

INTRODUCTION TO MAGAZINE MANAGEMENT



LAUNCH AND PUBLISH A SUCCESSFUL CHRISTIAN MAGAZINE

Edited by Sharon Mumper

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CHRISTIAN MAGAZINE**

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Introduction to Magazine Management

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Magazine Training International (MTI) is a nonprofit organization which provides training and resources to Christians in magazine publishing in less-resourced areas of the world. You may contact MTI through our website at www.magazinetraining.com.

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FOREWORD

This book is based on seven newly-revised, expanded, and rewritten chapters from "The Business of Magazine Publishing" manual and one entirely new chapter on digital publishing. The original manual is used in connection with courses taught by Magazine Training International (MTI) around the world.

This book is a subset of three separate publishing topics which together form "Introduction to Magazine Publishing," a textbook developed to be used in conjunction with a course which has been taught onsite in Africa and is now available as an online course.

MTI's mission is to provide training resources to Christians in publishing in less-resourced areas of the world as they seek to build the church and reach their societies for Christ. Our purpose is to strengthen and support the Christian magazine publishing industry in as many countries as possible.

MTI organized more than 70 workshops and conferences onsite in some two dozen countries between 1989 and 2022, and began offering courses on magazine writing, editing, business, and design in 1997. MTI began offering online courses and workshops in 2013 and since then has offered more than 20 online courses and more than 60 online workshops.

"The Business of Magazine Publishing," "Editing the Magazine," and "Design for Magazines" course manuals are available in a variety of languages, including Chinese, Spanish, Croatian, Russian, Malayalam, Romanian, Korean, Bulgarian, French, and English. None of the manuals is available in all the languages.

The "Introduction to Magazine Publishing" book is available in English and French.

MTI offers online courses and workshops and has more than 100 print and video resources for publishers on an information-packed website at <https://www.magazinettraining.com>.

THE BUSINESS OF MAGAZINE PUBLISHING

Your magazine is your ministry. So why should you be concerned about business? What does marketing, promotion, budgeting, and business plans have to do with operating a Christian ministry? In short—everything!

Jesus warned about those who begin a project without counting the cost to see whether they have the resources to be successful (Luke 14:28-30).

It is possible to have a high-quality, well-designed, expertly-edited magazine with good writers—and still to fail! A knowledge of good business principles will not guarantee success. But, failure to apply good business principles almost always guarantees failure—or at least a day-to-day struggle for survival.

You can use business tools to make prayerful, realistic projections for increased outreach and effective ministry.

As a Christian in the business of magazine publishing, you will distinguish your ministry and yourself as you use biblical business ethics. This means commitment to righteous behavior, keeping your personal and business dealings honest, fair, pure, and kind. You will treat others with respect, whether staff, vendors, printers, or other business associates.

Most of all, you will consider yourself a steward, rather than an owner, faithfully administering the resources God has given you.

1

INTRODUCTION TO MAGAZINE PUBLISHING

IN THIS CHAPTER:

WHAT MAKES A MAGAZINE SUCCESSFUL

WHAT MAKES A MAGAZINE SUCCESSFUL

You have a great idea for a magazine. You know people will want to read about your topic. Isn't that all you need?

The idea and the audience are critical to the success of a magazine. But it's not all you need. The idea is conveyed in carefully-crafted words in beautifully-edited articles in an esthetically-pleasing publication successfully distributed to a skillfully-sought out audience. That is the goal. But how is it achieved? It does not happen without careful preparation and attention to the entire publishing process, including editing, design, and business.

The editor puts the idea into words, selecting and editing articles, conveying the message throughout the entire magazine in articles, editorials, and departments. But a publication simply filled with words will not attract readers.

The designer takes the words and organizes them into columns, adds graphic elements to help convey the message, and produces an appealing magazine that draws and holds the attention of readers.

But where do the readers come from and how will they find the magazine? That is the responsibility of the publisher, who must first locate the readers, find ways to get the publication to them, and keep the publication on a secure financial footing.

So although the idea is essential, without attention to the roles of editor, designer, and publisher, it will not succeed. In this book you will read about some of the key responsibilities of the editor, designer, and publisher. This is simply an overview and is not intended as a thorough examination of each function.

However, it is an introduction to everything the prospective or current publisher or editor needs to know to publish a successful magazine. Those who work with major publishers may be able to specialize in one area or another. But, most small publishers must have a working knowledge of the entire publishing process. You ignore any one of these functions at your peril.

This book starts with the responsibilities of the publisher or business manager, then examines the role of the editor, and finally the job of the designer. Be sure to check the extensive glossary at the end for any unfamiliar terms.

So what about your great idea? Carefully consider all of these responsibilities and draw people around you who are able to learn about each of the functions and implement them. With attention to editing, design, and business, you can successfully publish a magazine.

2

THE PUBLISHING MODEL

IN THIS CHAPTER:

FOUR KEY QUESTIONS

THE FOUR PILLARS

You have a great idea for a magazine. How do you begin? Or you are publishing a magazine that has lost focus and readership. Now what? It's time to create a publishing business model. Creating a viable business model is the first and perhaps the biggest obstacle publishers face. You have a vision for your publication, but you must build your business model around the intended readers and their needs. Don't be alarmed. This can be accomplished without compromising your mission. Before you begin, consider four key questions.

FOUR KEY QUESTIONS

The first concerns your reader. Without readers you have no publication. So think about exactly who you want to reach. In other words, who is your primary target audience?

Secondly, have you thoughtfully considered your purpose for publishing? What exactly do you want to achieve?

The answer to the third question will help you keep on track. How you will measure success? How will you know if you have accomplished your purpose?

Lastly, do you know what kinds of content or type of spiritual ministry your target audience really wants from your publication?

It's unlikely that you will know the answers to these questions without doing some research and thoughtful planning. Don't overlook this key foundation for building a sound business model for your magazine.

FOUR PILLARS OF A BUSINESS MODEL

A serious business model rests on four pillars, incorporating your mission, target audience, revenue sources, and distribution model. Each of these pillars will be discussed in detail in the next six chapters. Here are the pillars in brief.

Brand concept and development

A publication's mission is summed up in a brief mission statement describing the type of publication, for whom it is published, and how the audience will benefit from the it. In addition, your publication should have a unique value proposition, the description of the innovations or features intended to make it attractive to readers. Can you explain what will attract readers to your publication?

The competitive analysis describes how your publication compares to others in the market. You need to know what else your audience is reading and why they read.

Will your publication stand alone or will it be possible for you to develop brand extensions, branches off your main publication? Think about whether you can repurpose content or print-related products, such as calendars or devotionals. You have immediate objectives for your publication, but it isn't too early to develop long-term vision and goals. Think about what other products and services could serve your readers.

Target audience and potential reach

You need to consider your target audience. Is it large enough to support a magazine like yours? What are the demographics of your

audience? What is your potential to access the audience and how much of the audience do you estimate you can capture as readers?

Finance and revenue sources

You will need startup funds initially, and you will need to finance the magazine on an ongoing basis. Find out who might be willing to invest financially, how much money they can make available, and on what terms. Plan to develop multiple sources of revenue. These may include subscription sales, bulk sales, advertising sales, donations, events, books and e-books, sale of research data that you collect on your audience, and membership dues if you build an organization or community around your publication.

Distribution strategies

It isn't enough to produce a quality publication. You must also have a strategy for distribution. This involves both marketing the publication and deciding on a distribution channel which will work for you. Research in advance the various opportunities for finding readers and getting the publication to them. Your distribution strategy should incorporate a variety of possibilities. Don't depend on one model alone. *(See chapter five for more details.)*

Passion is great, but it's not enough. Don't let your passion for your publication cloud your objectivity. Don't skimp on due diligence and a well-defined business model.

YOUR TURN

1. Write a mission statement for your publication, including the purpose of your magazine, your audience, and how your audience will benefit from reading your publication.
2. Write a brief value proposition, stating the unique features of your publication which will make it attractive to readers.
3. Write a brief competitive analysis, describing how your publication compares to others in the market that your audience may be reading.

3

FINDING READERS IN PRINT AND ONLINE

IN THIS CHAPTER:

- KNOW YOUR AUDIENCE
- TAILOR YOUR CONTENT
- DEFINE YOUR CIRCULATION
BUSINESS MODEL
- THE CIRCULATION LIFE CYCLE
- BUILD YOUR AUDIENCE
- SUBSCRIPTION RENEWALS
- CIRCULATION PRINCIPLES
- FIND PAID SUBSCRIPTIONS
- TRY TO ACHIEVE THE BEST ROI
- YOUR WEBSITE: AN EFFECTIVE
MARKETING TOOL

You have a magazine and now you need readers. Where are they going to come from? In this chapter, you will learn how to identify a target audience, define a business model for your magazine, and grow your circulation. But first, some definitions will help to explain the words used in this chapter. The first three terms are sometimes used interchangeably. However, each word has a unique definition.

Audience: The persons reached by a magazine, website, newsletter, or other publication. *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.

KNOW YOUR AUDIENCE

You must identify your target audience in order to establish a strong foothold in the marketplace. Who is your target audience? These are the readers you want to attract and serve. Isolate what types or

groups of people your publication would interest. Think about other publications and websites your audience reads. What will be different about your publication? Why would the audience read your brand?

Before you begin to develop your circulation business model, you must be able to answer the following questions: Who is your primary audience? Is your print audience different from your online audience? Who is your competitor? How is your publication different from theirs?

