can always increase frequency as you gain financial strength. And remember that only advertisers will pay for increased frequency; readers, as a general rule, will not.

Step 7: Quantify the Economics of Your Idea

We are not looking for details here, but big-picture data: circulation size (subscription and single-copies) and pricing, total advertising pages and pricing. This data will allow you to perform a rough analysis of the economic possibilities for your publication.

Step 8: Grade the Concept: Pass or Fail?

How does your concept stack up? Is someone already doing 50% of your editorial idea? Or 75% or 80%? If most of your ideas already exist, you probably need to rethink everything and return to Step 1. You also know approximately how much revenue competitors are bringing in. Will your concept go after that same revenue group, displacing competitors? Will it expand the group, bringing in additional readers and advertisers? Or will it make a new group, targeting a different group of readers and advertisers? Make your decision to move on to the next stage simple: Does your concept pass or fail?

TEST PHASE: MARKETS TESTED, BUSINESS PLAN PREPARED

Step 9: Determine Phase Needs and Costs

You should end this phase with a full, professionally-prepared business plan with which you can raise funds for the final Launch Phase. Consequently, you need to realize just how much money and time the Test Phase will require. A complete business plan usually requires you to perform a direct mail test, to determine advertising categories and target buyers,

to line up key personnel, and to prepare full sample tables of contents (or actual prototypes). This is all in addition to preparing the financial projections and writing the business plan itself.

Step 10: Raise Test Capital

If you are looking for outside funding, financial support for detailed research and market testing usually comes from three sources: your savings, your friends' savings, or your families' savings. If you are internally funded, (ie: your company is adding a magazine) there are two prime possibilities: your company's cashflow or a secured bank-loan. If you have a product-specific market, you may also find support from a key advertiser.

11: Identify Key Personnel

"The most important thing is to have the ability to identify the right opportunities and to find the people who can make those opportunities happen," says Steve Woit.

The key functions include editorial (the product), advertising and circulation management (the revenues), and finance (the bottom-line). Your managers must be willing to be completely dedicated to your product during its first year or so. Their dedication and enthusiasm must be complete. But they should also be experienced in start-ups.

Step 12: Prepare a Detailed Editorial Prospectus

Outline your editorial content and design in as much detail as possible. Provide descriptions of article types and special editorial sections. A few sample tables of contents are a must; an actual prototype or two is even better. Also make it clear who will be writing your magazine: how much will be written by staff, how much by freelance writers. Make a few exploratory calls to well-known writers and experts. Consider adopting a board of advisors. This lends credibility to your effort and its members may just provide some very valuable advice.

Your name should draw readers naturally to your magazine. The design must do two things. First, it must match up to the demographics and advertisers you are trying to reach. And it must also set your magazine apart from your competitors.

Step 13: Conduct a Direct Mail Test

[In some countries] subscription marketing requires you to focus on direct mail. Despite the increased use of other forms of direct sales (package inserts, billing inserts, in-room copies), direct mail is still the best source of paid circulation of quality and quantity. A direct mail test is also the best way of proving to backers your dedication and the real demand for your product.

Step 14: Conduct a Single-Copy Test

An alternative to testing in the mail is a one-shot on the newsstand. This route is normally open only to publishers who have an existing relationship with single-copy distributors.

Step 15: Prepare the Final Business Plan

This is the last step of the Test Phase, where all findings from the previous steps are put together in a professional, compact form, projecting the first five years of operation. In addition to covering details listed to this point, the final plan should spell out other circulation and advertising strategies. Your entire

circulation pricing strategy should be listed, showing cover, basic subscription, new subscription, conversion subscription and pure renewal subscription prices. Your advertising strategy should include a full rate card structure, showing special charter prices, discounts and placement guarantees.

LAUNCH PHASE: SINK OR SWIM

Step 16: Get Into a Publisher's Mindset

Your tests point to a valuable product. Now you just need to convince those with the big bucks to back you for the first three to five years. To make this kind of sale, you have to be a publisher. As far as you're concerned, this product does exist. You just have to get it to its readers and advertisers.

Step 17: Raise Launch Capital

Formal investors, such as general venture capitalists, usually aren't the best source of launch capital. In fact, they stay away from publishing.

Other media companies are usually the best place to start. In fact, they may have been interested in a product similar to yours but hadn't found that perfect person with your energy and dedication. If your idea is a good one, they would be silly to "steal" it.

