

MAGAZINES

CHASING THE AUDIENCE

04



Nancy Borowick/New York Times

Condé Nast, one of the nation's premier magazine publishers, produces 21 magazine "brands," including *Wired, Glamour, Vogue, The New Yorker and Vanity Fair*. In November 2014, Condé Nast moved into its new headquarters at 1 World Trade Center, New York City.

What's Ahead?

- Magazines Reflect Trends and Culture
- Colonial Magazines Compete with Newspapers
- Magazines Travel Beyond Local Boundaries
- Publishers Locate New Readers
- McClure's Launches Investigative Journalism
- *The New Yorker* and *Time* Succeed Differently
- Specialized Magazines Take Over
- Companies Consolidate Ownership and Define Readership
- Magazines Divide into Three Types
- Magazines at Work
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- Readers Represent a Valuable Audience for Advertisers
- Digital Editions Offer New Publishing Outlets
- Magazines' Future Is Digital

“The print medium has to be innovative and reinvent itself.”

—MICHAEL A. CLINTON, PRESIDENT FOR MARKETING, HEARST MAGAZINES

By the early 1950s, magazine mogul Henry Luce's Time and Fortune were well established. He often traveled with his wife, Ambassador Clare Boothe Luce, and many of the people Henry Luce met overseas wanted to talk about sports instead of international politics.

“Luce knew nothing about sports,” said *Los Angeles Times* sports columnist Jim Murray, who in the early 1950s was writing about sports for *Time* magazine. “But every place he'd go, all over the world, the conversation would veer to the World Cup or the British Open or whatever. He got fascinated and irritated, I guess, and finally said, ‘Why this all-consuming interest in games?’ We said, ‘Well, that's the way the world is, Henry.’ He said, ‘Well, maybe we ought to start a sports magazine.’”

The result was *Sports Illustrated*, which, for more than 60 years, was ranked among the nation's most profitable magazine brands. In 2014, *Sports Illustrated*, along with all the other magazines once owned by the media giant Time Warner, was spun off into a separate company called Time Inc. The reason? Steeply declining advertising revenue at the company's magazines was affecting the profitability of the Time Warner corporation, so Time Warner separated the magazines from their corporate parent, claiming the magazines could be run better separately rather than attached to a massive media company. Adapting its magazines to the new digital environment proved too challenging for Time Warner.

When it began, *Sports Illustrated* was one of the first magazines to be successful by targeting a specific audience. Today, magazines, like newspapers, are being challenged to chase the audience and compete in a much more crowded field. Advertisers are still attracted to

magazines because their readers are a more specific target: The articles in magazines are built around specialized audiences—skiers, hikers, new mothers, brides or race car enthusiasts, for instance—rather than the general, scattered audience for TV, for example.

To be successful today, magazines must give their readers information they can't find elsewhere and deliver that information where the readers are. This means that magazines, like all print media, are chasing today's mobile, digital audience.

Magazines Reflect Trends and Culture

Since their beginnings, magazines, more than any other medium, have reflected the surrounding culture and the characteristics of their society. As readers' needs and lifestyles change, so do magazines. The current trend toward specialty and online magazines, in response to the shrinking number of print magazine readers, is the latest development in this evolution.

Colonial Magazines Compete with Newspapers

In 1741, more than 50 years after the birth of the colonies' first newspaper, magazines entered the American media marketplace. Newspapers covered daily crises for local readers, but magazines could reach beyond the parochial concerns of small communities to carry their cultural, political and social ideas and help foster a national identity.

TimeFrame

1741–Today

Magazines Grow as a Specialized Medium That Targets Readers



Sarah Fabian-Buddell/Heritage Images/Hulton Archive/Getty Images



Scott Olson/Staff/Getty Images News/Getty Images



Andrew Burton/Staff/Getty Images News/Getty Images

- 1741** Benjamin Franklin and Andrew Bradford publish America's first magazines, *General Magazine* (Franklin) and *American Magazine* (Bradford).
- 1821** *The Saturday Evening Post* becomes the first magazine to reach a wide public audience.
- 1830** Louis A. Godey hires Sarah Josepha Hale as the first woman editor of a general circulation women's magazine, *Godey's Lady's Book*.
- 1865** *The Nation*, featuring political commentary, appears in Boston.
- * 1887** Cyrus Curtis begins publishing *The Ladies' Home Journal*.
- 1893** Samuel A. McClure founds *McClure's Magazine*, featuring muckrakers Ida Tarbell and Lincoln Steffens.
- 1910** W. E. B. Du Bois and the National Association for the Advancement of Colored People (NAACP) start *The Crisis*.
- 1923** Henry Luce creates *Time*, the nation's first newsmagazine, then *Fortune* and *Life*, and eventually *Sports Illustrated*.
- 1925** Harold Ross introduces *The New Yorker*.
- * 1945** John Johnson launches *Ebony* and then *Jet*.
- 1985** Advance Publications buys *The New Yorker* for more than \$185 million, beginning the era of magazine industry consolidation.
- 1993** *Newsweek* launches an Internet edition.
- 1997** Dennis Publishing, which owns *Rolling Stone* magazine, launches *Maxim*, the most successful magazine launch in the last decade.
- 2000** Oprah Winfrey launches the lifestyle magazine *O, The Oprah Magazine*.
- 2005** *Slate* magazine grows popular as an Internet-only magazine, one of the first magazines to be issued exclusively online.
- 2009** Magazine publisher Condé Nast shuts down several formerly successful magazines, such as *Gourmet* and *Modern Bride*.
- 2010** Condé Nast launches mobile and tablet editions of its most popular printed magazines.
- 2012** *Newsweek* stops publishing a printed magazine and publishes only online.
- 2013** *Wired* magazine becomes the nation's most successful combined print and digital magazine, with 50 percent of its ad revenue derived online.
- * 2014** *Ladies' Home Journal* stops regular publication after 130 years in print.
- TODAY** Large media companies publish most magazines, and some magazines are published only on the Internet. Magazine income continues to decline. The future of magazine brands depends on their ability to expand readership to a digital audience.



Courtesy of Vogue Magazine

From the beginning, women have been magazines' best audience, and *Vogue* has adapted to attract an active female following.