TAILOR YOUR CONTENT

The content you publish is the value of your brand and you succeed when it resonates with your audience. This means your topics cannot be too general in nature or presented in a way that is not relevant to your audience. The goal is to publish material that encourages engagement and changes lives. You want your content to deliver on your ministry and business objectives. For example, an article can be tailored and presented differently based on an audience's age, maturity as a believer, geography, and so forth. Present your content through the lens that applies best to your readers.

DEFINE YOUR CIRCULATION BUSINESS MODEL

The chief purpose of circulation is to determine how you will find the readers you want to target and serve. How easy is it to access the readers you want to attract? Do you want to offer your publication freely or do you want to charge for it? Or, you may decide to charge for the publication, but provide it at no cost to certain groups within your intended audience.

Charging for the publication can provide much needed revenue to help support your publishing endeavor. But it is important to understand that you must continually invest money to bring in subscription revenue through marketing efforts. And if you charge for the publication, it is likely to reduce the potential size of your audience, since some readers will not want to pay or may not be able to pay for a subscription.

THE CIRCULATION LIFE CYCLE

Building circulation doesn't stop when you receive a subscription. As the following diagram illustrates, you must constantly promote to your readers through four stages of the circulation life cycle.

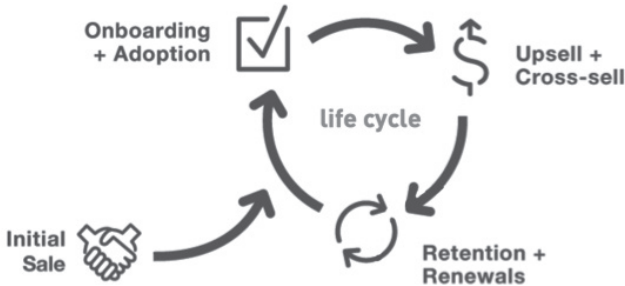
New reader: This is the initial sale.

Onboarding and adoption: You welcome and thank them for subscribing or choosing to read your publication. Remind them of the benefits they receive from reading it.

Upsell and cross-sell: Offer them the opportunity to purchase other products, take webinars, or attend events.

Retention and renewals: Ask them to continue to subscribe, using a series of three or more efforts as they near the end of their original subscription.

The circulation life cycle



BUILD YOUR AUDIENCE

You can build and maintain the audience for your print or online publication through both offline and online advertising promotion. It is important to create a circulation promotion plan to attract readers. Examine the potential of a variety of sources as you develop your promotion plan to attract new subscribers and renew existing ones. Here are some possible sources.

Church distribution

You may be able to sell or distribute the publication through local churches. This might be church book tables, magazine racks or holders located on the church property, or through church-operated bookstores. Denominational publications often are best sold or distributed through member churches.

In-publication promotions

Enclose cards or other printed promotions in the publication. Examples include loose or bound-in insert cards, order forms printed in the publication, outer wraps, and inserted envelopes.

Book table sales

Consider installing a book table at concerts, festivals, special events, or anywhere you can set up a table to sell or distribute copies of your publication. Ask staff members or volunteers to organize and operate the table.

Conference distribution

Is there a conference that attracts people similar to your readership? This could be an opportunity to introduce new, potential subscribers to your magazine. Ask if you can sell or distribute copies of your magazine at the event.

Brochures, pamphlets, direct mail, email

Hand out brochures or other printed materials at events or at churches. Or, include brochures in a direct mail campaign sent via the regular post. Digital versions of your printed materials may be sent via email or WhatsApp.

Gift subscriptions

Your subscribers may want to purchase copies or subscriptions to give as gifts to their friends or family members. Many publishers promote gift subscriptions with special pricing, such as: "Give one gift at full price and a second one at half price." Gift subscription promotions can be successful, especially at Christmas. However, please note that gift subscriptions require extra effort to manage.

Referrals

The friends, family members, or colleagues of your current readers

may be potential new readers for your magazine. Referrals are the names of these future readers obtained either at no charge or in exchange for a small gift to your current reader.

Group (or bulk) subscriptions

You will increase your reach when you sell multiple copies to be distributed to a single location. Consider offering group subscriptions to churches, college groups, businesses, and academic institutions.

Single copy sales

Sell copies through registered retail sellers, such as kiosks, newsstands, bookstores, or church-operated book tables.

Joint promotions

Place your brochure in someone else's mailing or publication. This arrangement might even be bartered for an ad in your publication.

Digital marketing

Digital marketing pieces include email, search ads, social media, display ads, website, mobile app, etc. You might include a subscription offer at the end of an article, in an e-newsletter, or in a text link in a footer. Try to capture an email address for every subscriber.

SUBSCRIPTION RENEWALS: THE KEY TO SURVIVAL

Renewing existing customers (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. And you may be able to sell an extended subscription renewal in order to gain an additional year or two.

Develop a plan for selling renewals. Start sending renewal notices long before the subscription expires. Send out as many notices as are cost-effective. The copy and format should vary with each renewal effort.

If your country allows for "automatic renewal" you may simply mail invoices instead of standard renewal letters.

Sample renewal schedule

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

CIRCULATION PRINCIPLES

Develop a variety of circulation sources. You should not rely on one method alone. The greater the variety of sources, the more stable your publication will be. 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. Realize, though, that every source will have a natural limit on the number of readers that can come from that source.

Be aware that circulation sources usually change over time for a variety of reasons. The following chart shows typical changes from one year to the next for a sample publication.

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%

Build circulation with the most profitable sources first

Regularly calculate the profitability of each source. Start with the actual income generated from selling that issue or subscription. Subtract the total cost spent to acquire a reader. The total cost includes printed materials, labor, commissions, etc. Also subtract the per copy direct magazine costs, including paper, printing, writers' fees, shipping, etc. Finally, add the future income potential from selling future issues of the publication to the same reader. The following chart compares the income derived from subscriptions versus single copy sales for a sample publication.

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

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
Total 4-year Net Profit	\$16.50			
<ul style="list-style-type: none"> • One-year subscription \$10.00 • Cost of magazine \$0.50 per copy • 6 issues per year • Acquisition cost: Year 1 – expensive, Years 2 - 4 – 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
Total 4-year Net Profit	\$11.20			

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

FIND PAID SUBSCRIPTIONS

Subscriptions are usually the “life blood” of profitable and stable magazines. It normally costs more to sell the first subscription to a reader than it costs to sell individual copies. However, you make up the money on the renewals.

It may not be easy to sell readers on the benefit of purchasing a subscription. This is especially true if they are accustomed to buying single copies. They will pay for a subscription only when they see a benefit, such as predictable delivery, lower cost, or a special prize.

However, do not sell subscriptions unless you are ready to manage them with a proper fulfillment system. Before you start selling subscriptions you need to be sure you will be able to produce future issues reliably and on a regular schedule. An adequate fulfillment system is needed to be able to meet these requirements. (See chapter four.) You will also need a functioning financial system before you start, so that the money you receive for subscriptions is properly handled.

If possible, sell subscriptions that 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.

Pricing strategies for single copies and subscriptions

How much should you charge for your publication? Begin your calculation by studying the newsstand and subscription costs of existing secular and Christian magazines. Your price should match as closely as possible what people are already used to paying for comparable magazines.

Determine your subscription pricing before you decide on your single copy price. Ideally, the subscription price should cover at least direct costs, shipping, and a percentage of indirect and promotional costs. Include an estimate for inflation. The basic subscription period is

usually for one year. The price for all other periods are derived from the one-year price.

Next, determine your single copy cover price. This price should be higher than the equivalent per copy price of a one-year subscription, but still comparable to prices charged by similar magazines.

The price of bulk subscriptions should be set last. The price should be lower than the regular subscription price since the expense of serving a bulk subscriber is less than you would incur in promoting and shipping to the same number of individual subscribers.

TRY TO ACHIEVE THE BEST ROI

Concentrate on promotional efforts 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. The following chart compares the response to a variety of subscription offers made by a sample magazine.

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 \$10 invoice. If not, I am under no obligation.”	5%	40%	2%
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%

(For illustration only. Response rates will differ for each magazine.)

Keep testing new marketing ideas every year.

As you test new marketing ideas you will find more efficient ways to get new subscribers. Experiment with offering different prices, a variety of gifts or subscriber incentives, and the number of issues included in the subscription. You can also test different audiences or lists. Make changes to the promotion piece to see if a different design is more effective. You may also test different circulation sources.

Remember to put different promotion codes on each test group so that you can track response rates separately. Always keep mailing a control package (the original package) along with the test packages until a test package shows a better response than the original package.

Example of a test mailing (3000 pieces)

Mailing lists	Control	Test #1	Test #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)

YOUR WEBSITE: AN EFFECTIVE MARKETING TOOL

Keep your website current. Update content daily or several times a week. Ask subscribers and visitors to your website for their email address. Then, use the email address to notify them when special content is posted or to promote offers for subscriptions and products. Also, link your site to other appropriate sites whose content will interest your audience. Make sure the sites to which you link are aligned with your mission and content.

Some of the examples shown in this chapter may not apply to you and your situation, especially if you have a small, low-cost magazine or if you are publishing for a very small market. However, the principles apply to any magazine in any setting. It is up to you to consider your own context and to think creatively. For example, there are probably other sources of subscribers unique to your own situation which you could add to the list.

The graphs shown in this chapter demonstrate careful analysis of marketing efforts, rather than hit or miss attempts at publicizing a magazine. Don't be discouraged if you can't do a 3,000 piece test mailing. Consider how you can use similar graphs to analyze your own promotional efforts and begin a carefully-thought-out plan to gain readers for your magazine.