An enthusiastic advertiser may also be approached for financing. Though not an experienced publisher, this advertiser probably has as good a handle on your target audience and your product concept as you do. If they don't mind competitive advertising in your magazine, they may do just nicely.

Step 18: Build Excitement and Enthusiasm

A feeling of excitement and enthusiasm has undoubtedly been building since the early part of the Test Phase. Don't let the details or problems of the Launch Phase decrease that level of enthusiasm, both outside and inside your office. Gaining outside media attention usually requires imagination to get the most for your limited promotion dollars. Your goal is to simply and clearly get the message out about who you are and what benefits readers and advertisers will gain from your magazine. Without pompous bragging, you want the magazine and your market findings to naturally create a sense of excitement and anticipation among advertisers. You want to create a sense of community with your readers, advertisers, staff and investors.

Step 19: Remember the "People" Factor

A final word about your staff: Remember that they are just people. Laughter and camaraderie, as any military veteran will tell you, is as important to winning a battle as strategy and tactics.

Step 20: Let it Go

Don't try to control every single aspect of your magazine. This is especially true for editorial, claims Robin Wolaner. "For a start-up, what makes a magazine special and good and true to its readers is that there is an editor who is just focused on those readers and isn't worried about other business considerations (other than generally meeting his own editorial budget)."

You may have a fancy business plan. But don't let the plan control your product. Let the product be what its readers want it to be.

Adapted from an article produced by Lighthouse Company. Reprinted for educational purposes only.

APPENDIX Coping with economic chaos

I. MAINTAIN A LONG-TERM PERSPECTIVE.

- A. Analyze situations carefully.
- B. Stay out of debt.
- C. Do not make major decisions hastily.
- D. Be courageous when major changes need to occur.
- E. In a period of high inflation or chaos, cut operating expenses before you cut staff.

II. SOME LEVEL OF RISK IS NECESSARY.

- A. Look for new opportunities and take them.
- B. Never risk so much on any one idea that it will sink you.
- C. Research what is working for other Christian publishers (and their publications) and selectively adapt the best ideas in your own publishing operation.
- D. Keep testing new ideas.



HANDY TIP

Keys To Surviving Chaos and Inflation

1. *Trust in the Lord and his help.*
2. *Expect miracles and look for them.*
3. *Get good advisors...network with other business people.*

(Christian magazine publisher in Costa Rica)



IN-CLASS EXERCISE: OPEN DISCUSSION

1. Take five minutes to review your notes from all of the past sessions individually or in publication groups. Look for questions that still confuse you or issues you would like to discuss in more depth.
2. Open discussion for 30 minutes or more.

WHY NEW MAGAZINES FAIL

by Jennifer Howland

Knowing how things can go wrong for a start-up is a good way to learn how to make things go right.

The primary reasons new magazines fail can be grouped under three basic headings, according to the experts consulted for this article: the wrong editorial concept, poor management, and lack of funding. A magazine usually fails for a combination of reasons.

Undercapitalization is frequently mentioned as the primary reason for new magazine failure, but it can be an excuse that hides a multitude of other sins. "People will say that the reason their magazine venture failed was undercapitalization, but nine times out of 10, that's just a convenient excuse. The main reason magazines fail is ill-conceived editorial. All other reasons are a distant second," says Rick Le Pere, of Richard L. Le Pere Inc., magazine consultants.

1. The wrong editorial concept

Choosing the wrong field, or the wrong editorial concept to reach a field, is the main reason magazines fail, agrees James Kobak, of James B. Kobak Inc., magazine consultants. "Entrepreneurs' biggest problem is thinking they've got a great idea for a magazine the world needs. The question isn't whether the world needs it, but whether it wants it," he says.

Some magazine concepts are doomed to failure because there isn't enough of a market to make them viable, Kobak says. This can be a tricky issue because it often seems that people are interested in a field, yet in reality they aren't interested enough to want to read about it. The rule of thumb is that no more than 10 percent of any demographic group will be interested enough in something to buy a magazine about it.

Fuzzy editorial is often another problem with start-ups. This happened with Rodale's magazine *Spring*, Kobak says. "We got all the editors of that publication together in a room and asked them to define the magazine they were trying to put out. We got eight different answers—one for each editor. Editors need to crystallize their concept of the magazine," Kobak advises.

2. Poor or inexperienced management

Many people mistakenly think publishing a magazine is easy. That perception leads a number of people without the proper background into magazine publishing, or deludes otherwise intelligent people into trying to publish without having done sufficient preparation or research.