The U.S. magazine industry began in 1741, in Philadelphia, when Benjamin Franklin and Andrew Bradford raced each other to become America's first magazine publisher. Franklin originated the idea of starting the first American magazine, but Bradford issued his *American Magazine* first, on February 13, 1741. Franklin's first issue of *General Magazine* came out three days later. Neither magazine lasted very long. Bradford published three issues, and Franklin published six, but their efforts initiated a rich tradition.

Because they didn't carry advertising, early magazines were expensive, and their circulations remained very small, limited to people who could afford them. Like colonial newspapers, early magazines primarily provided a means for political expression.

Magazines Travel Beyond Local Boundaries

Newspapers flooded the larger cities by the early 1800s, but they circulated only within each city's boundaries, so national news spread slowly. Colleges were limited to the wealthy because they cost too much to attend, and books were expensive. Magazines became America's only national medium to travel beyond local boundaries,

and subscribers depended on them for news, culture and entertainment.

The magazine that first reached a large public was *The Saturday Evening Post*, started in 1821. The early *Posts* cost a nickel each and were only four pages, with no illustrations. One-fourth of the magazine was advertising, and it was affordable.

Publishers Locate New Readers

Magazines like *The Saturday Evening Post* reached a wide readership with their general interest content, but many other audiences were available to 19th-century publishers, and they spent the century locating their readership. Four enduring topics that expanded the magazine audience in the 1800s were: women's issues, social crusades, literature and the arts and politics.

Women's Issues

Because women were a sizable potential audience, magazines were more open to female contributors than newspapers. A central figure in the history of women's magazines in America was Sarah Josepha Hale. In 1830, Louis A. Godey was the first publisher to capitalize on a female audience. Women, most of whom had not attended school, sought out *Godey's Lady's Book* and its gifted editor, Sarah Josepha Hale, for advice on morals, manners, literature, fashion, diet and taste.

When her husband died in 1822, Hale sought work to support herself and her five children. As the editor of *Godey's* for 40 years beginning in 1837, she actively supported higher education and property rights for women. By 1860, *Godey's* had 150,000 subscribers. Hale retired from the magazine when she was 89, a year before she died.

Social Crusades

Magazines also became important instruments for social change. *The Ladies' Home Journal* is credited with leading a crusade against dangerous medicines. Many of the ads in women's magazines in the 1800s were for patent medicines like Faber's Golden Female Pills ("successfully used by prominent ladies for female irregularities") and Ben-Yan, which promised to cure "all nervous debilities."

The Ladies' Home Journal was the first magazine to refuse patent medicine ads. Founded in 1887 by Cyrus Curtis, the *Journal* launched several crusades. It offered columns about women's issues, published popular fiction and even printed sheet music.

Journal editor Edward Bok began his crusade against patent medicines in 1892, after he learned that many of them contained more than 40 percent alcohol. Next, Bok revealed that a medicine sold to soothe noisy babies contained morphine. Other magazines joined the fight



AP Images



Hulton Archive/Archive Photos/Getty Images

Sarah Josepha Hale was the nation's first female editor of a major magazine. Beginning in 1837, she served as editor of *Godey's Lady's Book* for 40 years. She fervently supported access to higher education and property rights for women.

against fraudulent ads, and partly because of Bok's crusading investigations, Congress passed the Pure Food and Drug Act of 1906.

Fostering the Arts

In the mid-1800s, American magazines began to seek a literary audience by promoting the nation's writers. Two of today's most important literary magazines—*Harper's* and *The Atlantic*—began more than 150 years ago. *Harper's New Monthly Magazine*, known today as *Harper's*, first published in 1850.

The American literary showcase grew when *The Atlantic Monthly* appeared in 1857 in Boston. The magazine's purpose was "to inoculate the few who influence the many." That formula continues today, with *The Atlantic* and *Harper's* still publishing literary criticism and promoting political debate in print and digital editions.

Political Commentary

With more time (usually a month between issues) and space than newspapers had to reflect on the country's

problems, political magazines provided a forum for public debate by scholars and critical observers. Two of the nation's progressive political magazines that began in the 19th and early 20th centuries have endured: *The Nation* and *The Crisis*.

The Nation, founded by abolitionists in 1865, is the oldest continuously published opinion journal in the U.S., offering critical literary essays and arguments for progressive change. This weekly magazine has survived a succession of owners and financial hardships. It is published by a foundation, supported by benefactors and subscribers and publishes print and online editions. *The Nation* celebrated its 150th anniversary in 2015.

An important organization that needed a voice at the beginning of the century was the National Association for the Advancement of Colored People (NAACP). For 24 years, beginning in 1910, that voice was W. E. B. Du Bois, who founded and edited the organization's monthly magazine, *The Crisis*. Du Bois began *The Crisis* as the official monthly magazine of the NAACP. In *The Crisis*, he attacked discrimination against African American soldiers during World War I, exposed Ku Klux Klan activities and argued for African American voting and housing



Underwood & Underwood/Historical/Corbis

Photo by
Underwood

The Crisis, founded by W. E. B. Du Bois in 1910 as the monthly magazine of the NAACP, continues to publish today as a quarterly. This photo, taken around 1910, shows workers in the magazine's offices. W. E. B. Du Bois is the man standing on the far right near the door.

rights. By 1919, circulation was more than 100,000. Today, *The Crisis* continues to publish quarterly.

Postal Act Helps Magazines Grow

Before Congress passed the Postal Act of 1879, newspapers traveled through the mail free while magazine publishers had to pay postage. The Postal Act gave magazines second-class mailing privileges and a cheap mailing rate. This meant quick, reasonably priced distribution for magazines, and today magazines still travel on a preferential postage rate.

Aided by lower mailing costs, the number of monthly magazines grew from 180 in 1860 to more than 1,800 by 1900. However, because magazines traveled through the mail, they became subject to government censorship. (See Chapter 14.)

McClure's Launches Investigative Journalism

Colorful, campaigning journalists began investigating big business just before the turn of the 20th century. These

writers became known as **muckrakers**. The strongest editor in the first 10 years of the 20th century was legendary magazine publisher Samuel S. McClure, who founded *McClure's Magazine* in 1893.