SAMPLE ANALYSIS OF 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	<u>(30)</u>
-------------------------	-------------

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	<u>(15)</u>
-------------------------	-------------

Net profit year two	\$35
---------------------	------

YOUR TURN

1. Does your magazine sell subscriptions? If not, consider whether you can fulfill the obligations and requirements listed in this chapter in order to begin to offer subscriptions.
2. Look at the list of potential sources of subscribers and pick two or three which you have not tried. Then decide how you will test and evaluate each in the next year.
3. Do you know how subscriptions are renewed in your country? Determine the best renewal plan for your publication and make a chart listing each renewal effort, offer, and schedule.

4

DISTRIBUTION AND FULFILLMENT

IN THIS CHAPTER:

CIRCULATION AND AUDIENCE

CUSTOMER SERVICE AND FULFILLMENT

DISTRIBUTION PRINCIPLES

Congratulations! You have a magazine and readers. Now what do you do? How do you handle your new customers? This chapter will introduce you to the world of fulfillment and give you the tools you need to deal with subscription orders and keep your new customers happy. But first, here are some important definitions of words that will appear in this chapter.

Circulation: A magazine's circulation is the average number of copies (paid or free) distributed per issue.

Distribution: This is the act or process of supplying goods to individuals, stores, and other businesses that sell the goods or give them free to consumers. This may include subscribers, kiosks, the press, advertisers, public places, hotels, and the like.

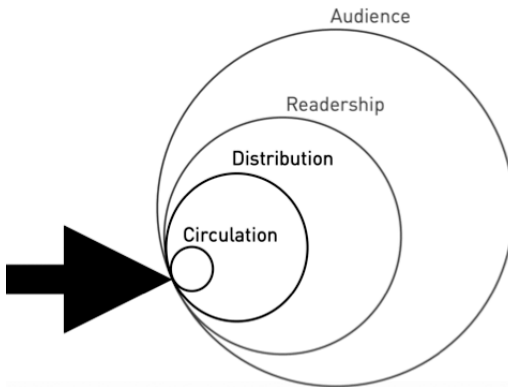
Readership: The group of people who read a particular magazine or website is the readership.

Audience: These are the people for whom a magazine, newspaper, podcast, website, conferences, etc., are produced.

Fulfillment: The process involved in delivering a product (such as a publication) to a customer.

CIRCULATION AND AUDIENCE

The following illustration demonstrates the relationship between circulation and audience. You determine who will receive your publication and then you distribute it through various channels. These intended recipients represent your magazine's circulation. However, many of these people will pass your publication on to others who also read it. Those readers together with the intended recipients represent the readership. So, the readership is those people who choose to read the publication. The audience is the number of readers.



CUSTOMER SERVICE AND FULFILLMENT

Fulfillment is the process and systems involved in maintaining customer records. This may include producing mailing labels for individual and bulk subscriptions, producing email lists for publications delivered via email, and handling renewals. It also includes systems for properly handling income from subscribers.

Customer service is the process of addressing subscriber questions and problems in a way that results in satisfied and informed customers.

Provide excellent customer service

The customer is not always right, but as far as they are concerned, they are never wrong. Your goal is to solve customer problems without making them feel guilty. Treat the customer the way you would like to be treated. For example, take time to listen. 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.

Everyone is responsible for customer service. That means every member of your staff should have the authority to take care of customer problems.

Maintain effective fulfillment systems

A fulfillment system maintains customer subscription records including payment and expiration dates. The system produces mailing labels for subscriber copies and renewal notices. It manages the proper accounting of subscriber money and records any customer service problems. An effective fulfillment system must also properly handle different types of subscriptions.

Accurate recordkeeping is required to handle your customer records. You need a reliable system for maintaining customer account information. Your fulfillment system should include:

- Name, address, and email
- Subscription payment information
- Expiration date
- Type of subscription (regular, multi-copy, gift, free)
- Number of copies
- Promotion code
- Gift donor name and address
- Last renewal effort sent
- Last invoice sent
- Last issue sent

Other possible fields include:

- Age (provide birthday offer)
- Gender (based on voice or name)
- Kids (provide kids offer)
- Income (based on address)
- Profession (ask in a questionnaire)
- Other purchase history (your database)
- Likes and dislikes (ask in a questionnaire)

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

One staff member should be assigned specifically to manage the fulfillment system and respond to customer problems quickly. Remember to always print a reasonable quantity of extra copies of every issue so that this staff member can quickly take care of customers' complaints about missing or damaged issues.

DISTRIBUTION PRINCIPLES

Distribution is the method used to deliver the magazine to readers or resellers. Every publication should develop multiple distribution methods. As far as the customer is concerned, you are responsible for the magazine's delivery in a timely, undamaged, and consistent manner no matter how it is actually delivered. One staff member should be assigned to manage and track distribution of the publication.

Distribution methods

Distributing the publication may be one of the most difficult challenges you face. If the postal system in your country is reliable, you can mail your issues to post office boxes or home addresses. It is advisable to make friends with the postal officials and treat them with respect in order to receive the best possible service. Exchange ideas with other publishers on how to save money on postal delivery or how to overcome postal delivery problems.

Distributors, either an individual person or a company, deliver your publication to retail sellers. Distributors require a commission for their service.

Church distribution is possible when you make agreements with local churches to receive multiple copies of your publication. The church then distributes the copies to members.

You may find it possible to print your publication in another country and have it mailed directly to your customers from the printer. If you wish to serve subscribers in other countries, but have no secure way of distribution from your country, printing and distributing from a third country might be the answer.

Electronic distribution uses the Internet for delivery. It is used for e-newsletters, digital magazines, or content posted on websites.

One of the most time intensive but effective methods of delivery is by hand. You may find it necessary to do some brainstorming with colleagues in order to find a method of delivery that works well for your publication.

YOUR TURN

1. Discover the methods of distribution magazines are using in your country. Could one or more of these methods work for your magazine?
2. Many magazines buy fulfillment systems which must be adapted to fit their unique needs. Find out what magazine subscription fulfillment systems might be available for purchase in your country. Are the magazines currently using the system satisfied?
3. Is your magazine already using a fulfillment system? If you have subscribers, is the system equipped to handle the challenges of fulfillment? List the changes you need to make in order to provide quality customer service and adequate recordkeeping.

5

PRODUCTION MANAGEMENT

IN THIS CHAPTER:

BASIC PRODUCTION DECISIONS

PRODUCTION IDEAS TO SAVE MONEY

THE OFFSET PRINTING PROCESS

THE MAGAZINE PRODUCTION CYCLE

You have your concept and mission statement. Now you have to consider how you will produce it. How big should the magazine be? How many colors? How often should you produce it? What kind of paper will you use? Will this be a newsletter or a full-color magazine printed on fine paper? These are important decisions that affect not only the content of the publication and the expectations of the audience, but the cost. They could mean the difference between success and failure.

How knowledgeable are you? Test yourself as you decide which of the following statements are true and which are 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.

BASIC PRODUCTION DECISIONS

In fact, all of the statements are false. In the rest of this chapter you will learn how production decisions are made and why the statements above are wrong.

Publication frequency: How often is best?

Different frequencies are proper for different magazines. For example, think about all the various kinds of publications produced in your country and around the world. Frequencies vary significantly, from a couple of times a year to daily.

The right frequency for a print or digital publication is based on a number of factors, including the availability of quality editorial content, how often your staff can consistently produce a quality publication, the willingness and ability of readers to pay for each issue, and your ability to fund in advance the creation of each issue.

Based on these factors, what is the best frequency for your magazine? If you had to save money, would you be able to lower the frequency and still have a quality product? It is better to produce a quality publication on a consistent basis than to increase frequency and miss deadlines or reduce quality.

Publication color: How many colors should you use?

Different color decisions are proper for different magazines. For example, think about the variety of publications produced in your country and around the world. Color decisions vary significantly.

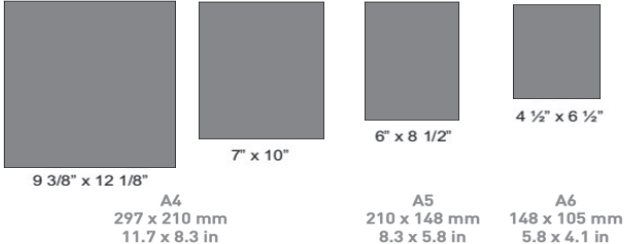
The effective use of color in a publication is based on the expectations of your audience and what they are willing to pay for. For example, the expectations of children will be different than those of pastors. Also, the type of editorial content is a factor. News publications typically use less color than a magazine with highly visual content. How the publication is distributed also affects color usage decisions. For example, is the publication distributed in a kiosk or at a church? Is it a print or digital magazine? The amount readers are asked to pay for the publication should be considered as well. Is distribution free or paid?

Be careful not to overuse color. It is 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.

Based on these factors, are you using color economically for your magazine? If you had to save money, would you be able to use less color and still have a quality product?

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

Different sizes are proper for different publications. Decisions about publication size are based on the same factors as decisions regarding frequency. What size do your readers expect from the kind of publication you produce? Can they pay for the extra cost if you use a non-standard page size? Your printer will not always mention if you are publishing a magazine size that doesn't fit the paper that works best on his presses. It pays to ask about paper size. If your page size is not a standard size, you may find you can save a significant amount of money by changing the magazine size just a small amount. If you had to save money, would you be able to reduce the size and still have a quality product?