"We see so much inexperience on the part of people who come to us with magazine ideas," says Wilma Jordan, president and chief executive officer of Jordan Group, Inc. "We get people bringing ideas to us every week who haven't researched the marketplace. Their research consists of their own belief that it's a good idea, and the fact that 20 of their friends have told them so."

People don't look at marketplaces realistically, Jordan continues. They always underestimate what it will take to get to the goals they're seeking, how much it costs to reach the target number of readers, and how competitive the advertising categories are

they're going after, she says. "Many magazine publishers have not sat down and done a true business plan," she claims.

3. Economics

A misperception of how magazine economics really works also scuttles many magazine start-ups—even those by people with publishing background, experts say.

"What many people don't realize," says John Klingel, of John D. Klingel and Associates, Inc., "is that you just don't make money from subscription sales. You have to have advertising." The biggest reason magazines fail is not having an economic formula that works, and not getting enough advertising to sustain the magazine, he asserts.

One source too many magazines overlook, Klingel believes, is agent-sold subs. Even though the publisher may make only 10 percent of the subscription revenue, there are no promotional costs involved. "In the first year, it's a cheaper source of subscriptions," he claims. However, he notes, direct mail acquired subscriptions renew better, and are therefore probably more profitable long-term.

4. Lack of a business plan

A real business plan, and not a "summary of an idea," is required for a successful start-up—and it's often lacking, experts say. A business plan is crucial not just to raise money for the launch, but to keep track of operations throughout the course of doing business. It helps identify and foresee problems.

5. Undercapitalization

Money is a thorny issue for start-ups, since even if the magazine is successful—in fact, especially if it is—more is always needed.

"In the first year, new subscriptions don't bring in much net income over the costs incurred to acquire them," Noble states. Cash requirements really build up, especially after the first year, because the more readers you pick up, the more it costs.

Too many publishers try to start up on a shoestring, and even if they've got a potential success, the growth kills them because growth is expensive. You've got to add staff, print more copies, make more ad sales and get more promotion campaigns going. The business can run out of money even if it's a good idea.

6. Personnel

Sometimes just choosing the wrong people to be involved in the launch can cause its demise. "Personnel can be a big problem," says Klingel. "You can get all the wrong people—investors who have no experience in the magazine business and don't understand how editorial people function. And then you get frictions. That, he believes, was one of the factors in the demise of one science magazine that had a "brilliant engineer" for an entrepreneur, who "wouldn't let the editors do what they do best, who interfered with them," and as a result ruined the product.

Excerpted from an article printed in Folio:Magazine, July 1990. Used with permission.

Glossary of Terms

UNIT 2

Audience: The people for whom your publication is produced.

Concept: An abstract or generic idea generalized from particular instances.

Concept phase: A stage in the life of a magazine during which the concept is determined.

Decline phase: A stage in the life of a magazine that is indicated when the publication's audience is shrinking and/or the financial stability of the magazine is in question.

Funding phase: A stage in the life of a magazine when funds are raised to launch the publication.

Growth phase: A stage in the life of a magazine when the publication is growing and embraced by the audience.

Launch: To put into operation or set in motion.

Launch phase: A stage in the life of a magazine during which publication begins.

Optimum phase: A stage in the life of a magazine when it breaks even financially and circulation (or site traffic if this is a Web only publication) remains stable.

Prototype: An original model on which something is patterned.

Test concept phase: A stage in the life of a magazine when the sample or prototype for the publication is developed and shown to the intended audience and advertisers in order to learn their thoughts/reactions to the new magazine.

UNIT 3

Business strategy: A plan that defines what you want to do (your purpose), where you want to go (your vision), and how you want to get there (your goals).

Periodical: Any publication, such as a magazine or newsletter, that is produced on a specific schedule or frequency (such as every month) and sent to subscribers or retail outlets automatically.

Promotion budget: This is the amount of money you plan to spend to get subscribers and/or single copy purchasers.

Publication: A magazine, newsletter, newspaper, or other printed material.

Purpose: A written statement that defines what you want to do with your publication.

Rate base: Refers to the level of circulation; the number of subscribers and/or single copy purchasers for each issue.

Target audience: The people for whom your publication is produced.

Vision: A written statement that defines where you want to go or the effect the publication should have on your target audience at a certain time in the future.

UNIT 4

Employee: A paid staff member who regularly works on the publication.

Employer: The boss or director of the publishing team or the organization that pays staff salaries.