McClure and his magazine were very important to the Progressive era in American politics, which called for an end to the close relationship between government and big business. To reach a large readership, McClure priced his new monthly magazine at 15 cents per issue, while most other magazines sold for 25 or 35 cents. He hired writers such as Lincoln Steffens and Ida Tarbell to investigate corruption in government and big business. Ida Tarbell joined *McClure's* in 1894 as associate editor, and in 1904 she targeted the Standard Oil Co., the nation's biggest oil monopoly (See Impact/

Muckrakers Investigative magazine journalists who targeted abuses by government and big business.

IMPACT

Profile

Muckraker Ida Tarbell Exposes Standard Oil's John D. Rockefeller

By Shirley Biagi

When John D. Rockefeller refused to talk with her, Ida Tarbell sat at the back of the room and watched him deliver a Sunday school sermon. In her autobiography, *All in the Day's Work*, written when she was 80, Tarbell described some of her experiences as she investigated Standard Oil:

The impression of power deepened when Mr. Rockefeller took off his coat and hat, put on a skullcap and took a seat commanding the entire room, his back to the wall. It was the head which riveted attention. It was big, great breadth from back to front, high broad forehead, big bumps behind the ears, not a shiny head but with a wet look. The skin was as fresh as that of any healthy man about us. The thin sharp nose was

like a thorn. There were no lips; the mouth looked as if the teeth were all shut hard. Deep furrows ran down each side of the mouth from the nose. There were puffs under the little colorless eyes with creases running from them.

Wonder over the head was almost at once diverted to wonder over the man's uneasiness. His eyes were never quiet but darted from face to face, even peering around the jog at the audience close to the wall. . . .

My two hours' study of Mr. Rockefeller aroused a feeling I had not expected, which time has intensified. I was sorry for



Underwood & Underwood/Historical/Corbis

In 1904 as a reporter for *McClure's Magazine*, muckraker Ida Tarbell targeted oil magnate John D. Rockefeller, who called her "that misguided woman."

him. I know no companion so terrible as fear. Mr. Rockefeller, for all the conscious power written in face and voice and figure, was afraid, I told myself, afraid of his own kind.

Profile, "Muckraker Ida Tarbell Exposes Standard Oil's John D. Rockefeller," page 71.) Tarbell's 19-part series eventually became a two-volume book, *History of the Standard Oil Company*, which established Tarbell's reputation as a muckraker.

President Theodore Roosevelt coined the term *muckraker* in 1906 when he compared reformers like Tarbell and Steffens to the "Man with the Muckrake" who busily dredged up dirt in John Bunyan's book *Pilgrim's Progress*.

By 1910, many reforms sought by the muckrakers had been adopted, and this particular type of magazine journalism declined. The muckrakers are cited as America's original investigative reporters.

The New Yorker and Time Succeed Differently

Magazines in the first half of the 20th century matured and adapted to absorb the invention of radio and then television. As with magazines today, magazine publishers had two basic choices:

1. Publishers could seek a *definable, targeted loyal audience*, or
2. Publishers could seek a *broad, general readership*.

Harold Ross, founding editor of *The New Yorker*, and Henry Luce, who started Time Inc., best exemplify these

two types of American publishers in the first half of the 20th century.

Harold Ross and *The New Yorker*

Harold Ross' *The New Yorker* magazine launched the wittiest group of writers that ever gathered around a table at New York's Algonquin Hotel. The "witcrackers," who met there regularly for lunch throughout the 1920s, included Heywood Broun, Robert Benchley, Dorothy Parker, Alexander Woollcott, James Thurber and Harpo Marx. Because they sat at a large round table in the dining room, the group came to be known as the Algonquin Round Table.

Harold Ross persuaded Raoul Fleischmann, whose family money came from the yeast company of the same name, to invest half a million dollars in *The New Yorker* before the magazine began making money in 1928, three years after its launch. Ross published some of the country's great commentary, fiction and humor, sprinkled with cartoons that gave *The New Yorker* its charm. Ross

edited the magazine until he died in 1951, and William Shawn succeeded him.

After one owner—the Fleischmann family—and only two editors in 60 years, *The New Yorker* was sold in 1985 to Advance Publications, the parent company of one of the nation's largest magazine groups, Condé Nast. *The New Yorker* continues to be the primary showcase for contemporary American writers and artists. (Contemporary *New Yorker* cartoons appear throughout *Media/Impact*.)

Henry Luce's Empire: *Time*

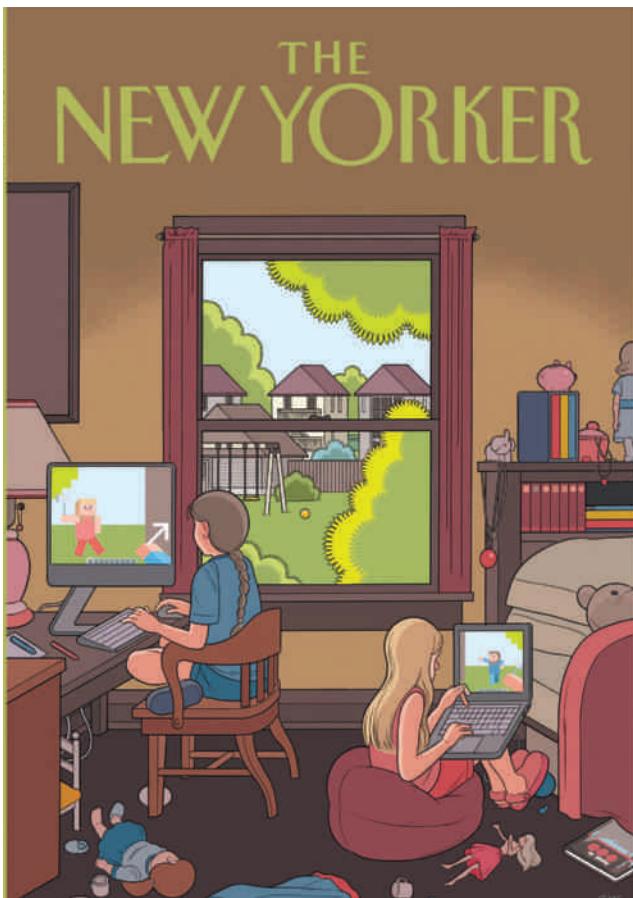
Henry Luce is the singular giant of 20th-century magazine publishing. Unlike Harold Ross, who sought a sophisticated, wealthy audience, Luce wanted to reach the largest possible readership. Luce's first creation was *Time* magazine, which he founded in 1923 with his Yale classmate Briton Hadden. Luce and Hadden paid themselves \$30 a week and recruited their friends to write for the magazine.