It is better to produce a smaller publication with high-quality editorial and graphics than to produce a bigger one with inferior editorial and graphics. Don't add "filler" to make your publication bigger.

PRODUCTION IDEAS THAT CAN SAVE YOU MONEY

Both editors and designers need to be well acquainted with the production process in order to avoid costly mistakes. Design and editorial decisions should be made in the context of the production process. This does not have to result in loss of publication quality. It simply means decisions are made with awareness of the potential impact on the production process.

Your printer or digital partner

If you aren't familiar with the printing process, plan to visit a printer or digital vendor to learn how it all works. Most printers will be happy to show you their equipment and explain how it works. After all, you may be a potential client.

Which printer should you choose? First, you need to be sure they have the right equipment to handle your specific needs and your publication's specifications. (*See the sample printer questionnaire at the end of this chapter.*) Talk with several printers and compare not only the price they charge, but the extra services they provide, their ability to make deadlines, and the quality they provide. Printers sometimes make mistakes. Work with printers who correct their mistakes without consistently making excuses.

Printing is probably your largest expense. If possible, see if your printer would be willing to trade advertising space, design services, computer time, etc., for printing. In any case, insist on an itemized bill that separates charges for paper, ink, press-time, binding, and other expenses. (*See the sample printer invoice at the end of this chapter.*)

Paper (if you publish a physical magazine)

The choice of paper is an important decision. Know the various types of paper available from your printer. Ask to see actual samples before making a decision. 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. You don't want to select a paper that may suddenly go up in price, since you don't want to have to change paper stocks dramatically from one issue to the next.

Be careful of hidden costs such as paper shipping and printing waste. If your publication wouldn't suffer, consider mixing different paper stocks in the same publication to reduce costs.

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 will need thicker paper for the cover.

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. You will dilute the impact of the four-color editorial.

If you want to print in four-color, but can't afford it, consider printing in two PMS colors instead. If you choose the correct combinations of PMS colors, the combined effect can look much like four-color printing.

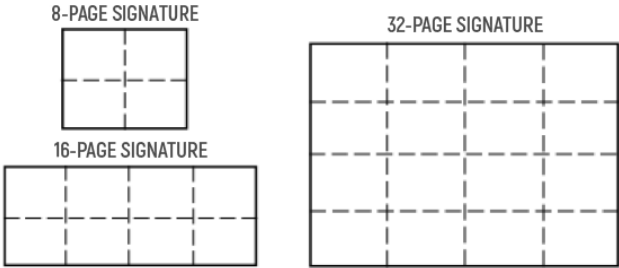
PMS Ink Combinations for a Two-Color Magazine

Text Color	Accent Color
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

Use of signatures (sections of the publication)

Find out if your printer has presses that can handle large sheets. Fewer, bigger sections are cheaper than many smaller sections. See the accompanying illustration.

If you use bind-ins, be aware that 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.



Other ways to save money on production

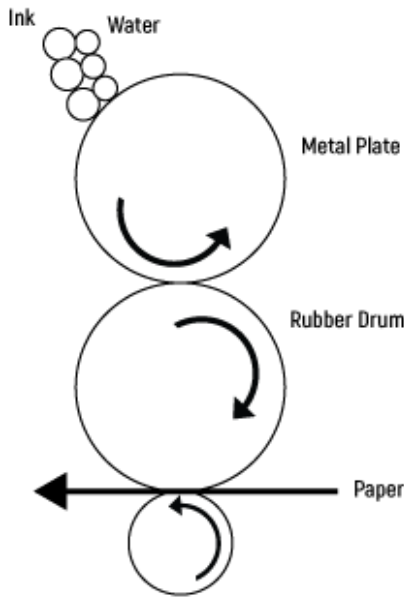
Occasionally, you may be able to use the same photos and illustrations multiple times in the same publication or in different issues.

If you need to print cards and inserts to be bound into or sent with the publication, you'll save money if you can print enough for several issues at the same time. Use the same design format 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. Sometimes only a small change can make a big difference in price.

THE OFFSET PRINTING PROCESS

Offset printing technology uses plates, usually made from aluminum, which transfer an image onto a rubber “blanket,” which then rolls the image onto a sheet of paper. It is called offset because the ink is not transferred directly onto the paper. Offset presses run pretty efficiently, so once they are set up, this printing is often the best choice when larger quantities are needed.



THE MAGAZINE PRODUCTION CYCLE

The stages of magazine production include:

Paper ordering: Usually the printer does this after you have signed a contract or simply agreed to a quote. In order to save money he may order enough paper for several issues.

Pre-press: Pages to be printed are prepared to be sent to the printer.

Distribution order form: Make a final decision as to exactly how many copies you will need and where they will be sent. You may send the printer a mailing list for distribution by the printer, or you may simply ask for the magazines to be delivered to you.

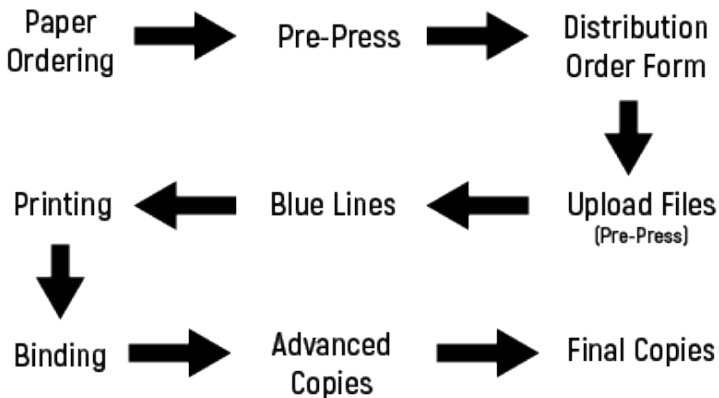
Upload files (pre-press): Upload the files electronically to the printer.

Blue lines: The printer produces and sends you a proof called a “blue line.” Or, if you are in a hurry you may go to his office to view the proofs. Or, your designer may want to be onsite to oversee the printing of the proofs and to approve the final proof.

Printing: Upon approval, the publication is printed and bound.

Advanced copies: A few copies are sent out to you immediately.

Final copies: All copies are distributed as indicated on your order. Some may be mailed or some shipped, depending on the final destination.



PRINTER QUESTIONNAIRE

(SHOULD ACCOMPANY YOUR BID SUBMISSION)

1. How can your production, pre-press, printing, binding and distribution processes improve our magazine and/or save the magazine money?
2. Can you accept electronic files? If yes, what formats and transmission methods do you prefer?
3. Can your bindery operation handle bind-in cards and pre-printed inserts? (If you plan to use bind-ins and pre-printed inserts.)
4. Briefly explain the mailing (lettershop) services you offer:
5. Do you have a full-line in-house film operation? If so, please give us an estimate of current film charges:
6. What type of labels do you require for efficient labeling of magazines? Please list specifications for all label formats you can accept:
7. Do you offer storage facilities for magazines and if yes, what are the charges?
8. Briefly explain how you handle the processing and distribution of supplemental magazine updates:
9. Do you offer prompt payment discounts (10 days)? If so, please clarify available terms:
10. Please provide current magazine client references (must include contact name, name of company, mailing address, phone number, and—if available—email address):

SAMPLE PRINTER INVOICE

(NOT A REAL INVOICE)

REALLY GOOD PRINTING COMPANY

Magazine and Book Printing

P.O. Box 123 Anytown, USA 12345

Telephone (456) 123-4567

Great Christian Magazine

777 Anystreet

Main City, USA 12345

3 September 2020

Customer No. 1234

Invoice No. 75432

17,100 copies – October 2020 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 each	\$ 800.00
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Bindery:

17,200 Saddle stitch 1-4 pockets	\$ 365.88
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Addressing/mailing:

10,457 Processing mail lists (7,000 copies and above)	\$ 208.20
257 Hand apply return address labels @ \$ 0.10 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 @ \$ 0.15 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
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Postage/Shipping:

Periodicals (see supporting postal forms)	\$ 2,306.06
Shipping (see supporting documentation)	\$ 610.30

INVOICE TOTAL

\$ 8,729.04

YOUR TURN

1. If you had to reduce the number of pages, frequency, or use of color in order to save money, which would you choose? Would your readers notice the difference?
2. Look back over the money-saving suggestions given in this lesson and check the top two or three ideas you can immediately apply. Consider the steps you need to take to begin to test out these ideas.

6

RESEARCH: KNOW YOUR READERS

IN THIS CHAPTER:

KEYS TO EFFECTIVE RESEARCH

TYPES OF RESEARCH

WRITE GOOD RESEARCH QUESTIONS

KNOW YOUR READERS

ANALYZING AND USING RESEARCH

HOW TO INCREASE RESPONSE RATES

Reader research is critical to the health of your magazine. It will help you define or redefine your audience, making it possible for your publisher to plan a magazine that better appeals to your audience. With the information gained by research your editor can adjust your content development strategy to meet the needs of your readers. The research is valuable to your advertising team, as well, since it is a source of unbiased data, which your current and prospective advertisers will respect.

KEYS TO EFFECTIVE RESEARCH

The two most important questions to consider when planning research are: What do you need to learn about your readers and how are you going to use that information? Other key principles relate to your preparation for research and how you conduct it.

Research should be actionable. Make clear research goals. Your objectives must be specific and clear-cut. Exactly what do you need to know? Are there questions to which you need answers? What data do you need to answer those questions? Know how you intend to use the information you collect. Are you planning to make changes to your publication's content, design, marketing, or advertising? Who do you need information from? Do you need to collect data from prospective readers, current readers, expired readers, advertisers, or other groups?