Freelancer: A person who does work for the publication but is not a staff member.

Supervisor: The person who directs the activities of another staff member.

UNIT 5

Combination question: A question that combines two or more different types of questions.

Cross-tabulation analysis: To compare the readers' answers on surveys with two or more variables. (Example: how all males answer question number three versus all females.)

Focus group: A small discussion group made up of readers who are asked their opinion about a variety of publication questions.

Multiple choice question: A question with a limited number of answers from which the reader must select.

Open-ended question: A question that suggests no answer but leaves space for the reader to write out an answer.

Publication research: A process of obtaining information about the publication's readers in order to improve the publication, marketing, and advertising.

Qualitative research: Any form of research that obtains information that is based more on opinion or emotion than numerical fact. This type of research is more subjective than objective. Focus groups and opinion polls are forms of qualitative research.

Quantitative research: Any form of research that obtains information that is primarily numerical, and hence more objective, rather than subjective. Surveys and questionnaires generally are quantitative forms of research.

Rating question: A question that asks readers to give a qualitative rating to an opinion.

Survey: A written questionnaire mailed or repeated over the telephone to readers.

UNIT 6

Ancillary products: Same as publication-related products.

Back issue: Any issue produced before the current issue.

Bulk sales: The sale of multiple copies of each issue to one location.

Core publication: The original magazine, newsletter, or newspaper (as opposed to ancillary products derived from that publication).

Curriculum: Publications that provide lesson plans and information for use in a weekly church Sunday school class or small group.

Donor: A person who gives money to an organization or person to meet a specific need and does not expect the funds to be repaid.

Fundraising: The process of presenting a financial need to another person (the donor) and asking for a donation.

List rental: The practice of allowing other organizations to use your magazine's subscriber mailing list to present their products or services. Usually money is charged for such a privilege.

Matching gift: A financial gift given by a donor who requires the receiving organization to raise an equal amount of money before the funds will be given by the original donor.

Publication-related products: Other products that are related by content or audience need to the core publication.

Vendor (supplier): A company that provides products or services to another company. Examples of vendors for publishing companies are printing companies, computer software companies, and graphic design companies.

UNIT 7

Budget: A written financial plan showing how money will be spent and income received for a specific period of time.

Financial system: The basic accounting system that includes a method for recording expenses and income as well as printing reports.

Promotional printing: Printing of any additional materials that help market the magazine.

Single copies: Individual copies of the publication that are sold in kiosks, newsstands, etc.

UNIT 8

Column: A regular series of magazine articles often written by a particular author or based on a particular theme.

Departments: Features you want covered in each issue in a specified and identifiable format.

Editorial concept: The continuing, long-range idea to be expressed as specific kinds of content or topics.

Feature: A special or prominent article in a magazine.

Illustration: A picture or diagram that helps make an idea clear or attractive.

UNIT 9

Acquisition cost: The total financial cost spent over a period of time to acquire or successfully obtain a new customer. It is the sum of all costs spent on a defined audience of potential customers divided by the final number of actual customers.

Billing insert: A small printed marketing flyer or card that is inserted in the bills or invoices sent out by the magazine to its subscribers.

Circulation: The various people who receive a particular issue of the publication (whether they pay for that issue or receive it free).

Circulation source: Any method used to obtain subscribers or readers of the publication.

Cover price: The price to purchase one copy of the publication.

Distribution: The method used to deliver the publication to readers or re-sellers.

Marketing piece: Any printed brochure, card or package that presents an offer to receive the publication.

Premium: A gift offered to readers to entice them to become subscribers, renew their subscriptions or extend their subscriptions.

Promotion: Any marketing effort.

Readers: All people who actually read a particular issue of the publication.

Renewal: Any printed material (ex: card, letter) that encourages subscribers to pay for another period of the publication.

Renewal rate: The percentage of subscribers who decide to renew their subscriptions. Calculated by dividing the final number of renewing subscribers by the original number of subscribers.

Response device: A card or page that potential subscribers return to indicate their interest in receiving a subscription to the publication.

Soft Offer: An offer on a subscription promotion that allows new subscribers to receive a trial issue of the publication without having to include payment until they decide they like the magazine.

Subscribers: People who pay in advance to receive a specific number of issues of the publication.

UNIT 10

Agent: A person who represents another person or company, often for a financial fee. An example of an agent is someone who agrees to sell copies of a magazine to bookshops in exchange for a commission on every sale.