The first issue of *Time* covered the week's events in 28 pages, minus six pages of advertising—half an hour's reading. "It was of course not for people who really wanted to be informed," wrote Luce's biographer W. A. Swanberg. "It was for people willing to spend a half-hour to avoid being entirely uninformed." The brash news magazine became the foundation of Luce's media empire, which eventually also launched *Fortune*, *Life*, *Sports Illustrated*, *Money* and *People Weekly*. Eventually *Time* became a small part of the giant company Time Warner Inc., which includes television stations, movie studios, book publishing companies, HBO and CNN.

Luce's magazine fostered a *Life* magazine look-alike called *Ebony*, an African American magazine introduced in the 1940s by John H. Johnson. The Johnson chain also launched *Jet* magazine. At the beginning of the 21st century, *Ebony* and *Jet* had a combined readership of 3 million people. Johnson groomed his daughter, Linda Johnson Rice, to manage the company, a job Rice assumed in 2005 when her father died. In June 2014, *Jet* magazine became an online-only publication.

Specialized Magazines Take Over

In the 1950s, television began to offer Americans some of the same type of general interest features that magazines provided, and general interest magazines collapsed. Readers wanted specialized information they couldn't get from other sources. These new targeted magazines segmented the market, which meant each magazine attracted fewer readers.



Chris Ware/The New Yorker

Published since 1925, *The New Yorker* is one of the nation's most successful magazines and continues to be the primary showcase for American writers and artists. It is available in print and digital editions.

Very few general interest magazines survive today. To be successful, a magazine must find a specific audience and then deliver specialized content for that audience, surrounded by the advertising to support it—*Motor Trend* carries ads for auto accessories, for example, and *Women's Health* carries ads for fitness gear and vitamin supplements. This is called *targeting an audience*, which magazines traditionally have been able to accomplish more effectively than any other advertising medium.

Companies Consolidate Ownership and Define Readership

In 1984, for the first time, the price paid for individual magazine companies and groups of magazines bought and sold in one year reached \$1 billion. *U.S. News & World Report* sold for \$100 million. *Billboard* sold for \$40 million. Like other media industries, magazines were gathered together under large umbrella organizations. The elite magazine company Condé Nast, for example, today publishes 21 magazines each month.

As the audience becomes more segmented—in print and online—magazine publishers envision a time when they can deliver to each reader exactly what the reader wants to read.

Magazines Divide into Three Types

Today's magazines can be categorized into three types:

1. Consumer magazines
2. Trade, technical and professional magazines
3. Company magazines

You probably are most familiar with **consumer magazines** such as *People*, *Men's Health* and *Cosmopolitan*. In the magazine business, the term *consumer magazines* refers to all magazines sold by subscription or at newsstands, supermarkets, bookstores and online. As a group, consumer magazines make the most money because they have the most readers and carry the most advertising. (See **Illustration 4.1**, "Top 10 U.S. Consumer Printed Magazines," p. 74.)

People in a particular industry read **trade, technical and professional magazines** to learn

Baldwin Mike/Cartoonstock.com



"Have it all. Be an executive, community volunteer, a devoted wife and mother. Good article. You should read this."

more about their businesses. *Veterinary Practice Management*, for example, is a trade magazine, published as "a business guide for small animal practitioners." Other examples of trade magazines are the *Columbia Journalism Review* (published by Columbia University) and *American Medical News* (published by the American Medical Association).

Company magazines are produced by businesses for their employees, customers and stockholders. These magazines usually don't carry advertising. Their main purpose is to promote the company. Chevron Corp., for instance, publishes a company magazine called *Chevron USA Odyssey*.

Consumer Magazines All magazines sold by subscription or at newsstands, supermarkets, bookstores and online.

Trade, Technical and Professional Magazines Magazines dedicated to a particular business or profession.

Company Magazines Magazines produced by businesses for their employees, customers and stockholders.

IMPACT**Money****ILLUSTRATION 4.1****Top 10 U.S. Consumer Printed Magazines**

Magazines that target a female audience have always been the most successful type of magazine. Half the nation's top 10 printed magazines in 2014 were women's magazines (*Better Homes and Gardens*, *Good Housekeeping*, *Woman's Day*, *Family Circle* and *Ladies' Home Journal*, although the *Journal* stopped publishing in December 2014). *Game Informer Magazine* is the number two consumer printed magazine and the number one digital replica magazine (see Illustration 4.2).

Alliance for Audited Media, "Top 25 U.S. Consumer Magazines for June 2014," auditedmedia.com.

**ILLUSTRATION 4.2****Top 10 U.S. Digital Replica Magazines**

A **digital replica magazine** is published in both print and digital (replica) versions. *Game Informer Magazine* is the only magazine popular with both print and digital readers. Four women's magazines (*Shape* and *Working Mother*, for example) are on the digital replica list, but with a totally different, younger readership than the audience for the most popular print magazines (*Good Housekeeping* and *Family Circle*). And there are two men's magazines (*Maxim* and *Men's Health*) on the digital list, but no men's magazines among the printed magazine top 10.

Alliance for Audited Media, "Top U.S. Consumer Magazines by Digital Replica Circulation," June 2014, auditedmedia.com.



Magazines at Work

Magazine employees work in one of five divisions:

1. Editorial
2. Circulation sales
3. Advertising sales
4. Manufacturing and distribution
5. Administration

The *editorial* department handles all the magazine's content, except the advertisements. Magazine editors work in this department, and they decide the subjects for each magazine issue, oversee the people who write the articles and schedule the articles for the printed and online magazine. Designers who determine the "look" of the magazine and the magazine's Web access site also are considered part of the editorial department, as well as the artists and photographers who provide illustrations and photographs.