Ask the right questions. Good questions produce reliable results. Carefully consider your questions. Will they give you the information you need? Ask only the questions that will give you data you can use. Don't ask for information you can't act on.

Maintain a limited focus. Prioritize the information you want to collect in any one research project. Don't try to research everything you would like to know all at once.

Incentivize participants. Why should they take the time to join in your survey? Give them a reason to participate.

Let participants know the survey is confidential. Assure them that their personal information is safe. Individual respondents should never be identified in your reports. Let your research participants know that the information they provide will be presented in anonymous summaries.

Follow up. Make a commitment to evaluate and apply the results.

TYPES OF RESEARCH

You may choose from a variety of research methods. Each time you decide research is necessary, you must consider which method will best serve your purpose.

Written surveys

Written surveys or questionnaires are more quantitative, with a larger number of responses. Surveys may be included in your magazine or posted on your website. Be aware that the results may be skewed, since responders are self-selected. You can also mail or email written surveys to a specific list of responders. These results may be more

objective and accurate. Another option is to hand out surveys at conferences, concerts or other special events.

Focus groups

A focus group is a small group of readers or website visitors (eight to 12 people) who are asked their opinions by a group facilitator. Questions may include their feelings or ideas about article subjects, graphics, covers, and other topics related to your publication. Focus groups are more qualitative and require a smaller group of people.

The researcher should write out the focus group questions and ask them exactly as they are written. He should never give his own opinion or bias the group's answers. Record the focus group to listen to later. However, interpret the results cautiously because of the small number of participants involved. For this reason, it is a good idea to conduct a number of focus groups with the same questions for each group.

Secondary research

Secondary research relates to your publication or audience, but is conducted by others. This may include governmental research and reports, website analytics, and email performance data such as open rates. You may also use research reported in other magazines, denominational reports, library reference books, or on the Internet.

Interviews

You may ask individuals a limited number of questions live or over the telephone. Interview people at concerts, churches, special events, or any place your target audience gathers. As with focus groups, use caution with this method. Interviewers can easily bias the information by the way they listen to or report the information. Create a standard list of questions that every interviewer must use. Make sure to use simple, short-answer questions.

Informal research

This includes other low-cost ways to obtain information about your readers. For example, you can analyze the popularity of different issues of the magazine or website. Check the percentage of sales of newsstand copies, consider reader letters, and note clicks or page views. Another option is to simply talk to readers when you meet them.

Don't rely on just one type of research. Use a variety of research methods and compare the results. Every form of research has validity if interpreted and applied correctly and in context. The methods described fit into two broad research categories: qualitative and quantitative.

The two broad categories of research

Quantitative research	Qualitative research
Research that is based on a large sample size, tests many factors, is projectable, and defines data about readers.	Research that is based on a small sample size, provides in-depth information on a few factors, is not projectable, and defines readers' feelings or beliefs.
<p>Method:</p> <ul style="list-style-type: none"> • Mail survey • Email survey • Telephone interviews (large number) • In-magazine survey • Online (website) survey • Social media survey 	<p>Method:</p> <ul style="list-style-type: none"> • Focus group • One-on-one in-person interviews • Telephone interviews (small number) • Informal research

WRITE GOOD RESEARCH QUESTIONS

It is critically important to write the kind of questions that will get you the information you need. However, writing good questions takes careful thought, since readers may misinterpret your questions. Ask other members of the staff to evaluate your questions to make sure they are as clear as possible. Also consider asking a research professional to review the structure of your questions. You might even ask several members of your target group to look at your questions and evaluate them. Writing research questions is a science.

Avoid asking too many open-ended questions that you will have to tabulate and analyze. Also, respondents might skip them entirely as they can be time consuming to answer. If you list options in a question,

make sure that all major choices are listed. Use an “other” category to allow responders to write in options you may have missed.

Tell readers exactly how you want them to enter their responses. For example, you might say: “Check all that apply,” “Check only one,” or “Rank on a scale of 1 to 5 with 1 meaning ‘not interested’ and 5 meaning ‘very interested.’”

KNOW YOUR READERS

What are some of the things you want to know about your readers? The questions you want to ask probably fit into one of six categories.

Editorial preferences and feelings. For some magazines, this may include family needs and struggles. You may ask about their home life, marital status, spiritual life, and obstacles to spiritual growth. You might also want to know about their ministry involvement and spiritual gifts.

You should ask about the types of articles or editorial material they read. You might ask them to check their three favorite types of editorial material from a list, including poetry, interviews, editorials, letters from readers, sermons, news, personal stories, and how-to articles. Ask which one part of the magazine they always read first.

Content preferences. You will want to know which specific content they like or dislike and the reason why. You can ask how useful the content is and whether any topics they would like to read are missing.

Design and graphics preferences. Ask what kinds of graphics most appeal to them: photos, original artwork, sketches, cartoons, or scenery. You may want to know whether the type size in the magazine is too big, just the right size, or too small.

Demographic information. You will want to know the gender of the person completing the survey, as well as their age, occupation, level of education, and the type of church they attend, as well as a wide variety of other questions.

Purchasing habits. You might want to ask about the types of books they normally purchase, whether fiction, Bible studies, books for children, books for youth, women’s issues, or theology. Your advertisers will

want to know what Christian products they have purchased in the past 12 months. You can ask whether they have bought books, posters, videos, CDs, Christian-themed jewelry and clothing, plaques, bookmarks, or other products.

Customer satisfaction and quality. Are they happy with your service? Ask how you could better serve their needs. Are they satisfied with the subscription service? If they are dissatisfied, ask them to tell you why. You will want to know how they would rate the overall quality of your magazine compared to other magazines. If they say the quality is inferior, ask them to explain.

ANALYZING AND USING RESEARCH

It is not useful to simply gather the information from your research and file it away. Evaluate your data and turn it into actionable steps. Analyze the results of individual questions as well as combinations of questions. For example, how do male readers answer certain questions compared to female readers?

Statistical analysis of research results is only the beginning. You also need to interpret what the numbers are telling you. As you conduct more studies, track research results from study to study to identify trends or significant changes. Be sure to analyze and discuss your research results as a team. Use the data to help plan future editorial content and improve the publication.

HOW TO INCREASE RESPONSE RATES

Generally, you need between 200-300 responses in order to be able to make reliable decisions and changes based on the results of research. You can improve response rates by sending a letter or email in advance asking the reader to respond to a survey that will be coming in the mail or via email in a week. An incentive of some type included with the survey will encourage recipients to respond. For example, in the United States researchers may enclose one dollar in mailed surveys.

You don't need to enclose money, but if possible, include a stamped or postage-paid, pre-addressed response envelope with the survey. 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. Make responding as easy and convenient as possible.

With carefully planned, well-executed, and thoroughly evaluated research carried out fairly frequently, you will have all the data you need to ensure that your magazine keeps up with the changing needs and expectations of its readers.

BASIC TYPES OF SURVEY QUESTIONS

Type of question	Definition	Example	Value	Weakness
Yes/No	A simple question that can be answered with "Yes" or "No."	Did the last issue arrive in the mail clean and undamaged?	Simple and straightforward	Answers can sometimes be misleading since only two options are allowed.
Multiple choice	A question with a limited number of answers from which the reader must select.	What is your age? a) Less than 20 years, b) 20-29 years old, c) 30-44 years old, d) 45-59 years old, e) 60 years old or older	Limits the reader's choices.	The choices provided must cover all possible options for the reader and must be specific.
Open-ended	A question that suggests no answer but leaves space for the reader to write out an answer.	What is the most difficult spiritual problem you face today?	Gives reader the freedom to list any answer or answers they desire.	Reader's answers can be hard to compile and analyze.
Rating	A question that asks readers to give a qualitative rating to an opinion.	On a scale from one to 10 (10 being the most valuable), rate how valuable this magazine is to your ministry as a pastor.	Ranking allows readers to express their opinion or the degree to which they agree with the question.	Rating questions are sometimes confusing to readers.
Combination	A question that combines two or more different types of questions.	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.	Allows the reader to provide more information or depth about their opinion.	Can be difficult for readers to understand and the staff to interpret.

YOUR TURN

1. Write a plan for the types of research you want to conduct next year (or over the next one to two years). Here is an example:

Date	Type of research	Who to research	Special problems or challenges to explore
May 2020	Focus groups - 3	Readers	Why are people not reading our publication?
Sept. 2020	Online survey	Readers	What do they like about our website and why?

2. Develop your research plan.

- Write a list of 10-15 things that you want to know about your readers.
- Write 10 specific questions that you could include in a survey to find out about the things you want to know.
- Write five specific actions you would consider taking or changes you would consider making to improve your publication or website based on the survey results.

7

THE MAGAZINE BUSINESS PLAN

IN THIS CHAPTER:

STRATEGIC DESCRIPTION

EDITORIAL DESCRIPTION

CREATIVE DESCRIPTION

MARKETING DESCRIPTION

ADVERTISING DESCRIPTION

FINANCIAL PLAN

PERSONNEL PLAN

BEFORE YOU START A MAGAZINE

You have created a business model and reviewed some of the key components of a publishing operation. Now it is time to prepare the business plan. A good magazine start-up should have as complete a plan as possible. If you have an existing magazine, the elements outlined in this chapter can help you create your first business plan or further develop your current one.

Crafting a magazine business plan does not stop with the creation of the first issue. A comprehensive business blueprint 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.