Commission: The payment of an agreed percentage of the total price of the publication.

Customer service: The process of addressing customer or reader problems that result in a satisfied and informed customer.

Distributor or wholesaler: A person or company that purchases copies of the publication and then resells them to bookshops or other stores.

Field: A specific category of information recorded in a computer database. Each field may contain many different entries of information, but all entries are of the exact same category or type. Examples of database fields are: "first name," "last name," or "address."

Fulfillment: The process and systems that maintain customer records, produce issue labels, and solve customer problems.

Promotion code: A code you assign to a promotion effort which makes it possible for you to track results.

UNIT 11

Bind-in cards: Small cards that are attached inside a magazine, newspaper or newsletter usually by the binding of the publication. They are printed with marketing information that encourages new readers to subscribe or that sells other products or services.

Blow-in cards: A small card loosely inserted in the publication either by hand or by machine.

CMYK ink process: The four basic ink colors of the offset color printing process (cyan, magenta, yellow, black) that when combined can produce any shade of color.

Coated paper: A type of paper with a thin coat of clay which produces a smooth surface for high-quality graphics or color image reproductions.

Frequency: The number of times each year a publication is produced.

PMS Ink: Pre-mixed ink colors that follow the Pantone Matching System formulas and color samples.

Printer bid or quote: An estimate by the printer of how much an issue of the publication will cost to print.

Production: The process of making each issue of the publication, including editing, design, printing, marketing, and distribution.

Run charge: The amount of money charged by the printer to print a quantity of the publication (usually charged in hundred or thousand increments).

Set-up charge: The amount of money charged by the printer to get the press ready for printing.

Signature: A printed section of the publication, usually a larger sheet that contains eight, 16 or 32 printed pages.

Spread: A design or article that extends across the two pages of a magazine that face each other.

UNIT 12

Advertising: Information about other products or services printed in your publication in order to encourage the purchase of that product or service by the readers.

Advertising guidelines: A written statement of the principles and acceptable standards of advertisements that can be included in the publication.

Media kit: A collection of all information about advertising in the publication (rate card, advertising guidelines, sample copy of the publication, etc.), usually sent to potential advertisers.

Niche market: Any specific market that has a narrow focus, such as the markets of "pastors," "book publishing companies," etc.

"Rack" rates: The standard quoted and written rate at which advertising is charged. Actual advertising rates may vary from rack rates if the advertising staff choose to charge a price different from the standard.

Rate card: A written list of the type, size, and cost of advertisements that are acceptable in the publication.

Response device: Any printed form of coupon, card, or paper that allows people to respond to a marketing piece or advertisement by writing out their name and address and sending the form back to the company.

"Run an ad": To print an advertisement in a specific issue of the publication.

Wrap: A second cover on the publication, usually containing advertising.

UNIT 13

Business plan: A written plan for a publication that includes information about its purpose, editorial description, creative description, marketing plans, advertising plans and policies, financial budgets, etc.

Color palette: The selection of colors or hues that will be used exclusively or regularly in the magazine.

Consumer publisher: A publishing company that produces products for individual consumers or people.

Controlled circulation: A publication that is given away free of charge and is funded by advertising sales.

Direct sales: Sale of a product or service directly to the final customer.

Font: In typesetting, a particular style of letters or numbers.

In-room copy: Marketing pieces left in the rooms of a conference center for guests.

Package insert: A small printed marketing flyer or card that is inserted in the boxes or packages sent out by a book publisher.

Positioning: How the publication compares to other publications and its unique qualities.

Trade publisher: A publishing company that produces products primarily for other businesses, churches or companies.

Typography: The style and arrangement of the headline and subhead letters on a page.

Universe: The total number of people who fit your target audience, whether they are subscribers or not.

Recommended Resources for Further Study

www.magazinetraining.com

www.foliomag.com

www.magazinelaunch.com

www.canyonmedia.us/publishing_resources

www.pubexec.com

www.magazinepublisher.com/startup

www.yudu.com

The Best Ideas I Learned From Each Unit

Unit 1: Biblical basis of publishing _____

Unit 2: Understanding the seven phases of a publication's life cycle _____

Unit 3: Business strategy _____

Unit 4: Working with people _____

Unit 5: Research _____

Unit 6: Generating income _____

Unit 7: Financial management _____

Unit 8: Crafting the editorial product _____

Unit 9: Finding readers _____

Unit 10: Distribution & fulfillment _____

Unit 11: Production _____

Unit 12: Advertising _____

Unit 13: Magazine business plan _____

Questions I Still Have About This Subject

Unit 1: Biblical basis of publishing _____

Unit 2: Understanding the seven phases of a publication's life cycle _____

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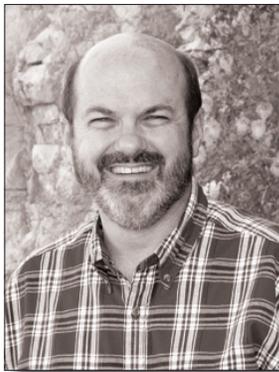
Unit 13: Magazine business plan _____