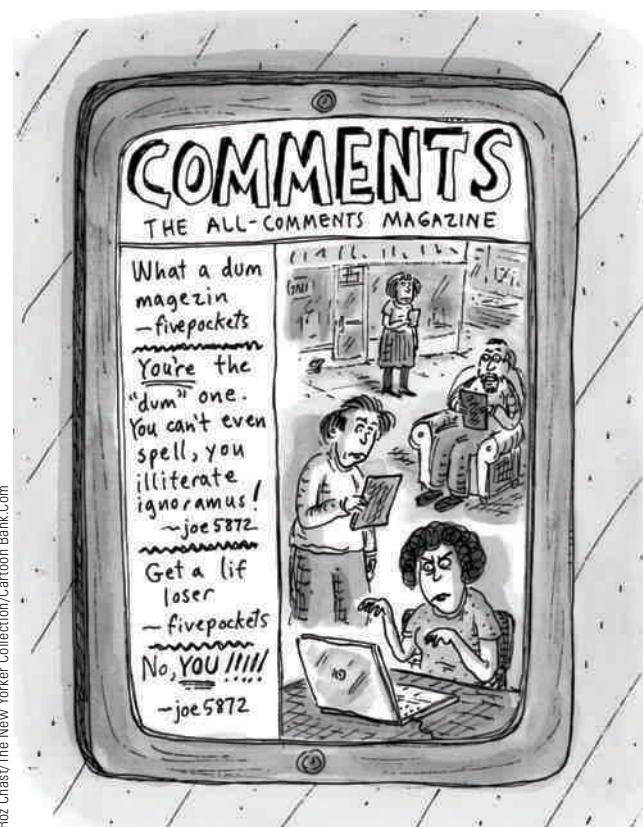
The *circulation* department manages subscription information. Workers in this department enter new subscriptions and handle address changes and cancellations, for example, and often circulation is contracted out. The *advertising* department is responsible for finding advertisers for the magazine. Advertising employees often help the companies design their ads to be consistent with the magazine format.

Manufacturing and *distribution* departments manage the magazine's production and delivery to readers. This often includes contracting with an outside company to print the magazine and to manage the magazine on the Internet. Most magazine companies also contract with an outside distribution company rather than deliver the printed magazines themselves.

Administration, as in any media company, takes care of the organizational details—the paperwork of hiring, paying bills and managing the office, for example.

Because advertisers provide nearly half a magazine's income, tension often develops between a magazine's advertising staff and its editorial staff. The advertising staff may lobby the editor for favorable stories about potential advertisers, but the editor is responsible to the magazine's audience. The advertising department might argue to the editor, for example, that a local restaurant will not want to advertise in a magazine that publishes an unfavorable review of the restaurant. If the restaurant is a big advertiser, the editor must decide how best to maintain the magazine's integrity.

The Alliance for Audited Media (**AAM**), an independent agency of print media market research, verifies and publishes circulation figures for member magazines. Advertisers use AAM figures to help them decide which magazines will reach their audience. Circulation figures



Roz Chast/The New Yorker Collection/Cartoon Bank Com

(how many readers each magazine has) determine how much the magazine can charge for its ads.

Putting the magazine together and selling it (circulation, advertising, administration, manufacturing and distribution) cost more than organizing the articles and photographs that appear in the magazine (editorial). Usually a managing editor coordinates all five departments.

The magazine editor's job is to keep the content interesting so people will want to read the magazine. Good magazine editors can create a distinctive, useful product by carefully choosing the best articles for the magazine's audience and ensuring the articles are well written and illustrated.

Full-time magazine staffers write many of the articles, such as a food editor who creates recipes or a columnist who writes commentary. Some magazines use articles by *freelancers*. Freelancers do not receive a salary from the

Digital Replica Magazines Magazines that are published in both printed and digital versions.

AAM Alliance for Audited Media (formerly Audit Bureau of Circulations); an independent agency of media market research that verifies and publishes circulation figures for member magazines.

Freelancers Writers who are not on the staff of a magazine but who are paid for each individual article published.

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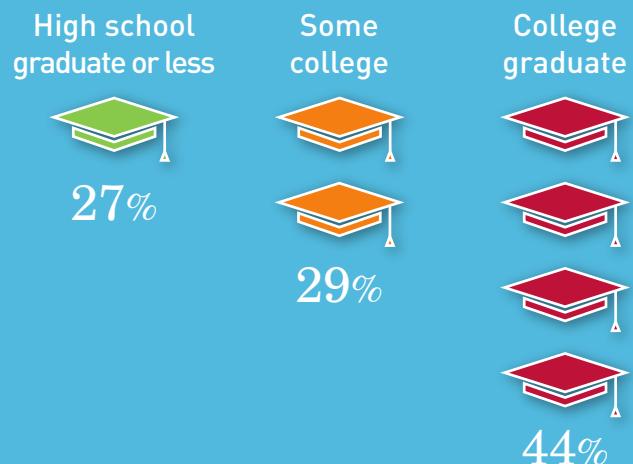
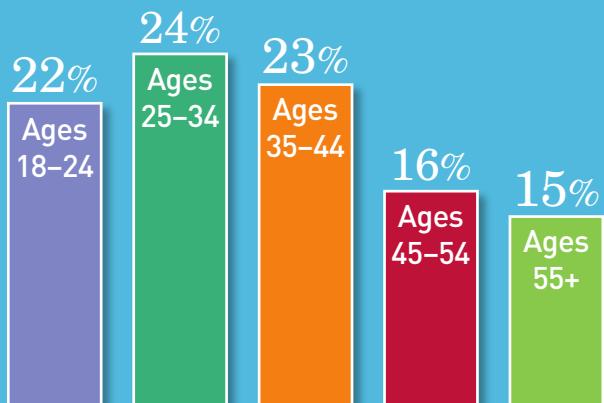
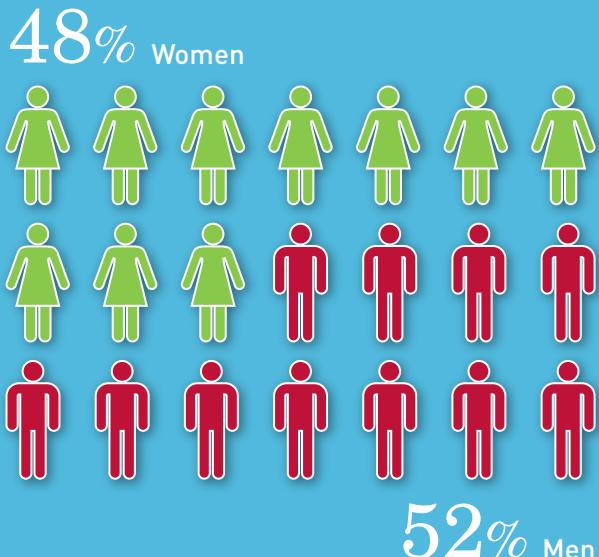
Convergence

ILLUSTRATION 4.3

Who Reads Digital Magazines?