A business plan forces a publishing team to think through every aspect of publishing, and helps you make important decisions that will affect the publication for years to come. Through the process of crafting a business plan the entire publishing team can come to an agreement on the publication's content, direction, and policies. It can be shared with

potential donors as an effective fundraising proposal. And, future staff members can quickly read the plan and understand the publication.

Every business plan will be unique. The following list is included not to imply that every plan needs to contain every component, but to provide a complete list from which to create your own unique plan.

STRATEGIC DESCRIPTION

Purpose statement: A purpose statement explains why your magazine exists and what it wants to do 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..."

Vision statement: A vision statement explains where you want your magazine to be or what you want it to be doing three to five years from now. 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..."

Goals: Goals are 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.

EDITORIAL DESCRIPTION

Name and logo: Start the editorial description with the magazine's name and logo. Describe why you selected the name and what the logo design represents.

Editorial objectives: List your editorial objectives. These are specific statements explaining 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.

Reader profile: The reader profile describes your target reader in detail, including demographic information such as age, education, denomination, family status, and employment. Write personal information about your ideal reader, including how they think, how

they feel, their spiritual interests and struggles, values, what they read, and any other relevant information. What is the rationale for reaching this reader? Explain why it is important to reach them. Describe what will characterize your readers five to ten years from now.

Product position: What makes your magazine unique and how does it offer 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: Present detailed results of your research from pre-publication surveys, focus groups, secondary research, or other studies conducted on your target readers.

Editorial plan: This is a detailed explanation of the publication's content, including writing style and editorial philosophy. Write a purpose statement for every column, section, and department. Also devise a list of suggested article topics for at least two years. Describe all special features such as cartoons, graphs, author biographies, and sidebars. Include at least one complete general article and a sample for every unique column or department.

CREATIVE DESCRIPTION AND FORMAT

Proposed format: Write a 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, or estimates of cost, for a typical issue. The bids should be based on what you expect to be a normal issue, rather than the first issue, which may have a different page count or quantity.

Creative description: Provide a detailed account of the visual look of the magazine, including graphic style and philosophy. Describe the layout grid, color palette, and typography, and explain the design decisions for each. Include sample pages such as a cover, article, and column.

MARKETING DESCRIPTION

Potential audience size (universe): How many people are in your target audience? Provide supporting research to back up your numbers.

Circulation test: Explain how you will test the willingness of your target readers to pay for an issue or buy a subscription to the magazine. Gather this information by asking focus groups, testing actual sample issues, the results of a mail survey, or a sample mailing.

Circulation plan: List and describe the various marketing sources or channels available to you and how you will reach your readers. Your circulation plan should cover several years and include specific numbers and response rates.

Subscriber record management: Describe the actual method you will use to maintain subscriber records, including the name, address, expiration date, and other data. Options include the use of a computer fulfillment program, standard database, index cards, or a manual system.

Distribution plan: Decide how the magazine will be stored and how you will distribute the copies.

Circulation growth plan: Provide an issue-by-issue estimate for a year, showing how many subscribers you hope to have and the number of copies you plan to distribute.

ADVERTISING DESCRIPTION

Advertising policies: Describe your advertising philosophy, including the types of ads you will accept. Explain how the ads will serve the readers. Decide who will design the ads and whether ads will be sold, traded, or published for free.

Potential advertisers: Create a list of all potential advertisers that would meet the criteria detailed in your advertising policies.

Advertising projections: Provide an issue-by-issue estimate of how many ads you hope to sell for at least a one-year period. Include ad sizes in your projection.

Rate card: Create an actual rate card with pricing schedule.

FINANCIAL PLAN

Financial policies: Describe your financial philosophy and values, including how you will handle debt, protect subscribers' money, and when you will pay bills.

Fundraising plan and potential fundraising sources: Develop a detailed fundraising plan indicating how you will raise startup or other special funds, who will be involved in fundraising, and your estimated timeline. List all potential donors, including individuals, churches, organizations, foundations, and businesses.

Financial plan: Create a detailed accounting of expected income and expenses by source for at least a year.

Critical decision goals: List specific dates and major events that will trigger “go/no-go” decisions concerning the future of the magazine. Such decision points might include management approval deadlines, research findings, circulation test results, fundraising goals, and renewal rates.

PERSONNEL PLAN

Write a separate job description for each staff member you will need to produce the magazine.

BEFORE YOU START A MAGAZINE

As you consider launching a new magazine or relaunching an old one, explore the building blocks listed in this chapter. However, before you begin that process, you would be wise to prayerfully weigh the following questions.

1. Is it the will of God for me to start a magazine? If so, how do I know?
2. Are there other magazines with a similar focus? If yes, should I join forces with them instead of starting another 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 at this time?

5. Who will support our initial startup and how long will we need their support?

6. Are there enough good writers to support this magazine? If not, how will I train them?

YOUR TURN

1. Pick one or more of the categories listed in this chapter and begin outlining a plan. Make a note of the areas which will require further research or consultation with other members of your team.
2. For a magazine team: Assign each section of this plan to different staff members to develop over the next month. Meet as a staff to review the work each person has completed and to discuss the plan. Compile a final draft of your complete business plan.

8

OVERCOMING THE DIGITAL PUBLISHING HURDLE

IN THIS CHAPTER:

BENEFITS OF DIGITAL PUBLISHING

CHALLENGES OF DIGITAL PUBLISHING

THE BUSINESS MODEL

DIGITAL MARKETING

ANALYTICS AND KEY
PERFORMANCE INDICATORS

COMPETITIVE RESEARCH

No need to buy paper nor pay for printing and postage. Digital publishing is an ideal way to get your message out to your audience. Or is it? This chapter will explore both the benefits and challenges of digital publishing and describe a business model for the digital publisher. First, what exactly is digital publishing? For the purpose of this chapter, it can be defined as any type of publishing that involves disseminating information or entertainment by digital means. A digital publication may be either a companion to a print publication or a standalone product.

BENEFITS OF DIGITAL PUBLISHING

Digital publishing can result in better efficiency, new insights, and improvements in the reader's experience. Developments in digital technology are pushing publishers to take the digital route to reach an audience that is increasingly using smartphones, tablets, and the Internet to find and consume content.

Digital publishing platforms are convenient for both publisher and reader. They eliminate the cost of printing, make it possible for the publisher to reach a wider audience, and provide flexible content choices for the reader. In addition, by eliminating paper, digital communication reduces the environmental impact of publishing.

The potential audience

A key advantage of digital publishing is access to a larger number of people than can be reached by a print publication. Production and shipping costs determine how many people a print publication can reach, while digital publishers enjoy a larger potential audience, and thus a greater impact.

As in print publishing, digital publishers need to know their readers. Who is consuming the content and what are they most interested in learning about? Digital publishing makes it easier to access this valuable information.

Interactive content

Print publishing content is limited to photos and text. Digital publishers can enhance content with a variety of creative options, including videos, interactive polls, and links to additional content.

Immediacy

Digital publishers can respond immediately to issues of importance to their readers, updating daily or even hourly, if they wish. Print publishers are limited to a set publication schedule, constrained by printing and distribution schedules and costs.

CHALLENGES OF DIGITAL PUBLISHING

However, digital publishing has its own set of challenges that must be addressed in order for a publisher to be successful in a fragmented market. While the multiple access points like eReaders, social media, Web and mobile apps, and desktops offer more opportunities to engage your reader, they also present formatting challenges. And, they require slightly different approaches to content, forcing your editors to rearrange and repurpose print content for each unique access point.

Readers expect to consume content quickly. They tend to be capricious, jumping restlessly from one content provider to another. For this reason, longer articles are out, and content must be updated frequently to reinforce value and relevancy. Digital publishers solve the short attention span problem by creating nugget-size content readers can consume quickly, while at the same time offering a deeper dive into long-form content.

It isn't enough to simply publish your content. Digital readers expect engagement, and publishers must find ways to engage readers via email, website, mobile devices, and social networks. Additionally, publications must be discoverable by readers. Discovery is the process of finding what the reader wants or doesn't know she wants. It isn't enough to put content on the Web. Readers must be able to find you.

THE BUSINESS MODEL

A key issue in digital publishing is finding a way to finance the effort. Although digital publishers don't pay for paper, printing, and mailing, they must pay writers, editors, and Web and app developers, among others.

Monetizing a digital publication requires creativity. Don't expect to rely on a single source of revenue. Instead, experiment with a combination of possibilities. This could include a subscription to the online publication or site, a pay wall for certain types of content on your site, advertising, selling products, or reselling data.

Paid content based on the subscription model is an option publishers often choose. The two main types are the "all-you-can-eat" model offering the reader access to the content as often and in as many formats as available. The pay-per-view model charges a smaller amount per view of selected content.

Many publishers choose to offer ads on the site. Or, they may sell their readership data.

DIGITAL MARKETING

Digital marketers have access to a variety of possible channels, including social media and public relations, advertising and emailing potential readers, search and keyword optimization, and merchandising (images, titles, text, price, ratings and reviews). Learn how each marketing tool works, and then test and measure the performance and results of the ones you want to try.



Digital publishers experience instant feedback to their content. Monitor social media channels for complaints and handle them immediately. Take responsibility and apologize publicly for the problem. Then contact the reader or customer privately to find a resolution. Tools like Hootsuite and Hubspot offer social monitoring features that can alert you to complaints.