ABOUT THE AUTHORS



KENT WILSON

The late Dr. Kent Wilson was an executive director with Vistage International and president of Nonprofit Leadership Exchange, a position he took after serving for 13 years as executive publisher of NavPress. At NavPress, Kent oversaw the overall operation of the Christian publisher with its three divisions: NavPress books, the Bible division, and the Periodicals Group. Before accepting the position as executive publisher, he served as circulation director for the *Discipleship Journal* and then as associate publisher for the magazine group, which included *Discipleship Journal* and *Pray!* A graduate of Stanford University with degrees in electrical engineering design and psychology, he later studied for the ministry at Denver Seminary, pastoring a church in the Denver, Colorado, area for seven years. He was also a member of the board of the Colorado Rockies Bible Camp and Conference and was chairman of the board of Magazine Training International. He taught MTI publishing business courses in Russia, Ukraine, Hungary, Slovakia, Bulgaria, Hong Kong, and the United States.



DAVE WILSON

Dave Wilson is former director of operations for NavPress Periodicals in Colorado Springs, Colorado, where he worked in all aspects of circulation development and advertising sales/management. His responsibilities included managing all phases of the production process—from prepress to printing—for *Discipleship Journal* and *Pray!* magazines, developing directly-related spin-off products for the Periodicals Group and overseeing business relationships with distributors. He was also involved in the Web development and marketing strategy for the NavPress Books and Periodicals divisions. Dave is a graduate of John Brown University with a degree in business administration and a minor in biblical studies. He has taught MTI publishing business courses in Hungary, Ukraine, and Slovakia. He is currently working in China with a microenterprise and economic development team.

ABOUT THE PUBLISHER

Magazine Training International (MTI) endeavors to encourage, strengthen, and provide resources to Christian magazine staff as they seek to build the church and reach their societies for Christ. MTI's goal is to equip publishing professionals and develop leaders who can strengthen Christian magazine publishing in their regions and around the world.

MTI has been active in Eastern Europe since 1989, in the countries of the former Soviet Union since 1996, and in Asia since 2000, providing consulting help and organizing some 60 conferences on every facet of publishing.

Since the program began, some 70 experienced publishing professionals from the U.S., Latin America, Asia, Western Europe, and Eastern Europe have taught at MTI conferences in Russia, Ukraine, Belarus, Romania, Poland, Hungary, Bulgaria, Albania, Croatia, Hong Kong, Czech Republic, Malaysia, Slovakia, Korea, Austria, Philippines, India, and the United States. Over a thousand staff members of more than 400 Christian magazines from more than 50 countries have undergone training at one or more conferences. MTI programs include:

Specialized training seminars and courses

Seminars and courses deal in-depth with specialized subjects, including magazine design, magazine business and management, desktop publishing, magazine editing, magazine article writing, and photography. Occasionally, MTI organizes conferences for magazines with similar audiences or purposes.

Publishing curriculum

Because less-experienced publishers usually don't have the resources necessary to train their own staff, MTI has produced training manuals, an audio course, and two DVD courses, which may be used by publishers to train staff or to hold local, national, or regional workshops and seminars.

Informative Web site

An informative Web site offers directories of Christian magazines in various regions of the world and information about training opportunities available from a number of sources. A large section of the Web site contains samples of publishing resources related to circulation, advertising, editorial, design, research, and management. The Web site address is: www.magazinetraining.com.

Individual consulting

Individual consulting with magazines on-site or in other countries is provided by experienced magazine professionals from around the world, normally in conjunction with an MTI seminar. Consulting is also provided at the MTI headquarters.

Train publishers to become trainers

Potential trainers are identified and prepared to serve as trainers. Trainers receive on-the-job training in conferences and are deployed in their own and other countries. All trainers are publishing professionals and serve as trainers on a volunteer basis.

For more information: www.magazinetraining.com