The audience for digital magazines is evenly divided among men and women (compared to the audience for printed magazines, which skews toward female readers). The digital magazine audience also is younger (ages 18–44) than print magazine readers and better educated. These audience characteristics mean that digital magazine readers are a more desirable audience for advertisers.

Magazine Media Factbook 2014, The Association of Magazine Media, magazine.org.





Transcendental Graphics/Archive Photos/Getty Images



Fotosearch/Archive Photos/Getty Images

Throughout the 20th century, ads for consumer products like cigarettes, cars and food provided substantial revenue for magazines. Today, of course, most magazines refuse to carry cigarette advertising, but food and car ads are still a magazine staple. These magazine ads appeared in January 1950.

magazine; instead, they are paid for each article published in the magazine. Many freelancers write for several magazines simultaneously. Some freelancers specialize—just writing travel articles, for example. Other freelancers work just as the tradition of their name implies: They are versatile, and they can write about a variety of topics.

Magazines Compete for Readers in Crowded Markets

Today, trends in magazine publishing continue to reflect social and demographic changes, but magazines no longer play the cutting-edge social, political and cultural role they played in the past. Instead, most magazines are seeking a specific audience, and most magazines are competing for the same audience.

In 1990, for the first time, the number of magazines published in the United States stopped growing, and today the number is declining. Younger readers are less likely than their parents to read magazines. Men are more likely than women to read magazines online, yet women continue to be the single most lucrative audience for printed magazines.

An important part of the women's magazine market are **point-of-purchase magazines** like *Family Circle* and *Woman's Day*, sold mainly at the checkout stands in

supermarkets. The female magazine audience is divided further with magazines like *Vogue*, *Glamour*, *Cosmopolitan*, *Women's Health*, *Savvy*, *Self* and *Essence*.

Readers Represent a Valuable Audience for Advertisers

The average magazine reader is a high school graduate, is married, owns a home and works full time. This is a very attractive audience for advertisers because magazine readers tend to be active consumers. Advertisers also like magazines because people often refer to an ad weeks after they first see it, and many readers subscribe to a magazine as much for the ads as for the articles. This, of course, also is very appealing to advertisers.

Point-of-Purchase Magazines Magazines that consumers buy directly, not by subscription. They are sold mainly at checkout stands in supermarkets.

MPA The Association of Magazine Media, originally the Magazine Publishers Association.

MPA—The Association of Magazine Media—estimates that people keep a magazine issue an average of 17 weeks and that each issue has at least 4 adult readers on average. This magazine sharing is called **pass-along readership**.

Advertisers can target their audiences better in magazines than in most other media because magazines can divide their audiences for advertisers by interests, age, education, geography, income and even ZIP code. This means that advertisers can promote special offers in separate portions of the country or market expensive products in regional issues of print magazines delivered to wealthy ZIP codes.

Most new magazines are small-scale efforts produced initially on the Internet and financed by loyal relatives or friends, but in 2000, television personality Oprah Winfrey launched a successful lifestyle magazine called *O, The Oprah Magazine*. She sold the magazine to the Hearst Corporation in 2012.

But Oprah's success was unusual. Today, only one in three new magazines will survive more than five years. The reason most magazines fail is that many new companies do not have the money to keep publishing long enough to refine their editorial content, sell advertisers on the idea and gather subscribers—in other words, until the magazine can make a profit.

Today, even well-established magazines are struggling to survive. In 2009, Condé Nast Publications shut down *Gourmet* and *Modern Bride*, which had been publishing for more than half a century. In 2014, Meredith Publishing, which owned *Ladies' Home Journal*, stopped publishing the magazine after 130 years in print.

All printed magazines are vulnerable to changing economic and even technology trends. Although magazines once were very inexpensive and advertising paid for most of the cost of production, publishers gradually have been charging more, even charging for digital content, to see if subscribers will be willing to pay for specific information. For example, some magazines like *The Economist* recently announced plans to charge for digital content separately, so a print subscriber who wants to read the digital magazine has to pay extra for a digital subscription. (See **Impact/Money**, "Digital Cracks 50 Percent of Ad Revenue at *Wired Magazine*," p. 79.)

Today's consumers are less willing to buy printed magazines when they believe they can find most of the information they want for free on the Internet. In 2009, when he announced that Condé Nast Publications was shutting down several popular magazines, CEO Chuck Townsend said, "In this economic climate it is important to narrow our focus to titles with the greatest prospects for long-term growth." Townsend's comment described the challenge facing the magazine industry as a whole—how to



David Paul Morris/Bloomberg/Getty Images

Magazines are expanding their readership by offering digital editions of the printed magazine. Next Issue Media offers unlimited Internet access to a large group of popular digital magazines for a monthly fee as low as \$9.99.

maintain the audience that advertisers want and give readers content they can't find anywhere else.

Digital Editions Offer New Publishing Outlets

The way magazines do business in the future will be affected by technology as well as by the shifting economics of the industry. Digital editions offer magazine publishers a way to expand readership and give advertisers access to an expanded audience online.

As early as 1994, *Business Week* began offering its magazine online, including a feature that gave readers access to Internet conferences with editors and newsmakers and forums where readers could post messages related to topics covered in each issue. Most major consumer magazines today publish Internet editions.

The economics of Internet publishing also make it possible for someone to publish a magazine just online, dedicated to a fairly small audience, with none of the expense of mail distribution. Some large magazine publishing companies also have launched literary-political online magazines, such as *Salon.com* and *Slate*, which have attracted a very loyal Internet readership, in the tradition of the country's first political magazine, *The Nation*.

"There is clear demand for good content on mobile devices as evidenced by the amazing growth of e-books and the terrific response to the magazine apps launched

MPA The Association of Magazine Media, originally the Magazine Publishers Association.

Pass-Along Readership People who share a magazine with the original recipient.