ANALYTICS AND KEY PERFORMANCE INDICATORS

Analytics and key performance indicators (KPIs) provide valuable feedback on how readers interact with your content, and may reveal what changes you might test to improve the performance. They also offer a measure of accountability, forcing you to look at what specific actions and behaviors will drive your business toward your goals. They can help you determine that nothing will slip through the cracks.

The top Google Analytics metrics to monitor include sessions, users, bounce rate, engagement, traffic, and referrals.

COMPETITIVE RESEARCH

Competitive research is an essential tactic for discovering what your competitors are doing and determining how you should position and market your publication within the competitive landscape. You need to be aware of what else your audience is reading in addition to your publication—or what they are choosing to read instead of your publication.

Competitive research is completely legal. It involves collecting bits of information available in the public domain about similar publications and their publishers. Through this research you learn how you are different from similar publications and how you can better position your own publication.

Here are some ways you may choose to conduct competitive research.

Ask your readers. Ask your readers and/or potential readers what other publications they read and why they read them.

Compare your content. Analyze and compare the content of those publications (or websites) to what you publish or intend to publish. What are the general topics they cover? How frequently do they publish?

Compare audience size. Try to determine how many readers and advertisers the competitors have.

Analyze strengths. Make a list of what you believe your competitors strengths and weaknesses to be. Decide whether they present an opportunity or challenge for your publication.

Subscribe. Subscribe to several of your competitors' publications. Read and analyze their publications, along with any other communication you receive from them.

Digital publishing may be for you. However, it isn't simply an easy, low-cost way to get into publishing. It must be entered into seriously, with careful preparation, and a commitment to learn and keep learning as the digital world evolves and changes.

YOUR TURN

1. Create a social media/search engine marketing ad of three short phrases to promote your brand.
2. You have three very negative posts on your Facebook page. What do you do? Keep digital marketing concerns in mind.

GLOSSARY

A

Acrobat: A digital application to view, edit, and share files as a Portable Document Format (PDF).

adjacency: Word and image relationship in which a title or text is placed near an image.

advertising guidelines: A written statement of the principles and acceptable standards for advertisements to be included in the publication.

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

all rights: License given to a publisher by an author. “All rights” to publish an article means the publisher owns the article. Anyone else, including the author, who wants to reprint the article must ask the publisher for permission and/or purchase the right to publish the article.

art director: The person responsible for the visual expression of a publication. Works alongside the editor.

article assignment: A request by an editor to a writer to produce a specific article.

asymmetry: Disproportion; lack of symmetry.

audience development: A plan with activities and costs to build and sustain the readers/visitors for the publication.

audience: The persons reached by a magazine, website, newsletter, newspaper, podcast, conference, etc.

B

bind-in cards: Cards attached inside a magazine, newspaper, or newsletter when the publication is bound. Typically used for advertising.

bleed: Type or imagery that extends beyond the trim edge of a page.

blow-in cards: Cards loosely inserted in the publication either by hand or by machine. Typically used for advertising.

body copy: The actual text of articles, reports, memos, or other communications. To be distinguished from headlines, captions, and subheads. Also called “body text.”

boldface: A heavier version of the normal weight of a typeface.

bounce rate: The percentage of visits to a website that end on the first page of the website the visitor sees.

brainstorming: Producing lots of ideas in a short time.

brand: An overall experience of a customer that distinguishes an organization or product from its rivals in the eyes of the customer.

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

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

bullet: A dot that is used as an organizing or decorative device with text.

burst: A bit of color any size or shape that appears on the cover to bring attention to a special promise inside.

business plan: A written plan for a publication that includes information about its purpose, editorial description, creative description, marketing plans, advertising plans and policies, and finances.

byline: Author’s credit line.

C

callout: A quote from the article printed in large type. It is usually placed on the second or subsequent spread of an article. Also referred to as a “pull-quote” or “teaser.”

caption: The explanatory text accompanying a photo; usually set smaller than the body type; often set in italic.

centered: A typographic arrangement in which type appears in the center of a defined space.

characters: In typography, individual letters or numbers.

circulation source: Any method used to obtain subscribers or readers of a publication.

circulation: The various people who receive a particular issue of the publication (whether they pay for that issue or receive it free). Also refers to the average number of copies (paid or free) per issue over a given period.

clicks: When a website visitor “clicks” on an ad, button, or link, an impression is registered, and can be counted in Google Analytics.

CMYK value: CMYK refers to the four-color printing process inks. C=cyan, M=magenta, Y=yellow, and K=black. CMYK value refers to the combination of percentages of each color.

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

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

commission: The payment of an agreed percentage of the total price of the publication to a broker or retail seller.

composition: The visual arrangement of all elements in a photograph.

condensed: A narrower version of the normal width of a typeface.

connotation: Idea suggested by or associated with a word, phrase, etc., in addition to its explicit meaning, or denotation.

contrast: The relative difference between elements on a page or spread. May refer to tonality, color, texture, or size.

corner splash: A triangle of color in the upper right or bottom right of the cover containing special editorial content.

cover lines: The text on a cover.

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

crop: To eliminate portions of an image.

cross-sell: A sales technique where a seller encourages current customers to buy related or complementary items.

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

D

deck: A subtitle appearing just beneath or near the headline. Also called a “subhead.”

demographics: Statistics related to the nature of a population, such as gender, age, income level, and education level.

denotation: The explicit meaning of a word or image. (The dictionary meaning.)

department: Features to be covered in each issue in a specified and identifiable format.

depth of field: The distance between the nearest and farthest planes that appear in acceptably sharp focus in a photograph.

digital marketing: Any contact with digital readers via social media, public relations, advertising, emailing, search (SEO), keyword optimization, and merchandising.

digital publishing platform: A tool to publish your content digitally.

digital publishing: The digital publication of e-books, digital magazines, and the development of digital libraries and catalogues.

digital rights: License given to a publisher by an author to publish a work on the Internet.

discovery: The process of readers finding what they want or do not know they want. Publishers need to be discoverable.

display: Advertising in print or online that conveys a message visually using text, logos, animations, videos, photographs, or other graphics.

distribution: In publishing, the process of disseminating periodicals to subscribers, wholesalers, or other sellers.

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

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.

E

e-newsletter: A newsletter published in electronic format. Typically distributed by email.

editorial plan: A detailed description of the magazine's content, including types of articles, regular columns, and features.

electronic distribution: The delivery or distribution of digital media content via the Internet.

emotional tone: The feeling a page or image gives the viewer.

engagement: The reaction, interaction, effect, or overall customer experience, which takes place online and offline.

environmental portrait: A photo of a person that includes some of the surroundings.

eyebrow lines: Short, pithy blurbs which give readers a quick look at a magazine's content; mostly placed above the nameplate.

F

feature: A special or prominent article in a magazine.

field: A specific category of information recorded in a computer database.

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

first rights: License given to a publisher by an author to publish a work the first time, after which publishing rights return to the author.

first-person article: An article that describes a significant experience in the writer's life.

focus: To adjust the distance scale on a camera so that the image is sharp on the focal plane.

font: One design of a particular typeface. It includes all of the designed characters such as numerals and punctuation.

footer: A webpage footer contains information listed at the bottom of the page. The footer is treated as its own section of the webpage, separate from the header, content and sidebars.

format: General appearance or style of a publication including its size, shape, paper quality, and typeface.

frame: To position a photograph within specific boundaries.

freelancer: A person (writer, editor, designer) who works for different companies at different times rather than being permanently employed by one company or employer.

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

fulfillment: The act or process of delivering a product (as a publication) to a customer.

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

fusion: In design, word and image relationship in which the art and typography are merged.

G

ghosting back: Using InDesign's transparency feature to mute the colors or detail of an image so that the text appearing on top of the image is more readable.

gift subscription: A subscription purchased by a person to be given as a gift to someone else.

go-live date: The date a digital publication becomes available to read.

go-no-go decision: A decision as to whether to continue a new publication or shut it down, based on a deadline decided in advance.

graphic device: Refers to the use of elements (type, rules, space, color, etc.) to help a design accomplish its purpose.

grid: A measuring guide used by designers to help ensure consistency. The grid shows type widths, picture areas, trim sizes, margins, etc.

guidelines for writers: A written statement describing how to submit material and what kind of material is accepted.

gutter: The inside margin where two pages of a publication join.

H

headline: The title of a news story or feature. Typically formatted in large type (or other special treatment) to capture the reader's attention.

hierarchy: Relative importance of elements on a page or features in a publication.

hyperlink: A connection from one source to another digital location, activated by clicking on a highlighted word or image on the screen. Also called "link."

I

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

Illustrator: A vector graphics editing computer software application produced by Adobe Systems.

image: An illustration or photograph.

InDesign: A desktop publishing and typesetting computer software application produced by Adobe Systems.

initial cap: A larger letter at the beginning a block of text.

integration: Word and image relationship in which a title or text is placed near an image.

italic: Type in which the letters are slanted to the right and drawn to suggest handwriting.

J

job description: A formal account of an employee's responsibilities.

justified type: Lines of type that are flush on both the left and right edges.

K

kern: To tighten the space between letterforms to achieve optically-consistent letterspacing.

keyword optimization: The strategic use of specific words to improve search results.

keywords: Words and phrases that editors assign to electronic articles so that they can be searched and ranked on the Internet.

knockout: The process of removing one color ink from below another to create a clearer image or text. When two images overlap, the bottom portion or shape is removed or “knocked out,” so that it doesn't affect the color of the image on top.

L

layout: The arrangement of text and graphics on a page or spread.

lead: The opening of an article. It can be from one to several paragraphs in length.

leading: See “line spacing.”

letterspacing: Insertion of space between the letters of a word to improve the appearance of a line of type.

limited palette: The self-imposed restrictions on choices for design elements such as typefaces and colors.

line spacing: In text, the space between the baseline of one line and the baseline of the next.

loose lines: Lines of text with too much space between letters and words.

M

magazine profile: A description of the magazine's purpose, intended readers, format, content, tone, and overall design.

margins: The nonprinting areas surrounding the text or image.

master pages: In page layout programs, master pages serve as templates. Users can create master pages for frequently used elements such as folios, text columns, and ruled borders.

mission statement: A short statement that describes a magazine's reason for existence.

mission: The purpose of a magazine; what it hopes to accomplish, the people who will be affected, and the expected impact.

mobile app: A type of application software designed to run on a mobile device, such as a smartphone or tablet computer.

mock-up: A working sample (as of a magazine) for reviewing format, layout, or content.

monetization: To generate and maximize revenue especially for digital publishing products.

N

nameplate: A line of type on the cover of a periodical giving the name of the publication.

negative space: The empty space created on a page by the placement of type and imagery.

news: An article that reports recent events, answering the questions who, what, when, where, and sometimes why and how.

O

onboarding: The action or process of familiarizing a new customer or client with one's products or services.

open rate: The percentage of the total number of recipients who opened an email.

overprint: The intentional printing of one ink over another.

P

page flip: An effect that makes the pages of digital PDFs appear to turn.

page view: A visit to a page on your website. If the user navigates to a different page and then returns to the original page, this will count as another page view.

PageMaker: A desktop publishing and typesetting computer software application.

pass (as in first or second pass): Each incidence of reading through and making changes in an article.

paywall: Access to all or part of a website is restricted to people who have paid to subscribe to the site or to certain content on a website.

PDF file: A file format that contains all the necessary elements for printing in a single file, including fonts and images.

performance data: Information used to make management decisions about improvements, adjustments, or modifications to systems.

periodical: Any publication, such as a magazine or newsletter, that is produced on a specific schedule or frequency.

Photoshop: A raster graphics editing computer software application produced by Adobe Systems.

placements: Advertising positions on which an advertiser can choose to place ads.

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

point: A unit of measure. One point is equal to 1/72 of an inch. For example, type is measured by point size.

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

preliminary research: Information gathered before the launch of a new publication, website, or product.

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.

promotion code: A code assigned to a promotion effort which makes it possible to track results.

prototype spreads: A template or sample design including styles and formatting that will be used for future designs.

publication: A magazine, newsletter, newspaper, website, or other body of printed or digital material.

pull-quote: A graphic element created from text, in which a quote or sentence is copied from an article and reproduced in larger type, set off with rules or white space. Also referred to as a “callout” or “teaser.”

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

Q

qualitative research: Any form of subjective research that obtains information based on opinion or emotion rather than statistical fact. Focus groups and opinion polls are forms of qualitative research.

quantitative research: Any form of research that obtains statistical information. Surveys and questionnaires generally are quantitative forms of research.

Quark XPress: A desktop publishing and typesetting computer software application.

query/query letter: A letter in which a writer proposes writing a specific article for a publisher.

R

ragged: Multiple lines of type set with either the left or right edge uneven.

rate card: A written list of the specifications and cost of advertisements accepted by the publication.

readability: Relative ease of reading text.

reader profile: Information gathered, analyzed, and then designed to give authors a picture of their ideal reader.

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

readership: The readers of a newspaper, magazine, or book regarded collectively. An estimate of how many readers a publication has.

redesign: Recreating a design system for a publication, usually in connection with an editorial shift.

referrals: Website visits that come to a website from sources other than a search engine. When someone clicks on a hyperlink to go to a different website, Google Analytics tracks the click as a referral visit to the second site.

renewal rate: The percentage of subscribers who decide to extend their subscriptions. Calculated by dividing the number of renewing subscribers by the original number of subscribers.

renewal: Any printed or digital material (card, letter) that encourages subscribers to pay for another period of the publication. Also refers to the act of extending the subscription.

research: Seeking information about readers' and potential readers' lifestyles, preferences, and demographics.

retention: Activities and actions publishers take to keep active subscribers from dropping their subscriptions.

return on investment (ROI): The benefit (or return) of an investment divided by the cost of the investment. The result is expressed as a percentage or a ratio.

rewrite: When the writer reworks a manuscript or parts of a manuscript at the editor's request.

rights: The legal license to publish a certain work.

rivers: Streaks of white spacing in the text, produced accidentally when spaces in consecutive lines of type coincide.

roman: Name often applied to the Latin alphabet as it is used in English and most other European languages. Also used to identify vertical type as distinct from italic.

S

sans serif: Type without serifs.

Scripture exposition: An article that explains the meaning of a passage of Scripture.

search engine optimization (SEO): The process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine.

search: To look for a keyword or website on the Internet using a search engine.

seasonal material: Material that is linked to and published during or prior to a season. (Example: Christmas or summer)

second rights: License given to a publisher by an author to print an article which has already been published either in print or online. Second rights often cost less than first rights.

secondary research: Research that relates to your publication or audience, but is conducted by others.

semiotics: Generally refers to a field of philosophy that deals with signs and symbols.

serifs: Small strokes at the ends of the main strokes of letters.

session: A single group of interactions a user takes within a given time frame on a website. Google Analytics defaults that time frame to 30 minutes.

sidebar: A small article related to the main article and presented alongside it, often in a box.

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

single copies: Individual copies of the publication that are sold in kiosks, newsstands, and stores.

smartphone: A mobile phone that performs many of the functions of a computer, typically having a touchscreen interface, Internet access, and an operating system capable of running downloaded applications.

social media: Websites and applications that enable users to create and share content or to participate in social networking.

soft return: A carriage return that breaks to a new line but doesn't start a new paragraph.

style sheet (for design): The use of character and paragraph styles within InDesign to easily duplicate text formats such as size, color, and font for various types of text used in a document.

style sheet (for editing): A written description of a publication's style on ambiguous matters such as capitalization, punctuation, use of numbers, and Scripture references.

subhead: A short title that accompanies and elaborates on a title. Typically treated as a secondary level of display type, usually located between the headline and the text. Also refers to headings within the body of the text.

subscribers: People who order a specific number of issues of a publication.

survey: A written questionnaire mailed, distributed online, or repeated over the telephone to readers.

symmetry: Similarity of arrangement of opposite elements in size, form, or position.

T

tablet: A mobile device with a touch screen that serves as a cross between a smartphone and a laptop computer.

tag line: A pithy reminder of the purpose of the publication and its intended market; most often placed under the nameplate.

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

teaser: See “pull-quote” or “callout.”

template: See “grid.”

text links: A word or line of text on a webpage which can be used to access other pages. Also referred to as a “hyperlink.”

text: Body copy of a page or book, as opposed to headings.

title: The name of the article.

traffic: Web users who visit a website.

typeface: A named type design, such as Garamond, Helvetica, or Times Roman.

typography: The arrangement of type to make written language legible and appealing when displayed.

U

unique value proposition: A clear statement that describes the benefit of an offer, how it solves the customer’s needs, and what distinguishes it from the competition.

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

UPC (Universal Product Code) codes: A barcode system that is widely used to track trade items in stores.

upsell: A sales technique where a seller induces the customer to

purchase more expensive items, upgrades, or other add-ons in an attempt to make a more profitable sale.

user: A unique Google Analytics Client ID, which anonymously identifies a browser instance. Formerly known as a “unique visitor.”

utilities (referring to the magazine cover): UPC codes and address labels placed on the cover, which require special design attention to ensure the necessary space is available.

V

vendor (supplier): A company that provides products or services to another company.

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.

visual: Illustration or photograph used as part of a page design.

voice: Refers to the larger editorial vision and purpose of the magazine.

W

website analysis: The measurement, collection, evaluation, and reporting of web data for purposes of understanding and optimizing web usage.

well: Refers to the section in a magazine containing the feature articles.

white space: The blank areas of the page.

widow: A short line (less than half the column width) at the top of a column.

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

X

x-height: The height of lower-case letters without ascenders and descenders. It is defined by the base line and the mean line.

DON'T MISS THE ONLINE COURSE SERIES

In the Introduction to Magazine Publishing online course series you will gain an overview of magazine publishing, including a basic understanding of the elements of magazine business, editing, and design. You can choose to attend the entire series or take one or more individual courses. Each course will include weekly live sessions, assignments, personalized feedback, opportunities for consulting, and encouragement and interaction with other classmates in the forum.

INTRODUCTION TO MAGAZINE MANAGEMENT

September 23 - November 18 2023

Discover how to assess the status of the magazine, identify problem areas, and find solutions in order to lay a successful foundation for a new magazine or a more solid basis for an existing periodical. You will learn how to apply sound financial principles, develop strategic plans, and refine an effective management style for long-term success as a leader and publisher.

INTRODUCTION TO MAGAZINE EDITING

April 6 - May 18, 2024

You'll learn the principles of editorial planning, how to develop a magazine profile, and work with writers. Discover how to select, shape, and edit manuscripts, and write impactful leads, conclusions, headlines, and callouts.

INTRODUCTION TO MAGAZINE DESIGN

Fall, 2024

Discover how to design a magazine that draws the readers' attention, enhances readability, effectively communicates the magazine's message, and makes a visual impact. You'll learn how to design attractive covers, enticing spreads, appealing departments, and inviting tables of contents.



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