IMPACT**Money**

Digital Cracks 50 Percent of Ad Revenue at *Wired* Magazine

First for the Title Is an Encouraging Sign for the Industry

By Nat Ives

Digital contributed half of all ad revenue at *Wired* magazine in the final three months of 2012, a first for the title and an encouraging sign for an industry where most big brands still rely overwhelmingly on the difficult business of print. Across the year as a whole, digital ads comprised 45 percent of total ad sales at *Wired*, according to the magazine.

The Atlantic has ratcheted digital ad revenue to an even higher share of the total, saying today that digital delivered 59 percent of its ad revenue in 2012. But *Wired* has a larger print business, guaranteeing advertisers a paid and verified circulation of 800,000 last year and running 885 ad pages, according to the *Media Industry Newsletter*, compared with *The Atlantic*'s rate base of 450,000 and 463 ad pages.

Digital revenue for most magazines still runs at a significantly lower level.

Digital advertising contributed to about 10 percent of *Wired* ad revenue in 2006, when parent company Condé Nast bought *Wired.com* and reunited it with the magazine, according to Howard Mittman, VP-publisher at *Wired*.

"We spent a lot of time debating whether we were the best magazine with a Web site or the best Web site with a magazine," Mr. Mittman said. "And at the

Lester Cohen/Getty Images Entertainment/Getty Images



Wired magazine editor-in-chief Scott Dadich speaks at a digital design conference on September 30, 2014. *Wired* is the nation's most successful print and digital magazine, with 50 percent of its revenue coming from its digital "replica."

end of the day, I don't think we care. Hitting 50 percent is proof that there is a successful template inside of this industry that can be followed by others and that having a magazine doesn't necessarily need to be an analog anchor around your technological neck."

Wired ad pages declined 5.7 percent in 2012, according to the *Media Industry Newsletter*, but Mr. Mittman said digital's rise did not depend on a drop in print.

"Real-world print dollars were flat year over year," he said.

Roughly 90 percent of *Wired*'s digital ad revenue is coming from the traditional Web, he added. "The tablet is becoming a significant contributor to all this but, candidly, the bulk of this is coming from the Web site," Mr. Mittman said.

"Digital Cracks 50 Percent of Ad Revenue at *Wired* Magazine," January 3, 2013, adage.com.

on the iPad," according to Mark Edmiston, CEO for the digital travel publication *Nomads*. "We believe that there is even greater potential for content designed from the ground up for mobile rather than taking an existing format and converting it to mobile." (See **Illustration 4.3**, "Who Reads Digital Magazines?" p. 76.)

Magazines' Future Is Digital

Magazines complement other media yet have their own special benefits. Magazines' survival has always depended on their ability to adapt to new trends. To maintain and expand their audience and revenue, the magazine industry must maintain its print audience and seek new digital

readers, who tend to be younger and better educated. "The print medium has to be innovative and reinvent itself," says Michael A. Clinton, publishing director and president for marketing at Hearst Magazines, New York.

In 2010, magazine giant Condé Nast announced plans to create tablet versions of some of its top magazines, such as *GQ*, *Vanity Fair* and *Wired*. "We feel confident enough that consumers will want our content in this new format that we are committing the resources necessary to be there," said Charles H. Townsend, president and chief executive of Condé Nast. "How large a revenue stream digitized content represents is an answer we hope to learn through this process." By 2013, *Wired* was the number one digital magazine in America.



REVIEW, ANALYZE, INVESTIGATE

CHAPTER 4

Magazines Reflect Trends and Culture

- Magazines mirror the society.
- Today, magazines target specific audiences.
- Internet editions expand magazines' traditional reach.

Colonial Magazines Compete with Newspapers

- American magazines began in 1741 when Andrew Bradford published *American Magazine* and Benjamin Franklin published *General Magazine*.
- Like colonial newspapers, early magazines provided a means for political expression.
- *The Saturday Evening Post*, first published in 1821, was the nation's first general interest magazine.
- Early magazines were expensive and had small circulations.

Magazines Travel Beyond Local Boundaries

- The Postal Act of 1879 encouraged the growth of magazines because it ensured quick, reasonably priced distribution for magazines. Today's magazines still travel on a preferential postal rate.
- *The Saturday Evening Post* was the first national magazine with a large circulation.

Publishers Locate New Readers

- Magazines widened their audience in the 1800s by catering to women, tackling social crusades, becoming a literary showcase for American writers and encouraging political debate.

- Sarah Josepha Hale, who edited *Godey's Lady's Book*, and Edward Bok, who edited *The Ladies' Home Journal*, were central figures in the development of early magazines in the United States that crusaded for reform.

- In 1910, W. E. B. Du Bois launched *The Crisis*, published for an African American audience.

McClure's Launches Investigative Journalism

- *McClure's Magazine* pioneered investigative reporting in the United States early in the 20th century. *McClure's* published the articles of Lincoln Steffens and Ida Tarbell.
- Early investigative magazine writers who exposed corruption in business and government were called *muckrakers*.

The New Yorker and Time Succeed Differently

- Magazines in the first half of the 20th century adapted to absorb the invention of radio and television. Some publishers sought a defined, targeted audience; others tried to attract the widest audience possible. *The New Yorker* and *Time* began as magazines that eventually became part of media empires.

Specialized Magazines Take Over

- Magazines in the second half of the 20th century survived by targeting readers' special interests.
- Specialization segments an audience for advertisers, making magazines the most specific buy an advertiser can make.

- Publishers can target their magazines by geography, age, education, income and interest group, as well as by ZIP code.

Companies Consolidate Ownership and Define Readership

- Magazines have consolidated into large groups just like other media.
- Magazine publishers envision a time when their readership will be even more specialized than today.

Magazines Divide into Three Types

- There are three types of magazines: consumer magazines; trade, technical and professional magazines; and company magazines.
- Consumer magazines make the most money because they have the most readers and carry the most advertising.

Magazines at Work

- Magazine employees work in one of five areas: editorial, circulation sales, advertising sales, manufacturing and distribution, and administration.
- The Alliance for Audited Media (formerly the Audit Bureau of Circulations) monitors and verifies readership.
- Advertisers provide nearly half a magazine's income.

Magazines Compete for Readers in Crowded Markets

- The number of magazines being published in the United States has been declining since 1990.
- Younger readers are less likely to read magazines.
- Women continue to be the single most lucrative audience for magazines.

Key Terms

These terms are defined in the margins throughout this chapter and appear in alphabetical order with definitions in the Glossary, which begins on page 361.

AAM 75

Company Magazines 73

Consumer Magazines 73

Digital Replica Magazines 75

Freelancers 75

MPA 78

Muckrakers 70

Pass-Along Readership 78

Point-of-Purchase Magazines 77

Trade, Technical and Professional Magazines 73

Critical Questions

- What important tradition in magazine journalism did Ida Tarbell and other muckrakers establish? Describe how Tarbell reported on Standard Oil Co. Why is her reporting significant?
- Why do today's magazines target specialized audiences for readership? Give at least three specific examples of magazine advertisers targeting an audience and the reasons for each.
- Discuss the role that magazines like *Ebony* and *Sports Illustrated*, targeted to a specific audience, contribute to American society.
- If you started a magazine, what kind would you launch? How would you fund it? Who would read and advertise in it? Would you print it, publish only a digital version or publish both printed and replica editions? How would you ensure its success?
- What impact are digital technologies having on the future of the magazine business? Consider the audience for magazines, the way in which magazines are delivered to their readers and the impact on advertisers and advertising.

Readers Represent a Valuable Audience for Advertisers

- Each issue of a magazine, according to the Magazine Publishers Association, has at least four adult readers on average, and people keep an issue an average of 17 weeks.
- Magazines can target readers for advertisers better than other media.

Digital Editions Offer New Publishing Outlets

- Many magazines have launched Internet editions to expand their readership.
- Today's digital technology means people can start an online magazine without the production and mailing expense of a printed publication.
- Some magazines, such as *Salon.com* and *Slate*, have been successful publishing only on the Internet.

Magazines' Future Is Digital

- Magazines complement other media.
- The audience for digital magazines is evenly divided among men and women (compared to the audience for printed magazines, which skews toward female readers).
- The digital magazine audience also is younger (ages 18–44) than print magazine readers and better educated.
- Men are a growing audience for online magazines.
- To maintain its audience and revenue, the magazine industry must expand its digital presence.

Working the Web

This list includes sites mentioned in the chapter and others to give you greater insight into the magazine business.

AllYouCanRead.com

allyoucanread.com

Calling itself “the largest database of magazines and newspapers on the Internet,” AllYouCanRead.com has listings for nearly 25,000 magazines, newspapers and news sites from more than 200 countries. Online visitors can read their favorite news sources online or subscribe to a magazine or a newspaper without ever leaving the site.

American Society of Journalists and Authors (ASJA)

asja.org

Founded in 1948 in New York City, the American Society of Journalists and Authors (ASJA) is a professional organization of “independent nonfiction” authors or freelance writers. With more than 1,100 members, ASJA offers a referral service as well as seminars and workshops where freelancers can interact and network with their peers.

The Cartoon Bank

cartoonbank.com

Visitors to this site can select from more than 120,000 cartoons that have been published in *The New Yorker* magazine. The cartoons are available for licensing and use by individuals and companies and are sold as framed prints.

Condé Nast Media Company

condenast.com

Saying it attracts “115 million consumers across its industry-leading print, digital and video brands,” Condé Nast was established in 1909 when Condé Montrose Nast began publishing *Vogue* magazine. Today Condé Nast has a television broadcasting division and publishes several well-known magazines, including *The New Yorker*, *Vogue*, *Vanity Fair*, *Glamour*, *Brides*, *GQ*, *Architectural Digest* and *Wired*. In January 2015, Condé Nast launched 23 Stories, a “branded content” media company where marketers and advertisers will work directly with the editorial division of Condé Nast to create video ads that are integrated into existing broadcast and online advertising.

The New Yorker

newyorker.com

Established in 1925 as a weekly publication, *The New Yorker* is considered one of the top periodical publications in the

U.S. as well as internationally. *The New Yorker* is famous for its covers, which always contain an illustration depicting a scene relevant to a topical current event. The magazine has a rigorous fact checking and copyediting process and features both fiction and nonfiction on a wide array of subjects, including politics, popular culture and social issues.

Folio: The Magazine for Magazine Management

foliomag.com

Known as the “industry bible of magazine publishing,” *Folio* is an online and print magazine for professionals in all sectors of the magazine publishing industry. It is published six times a year with reports about industry trends and the latest concepts in sales and marketing.

Hearst Corporation

hearst.com

The Hearst Corporation owns 15 daily and weekly newspapers, including the *San Francisco Chronicle* and *Houston Chronicle*; magazines, including *Esquire*, *Car and Driver* and *O, The Oprah Magazine*; broadcast television stations, including WCVB-TV in Boston, KCRA-TV in Sacramento and WBAL Radio in Baltimore; and entertainment and syndication operations, including A&E Networks, King Features Syndicate and United Artists Media Group.

MPA—The Association of Magazine Media

magazine.org

Established in 1919, MPA (formerly the Magazine Publishers Association) represents 175 companies that publish more than 900 periodicals. Every October, the association hosts the Magazine Media Conference where media professionals discuss the future of the print and digital magazine industry. MPA is headquartered in New York City and has a lobbying office in Washington, D.C.

Salon

salon.com

Calling itself the first “major online media outlet,” *salon.com* is news Web site based in San Francisco. Established in 1995, *Salon* offers a tabloid journalism approach to the coverage of “news, politics, entertainment, life, technology, business, sustainability and innovation.”

Slate

slate.com

Slate is an online magazine created in 1996 by former *New Republic* editor Michael Kinsley and purchased in 2004 by The Washington Post Co. *Slate* is updated daily and is aimed at helping its readers “analyze and understand and interpret the world” through its coverage of news, politics, arts and culture.

Sports Illustrated*si.com*

Known for its in-depth coverage of professional and amateur sports throughout the world, *Sports Illustrated* is a weekly sports magazine owned by Time Inc. that is published both

in print and online. Its annual swimsuit edition has become so popular that a calendar, television show and video are released in conjunction with it.



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RECORDINGS

STREAMING SOUNDS

05

Stefano Buonamici/The New York Times



Artists' income from music sales is declining, which makes live concerts a crucial source of revenue. On June 1, 2014, 50,000 music lovers flocked to Primavera Sound in Barcelona, Spain, a five-day music festival featuring more than 300 artists.